CITY OF SUWANEE

FY 2014 BUDGET







THE BUDGET DOCUMENT

GEORGIA

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city of suwanee, georgia

ANNUAL BUDGET

FOR THE FISCAL YEAR
JULY 1, 2013 - JUNE 30, 2014



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CITY COUNCIL



Jimmy **Burnette**
Mayor



Dick **Goodman**
Mayor Pro-Tem



Dan **Foster**
Councilmember



Beth **Hilscher**
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 Direc



Josh **Campbell**
Planning Director



Mike **Jones**
Chief of Police



Janet **Moon**
Deputy Chief of Police

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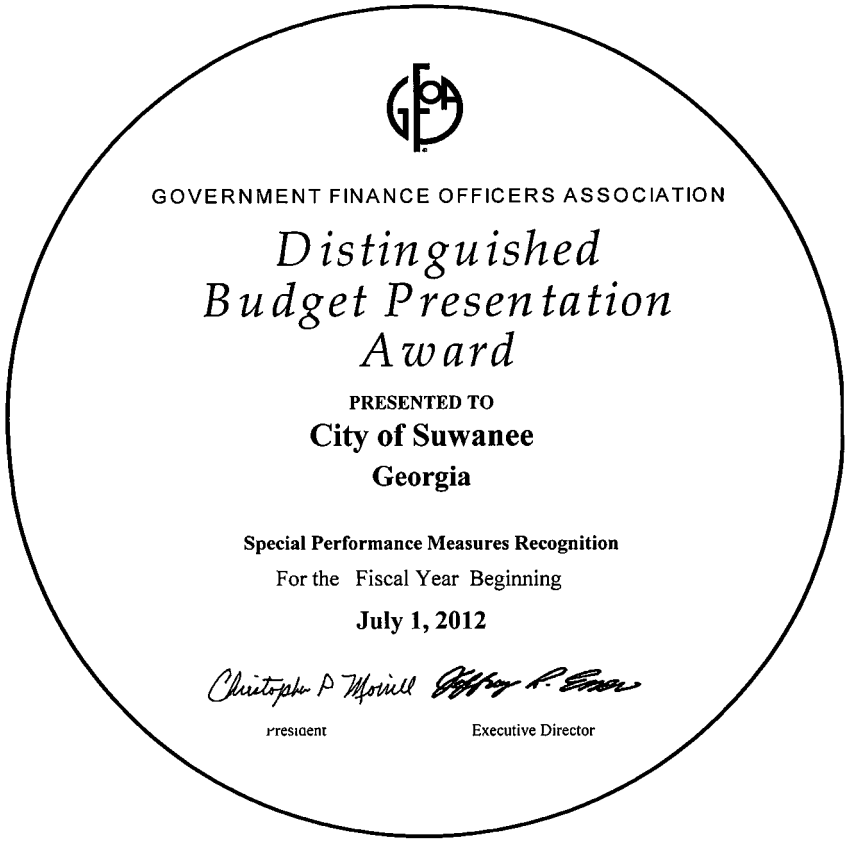
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EXECUTIVE SUMMARY

FISCAL YEAR 2013-2014

THIS SECTION PROVIDES AN OVERVIEW OF THE BUDGET AND THE CITY'S FINANCING. INCLUDED ARE THE BUDGET MESSAGE; AN OUTLINE OF THE 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.

BUDGET MESSAGE

To: **Mayor and Council**

From: CITY MANAGER: **Marvin Allen**

CC: DEPARTMENT HEADS: **Chief Mike Jones**, **James Miller**, **Elvira Rogers**, **Josh Campbell**, **Denise Brinson**, **Jessica Roth** and **Amie Sakmar**

Date: JULY 25, 2013

Re: CITY MANAGER'S BUDGET MESSAGE FOR FY 2014

The beginning of FY14 finds Suwanee in a position of continuing to offer top-rated City services and an excellent quality of life. Suwanee remains one of the most desirable and vibrant communities in the country, consistently capturing the attention of national publications. Both Kiplinger.com and Family Circle Magazine recently named Suwanee as one of the top 10 "Best Places to Raise Your Kids" in the U.S. These rankings come on the heels of nods from Money Magazine as a "Top 10 Small Places to Live."



We're proud that we not only provide Suwanee residents an excellent quality of life, but are able to do so while maintaining a strong and stable financial position. Revenues continue to show signs of growth and are diversified among multiple sources. The City has a comprehensive approach to capital and infrastructure needs, not only planning for future assets, but also ensuring the proactive maintenance and replacement of existing assets. The FY14 budget also projects approximately $7.8 million in accumulated fund balance, i.e. savings.

Fitch Rating Services re-affirmed **Suwanee's AA+ bond rating** in June, noting the City's "conservative budgeting practices, consistent operating results, maintenance of reserves above policy levels, and detailed financial monitoring and forecasting reinforce the City's financial flexibility and strong financial performance." Suwanee continues to maintain its AA rating with Standard & Poor's, which was upgraded from AA- in 2011.

During FY13, the community and City completed and adopted the **Suwanee 20/20 Strategic Plan**. This plan was a yearlong community-driven effort which establishes a broad vision for the Suwanee moving forward. The resulting plan identifies seven driving principles for the community: Communications and Engagement, Economic Development, Public Safety, Planning, Community Culture, Parks and Open Space, and Transportation. Within each of these principles were specific goals and strategies for consideration.

In January of each year, the Council and management staff participate in a multi-day strategic planning retreat. At that retreat, Council establishes specific goals and priorities for the upcoming year and beyond. These goals, projects, and initiatives are memorialized and later adopted in the City's annual Short-Term Work Program. This work program becomes the basis for the upcoming budget. The City Council relied heavily on the 20/20 Strategic Plan in developing this year's Short Term Work Program.

In formulating the annual budget, staff analyzes an enormous amount of data to 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 upon local and world conditions. The City's overall budgeting philosophy is to budget and project figures conservatively. The City monitors the budget throughout the year and undertakes quarterly budget adjustments, if needed. The City also has completed a 10-year financial projection, both for revenues and expenditures, which assists with long-range financial planning.

With this proposed approximately $12 million budget for FY14, the City will maintain existing service levels, continue to improve performance, 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 to continue providing excellent services for the community.

FY14 Budget Executive Summary

Staff is proud to present a balanced General Fund budget of $12,164,990. The budget projects the same 4.93 millage rate as in FY13.

General Fund Proposed Budget

	FY13 (ADOPTED)	FY13 (AMENDED)	FY14 (PROPOSED)
Revenues	$ 12,002,440	$ 12,084,290	$ 12,164,990
Use of Fund Balance	$ 0	$ 400,000	$ 0
TOTAL	$ 12,002,440	$ 12,484,290	$ 12,164,990
Expenditures	$ 12,002,440	$ 12,484,290	$ 12,164,990
Ending Fund Balance	$ 7,826,690	$ 7,426,690	$ 7,426,690

Major budgetary highlights for the upcoming year include:

a) The proposed $12,164,990 general fund budget is balanced. It relies on anticipated revenues; no fund balance is proposed to be used for operating expenses.

b) At 4.93 mills, the millage rate is proposed to be the same as last year. The millage rate has either remained the same or been reduced over each of the past eleven years.

c) At $12,164,990, the proposed general fund budget is about 1.3% more than the adopted FY13 budget ($12,002,440).

d) Overall, revenues are relatively stable. Some sources are expected to rise while others will likely decline. General fund revenues are expected to be lower by approximately 2.5% ($319,300) from $12,484,290 (FY13 amended) to $12,164,990 (FY14 proposed).

e) The City expects to receive approximately $790,700 in Intergovernmental Revenue from Gwinnett County as a result of Service Delivery Strategy negotiations and cost-sharing.

f) 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.

g) At $4,445,470, and representing approximately 37% of the City's overall budget, police services are the City's largest expenditure category.

h) Annual bond payments totaling about $1.6 million for the 2001 Open Bond Space Initiative and City Hall represent another large expenditure.

i) The budget includes $117,210 in capital transfers from the general fund to a facilities maintenance fund.

j) Employee healthcare costs continue to rise. In an effort to control escalating costs and maintain service levels, the City adjusted benefits options for employees healthcare plans and changed dental providers. The City does not provide post-employment healthcare benefits.

k) The SPLOST program continues to provide funds for several significant 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 four years for capital items and projects.

l) New expenses for FY14 include a new detective for police, additional staff hours for public works, one police vehicle, and funding for branding of the new Suwanee logo.

SPLOST is a significant source of revenue. The **2009 Special Purpose Local Option Sales Tax** (SPLOST) program is a 5-year sales tax for specific capital purposes as approved by voters. The tax expires on March 31, 2014. SPLOST revenues fluctuate with the economy and local spending and revenue estimates are adjusted periodically. To date the City has received about $8.4 million through the 2009 program. Current estimates are that the City will have received approximately $9.8 million by the time the 2009 program ends.

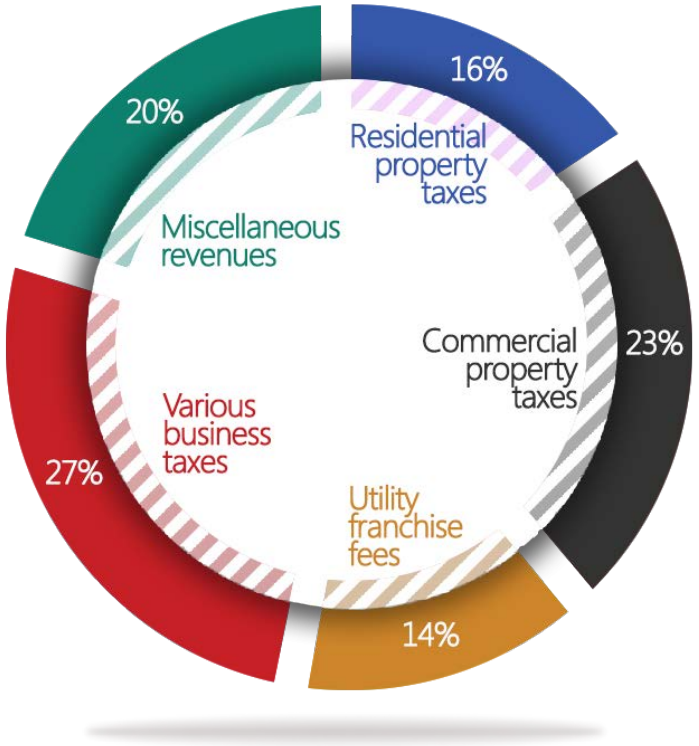
The City's fund balance remains healthy. General fund balance is unencumbered cash held by the City - essentially the City's "savings." No fund balance is proposed to be used in the FY14 budget. In previous years, fund balance has been used as a revenue source usually for one-time capital project contributions. The City's **general fund balance of $7.8 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.

General Fund Revenue Highlights

The City is fortunate to have a stable and diverse revenue stream. The City's primary general fund revenue sources include Commercial and Residential Property Taxes, Utility Franchise Fees, various Business Licenses and Taxes, Fines and Forfeitures, and other miscellaneous revenues. While not a general fund revenue, the City also receives substantial sales tax revenue for capital purposes through the 2009 SPLOST sales tax which helps reduce financial pressures on the general fund.

Property tax revenue is based on the City's tax digest and an adopted millage rate. At approximately $1.1 billion, the City's **assessed tax digest** is stable and healthy. The City has a well-rounded tax digest with a good mixture of residential, commercial and industrial property development. While there was a decrease in growth in the last few years, the City was fortunate to avoid drastic drops in the tax digest that many other communities have faced in recent years**.**

The City typically does not receive actual tax digest values until after the budget is developed. As such, staff must project the upcoming digest value. Staff anticipates a tax digest of approximately $1.1 billion (about a 1% increase). As a historical note, the assessed tax digest has increased from about $349 million to about $1.1 billion over the past decade. With this growth the City has realized increased revenues along with increased service demands associated with new development.



At $4,965,350, combined commercial and residential **property taxes** make up the largest category of City revenues. FY14 property taxes are anticipated to be about $123,250 higher than projected in the FY13 adopted budget based on the proposed same 4.93 millage rate. If adopted as proposed, the City will have maintained or decreased the millage rate in each of the past eleven years.

At $1,748,950, **utility franchise fee payments** from electric, natural gas, cable television, and telephone providers remain a substantial revenue source and are expected to decrease slightly from FY13. Electric franchise fees show the largest projected decrease, $128,240, or 9% from last year's budgeted amount. Gas, cable television, and telephone franchise fees are anticipated to remain stable.

Overall **business taxes** remain stable. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY14 budget projects a small increase to generate about $1,765,480.

Fines and forfeitures are expected to provide $1,103,030 to the general fund for FY14. This is approximately $138,000 more than FY13.

Alcoholic beverage excise tax revenue also is anticipated to be similar to last year, although fewer new establishments are anticipated to open. At $860,500, the budget for these excise taxes ($775,000) is expected to remain stable while the mixed-drink tax ($85,500) is expected to be slightly higher than last year's budget.

Development permit fees collected in FY13 were about $37,134 higher than the previous year and generally consistent 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 between $200,000 and $350,000 over the next few years.

General Fund Expenditure Highlights

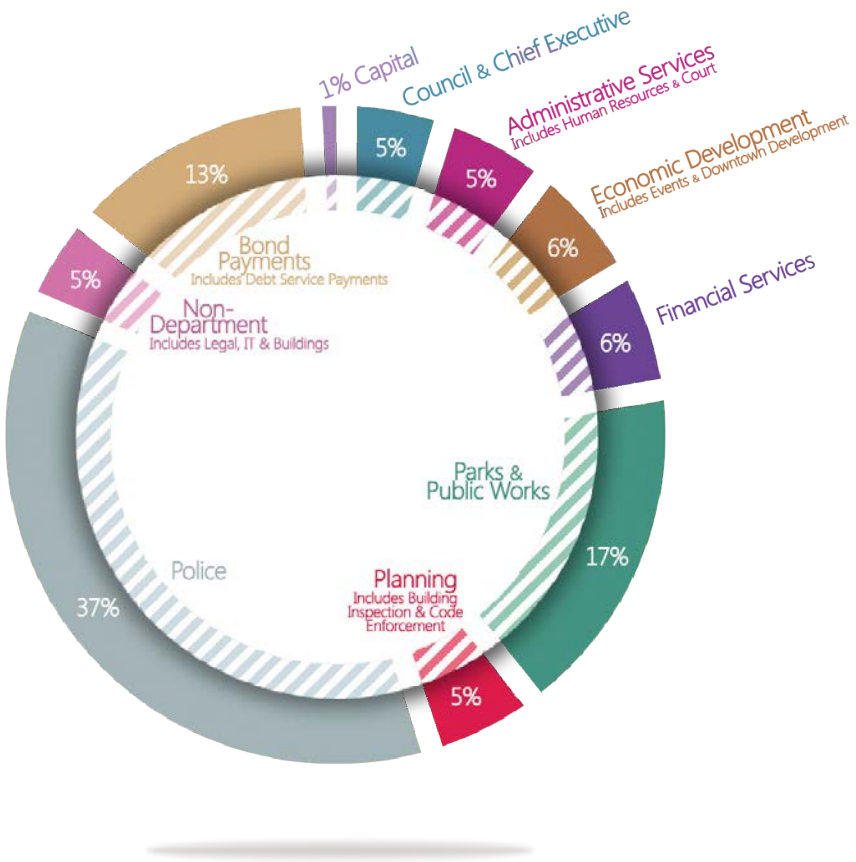
Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. The FY14 budget projects $**12,164,990 in expenditures**. Expenditures include costs for personnel, supplies, materials, equipment, utilities, professional and contracted services, financing costs, and other items. Personnel costs represent the single largest category of expenditures.

Overall general fund expenditures are projected to decrease from $12,484,290 (FY13 amended) to $12,164,990 in FY14. The difference is largely a result of some unexpected revenue received during FY13 that was subsequently used for capital purchases.

At $4,445,470, and representing about 37% of the City's overall budget, **Police Services** are the single largest category of City expenditures. Employing 37 sworn officers and 9 non-sworn personnel, the police

department is a 24-hour-a-day operation. As the Suwanee area continues to grow with residents, visitors and businesses, demands on police services will also increase.

At $2,074,190, **Parks and Public Works** is the City's second largest expenditure area (17%). This funding pays for 15 full-time and 7 part-time staff as well as the maintenance and upkeep costs for all of the City's parks, trails, buildings, streets and other related infrastructure. SPLOST funding is often used to undertake much of the capital construction associated with these items.



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

Recruiting and maintaining quality employees is a key part of any successful organization. In the past, the City has implemented a comprehensive pay-for-performance system with variable raises given based on individuals' performance levels. This past year, the City completed a comprehensive employee pay and classification study that analyzed and benchmarked pay against other competing jurisdictions. The proposed budget includes a 2% increase to fund recommendations from a **pay and classification study** and a 2.0% cost of living adjustment (COLA) (subject to satisfactory performance).

As is the case elsewhere, **healthcare benefit costs continue to increase** for both the City and its employees. Costs are expected to increase roughly 9% ($77,300) from FY13. To help manage current and future costs, the City made several changes to its existing benefits package. I applaud staff for supporting the City's efforts to help contain these increases to manageable levels. The City studied various options and over the last two years has switched both healthcare and dental providers. The new healthcare plan, through Cigna, is in its second year and includes a high deductible health plan with an employer contribution to a Health Savings Account.

An important goal within the 20/20 Strategic Plan was to improve the Suwanee Gateway area. During FY13, the City purchased an obsolete and decaying hotel in the area in an effort to eliminate a prominent blighted property. In November 2007, Suwanee voters approved legislation to create a Tax Allocation District (TAD). A Redevelopment Plan was adopted, and the City created the Suwanee Gateway Tax Allocation District. Moving forward with a TAD is an important tool for improving the **Suwanee Gateway.** Approximately, $139,000 is currently available for use in the fund.

The FY14 Budget proposes $117,210 in **capital transfers** from the general fund to the City's facilities maintenance fund. This capital fund funds the City's Facilities Maintenance Plan which provide for proactive maintenance on existing parks, buildings, trails, etc.

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 FY14.

The hotel/motel tax fund is showing slight improvement. Hotel/motel funds are legally restricted in their use. Staff proposes a balanced budget for ongoing hotel/motel expenditures, which include

promotions/advertising and other related programs. At $396,000, budgeted revenues and expenditures are slightly higher than last year's estimates.

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.

As part of the FY11 budget, the Council approved an increase in water rates and established a four-year escalating rate schedule. 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 operation 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 FY13, the adopted budget predicted a decline in overall revenue partially 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 subsequently restored. At $1,700,000, the FY14 budget projects a decrease ($109,080) over the FY13 adopted budget.

Municipal Court generates approximately $130,790 per month. About $80,080 of this amount is transferred to the general fund. About $50,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY13 were approximately $86,400.

Downtown Development Authority

The mission of the 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 FY14.

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 the budget - provides detailed information about each of the funds and future projects that will be completed in the next five years. Capital funds may include money from various sources including the general fund, grants, SPLOST, and others.

The SPLOST Fund includes final proceeds from the 2005 SPLOST (expired) and the current 2009 SPLOST. 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. The current 2009 SPLOST is expected to generate about $1.5 million during FY14 before it expires on March 31, 2014.

The financial value of SPLOST is substantial: 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 these projects were included as part of the City's general fund, it is estimated that the City's overall budget would need to total nearly $18 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 including shade structures at Town Center and Sims Lake;
- Buford Highway Corridor Improvements (future project)
- Suwanee Dam Road/Brushy Creek Greenway (future project)

With a proposed five-year capital budget of more than $18.6 million, the City has a large number of capital projects (30) to manage and oversee. In addition to designated staff project managers, the City

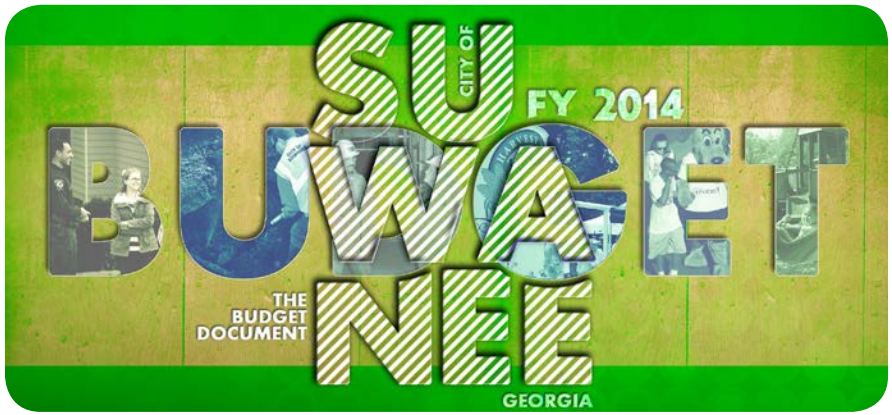
at times uses private consulting firms to advance these projects and provide professional program management services.

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 2013 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award and special recognition for incorporation of performance measures.

Budget documents can be intimidating documents filled with numbers and data. Each year our staff takes pride in developing a document that is useful, attractive and readable. 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, manages the Short-Term Work Program and Capital Improvements Program components. Paul Bara and Susan Van Nus, 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.

Suwanee'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

Suwanee remains an attractive, growing and desirable community. I want to thank the citizens, Mayor and Council, and staff for their continued support and commitment.

City Council and staff remain committed to working together. The City takes a planned approach to providing services. Each year, Suwanee's City Councilmembers and management staff, gather together for at least three days in a strategic retreat to generate ideas and assess conditions while planning for the future. Having 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 a positive tone and providing leadership to keep the City moving in the right direction. This commitment to community service and desire to improve the community helps motivate City staff to continue striving for excellence.

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 also like to thank each staff person for his or her contributions over the past year.

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

Respectfully submitted,
Marvin R. Allen

City Manager

CITY OF SUWANEE MAP





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 budget is prepared for all funds including major and non-major funds.*

BUDGET POLICIES AND PROCEDURES

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.

BUDGET POLICIES AND PROCEDURES

The budget process spans over a number of months and requires leadership and guidance from City Council and the City Manager as well as planning, input and teamwork from the Department Directors. The budget policies and procedures outline a general timetable for the preparation of the budget.

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.



BUDGET SCHEDULE

The budget schedule provides a comprehensive calendar, detailing dates and deadlines pertinent to the planning and preparation of the current fiscal year budget

2012

NOVEMBER 29-30	Department Head Planning Retreat

2013

JANUARY 28	Proposed Budget Schedule Distributed to Department Heads
JAN 31 - FEB 2	City Council Planning Retreat
MARCH 15	Department Head Requests Due to City Manager
MARCH 25	Capital Improvements Budget Projections Due to City Manager
APRIL 8	Revenue Forecasts Complete
APRIL 18	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 19	City Manager to Complete Review of All Expenditure Requests
APRIL 23	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 25	**Special Workshop: Operating Budget Review @ 5:30 pm**
MAY 2	**Special Workshop: Capital Budget Review @ 5:30 pm**
MAY 16	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 28	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 29	Budget Available for Public Review
JUNE 13	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 25	**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 2013 - 2014

CAPITAL IMPROVEMENT POLICY

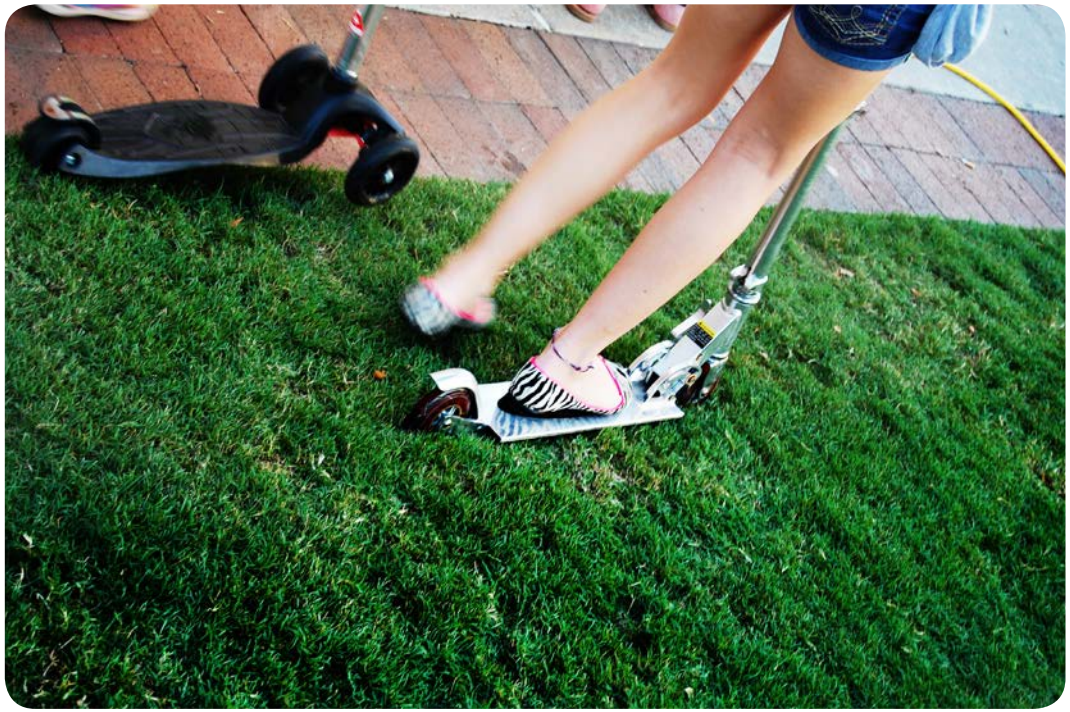
A Capital Improvement Program (CIP) covering a five year period, will be developed, reviewed and updated annually. As resources are available, the most current year of the CIP will be incorporated into the current year operating budget.

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.



DEBT MANAGEMENT POLICY

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

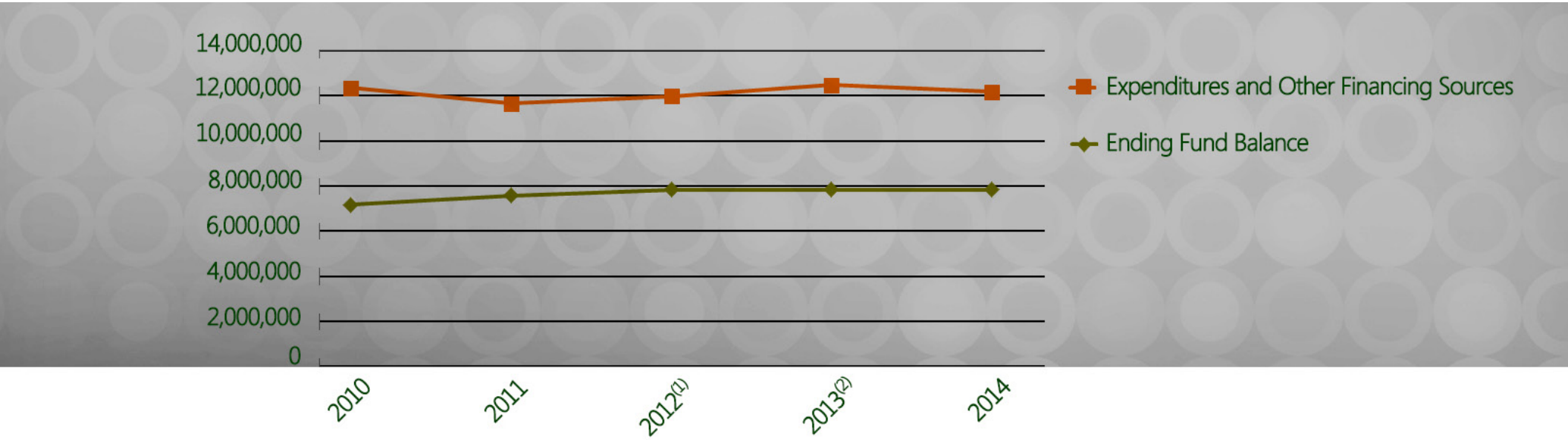
When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is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

ANALYSIS OF GENERAL FUND BALANCE

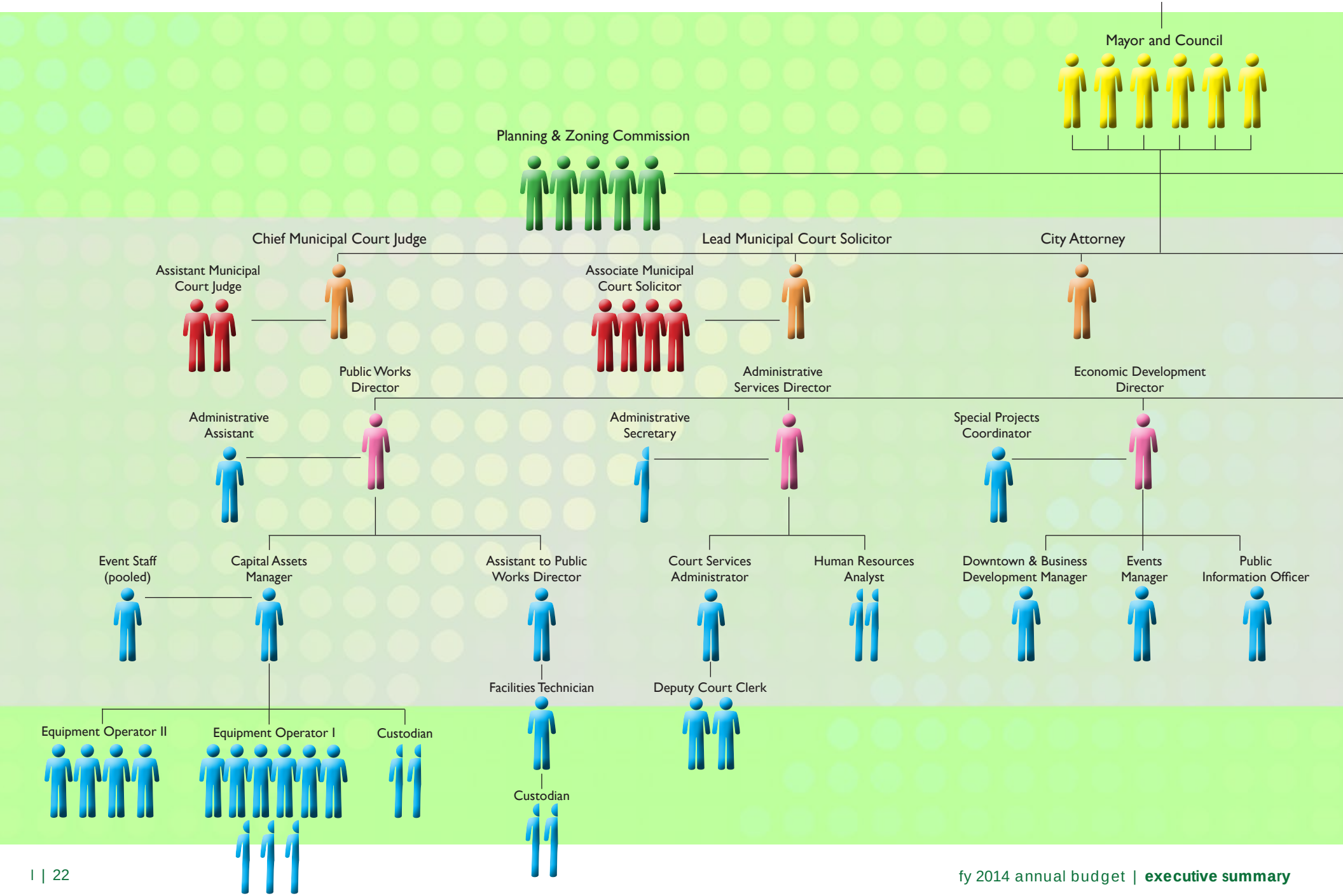
FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OFFUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2010	7,156,198	12,345,513	57.97%	6.96	4,115,171		3,041,027	4.00		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[1]	7,826,690	11,974,949	65.36%	7.84	4,000,813	2,347,264	1,478,613	4.01	2.35	1.48
2013[2]	7,826,690	12,484,290	62.69%	7.52	4,161,430		3,665,260	4.00	0.00	3.52
2014[3]	7,826,690	12,164,990	64.34%	7.72	4,054,997		3,771,693	4.00	0.00	3.72

(1) Assigned fund balance at FY 2012 is restricted for legal purposes. This restriction was removed during FY 2013.
(2) Projected with no increases in ending FY 2013 fund balance.
(3) Projected ending fund balance with FY 2013 projected increase.

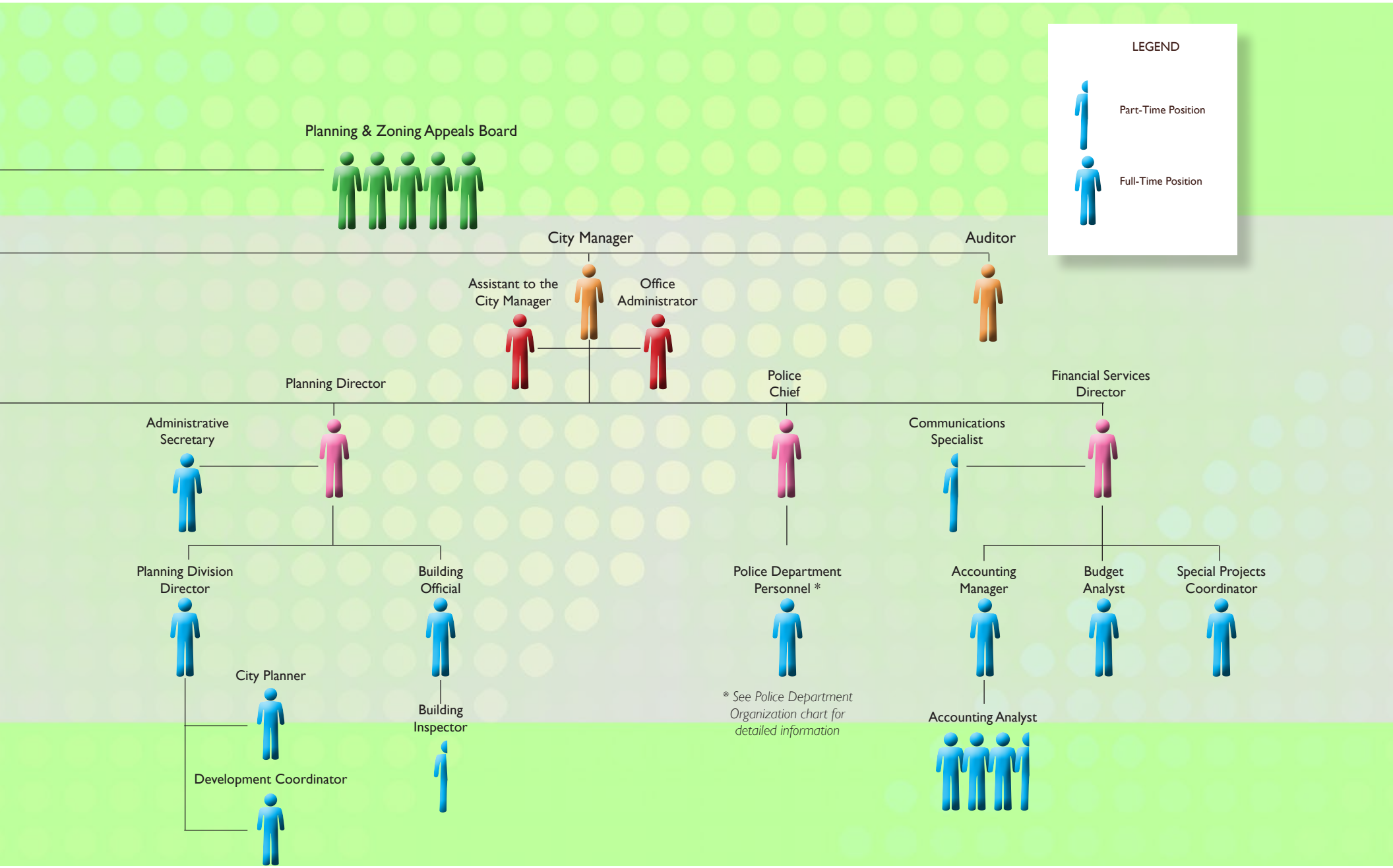
City's fund balance policy includes funding for a stabilization account which consists of four months of general fund budgeted expenditures and transfers.



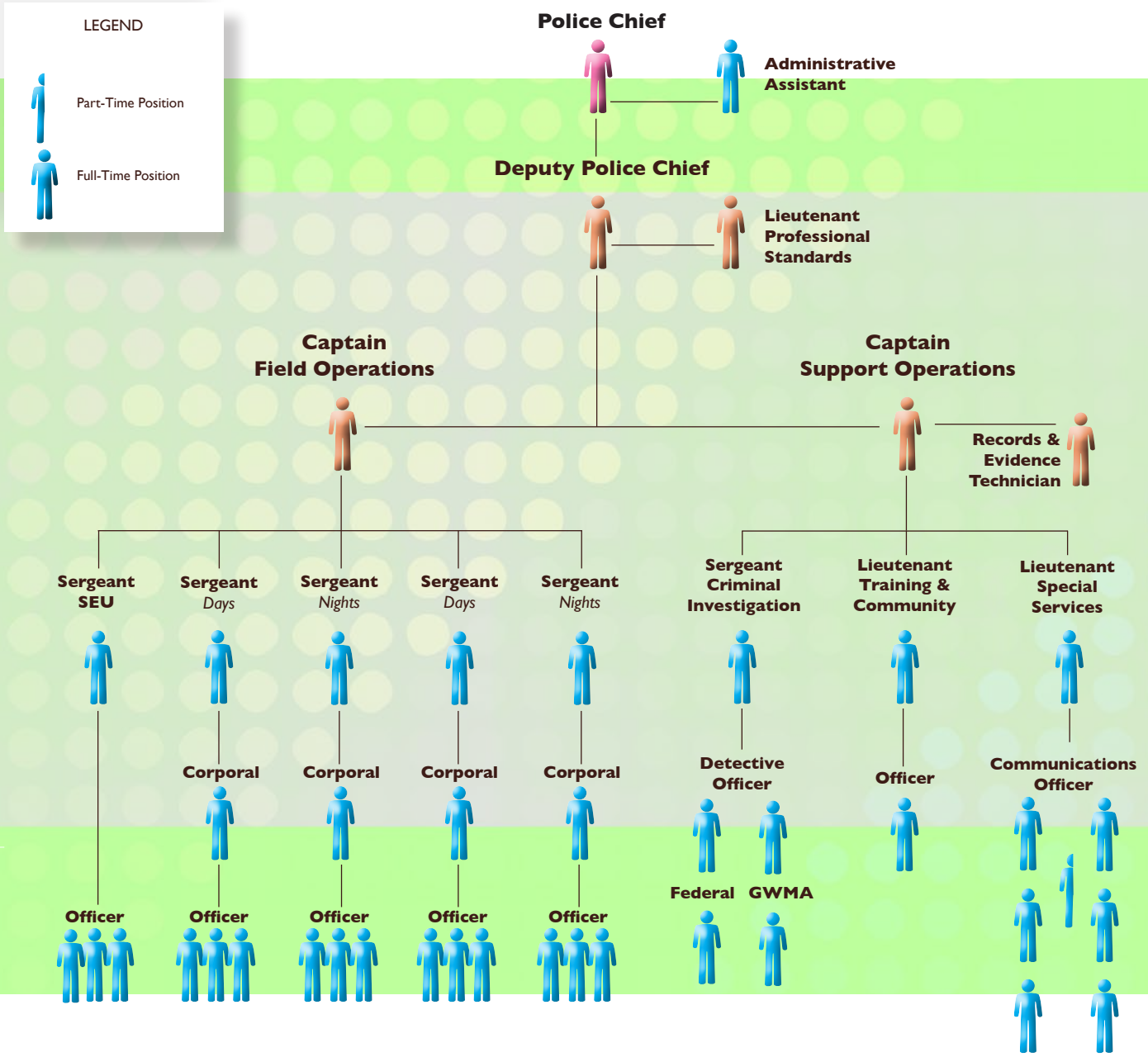
ORGANIZATIONAL CHART



EFFECTIVE DATE 7-1-2013



POLICE DEPARTMENT ORGANIZATIONAL CHART



AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
		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	23	1		1		1		1		1	
Office Administrator	12	1		1		1		1		1	
TOTAL COUNCIL & CHIEF EXECUTIVE		3	-	3	-	3	-	3	-	3	-
ADMINISTRATIVE SERVICES											
Administrative Services Director	24	1		1		1		1		1	
Human Resources Manager	18		2		2		2		2		2
Court Services Administrator	19	1		1		1		1		1	
Administrative Secretary	10								1		1
Deputy Court Clerk	12	2		2		2		2		2	
Chief Judge	Appointed		1		1		1		1		1
Associate Judge	Appointed		3		3		3		3		2
Lead City Solicitor	Appointed		1		1		1		1		1
City Solicitor	Appointed		6		6		5		5		4
TOTAL ADMINISTRATIVE SERVICES		4	13	4	13	4	12	4	13	4	11
ECONOMIC DEVELOPMENT											
Economic & Community Development Director	24	1		1		1		1		1	
Downtown & Business Development Manager	19		1	1		1		1		1	
Public Information Officer	20	1		1		1		1		1	
Events Manager	19					1		1		1	
Events Coordinator (1)	14	1		1							
Special Projects Coordinator	14	1		1		1		1		1	
TOTAL ECONOMIC DEVELOPMENT		4	1	5	-	5	-	5	-	5	-
FINANCIAL SERVICES											
Financial Services Director	25	1		1		1		1		1	
Accounting Manager	19	1		1		1		1		1	
Budget Analyst	18					1		1		1	
Special Projects Coordinator	14	1		1		1		1		1	
Communications Specialist	13		1		1		1		1		1
Accounting Analyst	13	3	1	3	1	3	1	3	1	3	1
TOTAL FINANCIAL SERVICES		6	2	6	2	7	2	7	2	7	2

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
		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	25	1		1		1		1		1	
Assistant to the Public Works Director	21	1		1		1		1		1	
Capital Assets Manager	21	1		1		1		1		1	
Equipment Operator II (4)	12	2		2		2		2		4	
Facilities Technician (2)	12			1		1		1		1	
Administrative Assistant	12	1		1		1		1		1	
Equipment Operator I (2) (4)	10	9		8		8		8	2	6	3
Custodian	7				3		3		4		4
Seasonal Laborer	PT		2		2		2				
Seasonal Park Attendant	PT		1		1		1				
Event Staff Pool (3)	7		1		1		1		1		1
TOTAL PARKS & PUBLIC WORKS		15	4	15	7	15	7	15	7	15	8
PLANNING											
Planning Director	24	1		1		1		1		1	
Planning Division Director	21	1		1		1		1		1	
Building Official	20							1		1	
Planner	17	1		1		1		1		1	
Building Inspector	16	1	1	1	1	1	1		1		1
Development Coordinator	12	1		1		1		1		1	
Administrative Secretary	10	1		1		1		1		1	
TOTAL PLANNING		6	1	6	1	6	1	6	1	6	1

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
Police											
Police Chief	26	1		1		1		1		1	
Deputy Police Chief	23	1		1		1		1		1	
Police Captain	22	2		2		2		2		2	
Police Lieutenant	20	2		2		2		2		2	
Police Lieutenant-Training	20									1	
Police Sergeant	18	7		7		7		7		5	
Police Sergeant-CID	18									1	
Police Corporal	16	3		4		4		4		4	
Police Officer	14	20		19		19		19		18	
Police Detective	14									2	
Communications Officer	12	6		6		6	1	6	1	6	1
Administrative Assistant	12	1		1		1		1		1	
Records & Evidence Technician	11	1		1		1		1		1	
Total Police		44	-	44	-	44	1	44	1	45	1
Total		**82**	**21**	**83**	**23**	**84**	**23**	**84**	**24**	**85**	**23**

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

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

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

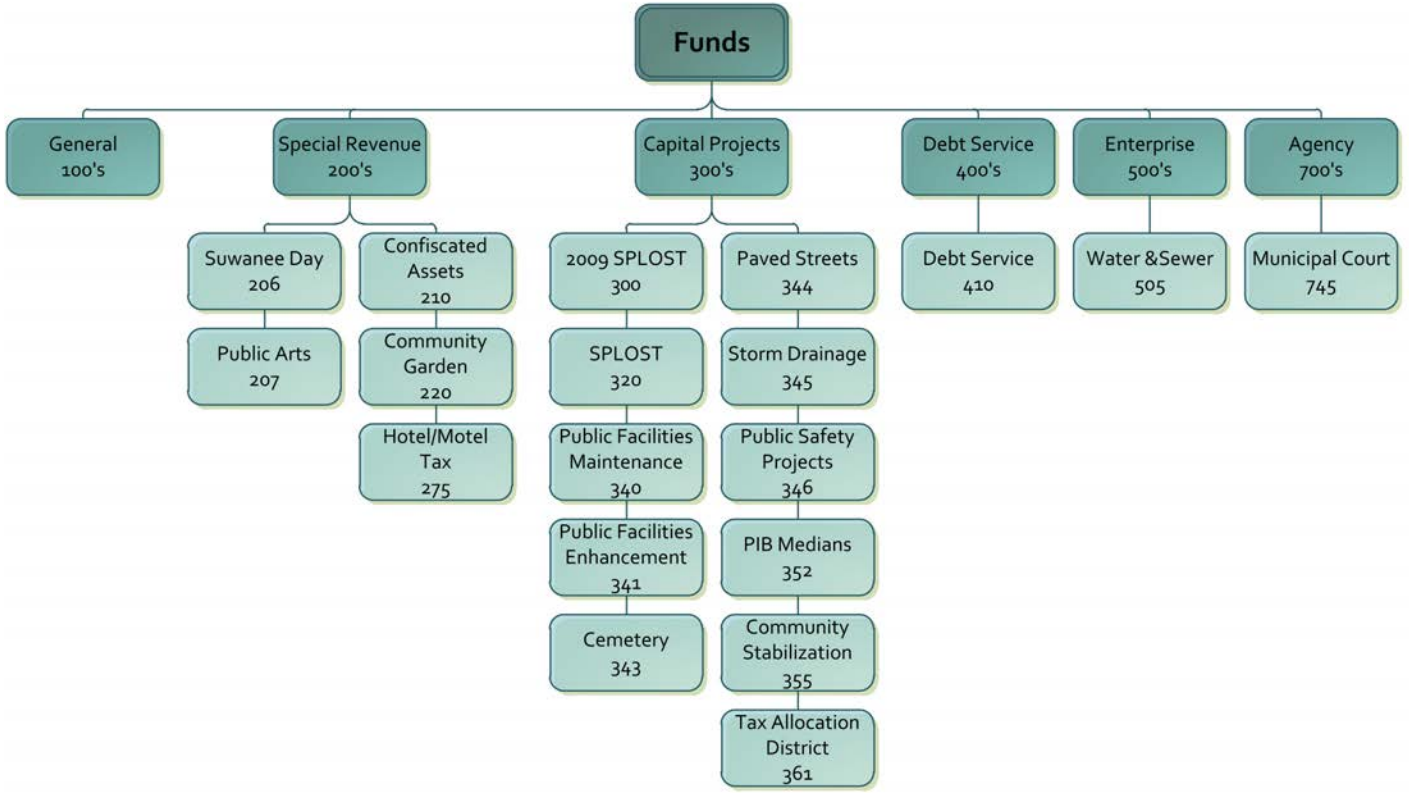
(4) In fiscal year 2014, two Equipment Operator I were upgraded to Equipment Operator II.

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.

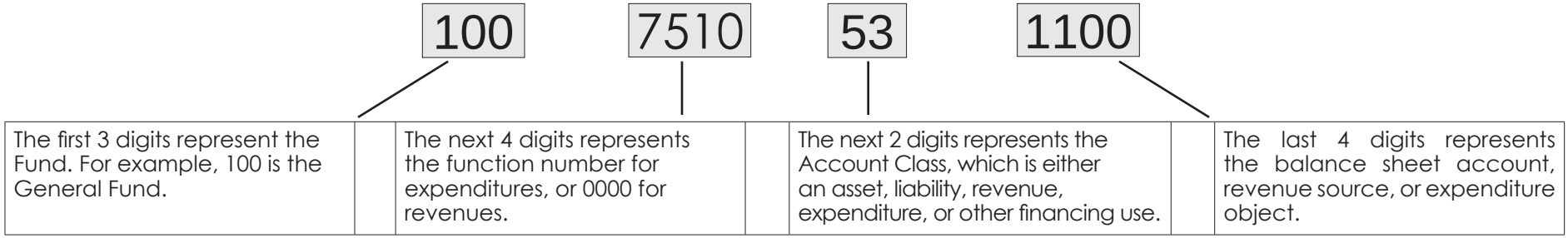
Other fund types are: Special Revenue, Capital Project, Debt Service, Enterprise and Agency Funds.

- **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.



ACCOUNT CODING STRUCTURE

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.

BUDGET COMPARISON BY FUND

FUND	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 12,345,509	$ 11,652,456	$ 11,904,997	$ 12,484,290	$ 12,164,990	$ (319,300)	-2.56%
Special Revenue Funds:							
Suwanee Day	78,060	74,529	92,263	107,600	92,000	(15,600)	-14.50%
Public Arts	-	16,984	43,195	50,500	55,500	5,000	9.90%
Confiscated Assets	22,112	81,116	25,029	80,250	100,250	20,000	24.92%
Community Garden	1,776	4,046	3,398	16,620	6,620	(10,000)	-60.17%
Hotel/Motel Tax	481,464	365,930	381,867	437,130	396,000	(41,130)	-9.41%
Debt Service	1,620,178	1,605,878	1,597,171	1,596,110	1,593,970	(2,140)	-0.13%
Enterprise	127,954	131,911	110,070	296,410	235,450	(60,960)	-20.57%
Agency	1,798,378	1,870,338	1,795,477	1,809,080	1,700,000	(109,080)	-6.03%
GROSS TOTAL	**16,475,431**	**15,803,188**	**15,953,467**	**16,877,990**	**16,344,780**	**(533,210)**	**-3.16%**
LESS INTERFUND TRANSFERS	(3,322,026)	(3,090,278)	(3,040,903)	(2,922,770)	(2,863,280)	59,490	-2.04%
NET TOTAL BUDGET	$ **13,153,405**	$ **12,712,910**	$ **12,912,564**	$ **13,955,220**	$ **13,481,500**	$ **(473,720)**	**-3.39%**



GOVERNMENTAL AND PROPRIETARY FUND TYPES COMBINING STATEMENT

	FY 2010 ACTUAL			FY 2011 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,846,600		$ 5,846,600	$ 5,957,420		$ 5,957,420
Franchise Taxes	1,694,211		1,694,211	1,825,464		1,825,464
Alcoholic Beverage Taxes	784,188		784,188	836,438		836,438
Business Taxes	1,360,254		1,360,254	1,347,871		1,347,871
Hotel/motel Taxes	561,586		561,586	533,179		533,179
Other Taxes Penalties	73,031		73,031	91,172		91,172
Licenses and Permits	349,965		349,965	441,763		441,763
Intergovernmental Grants	68,088		68,088	31,311	$ 192,018	223,329
Charge for Services	64,238	$ 62,501	126,739	72,456	97,113	169,569
Fines and Forfeitures	1,334,381		1,334,381	1,257,886		1,257,886
Investment Income	206,272	1,485	207,757	100,118	667	100,785
Contributions and Donations	101,138		101,138	116,542		116,542
Miscellaneous Revenues	21,694		21,694	33,249		33,249
TOTAL REVENUES	12,465,646	63,986	12,529,632	12,644,869	289,798	12,934,667
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	538,609		538,609	588,846		588,846
Administrative Services	518,221		518,221	499,992		499,992
Economic Development	928,281		928,281	874,474		874,474
Financial Services	567,180		567,180	599,647		599,647
Parks & Public Works	1,497,834	104,335	1,602,169	1,632,429	117,383	1,749,812
Planning	512,681		512,681	519,590		519,590
Police	3,753,064		3,753,064	3,882,724		3,882,724
Non-Departmental	498,855		498,855	599,356		599,356
Debt Service	1,620,178	23,619	1,643,797	1,605,878	14,528	1,620,406
TOTAL EXPENDITURES/EXPENSES AND OTHER USES	10,434,903	127,954	10,562,857	10,802,936	131,911	10,934,847
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	2,030,743	(63,968)	1,966,775	1,841,933	157,887	1,999,820
Other Financing Sources (Uses)						
Sale of capital asset	21,165		21,165	1,815		1,815
Transfers in	1,629,000	287,450	1,916,450	1,715,540	150,000	1,865,540
Transfers out	(4,114,196)		(4,114,196)	(2,998,003)		(2,998,003)
TOTAL OTHER FINANCING SOURCES	(2,464,031)	287,450	(2,176,581)	(1,280,648)	150,000	(1,130,648)
Net change in fund balance	(433,288)	223,482	(209,806)	561,285	307,887	869,172
Fund Balances, beginning of year	8,956,590	1,943,996	10,900,586	8,523,302	2,167,478	10,690,780
Fund Balances, end of year	$ 8,523,302	$ 2,167,478	$ 10,690,780	$ 9,084,587	$ 2,475,365	$ 11,559,952

** Chart spans two pages*

GOVERNMENTAL AND PROPRIETARY FUND TYPES COMBINING STATEMENT

FY 2012 ACTUAL			FY 2013 CURRENT			FY 2014 BUDGET		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,583,972		$ 5,583,972	$ 5,025,650		$ 5,025,650	$ 4,965,350		$ 4,965,350
1,897,907		1,897,907	1,875,510		1,875,510	1,748,950		1,748,950
881,679		881,679	843,500		843,500	860,500		860,500
1,648,831		1,648,831	1,736,490		1,736,490	1,765,480		1,765,480
597,200		597,200	602,830		602,830	566,280		566,280
17,024		17,024	53,000		53,000	98,000		98,000
613,838		613,838	535,200		535,200	486,700		486,700
21,351		21,351	693,780		693,780	790,700		790,700
106,324	$ 118,172	224,496	112,500	$ 95,910	208,410	107,500	$ 110,000	217,500
1,147,017		1,147,017	1,044,960		1,044,960	1,203,030		1,203,030
52,745	77	52,822	49,520	500	50,020	49,520	500	50,020
124,575		124,575	169,450		169,450	158,850		158,850
41,429		41,429	23,000		23,000	16,000		16,000
12,733,892	118,249	12,852,141	12,765,390	96,410	12,861,800	12,816,860	110,500	12,927,360
622,226		622,226	552,180		552,180	595,470		595,470
521,913		521,913	661,210		661,210	661,520		661,520
917,324		917,324	1,058,540		1,058,540	1,096,080		1,096,080
668,430		668,430	716,620		716,620	747,030		747,030
1,767,296	110,070	1,877,366	1,950,650	296,410	2,247,060	2,080,810	235,450	2,316,260
570,699		570,699	614,140		614,140	655,330		655,330
3,907,196		3,907,196	4,406,290		4,406,290	4,545,720		4,545,720
535,150		535,150	569,170		569,170	538,950		538,950
1,597,171	-	1,597,171	1,596,110		1,596,110	1,593,970		1,593,970
11,107,405	110,070	11,217,475	12,124,910	296,410	12,421,320	12,514,880	235,450	12,750,330
1,626,487	8,179	1,634,666	640,480	(200,000)	440,480	301,980	(124,950)	177,030
2,455		2,455	5,000		5,000	2,500		2,500
1,601,900	150,000	1,751,900	1,602,110	200,000	1,802,110	1,589,970		1,589,970
(2,940,515)		(2,940,515)	(2,647,590)		(2,647,590)	(1,894,450)		(1,894,450)
(1,336,160)	150,000	(1,186,160)	(1,040,480)	200,000	(840,480)	(301,980)	-	(301,980)
290,327	158,179	448,506	(400,000)	-	(400,000)	-	(124,950)	(124,950)
9,084,587	2,475,365	11,559,952	9,374,914	2,633,544	12,008,458	8,974,914	2,633,544	11,608,458
$ 9,374,914	$ 2,633,544	$ 12,008,458	$ 8,974,914	$ 2,633,544	$ 11,608,458	$ 8,974,914	$ 2,508,594	$ 11,483,508

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

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		9,606			101,138
Miscellaneous Revenues	21,694							21,694
TOTAL REVENUES	**11,877,822**	**79,751**	**9,432**	**88,728**	**9,613**	**393,896**	**6,404**	**12,465,646**
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**	**7,837**	**80,862**	**(1,613,774)**	**2,030,743**
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	7,837	(87,568)	15,226	(433,288)
FUND BALANCE, BEGINNING OF YEAR	7,602,717	16,698	-	30,486	-	104,847	1,201,842	8,956,590
FUND BALANCE, END OF YEAR	$ 7,156,195	$ 18,389	$ 9,432	$ 97,102	$ 7,837	$ 17,279	$ 1,217,068	$ 8,523,302

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

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	16,984			206,151		874,474
Financial Services	599,647							599,647
Parks & Public Works	1,628,383				4,046			1,632,429
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**	**16,984**	**81,116**	**4,046**	**206,151**	**1,605,878**	**10,802,936**
Excess (deficiency) of revenues over (under) expenditures	**3,259,688**	**(913)**	**14,347**	**2,375**	**2,261**	**167,289**	**(1,603,114)**	**1,841,933**
Other Financing Sources (Uses)								
Sale of capital asset	1,815							1,815
Transfers in							1,715,540	1,715,540
Transfers out	(2,838,224)					(159,779)		(2,998,003)
TOTAL OTHER FINANCING SOURCES	**(2,836,409)**	**-**	**-**	**-**	**-**	**(159,779)**	**1,715,540**	**(1,280,648)**
Net change in fund balance	423,279	(913)	14,347	2,375	2,261	7,510	112,426	561,285
FUND BALANCE, BEGINNING OF YEAR	7,156,195	18,389	9,432	97,102	7,837	17,279	1,217,068	8,523,302
FUND BALANCE, END OF YEAR	$ 7,579,474	$ 17,476	$ 23,779	$ 99,477	$ 10,098	$ 24,789	$ 1,329,494	$ 9,084,587

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

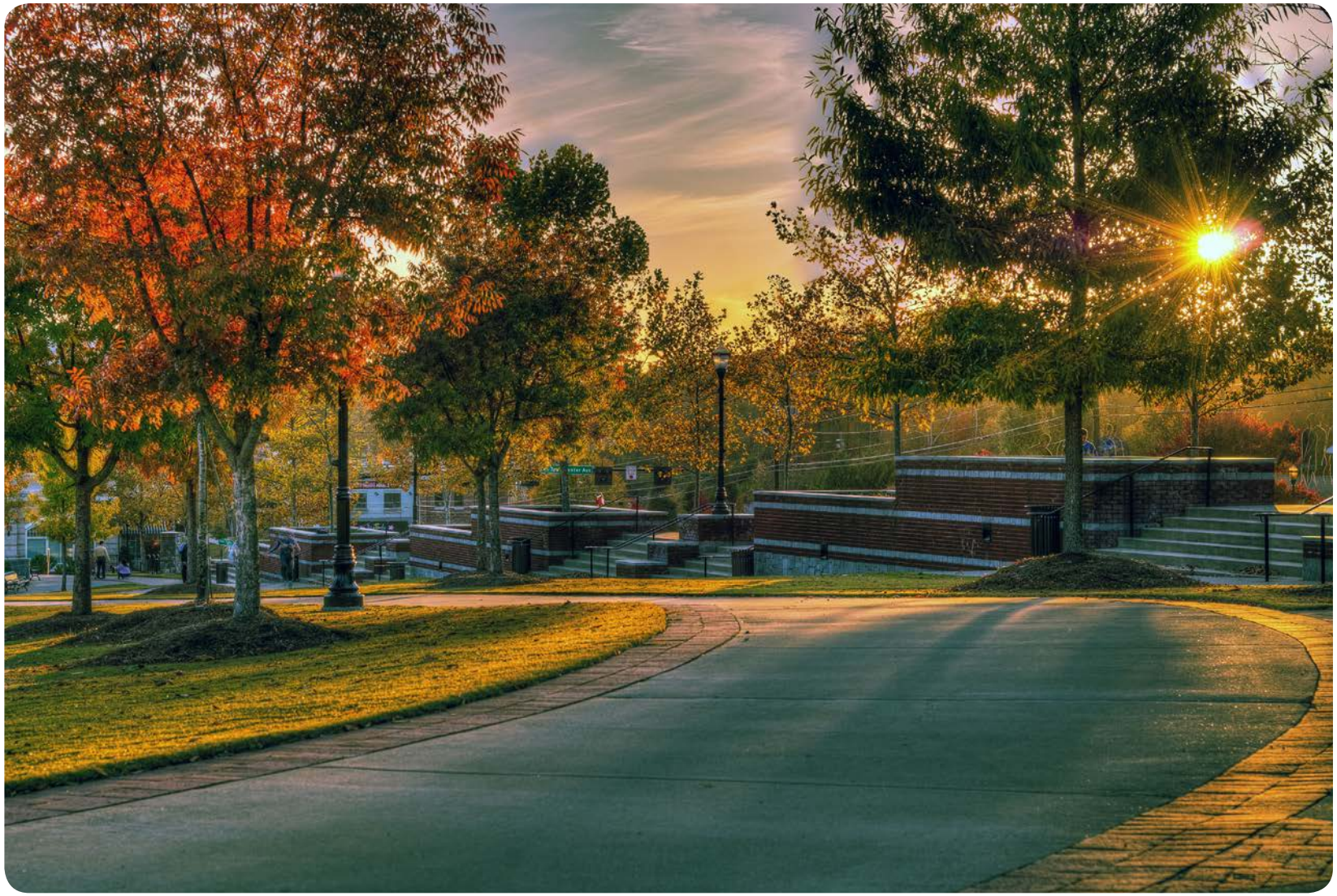
FY 2012 Actual	GENERAL	SUWANEE DAY	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 5,583,972							$ 5,583,972
Franchise Taxes	1,897,907							1,897,907
Alcoholic Beverage Taxes	881,679							881,679
Business Taxes	1,648,831							1,648,831
Hotel/motel Taxes	179,881					$ 417,319		597,200
Other Taxes Penalties	17,024							17,024
Licenses and Permits	613,838							613,838
Intergovernmental Revenue	21,351							21,351
Charge for Services	106,324							106,324
Fines and Forfeitures	1,109,122			$ 37,895				1,147,017
Investment Income	48,403			180	$ 8		$ 4,154	52,745
Contributions and Donations	-	$ 77,195	$ 40,365		7,015			124,575
Miscellaneous Revenues	41,429							41,429
TOTAL REVENUES	**12,149,761**	**77,195**	**40,365**	**38,075**	**7,023**	**417,319**	**4,154**	**12,733,892**
Expenditures								
Council & Chief Executive	622,226							622,226
Administrative Services	521,913							521,913
Economic Development	579,880	92,263	43,195			201,986		917,324
Financial Services	668,430							668,430
Parks & Public Works	1,763,898				3,398			1,767,296
Planning	570,699							570,699
Police	3,882,167			25,029				3,907,196
Non-Departmental	535,150							535,150
Debt Service							1,597,171	1,597,171
TOTAL EXPENDITURES	**9,144,363**	**92,263**	**43,195**	**25,029**	**3,398**	**201,986**	**1,597,171**	**11,107,405**
Excess (deficiency) of revenues over (under) expenditures	**3,005,398**	**(15,068)**	**(2,830)**	**13,046**	**3,625**	**215,333**	**(1,593,017)**	**1,626,487**
Other Financing Sources (Uses)								
Sale of capital asset	2,455							2,455
Transfers in							1,601,900	1,601,900
Transfers out	(2,760,634)					(179,881)		(2,940,515)
TOTAL OTHER FINANCING SOURCES	**(2,758,179)**	**-**	**-**	**-**	**-**	**(179,881)**	**1,601,900**	**(1,336,160)**
Net change in fund balance	247,219	(15,068)	(2,830)	13,046	3,625	35,452	8,883	290,327
FUND BALANCE, BEGINNING OF YEAR	7,579,474	17,476	23,779	99,477	10,098	24,789	1,329,494	9,084,587
FUND BALANCE, END OF YEAR	$ 7,826,693	$ 2,408	$ 20,949	$ 112,523	$ 13,723	$ 60,241	$ 1,338,377	$ 9,374,914

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2013 Current	GENERAL	SUWANEE DAY	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 5,025,650							$ 5,025,650
Franchise Taxes	1,875,510							1,875,510
Alcoholic Beverage Taxes	843,500							843,500
Business Taxes	1,736,490							1,736,490
Hotel/motel Taxes	165,700					$ 437,130		602,830
Other Taxes Penalties	53,000							53,000
Licenses and Permits	535,200							535,200
Intergovernmental Grants	693,780							693,780
Charge for Services	112,500							112,500
Fines and Forfeitures	964,960			$ 80,000				1,044,960
Investment Income	45,000	$ 250		250	$ 20		$ 4,000	49,520
Contributions and Donations	5,000	107,350	$ 50,500		6,600			169,450
Miscellaneous Revenues	23,000							23,000
TOTAL REVENUES	**12,079,290**	**107,600**	**50,500**	**80,250**	**6,620**	**437,130**	**4,000**	**12,765,390**
Expenditures								
Council & Chief Executive	552,180							552,180
Administrative Services	661,210							661,210
Economic Development	643,310	107,600	50,500			257,130		1,058,540
Financial Services	716,620							716,620
Parks & Public Works	1,934,030				16,620			1,950,650
Planning	614,140							614,140
Police	4,326,040			80,250				4,406,290
Non-Departmental	569,170							569,170
Debt Service							1,596,110	1,596,110
TOTAL EXPENDITURES	**10,016,700**	**107,600**	**50,500**	**80,250**	**16,620**	**257,130**	**1,596,110**	**12,124,910**
Excess (deficiency) of revenues over (under) expenditures	**2,062,590**	**-**	**-**	**-**	**(10,000)**	**180,000**	**(1,592,110)**	**640,480**
Other Financing Sources (Uses)								
Sale of capital asset	5,000							5,000
Transfers in					10,000		1,592,110	1,602,110
Transfers out	(2,467,590)					(180,000)		(2,647,590)
TOTAL OTHER FINANCING SOURCES	**(2,462,590)**	**-**	**-**	**-**	**10,000**	**(180,000)**	**1,592,110**	**(1,040,480)**
Net change in fund balance	(400,000)	-	-	-	-	-	-	(400,000)
FUND BALANCE, BEGINNING OF YEAR	7,826,693	2,408	20,949	112,523	13,723	60,241	1,338,377	9,374,914
FUND BALANCE, END OF YEAR	$ 7,426,693	$ 2,408	$ 20,949	$ 112,523	$ 13,723	$ 60,241	$ 1,338,377	$ 8,974,914

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2014 Budget	GENERAL	SUWANEE DAY	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 4,965,350							$ 4,965,350
Franchise Taxes	1,748,950							1,748,950
Alcoholic Beverage Taxes	860,500							860,500
Business Taxes	1,765,480							1,765,480
Hotel/motel Taxes	170,280					$ 396,000		566,280
Other Taxes Penalties	98,000							98,000
Licenses and Permits	486,700							486,700
Intergovernmental Grants	790,700							790,700
Charge for Services	107,500							107,500
Fines and Forfeitures	1,103,030			$ 100,000				1,203,030
Investment Income	45,000	$ 250		250	$ 20		$ 4,000	49,520
Contributions and Donations	5,000	91,750	$ 55,500		6,600			158,850
Miscellaneous Revenues	16,000							16,000
TOTAL REVENUES	**12,162,490**	**92,000**	**55,500**	**100,250**	**6,620**	**396,000**	**4,000**	**12,816,860**
Expenditures								
Council & Chief Executive	595,470							595,470
Administrative Services	661,520							661,520
Economic Development	722,860	92,000	55,500			225,720		1,096,080
Financial Services	747,030							747,030
Parks & Public Works	2,074,190				6,620			2,080,810
Planning	655,330							655,330
Police	4,445,470			100,250				4,545,720
Non-Departmental	538,950							538,950
Debt Service							1,593,970	1,593,970
TOTAL EXPENDITURES	**10,440,820**	**92,000**	**55,500**	**100,250**	**6,620**	**225,720**	**1,593,970**	**12,514,880**
Excess (deficiency) of revenues over (under) expenditures	**1,721,670**	**-**	**-**	**-**	**-**	**170,280**	**(1,589,970)**	**301,980**
Other Financing Sources (Uses)								
Sale of capital asset	2,500							2,500
Transfers in							1,589,970	1,589,970
Transfers out	(1,724,170)					(170,280)		(1,894,450)
TOTAL OTHER FINANCING SOURCES	**(1,721,670)**	**-**	**-**	**-**	**-**	**(170,280)**	**1,589,970**	**(301,980)**
Net change in fund balance	-	-	-	-	-	-	-	-
FUND BALANCE, BEGINNING OF YEAR	7,426,693	2,408	20,949	112,523	13,723	60,241	1,338,377	8,974,914
FUND BALANCE, END OF YEAR	$ 7,426,693	$ 2,408	$ 20,949	$ 112,523	$ 13,723	$ 60,241	$ 1,338,377	$ 8,974,914



Town Center Park

CAPITAL PROJECTS COMBINING STATEMENT

Project Based Budgets	2009 SPLOST	2005 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues						
Intergovernmental Grants	$ 14,103,095	$ 7,454,763				
Investment Income	5,596	330,823	$ 500	$ 1,000	$ 250	$ 250
TOTAL REVENUES	**14,108,691**	**7,785,586**	**500**	**1,000**	**250**	**250**
Expenditures						
Purchased Professional and Technical Services	2,277,397	1,562,668	25,000	93,060	10,000	50,000
Supplies		5,000	10,000	2,500		1,250
Capital Outlay	15,479,698	5,570,045	232,000	730,940	61,250	519,000
TOTAL EXPENDITURES	**17,757,095**	**7,137,713**	**267,000**	**826,500**	**71,250**	**570,250**
Excess (deficiency) of revenues over (under) expenditures	(3,648,404)	647,873	(266,500)	(825,500)	(71,000)	(570,000)
Other Financing Sources (Uses)						
Transfer In	3,774,879	144,875	266,500	825,500	71,000	570,000
Transfer Out	(126,475)	(792,748)				
TOTAL OTHER FINANCING SOURCES	**3,648,404**	**(647,873)**	**266,500**	**825,500**	**71,000**	**570,000**
Net change in fund balance	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	PUBLIC SAFETY PROJECTS	PIB MEDIANS	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	TOTAL
					$ 21,557,858
$ 250	$ -	$ -	$ 500	$ 500	339,669
250	**-**	**-**	**500**	**500**	**21,897,527**
10,000	1,395	10,000	20,500	20,000	4,080,020
					18,750
252,250	70,000	70,636	273,000	117,500	23,376,319
262,250	**71,395**	**80,636**	**293,500**	**137,500**	**27,475,089**
(262,000)	(71,395)	(80,636)	(293,000)	(137,000)	(5,577,562)
262,000	71,395	80,636	293,000	137,000	6,496,785
					(919,223)
262,000	**71,395**	**80,636**	**293,000**	**137,000**	**5,577,562**
$ -	$ -	$ -	$ -	$ -	$ -

CAPITAL PROJECTS COMBINING STATEMENT

Project Balances as of May 1, 2013	2009 SPLOST	2005 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues						
Intergovernmental Grants	$ 6,021,559					
Investment Income	$ -	$ -	$ 500	$ 1,000	$ 250	$ 250
TOTAL REVENUES	**6,021,559**	**-**	**500**	**1,000**	**250**	**250**
Expenditures						
Purchased Professional and Technical Services	1,624,424	31,550	25,000	93,060	10,000	50,000
Supplies			10,000	2,500		1,250
Capital Outlay	10,848,263	283,148	232,000	730,940	61,250	519,000
TOTAL EXPENDITURES	**12,472,687**	**314,698**	**267,000**	**826,500**	**71,250**	**570,250**
Excess (deficiency) of revenues over (under) expenditures	(6,451,128)	(314,698)	(266,500)	(825,500)	(71,000)	(570,000)
Other Financing Sources (Uses)						
Transfer In			117,210			
Transfer Out						
TOTAL OTHER FINANCING SOURCES	**-**	**-**	**117,210**	**-**	**-**	**-**
Net change in fund balance	(6,451,128)	(314,698)	(149,290)	(825,500)	(71,000)	(570,000)
Fund Balance, beginning of year	6,451,128	314,698	149,290	825,500	71,000	570,000
Fund Balance, end of year	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	PUBLIC SAFETY PROJECTS	PIB MEDIANS	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	TOTAL
					$ 6,021,559
$ 250	$	$	$ 500	$ 500	3,250
250	**-**	**-**	**500**	**500**	**6,024,809**
10,000	1,395	10,000	20,500	20,000	1,895,929
					13,750
252,250	70,000	70,636	273,000	117,500	13,457,987
262,250	**71,395**	**80,636**	**293,500**	**137,500**	**15,367,666**
(262,000)	(71,395)	(80,636)	(293,000)	(137,000)	(9,342,857)
					117,210
-	**-**	**-**	**-**	**-**	**117,210**
(262,000)	(71,395)	(80,636)	(293,000)	(137,000)	(9,225,647)
262,000	71,395	80,636	293,000	137,000	9,225,647
$ -	$ -	$ -	$ -	$ -	$ -

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Governmental Funds

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET
Revenues					
Property Taxes	$ 5,846,600	$ 5,957,420	$ 5,583,972	$ 5,025,650	$ 4,965,350
Franchise Taxes	1,694,211	1,825,464	1,897,907	1,875,510	1,748,950
Alcoholic Beverage Taxes	784,188	836,438	881,679	843,500	860,500
Business Taxes	1,360,254	1,347,871	1,648,831	1,736,490	1,765,480
Hotel/motel Taxes	561,586	533,179	597,200	602,830	566,280
Other Taxes Penalties	73,031	91,172	17,024	53,000	98,000
Licenses and Permits	349,965	441,763	613,838	535,200	486,700
Intergovernmental Grants	68,088	31,311	21,351	693,780	790,700
Charge for Services	64,238	72,456	106,324	112,500	107,500
Fines and Forfeitures	1,334,381	1,257,886	1,147,017	1,044,960	1,203,030
Investment Income	206,272	100,118	52,745	49,520	49,520
Contributions and Donations	101,138	116,542	124,575	169,450	158,850
Miscellaneous Revenues	21,694	33,249	41,429	23,000	16,000
TOTAL REVENUES	**12,465,646**	**12,644,869**	**12,733,892**	**12,765,390**	**12,816,860**
Expenditures					
Council & Chief Executive	538,609	588,846	622,226	552,180	595,470
Administrative Services	518,221	499,992	521,913	661,210	661,520
Economic Development	928,281	874,474	917,324	1,058,540	1,096,080
Financial Services	567,180	599,647	668,430	716,620	747,030
Parks & Public Works	1,497,834	1,632,429	1,767,296	1,950,650	2,080,810
Planning	512,681	519,590	570,699	614,140	655,330
Police	3,753,064	3,882,724	3,907,196	4,406,290	4,545,720
Non-Departmental	498,855	599,356	535,150	569,170	538,950
Debt Service	1,620,178	1,605,878	1,597,171	1,596,110	1,593,970
TOTAL EXPENDITURES	**10,434,903**	**10,802,936**	**11,107,405**	**12,124,910**	**12,514,880**
Excess (deficiency) of revenues over (under) expenditures	2,030,743	1,841,933	1,626,487	640,480	301,980
Other Financing Sources (Uses)					
Sale of capital asset	21,165	1,815	2,455	5,000	2,500
Transfers in	1,629,000	1,715,540	1,601,900	1,602,110	1,589,970
Transfers out	(4,114,196)	(2,998,003)	(2,940,515)	(2,647,590)	(1,894,450)
TOTAL OTHER FINANCING SOURCES	**(2,464,031)**	**(1,280,648)**	**(1,336,160)**	**(1,040,480)**	**(301,980)**
Net change in fund balance	(433,288)	561,285	290,327	(400,000)	-
Fund Balances, beginning of year	8,956,590	8,523,302	9,084,587	9,374,914	8,974,914
Fund Balances, end of year	**$ 8,523,302**	**$ 9,084,587**	**$ 9,374,914**	**$ 8,974,914**	**$ 8,974,914**

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

General Fund

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET
Revenues					
Property Taxes	$ 5,846,600	$ 5,957,420	$ 5,583,972	$ 5,025,650	$ 4,965,350
Franchise Taxes	1,694,211	1,825,464	1,897,907	1,875,510	1,748,950
Alcoholic Beverage Taxes	784,188	836,438	881,679	843,500	860,500
Business Taxes	1,360,254	1,347,871	1,648,831	1,736,490	1,765,480
Hotel/motel Taxes	168,430	159,779	179,881	165,700	170,280
Other Taxes Penalties	73,031	91,172	17,024	53,000	98,000
Licenses and Permits	349,965	441,763	613,838	535,200	486,700
Intergovernmental Grants	68,088	31,311	21,351	693,780	790,700
Charge for Services	64,238	72,456	106,324	112,500	107,500
Fines and Forfeitures	1,245,968	1,174,621	1,109,122	964,960	1,103,030
Investment Income	198,655	97,006	48,403	45,000	45,000
Contributions and Donations	2,500	5,370		5,000	5,000
Miscellaneous Revenues	21,694	33,249	41,429	23,000	16,000
TOTAL REVENUES	**11,877,822**	**12,073,920**	**12,149,761**	**12,079,290**	**12,162,490**
Expenditures					
Council & Chief Executive	538,609	588,846	622,226	552,180	595,470
Administrative Services	518,221	499,992	521,913	661,210	661,520
Economic Development	537,187	576,810	579,880	643,310	722,860
Financial Services	567,180	599,647	668,430	716,620	747,030
Parks & Public Works	1,496,058	1,628,383	1,763,898	1,934,030	2,074,190
Planning	512,681	519,590	570,699	614,140	655,330
Police	3,730,952	3,801,608	3,882,167	4,326,040	4,445,470
Non-Departmental	498,855	599,356	535,150	569,170	538,950
TOTAL EXPENDITURES	**8,399,743**	**8,814,232**	**9,144,363**	**10,016,700**	**10,440,820**
Excess (deficiency) of revenues over (under) expenditures	3,478,079	3,259,688	3,005,398	2,062,590	1,721,670
Other Financing Sources (Uses)					
Sale of capital asset	21,165	1,815	2,455	5,000	2,500
Transfers out	(3,945,766)	(2,838,224)	(2,760,634)	(2,467,590)	(1,724,170)
TOTAL OTHER FINANCING SOURCES	**(3,924,601)**	**(2,836,409)**	**(2,758,179)**	**(2,462,590)**	**(1,721,670)**
Net change in fund balance	(446,522)	423,279	247,219	(400,000)	-
Fund Balances, beginning of year	7,602,717	7,156,195	7,579,474	7,826,693	7,426,693
Fund Balances, end of year	**$ 7,156,195**	**$ 7,579,474**	**$ 7,826,693**	**$ 7,426,693**	**$ 7,426,693**

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

Special Revenue

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET
Revenues					
Hotel/motel taxes	$ 393,156	$ 373,400	$ 417,319	$ 437,130	$ 396,000
Fines and Forfeitures	88,413	83,265	37,895	80,000	100,000
Investment Income	1,213	348	188	520	520
Contributions and Donations	98,638	111,172	124,575	164,450	153,850
TOTAL REVENUES	**581,420**	**568,185**	**579,977**	**682,100**	**650,370**
Expenditures					
Economic Development	391,094	297,664	337,444	415,230	373,220
Parks & Public Works	1,776	4,046	3,398	16,620	6,620
Police	22,112	81,116	25,029	80,250	100,250
TOTAL EXPENDITURES	**414,982**	**382,826**	**365,871**	**512,100**	**480,090**
Excess (deficiency) of revenues over (under) expenditures	166,438	185,359	214,106	170,000	170,280
Other Financing Sources (Uses)					
Transfer in	-	-	-	10,000	-
Transfer out	(168,430)	(159,779)	(179,881)	(180,000)	(170,280)
TOTAL OTHER FINANCING SOURCES	**(168,430)**	**(159,779)**	**(179,881)**	**(170,000)**	**(170,280)**
Net change in fund balance	(1,992)	25,580	34,225	-	-
Fund Balances, beginning of year	152,031	150,039	175,619	209,844	209,844
Fund Balances, end of year	**$ 150,039**	**$ 175,619**	**$ 209,844**	**$ 209,844**	**$ 209,844**

Debt Service

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET
Revenues					
Investment Income	$ 6,404	$ 2,764	$ 4,154	$ 4,000	$ 4,000
TOTAL REVENUES	**6,404**	**2,764**	**4,154**	**4,000**	**4,000**
Expenditures					
Debt Service-Principal	700,000	725,000	755,000	780,000	810,000
Debt Service-Interest	920,178	880,878	842,171	812,110	779,970
Fiscal Agent's Fees				4,000	4,000
TOTAL EXPENDITURES	**1,620,178**	**1,605,878**	**1,597,171**	**1,596,110**	**1,593,970**
Excess (deficiency) of revenues over (under) expenditures	(1,613,774)	(1,603,114)	(1,593,017)	(1,592,110)	(1,589,970)
Other Financing Sources (Uses)					
Transfer in	1,629,000	1,715,540	1,601,900	1,592,110	1,589,970
TOTAL OTHER FINANCING SOURCES	**1,629,000**	**1,715,540**	**1,601,900**	**1,592,110**	**1,589,970**
Net change in fund balance	15,226	112,426	8,883	-	-
Fund Balances, beginning of year	1,201,842	1,217,068	1,329,494	1,338,377	1,338,377
Fund Balances, end of year	**$ 1,217,068**	**$ 1,329,494**	**$ 1,338,377**	**$ 1,338,377**	**$ 1,338,377**

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS

Proprietary Fund

	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 CURRENT	FY 2014 BUDGET
Revenues					
Water and Sewer Charges	$ 62,501	$ 97,113	$ 118,172	$ 95,910	$ 110,000
Intergovernmental Grant		192,018			
Investment Income	1,485	667	77	500	500
TOTAL REVENUES	**63,986**	**289,798**	**118,249**	**96,410**	**110,500**
Expenditures					
Administration	29,573	25,659	31,594	40,410	40,900
Supply	18,734	24,455	14,216	24,800	13,600
Distribution	48,990	67,269	61,050	69,200	74,350
System Improvements	7,038		3,210	162,000	106,600
Debt Service	23,619	14,528			
TOTAL EXPENSES	**127,954**	**131,911**	**110,070**	**296,410**	**235,450**
Excess (deficiency) of revenues over (under) expenditures	(63,968)	157,887	8,179	(200,000)	(124,950)
Other Financing Sources (Uses)					
Transfers in	287,450	150,000	150,000	200,000	-
TOTAL OTHER FINANCING SOURCES	**287,450**	**150,000**	**150,000**	**200,000**	**-**
Net change	223,482	307,887	158,179	-	(124,950)
Total Net Assets, beginning of year	1,943,996	2,167,478	2,475,365	2,633,544	2,633,544
Total Net Assets, end of year	**$ 2,167,478**	**$ 2,475,365**	**$ 2,633,544**	**$ 2,633,544**	**$ 2,508,594**



Big Splash at Town Center

APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2013-2014 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 2013-2014 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 2013-2014; 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 2013-2014; 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 25th day of June 2013.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

General Fund

REVENUES AND OTHER SOURCES	
Property Taxes	$ 4,965,350
Franchise Taxes	1,748,950
Alcoholic Beverage Taxes	860,500
Business Taxes	1,765,480
Hotel/Motel Taxes	170,280
Other Taxes Penalties	98,000
Licenses & Permits	486,700
Intergovernmental Revenues	790,700
Charge for Services	107,500
Fines & Forfeitures	1,103,030
Investment Income	45,000
Contributions & Donations	5,000
Miscellaneous Revenue	16,000
Other Financing Sources	2,500
TOTAL REVENUES AND OTHER SOURCES	$ 12,164,990
EXPENDITURES AND OTHER USES	
Council & Chief Executive	$ 595,470
Administrative Services	661,520
Economic Development	722,860
Financial Services	747,030
Parks & Public Works	2,074,190
Planning	655,330
Police	4,445,470
Non-Departmental	538,950
Transfers-Bond Payment	1,589,960
Transfers-Capital	134,210
TOTAL EXPENDITURES AND OTHER USES	$ 12,164,990
FUND BALANCE	
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	$ 4,054,997

Special Revenue Funds

SUWANEE DAY FUND

Revenues and Other Sources	
Investment Income	$ 250
Contributions and Donations	91,750
TOTAL REVENUES AND OTHER SOURCES	$ 92,000
Expenditures and Other Uses	
Special Activities	$ 92,000
TOTAL EXPENDITURES AND OTHER USES	$ 92,000

PUBLIC ART

Revenues and Other Sources	
Contributions and Donations	55,500
TOTAL REVENUES AND OTHER SOURCES	$ 55,500
Expenditures and Other Uses	
Culture and Recreation	$ 55,500
TOTAL EXPENDITURES AND OTHER USES	$ 55,500

CONFISCATED ASSETS FUND

Revenues and Other Sources	
Fines and Forfeitures	$ 100,000
Investment Income	250
TOTAL REVENUES AND OTHER SOURCES	$ 100,250
Expenditures and Other Uses	
Patrol	$ 100,250
TOTAL EXPENDITURES AND OTHER USES	$ 100,250

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	$ 396,000
TOTAL REVENUES AND OTHER SOURCES	$ 396,000
Expenditures and Other Uses	
Tourism	$ 396,000
TOTAL EXPENDITURES AND OTHER USES	$ 396,000

ATTACHMENT A

Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	17,883,570
Expenditures	$	17,883,570
2005 SPLOST Fund (Project Basis)		
Revenues	$	7,930,461
Expenditures	$	7,960,461
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	267,000
Expenditures	$	267,000
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	826,500
Expenditures	$	826,500
Cemetery Fund (Project Basis)		
Revenues	$	71,250
Expenditures	$	71,250
Paved Streets Fund (Project Basis)		
Revenues	$	570,250
Expenditures	$	570,250
Storm Drainage Fund (Project Basis)		
Revenues	$	262,250
Expenditures	$	262,250
Public Safety Projects Fund (Project Basis)		
Revenues	$	71,395
Expenditures	$	71,395
PIB Medians Fund (Project Basis)		
Revenues	$	80,636
Expenditures	$	80,636
Community Stabilization Fund (Project Basis)		
Revenues	$	293,500
Expenditures	$	293,500
Suwanee Tax Allocation District Fund (Project Basis)		
Revenues	$	137,500
Expenditures	$	137,500

Other Funds

DEBT SERVICE FUND		
Revenues and Other Sources		
Investment Income	$	4,000
Other Financing Sources		1,589,970
TOTAL REVENUES AND OTHER SOURCES	$	1,593,970
Expenditures and Other Uses		
Debt Service	$	1,593,970
TOTAL EXPENDITURES AND OTHER USES	$	1,593,970
WATER FUND		
Revenues		
Charges for Services	$	110,000
Investment Income		500
Other Financing Sources		124,950
TOTAL REVENUES	$	235,450
Expenses		
Water Administration	$	40,900
Supply		13,600
Distribution		74,350
System Improvements		106,600
TOTAL EXPENSES	$	235,450
MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	1,700,000
TOTAL REVENUES AND OTHER SOURCES	$	1,700,000
Expenditures and Other Uses		
Municipal Court	$	570,000
Other Financing Uses		1,130,000
TOTAL EXPENDITURES AND OTHER USES	$	1,700,000
COMPONENT UNIT		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		12,400
Other Financing Sources		7,000
TOTAL REVENUES AND OTHER SOURCES	$	19,500
Expenditures and Other Uses		
Economic Development	$	19,500
TOTAL EXPENDITURES AND OTHER USES	$	19,500

CITY OF SUWANEE, GEORGIA
AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2013-2014.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year **2013-2014**; 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 2013-2014; 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	23
Office Administrator	12
ADMINISTRATIVE SERVICES	
Administrative Services Director	24
Human Resources Manager (PT) (2)	18
Court Services Administrator	19
Administrative Secretary (PT)	10
ADMINISTRATIVE SERVICES (CONTINUED)	
Deputy Court Clerk (2)	12
Chief Judge	Appointed
Associate Judge (2)	Appointed
Lead City Solicitor	Appointed
City Solicitor (4)	Appointed
ECONOMIC DEVELOPMENT	
Economic & Community Development Director	24
Downtown & Business Development Manager	19
Public Information Officer	20
Events Manager	19
Special Projects Coordinator	14
FINANCIAL ADMINISTRATION	
Financial Services Director	25
Accounting Manager	19
Budget Analyst	18
Special Projects Coordinator	14
Communications Specialist (PT)	13
Accounting Analyst (3)	13
Accounting Analyst (PT)	13
PARKS & PUBLIC WORKS	
Public Works Director	25
Assistant to the Public Works Director	21
Capital Assets Manager	21
Equipment Operator II (4)	12
Facilities Technician	12
Administrative Assistant	12
Equipment Operator I (6)	10
Equipment Operator I (PT) (3)	10
Events Staff Pool (1,248 pooled hours)	7
Custodian (PT) (4)	7
PLANNING	
Planning Director	24
Planning Division Director	21
Building Official	20
Planner	17
Building Inspector (PT)	16
Development Coordinator	12
Administrative Secretary	10

AUTHORIZED POSITION RESOLUTION

	Salary Grade
POLICE	
Police Chief	26
Deputy Police Chief	23
Police Captain (2)	22
Police Lieutenant (2)	20
Police Lieutenant-Training	20
Police Sergeant (5)	18
Police Sergeant-CID	18
Police Corporal (4)	16
Police Officer (18)	14
Police Detective (2)	14
Communications Officer (6)	12
Communications Officer (PT)	12
Administrative Assistant	12
Records & Evidence Technician	11

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 Condrey and Associates, Inc. on April 24, 2013, the City of Suwanee Employee Handbook, and individual job descriptions. The classification and compensation study includes two positions that could be reclassified over time, Planner to Senior Planner and Equipment Operator II to Assistant Public Works Supervisor. These future position reclassifications do not increase the total number of authorized positions. 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 25th day of June 2013.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION



SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2014 is as follows:

FUND	TRANSFER IN	FUND	TRANSFER OUT		AMOUNT
100	General	745	Municipal Court	$	1,103,030
100	General	275	Hotel/Motel		170,280
340	Facilities Maintenance	100	General		117,210
360	Downtown Development Authority	100	General		7,000
361	Tax Allocation District	100	General		10,000
410	Debt Service	100	General		1,589,960
				$	2,997,480





GENERAL FUND

FISCAL YEAR 2013-2014

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

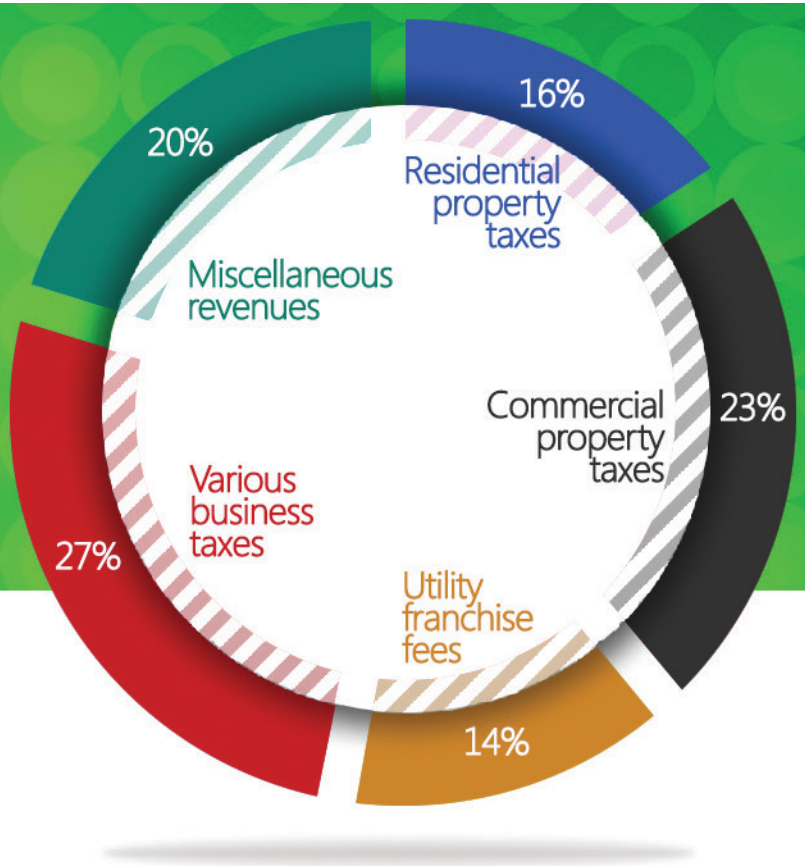
DESCRIPTION	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	FY 2013 CURRENT BUDGET	FY 2014 ADOPTED BUDGET	CHANGE AMOUNT	CHANGE %
Property Taxes	$ 5,846,600	$ 5,957,420	$ 5,583,972	$ 5,025,650	$ 4,965,350	$ (60,300)	-1.2%
Franchise Taxes	1,694,211	1,825,464	1,897,907	1,875,510	1,748,950	(126,560)	-6.7%
Alcoholic Beverage Taxes	784,188	836,438	881,679	843,500	860,500	17,000	2.0%
Business Taxes	1,360,254	1,347,871	1,648,831	1,736,490	1,765,480	28,990	1.7%
Hotel/Motel Taxes	168,430	159,779	179,881	165,700	170,280	4,580	2.8%
Other Taxes & Penalties	73,031	91,172	17,024	53,000	98,000	45,000	84.9%
Licenses & Permits	349,965	441,763	613,838	535,200	486,700	(48,500)	-9.1%
Intergovernmental Revenues	68,088	31,311	21,351	693,780	790,700	96,920	14.0%
Charges for Services	64,238	72,456	106,324	112,500	107,500	(5,000)	-4.4%
Fines & Forfeitures	1,245,968	1,174,621	1,109,122	964,960	1,103,030	138,070	14.3%
Investment Income	198,655	97,006	48,403	45,000	45,000	-	0.0%
Contributions & Donations	2,500	5,370	-	5,000	5,000	-	0.0%
Miscellaneous Revenues	21,694	33,249	41,429	23,000	16,000	(7,000)	-30.4%
Other Financing Sources*	21,165	1,815	2,455	405,000	2,500	(402,500)	n/a
TOTAL REVENUES	**$ 11,898,987**	**$ 12,075,735**	**$ 12,152,216**	**$ 12,484,290**	**$ 12,164,990**	**$ (319,300)**	**-2.6%**
*Other Financing Sources							
Sale of capital item	$ 21,165	$ 1,815	$ 2,455	$ 5,000	$ 2,500		
Budgeted fund balance	-	-	-	400,000	-		
TOTAL OTHER FINANCING SOURCES	**$ 21,165**	**$ 1,815**	**$ 2,455**	**$ 405,000**	**$ 2,500**		

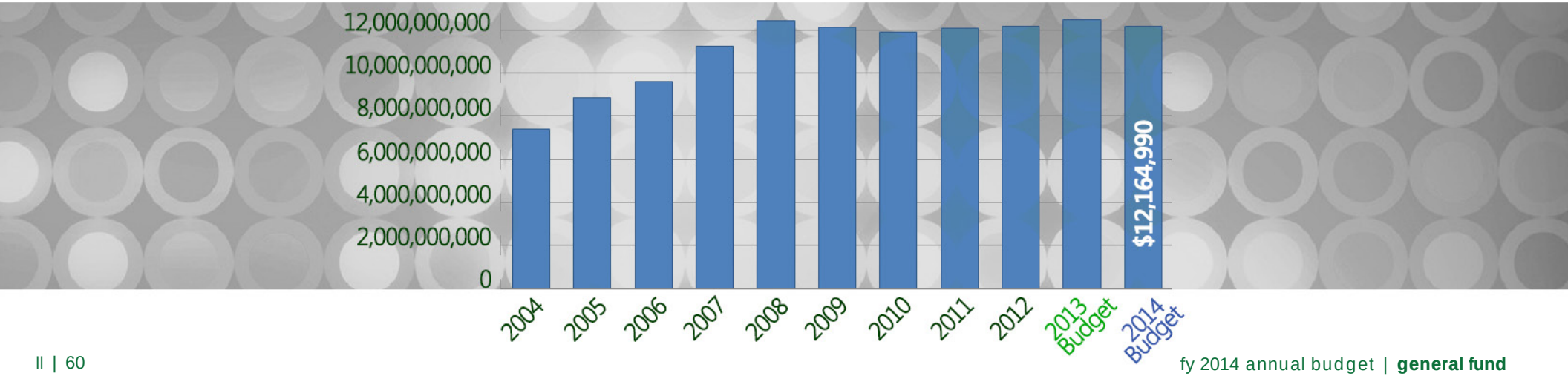
SUMMARY OF GENERAL FUND REVENUES

FY 2014 General Fund Revenues

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

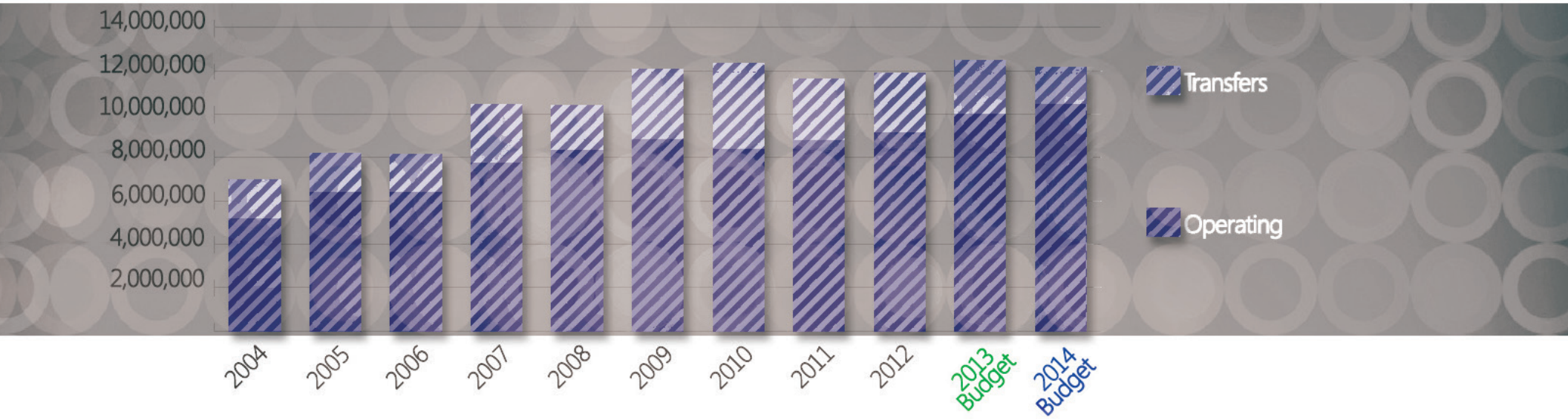
Miscellaneous Revenues **include:**
* **motor vehicle**
* **other taxes penalties**
* **charges for service**
* **fines and forfeitures**
* **investment income**
* **contributions**
* **intergovernmental**
* **miscellaneous revenues**



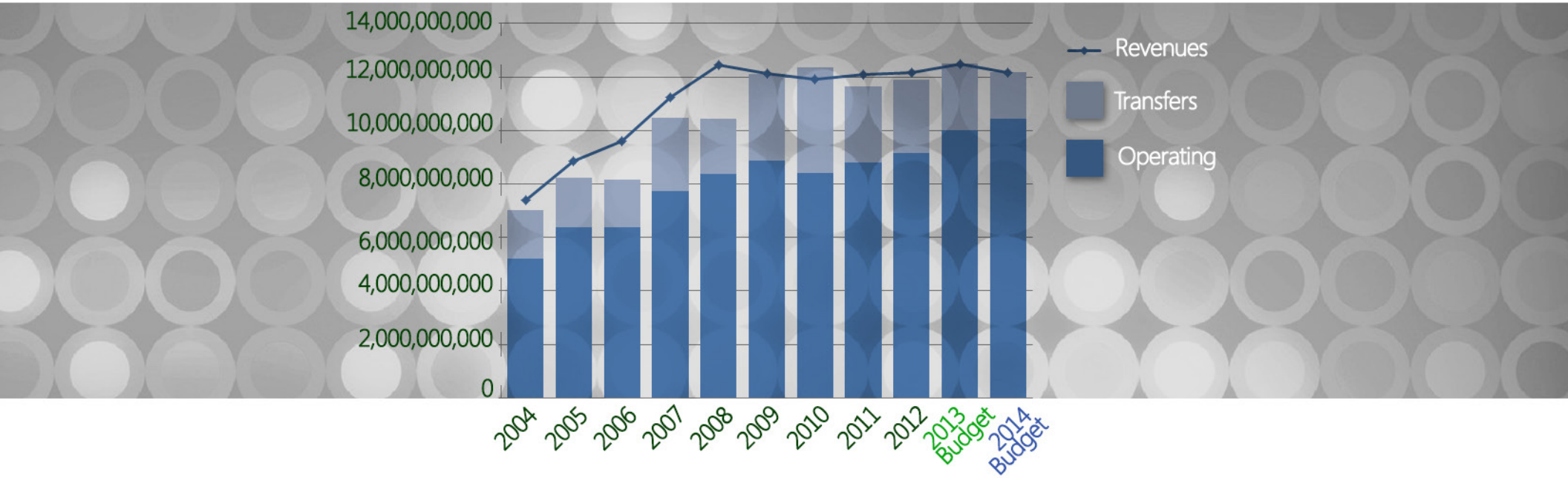


General Fund Expenditures by Department

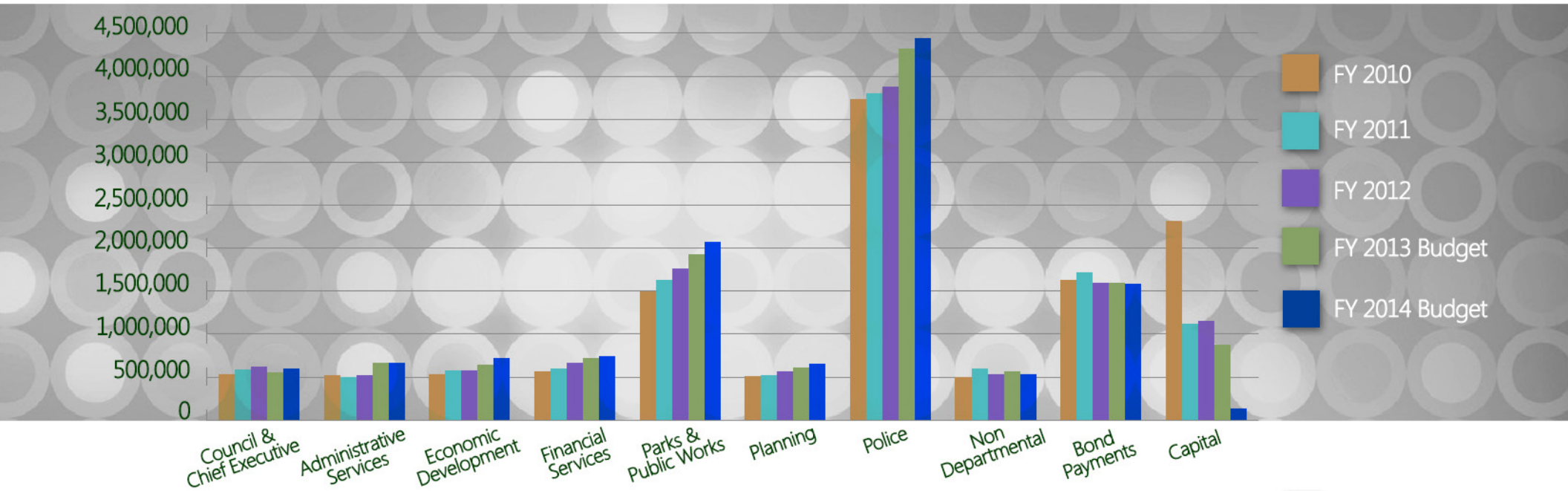
	ACTUAL			FY 2013 BUDGET		FY 2014 ADOPTED BUDGET	CHANGE	
	FY 2010	FY 2011	FY 2012	ORIGINAL	CURRENT		Amount	%
Council & Chief Executive	$ 538,609	$ 588,846	$ 622,226	$ 541,180	$ 552,180	$ 595,470	$ 43,290	7.8%
Administrative Services	518,221	499,992	521,913	661,210	661,210	661,520	310	0.0%
Economic Development	537,187	576,810	579,880	643,310	643,310	722,860	79,550	12.4%
Financial Services	567,180	599,647	668,430	716,620	716,620	747,030	30,410	4.2%
Parks & Public Works	1,496,058	1,628,383	1,763,898	1,913,530	1,934,030	2,074,190	140,160	7.2%
Planning	512,681	519,590	570,699	623,140	614,140	655,330	41,190	6.7%
Police	3,730,952	3,801,608	3,882,167	4,292,140	4,326,040	4,445,470	119,430	2.8%
Non-Departmental	498,855	599,356	535,150	528,670	569,170	538,950	(30,220)	-5.3%
TOTAL OPERATING	8,399,743	8,814,232	9,144,363	9,919,800	10,016,700	10,440,820	424,120	4.2%
Bond Payments	1,629,000	1,715,540	1,601,900	1,592,110	1,592,110	1,589,960	(2,150)	-0.1%
Capital	2,316,766	1,122,684	1,158,734	490,530	875,480	134,210	(741,270)	-84.7%
TOTAL TRANSFERS	3,945,766	2,838,224	2,760,634	2,082,640	2,467,590	1,724,170	(743,420)	-30.1%
TOTAL EXPENDITURES & TRANSFERS	**$ 12,345,509**	**$ 11,652,456**	**$ 11,904,997**	**$ 12,002,440**	**$ 12,484,290**	**$ 12,164,990**	**$ (319,300)**	**-2.6%**



GENERAL FUND EXPENDITURES

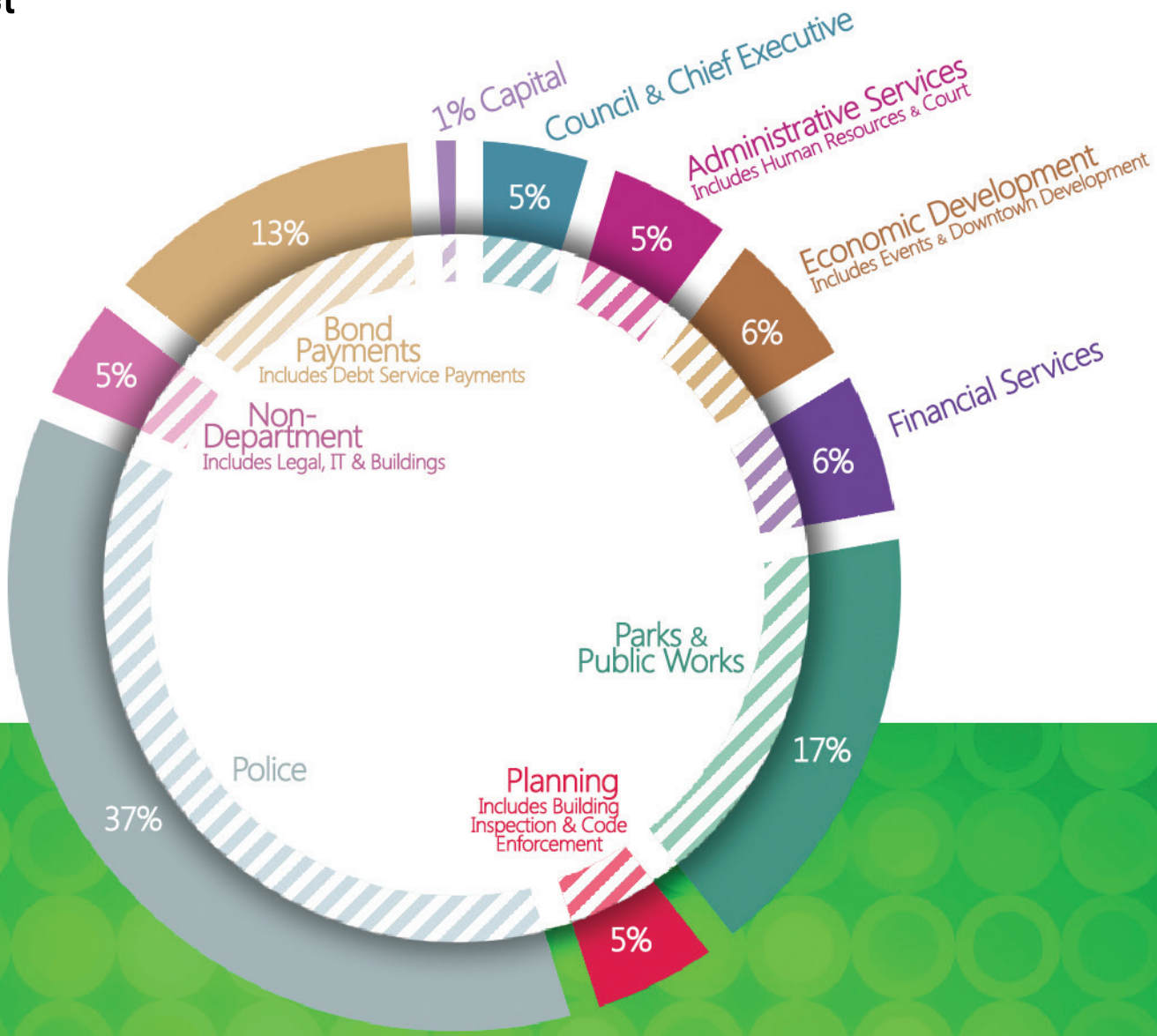


General Fund Expenditures by Department



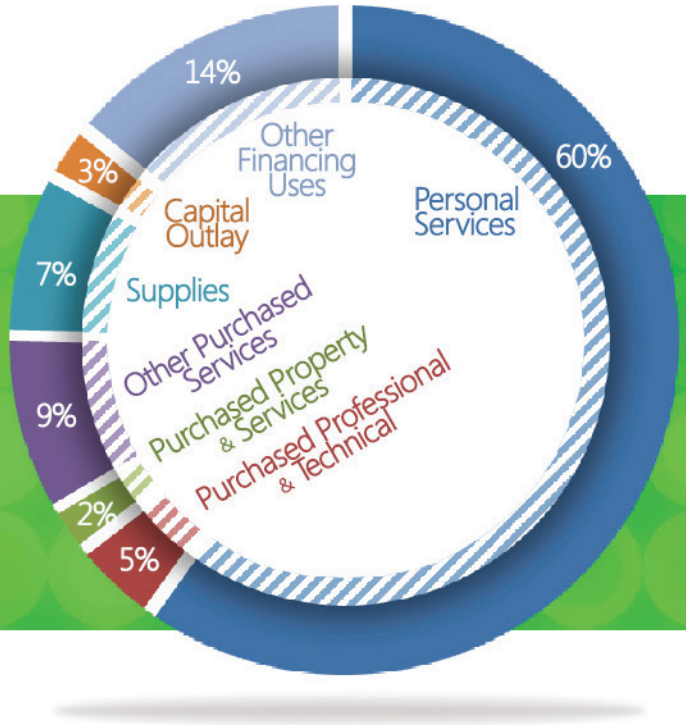
GENERAL FUND EXPENDITURES

Department % of Budget



General fund expenditures by category

DESCRIPTION	ACTUAL FY 2010	ACTUAL FY 2011	ACTUAL FY 2012	FY 2013 BUDGET ORIGINAL	FY 2013 BUDGET CURRENT	FY 2014 ADOPTED BUDGET	FY 2014 CHANGE AMOUNT	FY 2014 CHANGE %
Personal Services	$ 6,082,844	$ 6,255,689	$ 6,339,538	$ 6,923,600	$ 6,829,450	$ 7,282,110	$ 452,660	6.6%
Purchased Professional & Technical	345,991	419,923	396,216	470,000	506,690	567,370	60,680	12.0%
Purchased Property Services	244,452	234,479	207,804	242,160	232,570	240,360	7,790	3.3%
Other Purchased Services	674,127	819,991	894,511	992,150	1,060,220	1,071,800	11,580	1.1%
Supplies	692,466	756,138	793,392	905,920	896,730	912,730	16,000	1.8%
Capital Outlay	359,863	328,012	512,902	385,970	491,040	366,450	(124,590)	-25.4%
Other Financing Uses	3,945,766	2,838,224	2,760,634	2,082,640	2,467,590	1,724,170	(743,420)	-30.1%
Total	**$ 12,345,509**	**$ 11,652,456**	**$ 11,904,997**	**$ 12,002,440**	**$ 12,484,290**	**$ 12,164,990**	**$ (319,300)**	**-2.6%**



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 39% of the total FY 2014 proposed general fund revenues. These taxes are projected based on estimated growth of the state approved tax digest at millage rates adopted by Council. Current economic conditions have shown a stabilization of property values. We reviewed two methods to estimate real and personal property taxes.

The first method used fiscal year 2013 projected total collections and applied a 2.5% increase on real property and no projected increase for personal property. This method takes into account the current economic conditions as it relates to collections and the current property values.

The second method reviewed building permit activity to determine if new construction market values would support the revenue predicted in the first method. New building permit activity was determined to add $10,673,823 of assessed value to our digest or $52,622 in property tax revenues. This additional growth of 1% is assumed to support the overall projected growth of 2% from prior year collections as calculated in the first method and has not been added as additional revenue to the first method.

Real estate transfer tax revenues were projected using a rolling three year average of change applied to the fiscal year 2013 collections. Motor vehicle used the flat line value of fiscal year 2013 collections. The new title tax, included in selective use taxes, uses calendar 2012 as the base year. The difference between the motor vehicle base line and the calendar year 2012 tax has been budgeted in the selective use tax. The decline in overall property tax revenues is due to prior year collections. As the economy has been improving, the outstanding tax balances have been declining.

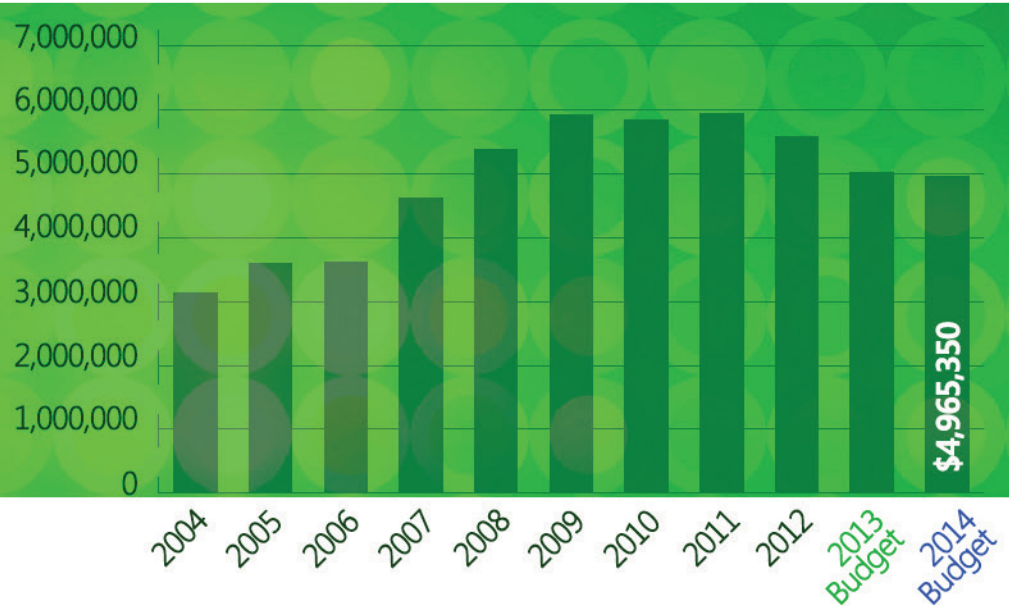
FIRST METHOD:
Summary of trend review of real and personal property

Projected FY 2013 Collection	$	4,468,571
Projected FY 2014:		
Real estate	$	3,884,750
Personal property		675,500
TOTAL FY 2013 PROJECTION	$	4,560,250
Increase	$	91,679
% Increase from PY collection		2%
Assumed Millage Rate		
Operating		3.21
Debt Service		1.72
TOTAL		4.93

SECOND METHOD:
Building Permit Activity

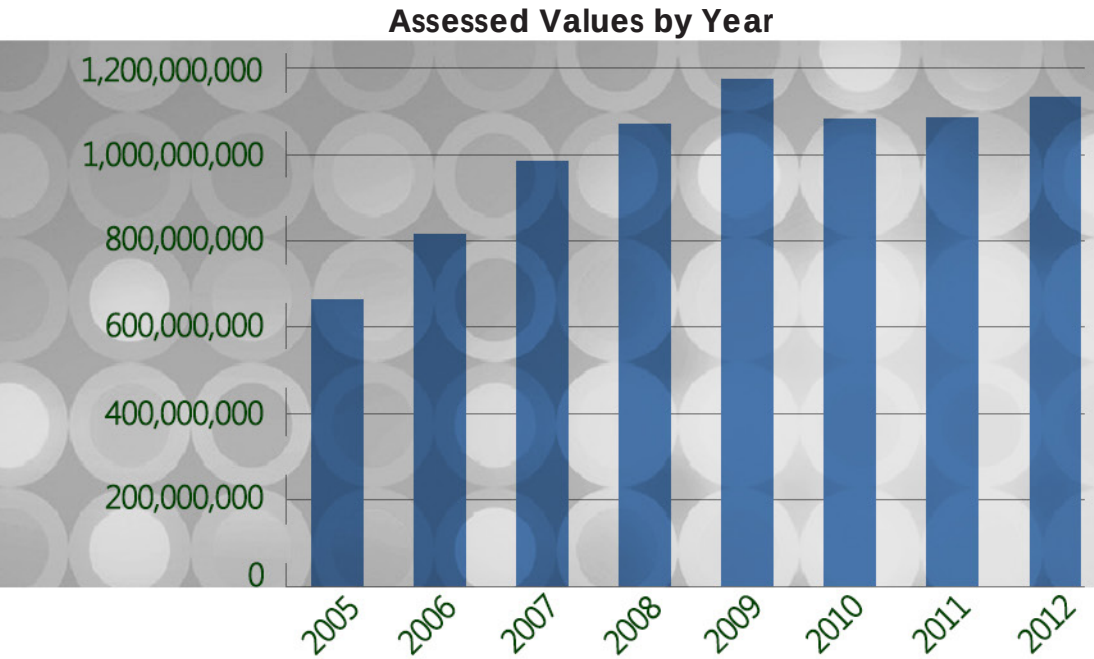
90 % of Construction Value	$	26,684,558
Assessed Value @ 40%	$	10,673,823.20
Millage Rate		4.93
Estimated Construction Value Added	$	52,621.95

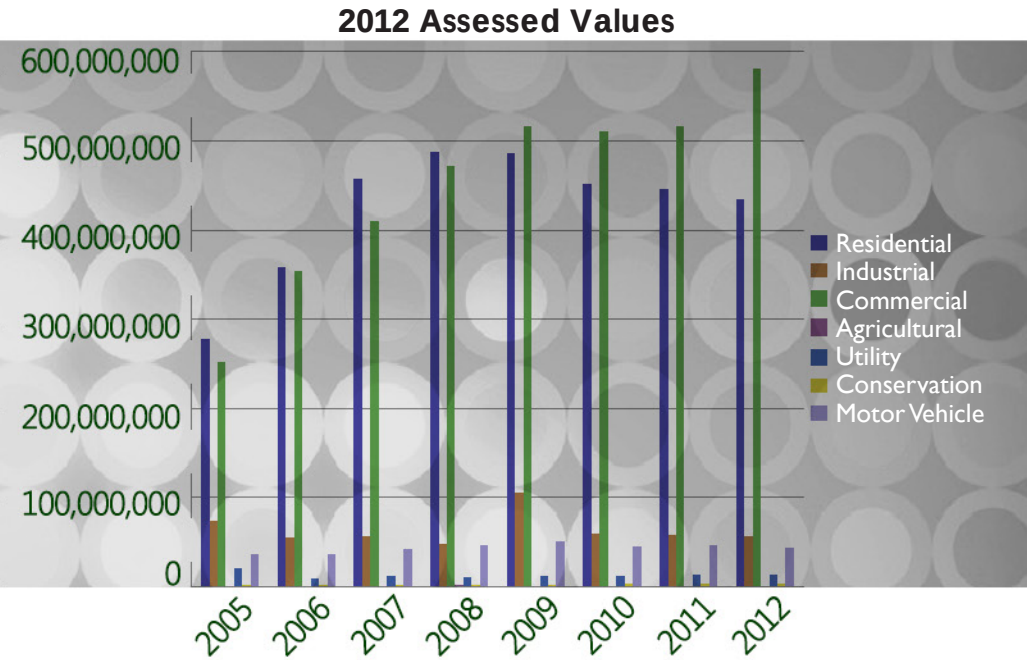
Projected **FY 2013** Property Tax Revenues **$4,876,352**
Original **FY 2013** Budget **$4,859,240**.
Current **FY 2013** Budget **$5,025,650**.
FY 2014 budget is a **1.2%** reduction from **FY 2013**.



Assessed Values by Year

	2005	2006	2007	2008	2009	2010	2011	2012
Residential	$ 277,691,618	$ 358,454,950	$ 457,212,920	$ 488,117,714	$ 486,439,880	$ 451,799,790	$ 445,584,730	$ 434,822,640
Industrial	74,728,080	55,903,790	57,336,610	48,620,230	105,077,530	59,192,480	58,949,530	57,040,330
Commercial	252,614,902	354,041,707	410,537,343	471,717,632	516,909,258	511,108,207	517,133,040	580,879,820
Agricultural	905,000	797,040	1,275,320	1,587,200	1,164,800	1,355,920	1,285,920	1,093,560
Utility	20,501,164	9,712,340	12,059,680	11,265,240	11,989,000	12,001,880	13,491,200	13,491,000
Conservation	2,175,880	2,010,040	2,906,200	2,963,880	2,472,280	4,079,360	3,643,120	3,321,960
Motor Vehicle	36,534,400	36,890,380	43,078,050	47,370,020	50,660,550	44,682,260	46,381,880	44,056,680
TOTAL	**$ 665,151,044**	**$ 817,810,247**	**$ 984,406,123**	**$ 1,071,641,916**	**$ 1,174,713,298**	**$ 1,084,219,897**	**$ 1,086,469,420**	**$ 1,134,705,990**



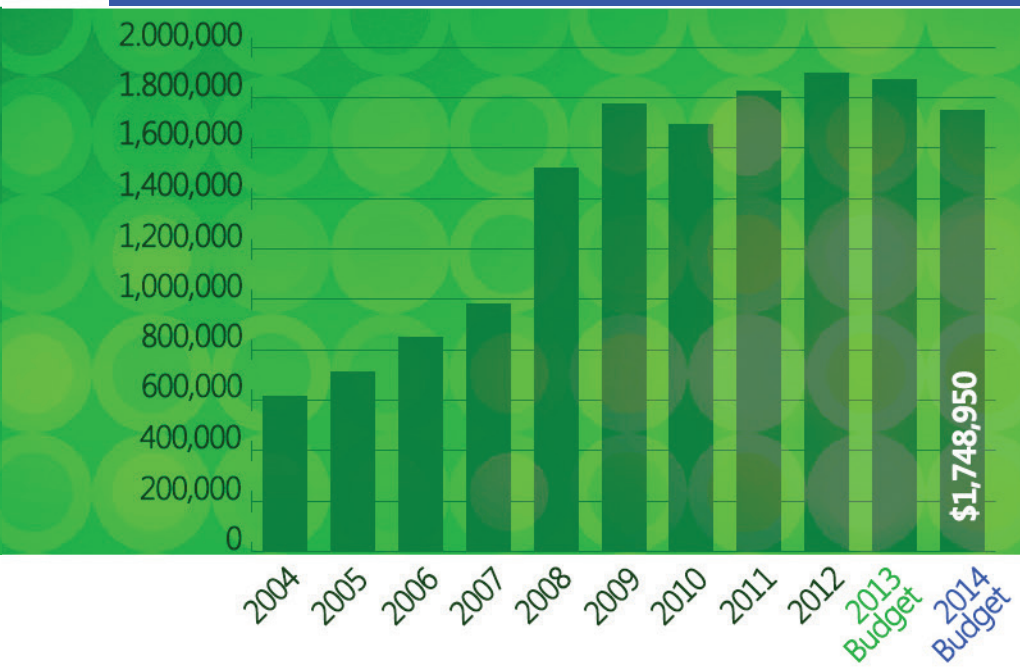


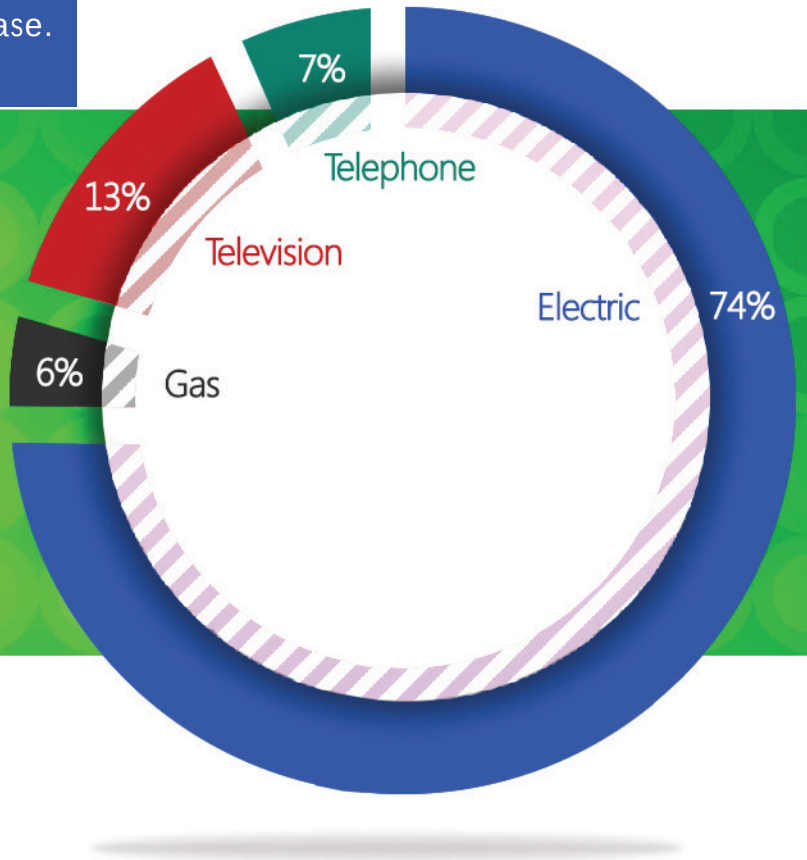
Utility franchise fees

Franchise taxes are the fees charged to utility companies for use of City streets and rights-of-way to conduct their private business of delivering natural gas, telephone, cable television, water, and other fiber optics cable services. This category represents 14% of the total FY 2014 general fund revenues. Revenue projections are typically based on historical trends in conjunction with current economic indicators and past climate conditions. A cold winter and a hot summer will produce additional power usage and cause the fees to increase. These fees are deposited in the general fund and are used along with other sources to support City operations.

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

Projected **FY 2013** Franchise Fees **$1,749,619**
Original **FY 2013** Budget **$1,875,510**. Current Budget **$1,875,510**.
FY 2014 percentage of change from **FY 2013** budget is a **7%** decrease.
Change from **2013** projected is **$669** decrease.

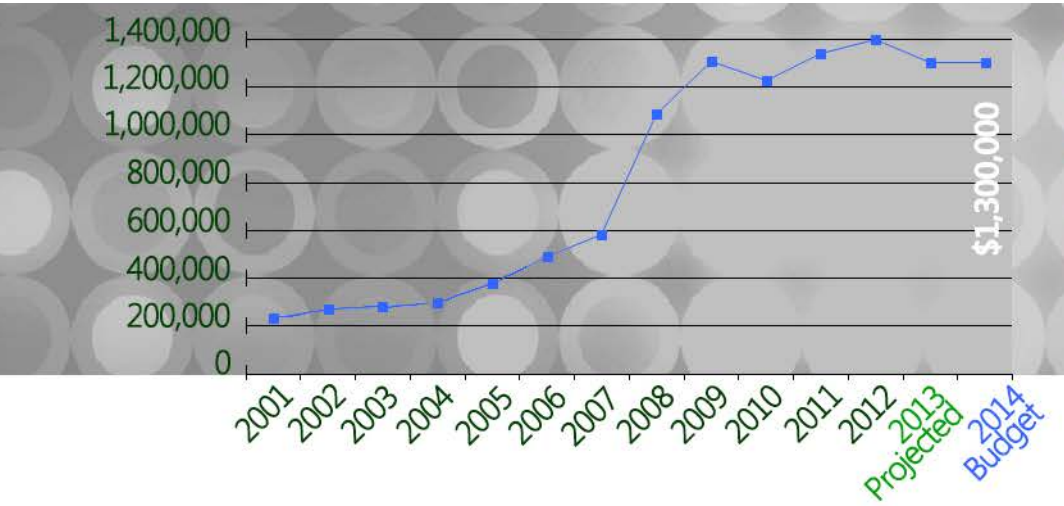




Franchise Fees

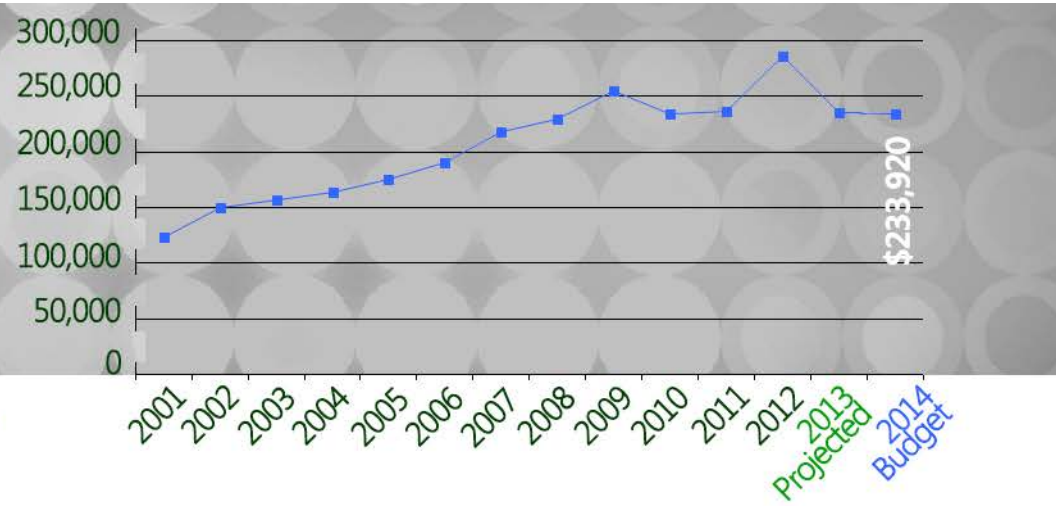
ELECTRIC

Electric franchise fees were projected using fiscal year 2013 actual (flat line).



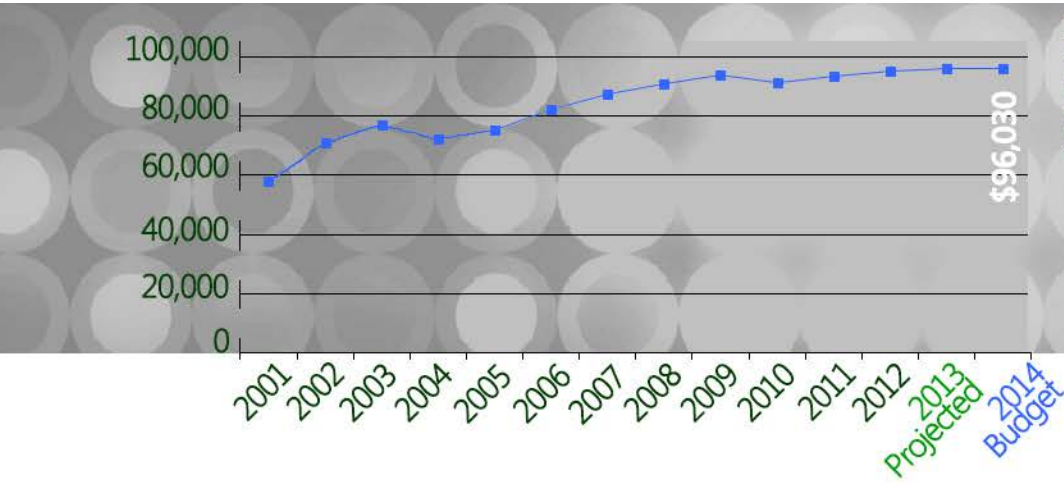
CABLE TELEVISION

Cable television franchise fees were projected based on 2013 projected collections flat lined.



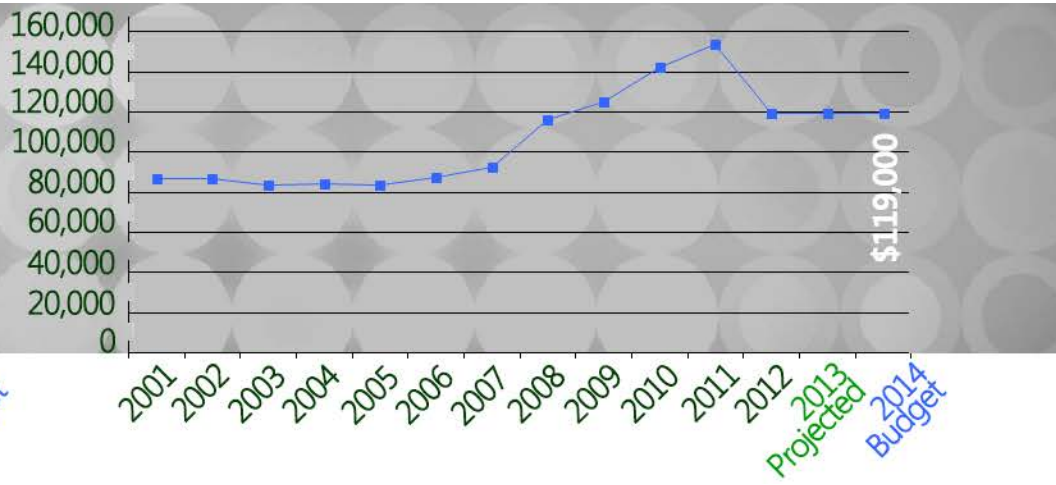
GAS

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



TELEPHONE / INTERNET

Telephone/internet franchise fees were projected based on 2013 projected collections flat lined.

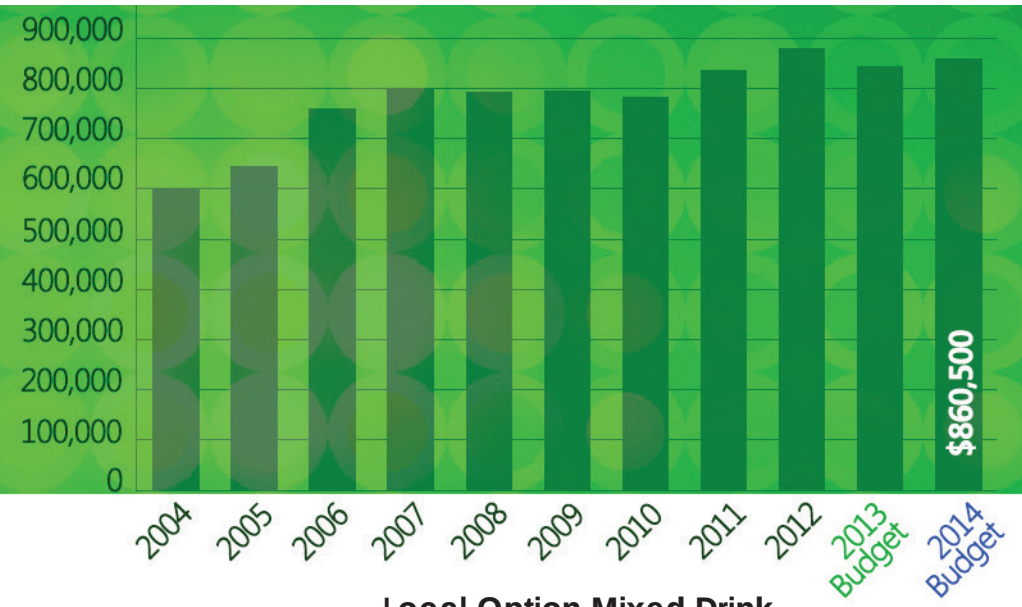


Alcoholic beverage taxes

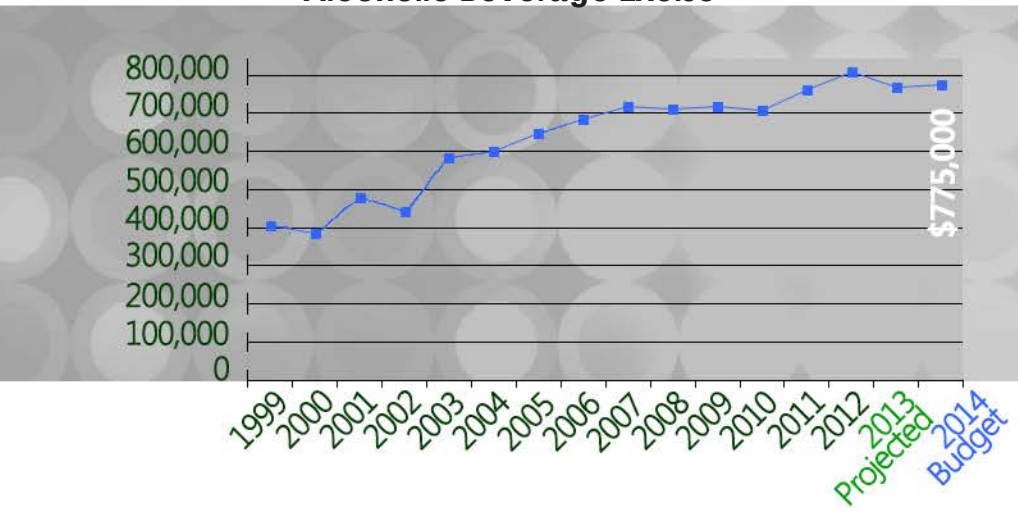
Alcoholic beverage taxes are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 7% of the total FY 2014 general fund revenues.

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 current trends,these revenues were projected to increase by 1% from 2013 projected actuals.

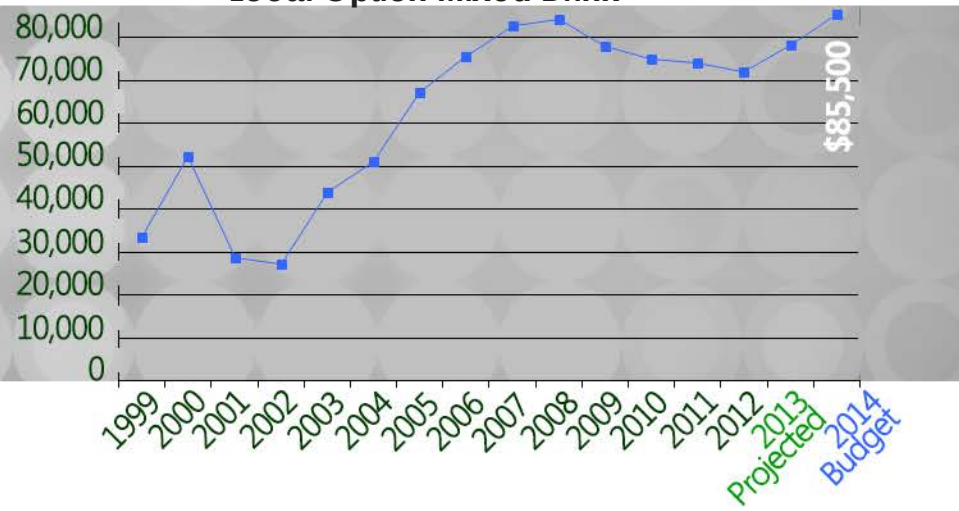
Projected **FY 2013** Alcoholic Beverage Taxes **$846,432** Original **FY 2013** Budget **$843,500**. Current Budget **$843,500**. **FY 2014** percentage of change from **FY 2013** budget is a **2%** increase.



Alcoholic Beverage Excise



Local Option Mixed Drink

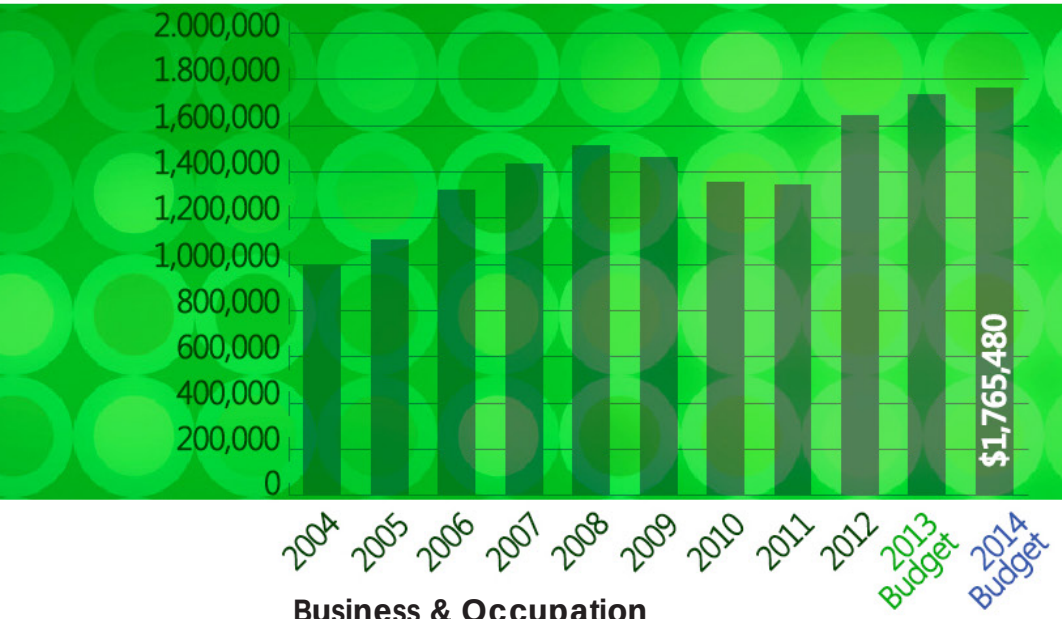


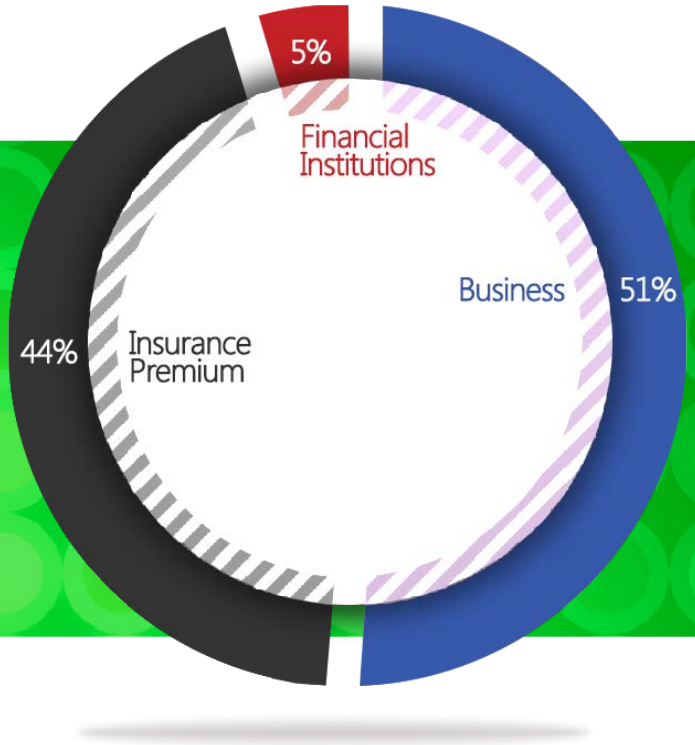
REVENUE DEFINITIONS AND ASSUMPTIONS

Business taxes

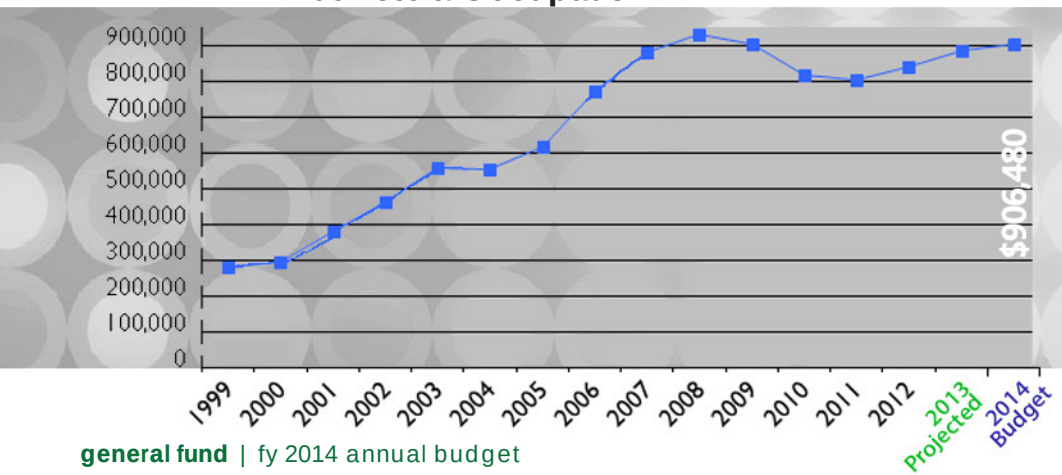
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 14% of the total FY 2014 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Current estimates for business and financial institutions' occupational licenses assume a 2.5% growth based on projected FY 2013 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.





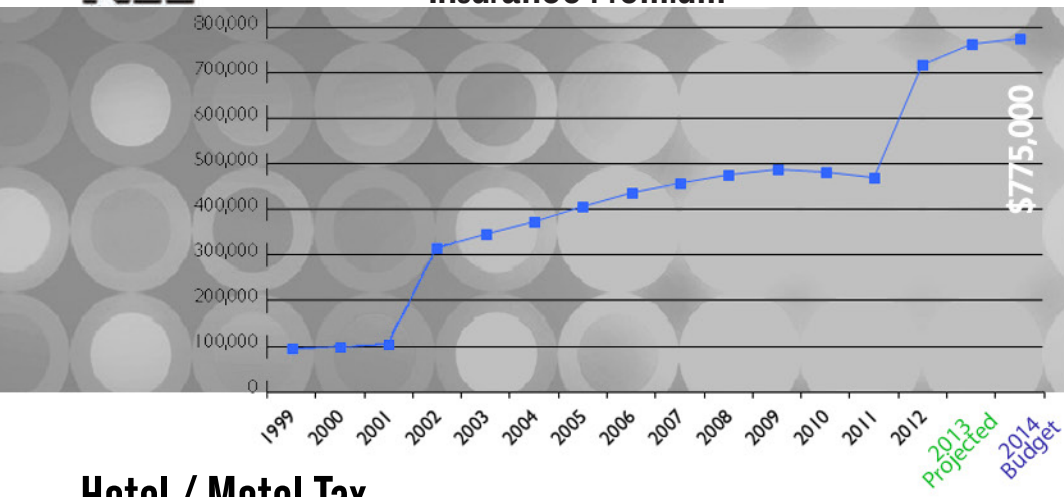
Business & Occupation



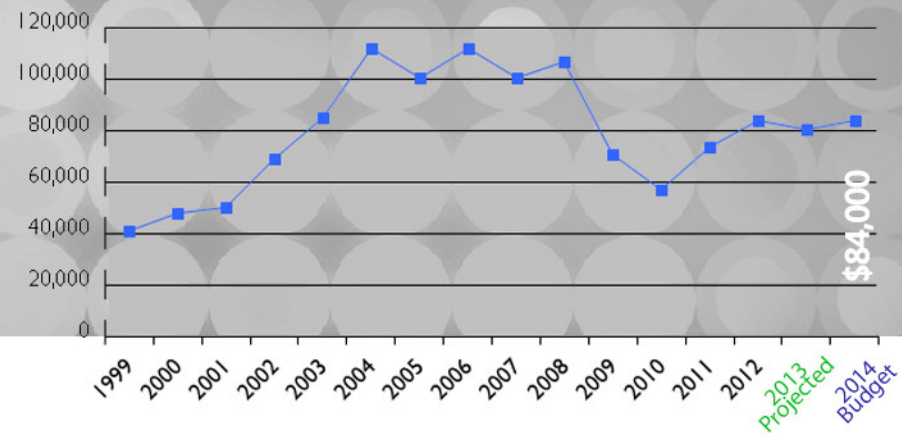
Projected **FY 2013** Business Taxes Revenue **$1,758,905**
Original **FY 2013** Budget **$1,696,500**. Current Budget **$1,736,490**.
FY 2014 percentage of change from **FY 2013** budget is a **2%** increase.
FY 2012 revenues include a one-time anticipated increase from the state insurance premium tax as a result of the **2010** census.

REVENUE DEFINITIONS AND ASSUMPTIONS

Insurance Premium



Financial Institutions

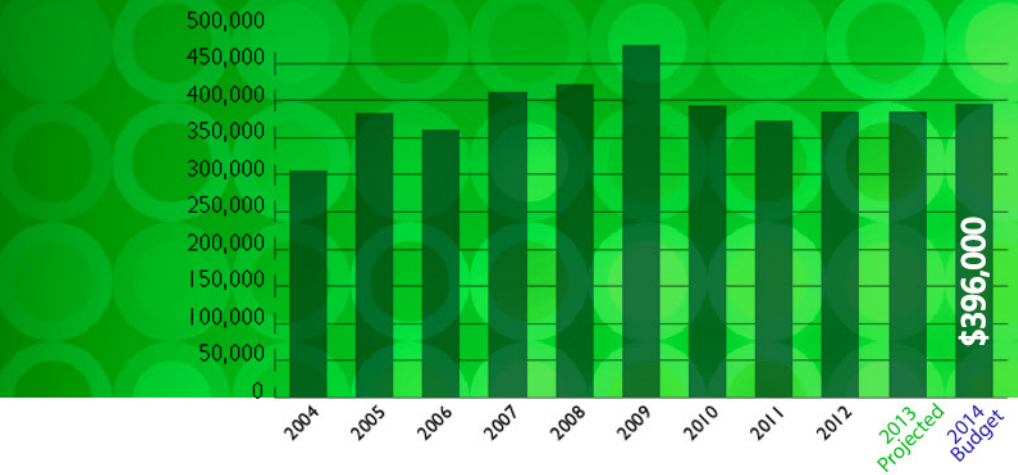


Hotel / Motel Tax

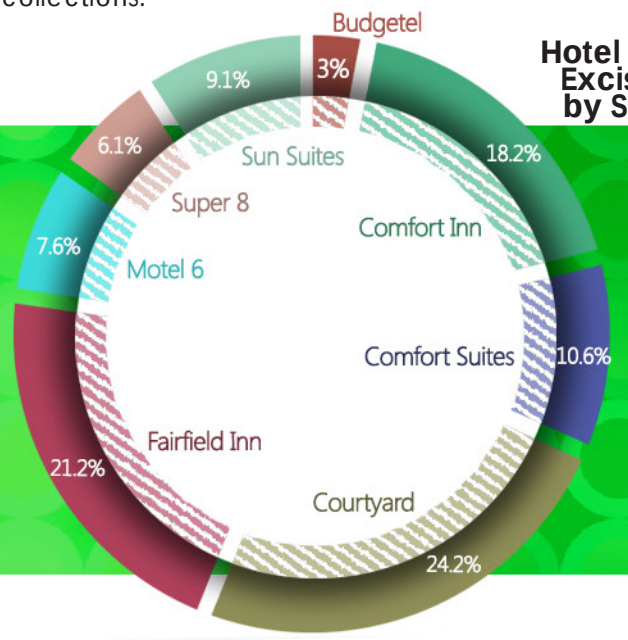
Hotel/motel taxes are excise taxes that are charged for rooms or accommodations furnished by hotels. This category represents 1% ($170,280) of the total FY 2014 proposed general fund revenues. The revenue projections are based on historical trends in conjunction with current economic indicators. To determine 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.

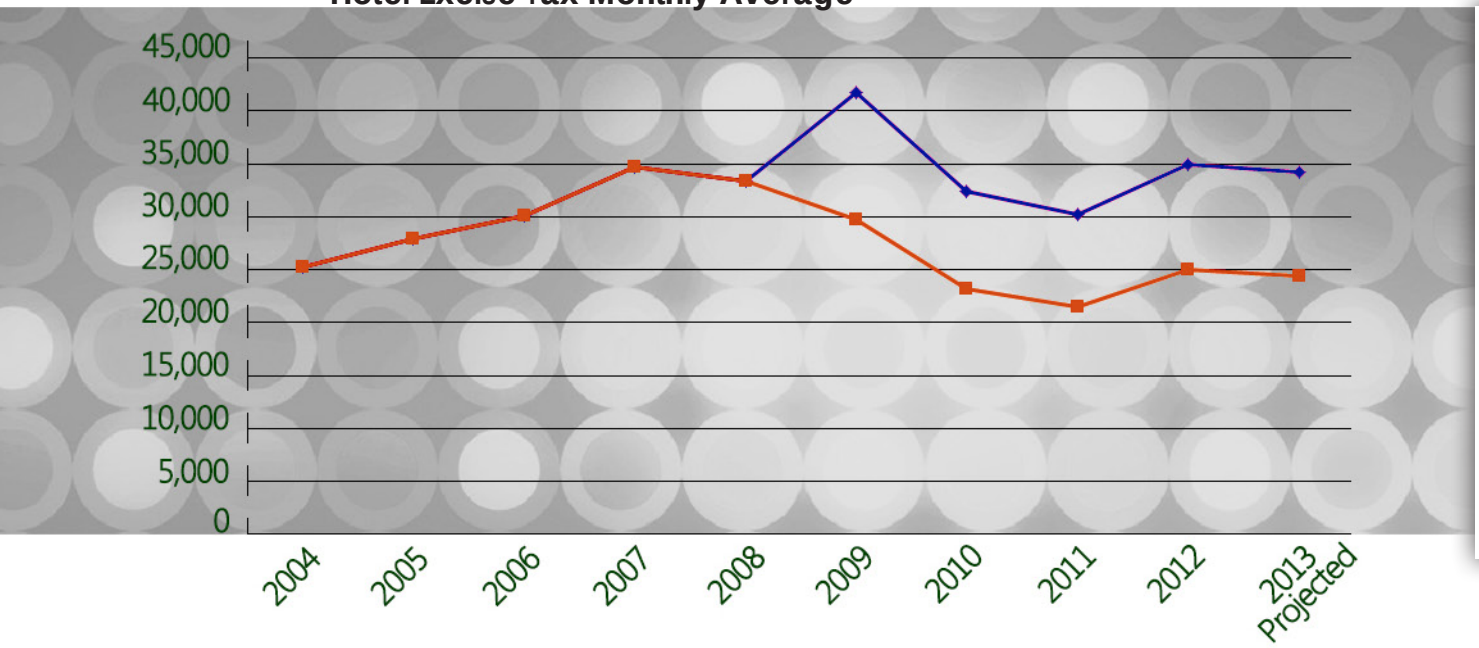
Projected **FY 2013** Hotel/Motel Taxes Revenues **$385,367.**
Original **FY 2013** Budget **$385,360**. Current Budget **$385,360**.
FY 2014 percentage of change from **FY 2013** budget is a **3%** increase.



Hotel / Motel Excise Tax by Source



REVENUE DEFINITIONS AND ASSUMPTIONS



FISCAL YEAR	MONTHLY AVERAGE	% CHANGE FROM PY
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	34,976	16%
2013	34,180	-2%

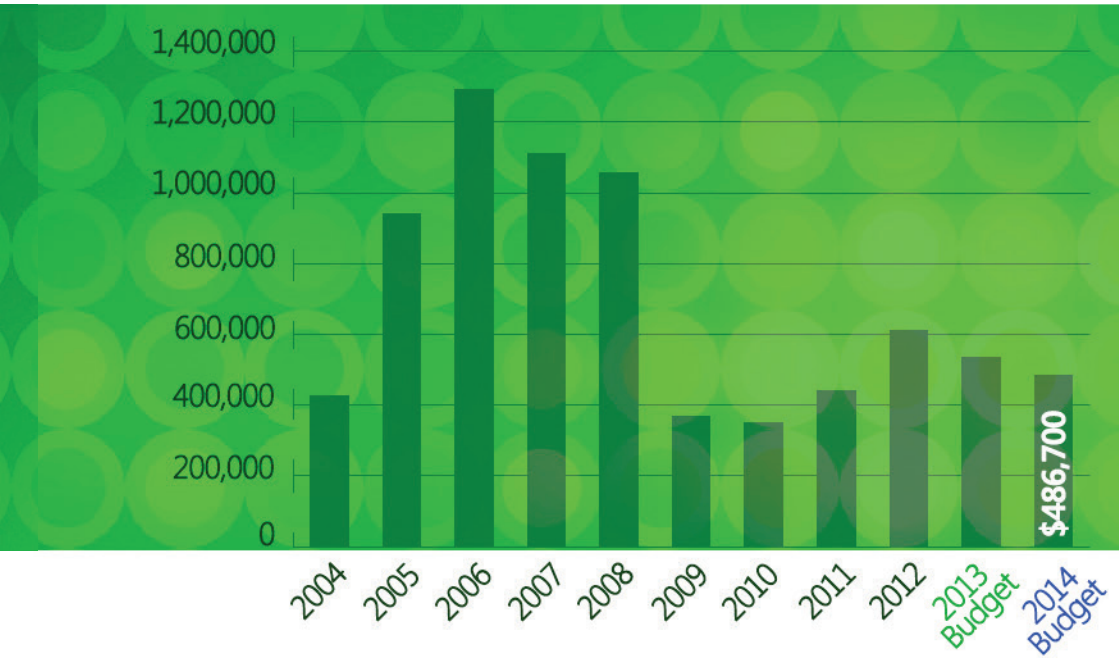
In FY 2009, the hotel/motel tax changed from 5% to 7%. The extra 2% is paid to the Gwinnett Convention and Visitor's Bureau. The red line in the graph represents the adjusted monthly average using 5%. The blue line is the actual monthly average using the 7% rate that went into effect for FY 2009.

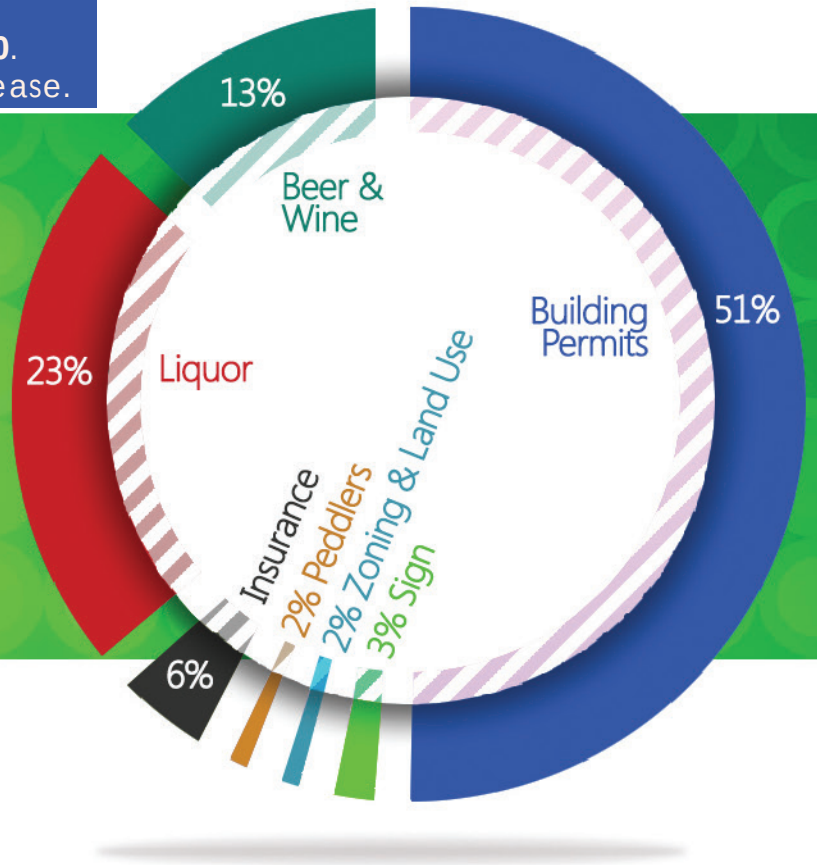
Hotel	2014 BUDGET	General Fund 43%	T&T 28.5%	GCVB 28.5%
Budgetel	12,000	5,160	3,420	3,420
Comfort Inn	72,000	30,960	20,520	20,520
Comfort Suites	42,000	18,060	11,970	11,970
Courtyard	96,000	41,280	27,360	27,360
Fairfield Inn	84,000	36,120	23,940	23,940
Motel 6	30,000	12,900	8,550	8,550
Super 8	24,000	10,320	6,840	6,840
Sun Suites	36,000	15,480	10,260	10,260
TOTAL	396,000	170,280	112,860	112,860

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 also are included in this section. The revenue projections in this category are based on historical growth trends. Some of the larger changes in prior years are due to a new business receiving two alcohol licenses during one fiscal year and the building expansion that occurred in fiscal years 2005 thru 2008. In fiscal year 2011, the City changed its 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 2014 general fund revenues.

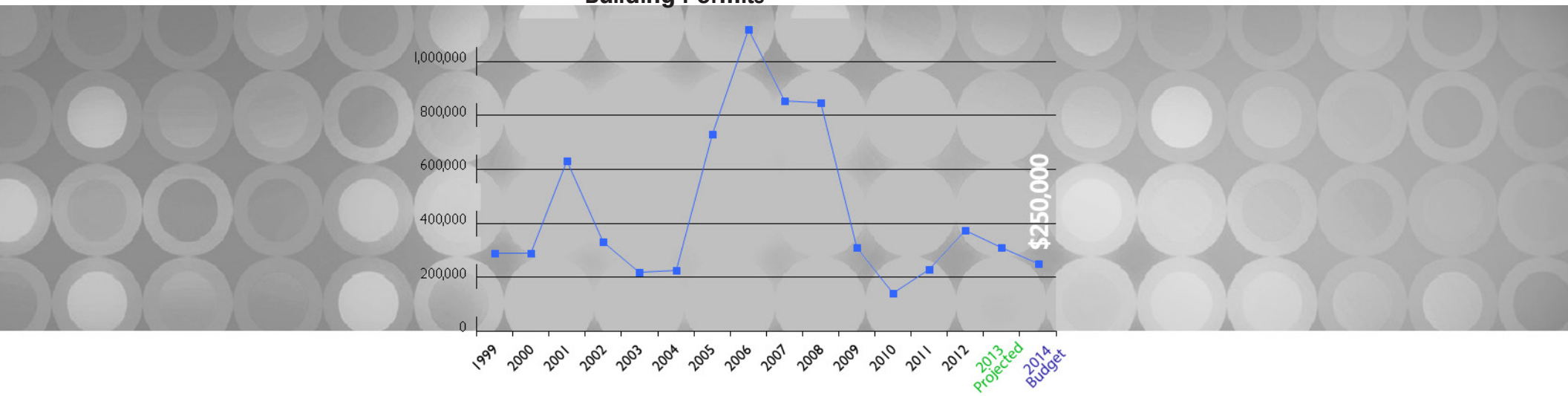
Projected **FY 2013** Licenses and Permits Revenues **$488,331**
Original **FY 2013** Budget **$485,200**. Current **FY 2013** Budget **$535,200**.
FY 2014 percentage of change from **FY 2013** budget is a **9%** decrease.



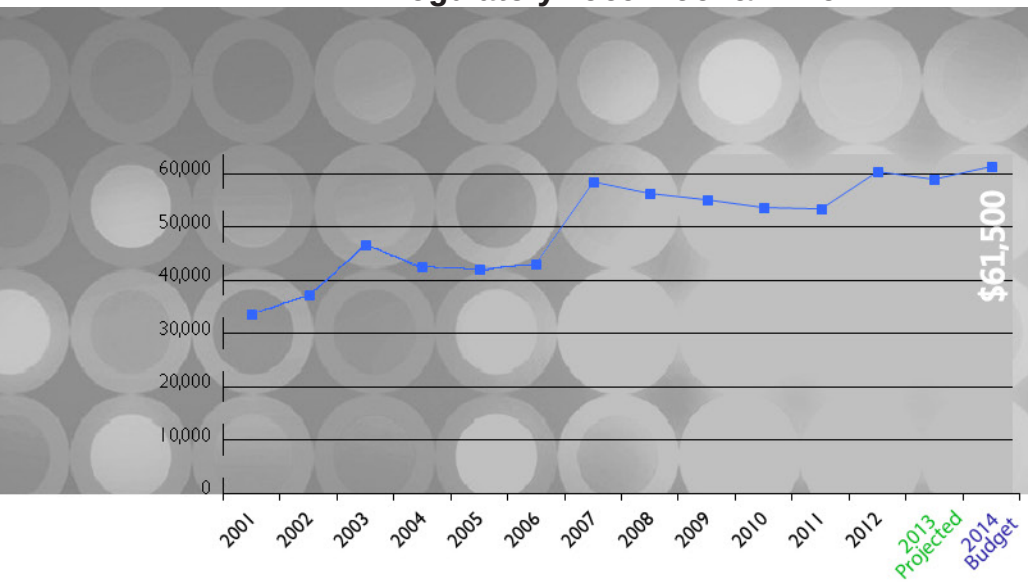


REVENUE DEFINITIONS AND ASSUMPTIONS

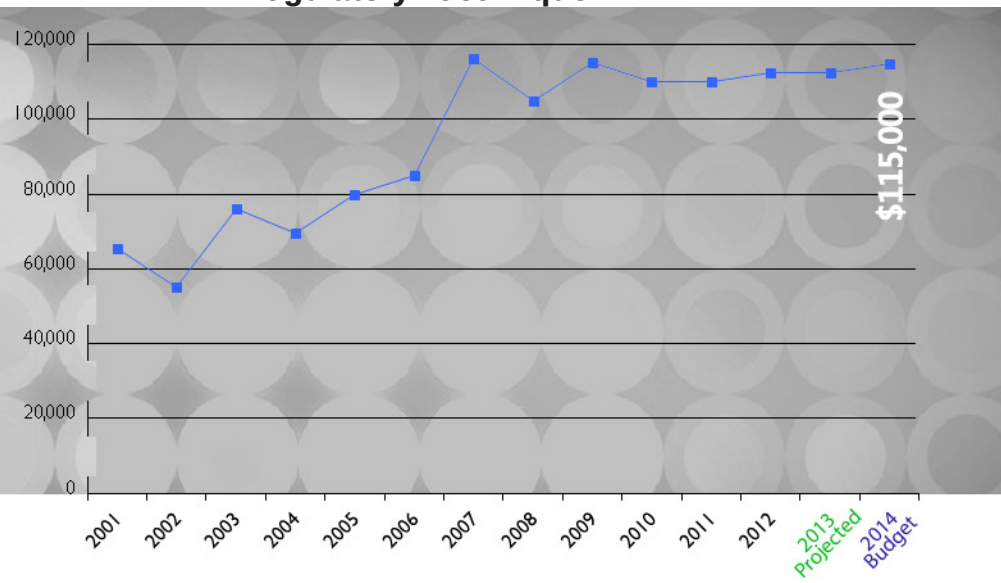
Building Permits



Regulatory Fees: Beer & Wine



Regulatory Fees: Liquor



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 $790,700 represents .85 mills. This calculation was used to offset the fiscal year 2014 proposed millage rate.

This category represents 6% of the total FY 2014 general fund revenues.

Fines and forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 9% of the total FY 2014 general fund revenues. Council sets some of the charges while others are mandated by the State and adopted by Council. Projections are based on rates set by the City Council and historical trends.

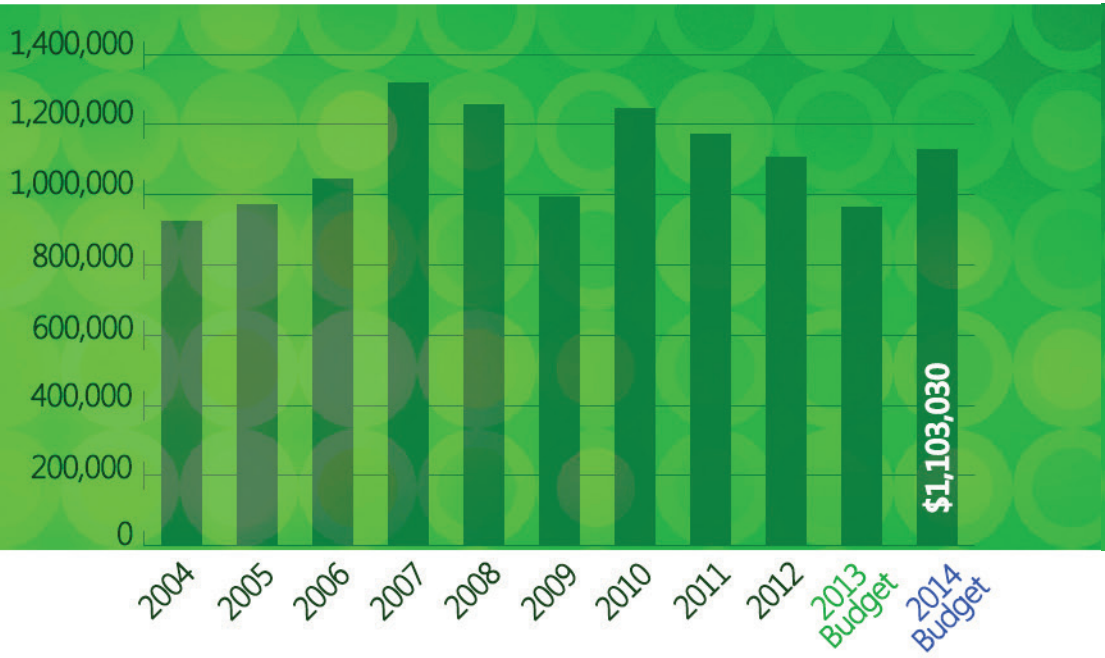
Fiscal year 2014 projections used the four-year rolling average receipts received from fiscal year 2010 thru 2013.

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

Projected **FY 2013** Fines and Forfeitures **$996,450**

Original **FY 2013** Budget **$1,187,510**.
Current **FY 2013** Budget **$964,960**.

FY 2014 percentage of change from **FY 2013** budget is a **14%** increase.



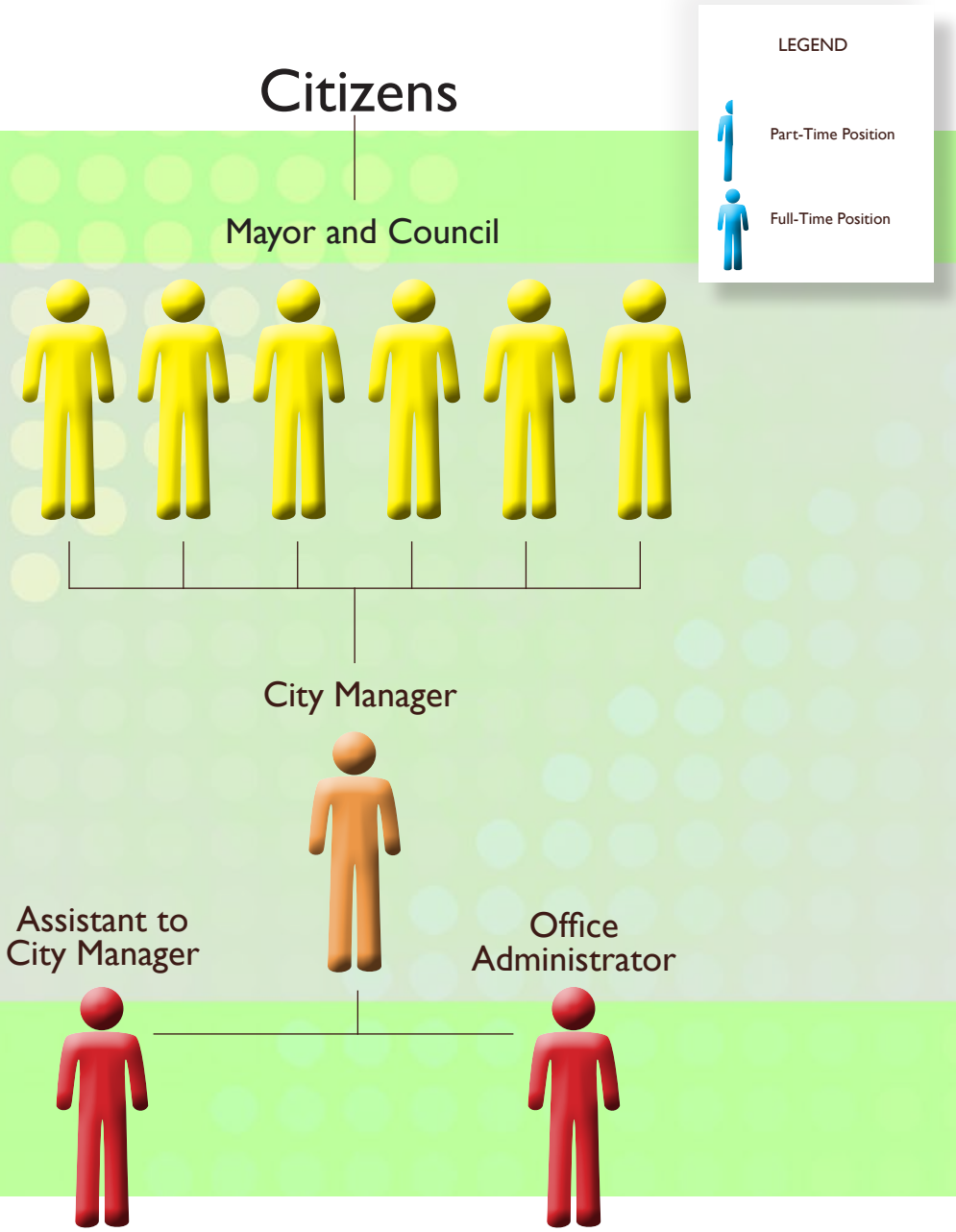
Expenditure Summary

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 program.
Notable FY 2014 Budget Items	Gwinnett Municipal Association dues $30,000. Funding for 16 weeks summer intern $9,600 and Suwanee phone app $17,600.
Current FY 2013 Budget	$552,180
Adopted FY 2014 Budget	$595,470
Change from PY Budget	$43,290
Reason for Change	4% salary adjustments, 9% group health insurance increase, summer intern, and Suwanee phone app.





1110 GOVERNING BODY

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 2014

- 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: 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 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 ACTUAL	2014 BUDGET
Council Meetings	21	22	12	12	12	12	12	12
Work Sessions	13	13	13	12	15	14	14	14
Ordinances Effected	17	12	9	13	12	6	7	8
Resolutions Adopted	18	12	11	11	4	10	1	4
Specially Called Meetings	*	*	19	12	7	8	8	6
Public Hearings	*	*	15	14	12	11	10	12
Executive Sessions	*	*	26	16	12	14	11	12
Council Work Retreat	*	*	1	1	2	1	2	1

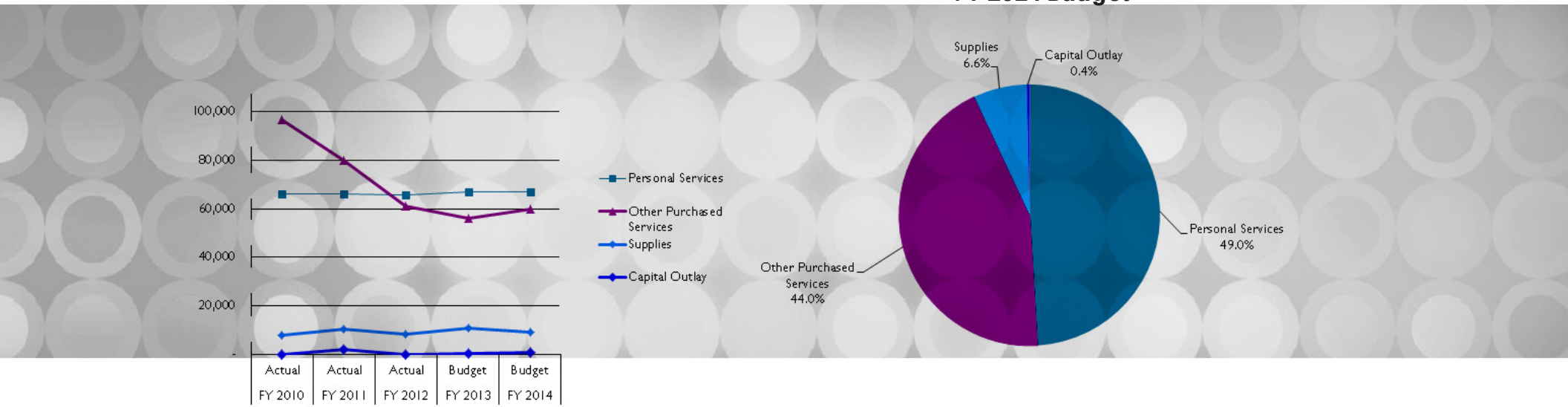
** new measure*

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Opportunities to participate in community matters	78%	8th	80%	7th	79%	14th
The value of services for the taxes paid to Suwanee	76%	5th	71%	17th	78%	64th
The overall direction that Suwanee is taking	89%	2nd	79%	5th	87%	19th
The job Suwanee government does at welcoming citizen involvement	76%	4th	80%	1st	79%	55th
Overall image or reputation of Suwanee	98%	5th	93%	6th	95%	12th
Suwanee as a place to live	99%	9th	98%	6th	97%	20th
Overall quality of life in Suwanee	97%	15th	95%	10th	95%	31st
Services provided by City of Suwanee	93%	8th	87%	7th	93%	14th
Recommend living in Suwanee to someone who asks	99%	8th	96%	7th	95%	4th
Remain in Suwanee for the next five years	91%	42nd	91%	8th	91%	9th
% of citizens surveyed that have attended a meeting of local elected officials or other local public meeting	22%	153rd	28%	88th	34%	32nd
Amount of public parking	62%	24th	57%	44th	48%	74th

1110 GOVERNING BODY

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 66,044	$ 66,292	$ 65,475	$ 66,870	$ 66,800
Other Purchased Services	96,727	79,766	61,107	56,050	59,900
Supplies	7,779	10,262	8,181	10,750	9,000
Capital Outlay	-	2,094	-	220	500
TOTAL	$ 170,550	$ 158,414	$ 134,763	$ 133,890	$ 136,200



FY 2014 Budget

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.
- Begin implementation for 20/20 Vision Strategic Plan.

OBJECTIVES FOR FISCAL YEAR 2014

1. Manage the process for developing a project list and negotiating with Gwinnett County for the 2014 SPLOST referendum.
   - ***20/20 Vision, Communications & Engagement, Create Opportunities for Everyone to Participate, page 337***
   - ***STWP, Operations, SPLOST, page 356***
2. Continue implementing park enhancement projects.
   - ***20/20 Vision Parks & Open Space, Prioritize Existing Parks, page 349***
   - ***20/20 Vision, Communications & Engagement, Promote the Suwanee Brand, page 338***
   - ***CIP, Recreation, Park Enhancements, page 303***
3. Complete strategic land acquisition efforts.
   - ***20/20 Vision, Planning, Transform Suwanee Gateway, page 343***
4. Continue advancing the Buford Highway reconstruction project.
   - ***20/20 Vision, Planning, Invest in Downtown Suwanee's Future, page 344***
   - ***20/20 Vision, Transportation, Make Local Connections, page 351***
5. Continue implementing of the Pedestrian Bike Plan.
   - ***20/20 Vision, Transportation, Make Local Connections, page 351***
   - ***CIP, Transportation, Buford Highway Corridor Improvements, page 307***
   - ***CIP, Transportation, Pedestrian Bicycle Plan Implementation: Buford Highway Sidewalks; George Pierce Park to Ruby Forest Connector; PIB Crossing Improvements; and Sidewalk Gap Projects, pages 307-308***
6. Finalize design and begin construction of Brushy Creek Greenway.
   - ***20/20 Vision, Parks & Open Space, Value Passive Recreation, page 349***
   - ***20/20 Vision, Parks & Open Space, Expand the Park Connections and Trail Network, page 349***
   - ***CIP, Transportation, Brushy Creek Greenway, page 307***
7. Complete installation of the 9/11 'Remembrance' memorial.
   - ***20/20 Vision, Community Culture, Make Public Art the City's Arts Niche, page 348***
8. Complete other capital projects as needed.
   - ***20/20 Vision, Planning, Balance Growth, page 345***
   - ***CIP, Equipment & Vehicles, Facilities, Recreation, Transportation, and Water & Stormwater, pages 295-311***
9. Carry forward the momentum from the 20/20 Vision Strategic Plan.
   - ***STWP, Operations, Strategic Plan Implementation, page 356***
10. Implement employee Class and Compensation study.
    - ***STWP, Operations, Recruit and retain high quality employees, page 356***
11. Continue Q2 meetings, staff leadership training, and encouraging horizontal decision making efforts.
12. Continue to monitor court procedures, specifically the number and length of court sessions.
    - ***STWP, Communications & Engagement, City Services, page 338***
    - ***STWP, Operations, Staffing, page 356***
13. Work to advance the momentum for Pierces' Corner reconstruction.
    - ***20/20 Vision, Planning, Invest in Downtown Suwanee's Future, page 344***

1320 CHIEF EXECUTIVE

GOALS

1. Implement the goals of the Mayor and Council.
2. Ensure smooth day-to-day operations of the city.
3. Maintain high quality staff and high morale.
4. Ensure adequate maintenance to existing capital facilities.
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***CIP, Facilities Projects, Facility Maintenance, page 299***
5. Increase attention to park enhancements effort.
   - ***20/20 Vision, Parks + Open Space, Prioritize Existing Parks, page 349***
6. Provide staff with direction and assistance in implementation of their duties, assignments and projects.
7. Manage annual and capital budgets.
8. Continue to provide quality services to citizens, residents, business operators, property owners, visitors and others within fiscal constraints.
9. Respond to Council's day-to-day needs.
10. Reinforce city's culture. Empower employees to make decisions and be creative.
11. Issue-spot and provide recommendations on needs and projects.
12. Incorporate High Performance Organization principles citywide. Continue to convey Suwanee's culture of high performance and exceeding expectations.
13. Try innovative ideas as appropriate and consistent with the city's Anchor Points
    - ***STWP, Reinforce use of anchor points, page 338***
14. Don't settle. Continue award-winning efforts.
    - ***20/20 Vision, Communications & Engagement, Promote the Suwanee Brand, page 338***
    - ***STWP, Seek awards from local and national organizations, page 338***
    - ***STWP, Maintain high levels of City services, page 338***

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.

1320 CHIEF EXECUTIVE

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Council Agenda Packages	24	24	24	24	24	24	24	24
Council Meetings	21	22	12	12	12	12	12	12
Council Work Sessions	13	13	13	13	15	14	14	14
Department Head Meetings	24	24	24	21	22	12	12	12
Staff Meetings	23	24	24	21	22	12	12	12
Q2 Leadership Tasks and Functions Meetings	*	*	*	*	5	9	10	10
Staff Work Retreat	1	1	1	1	1	1	1	1

** new measure*

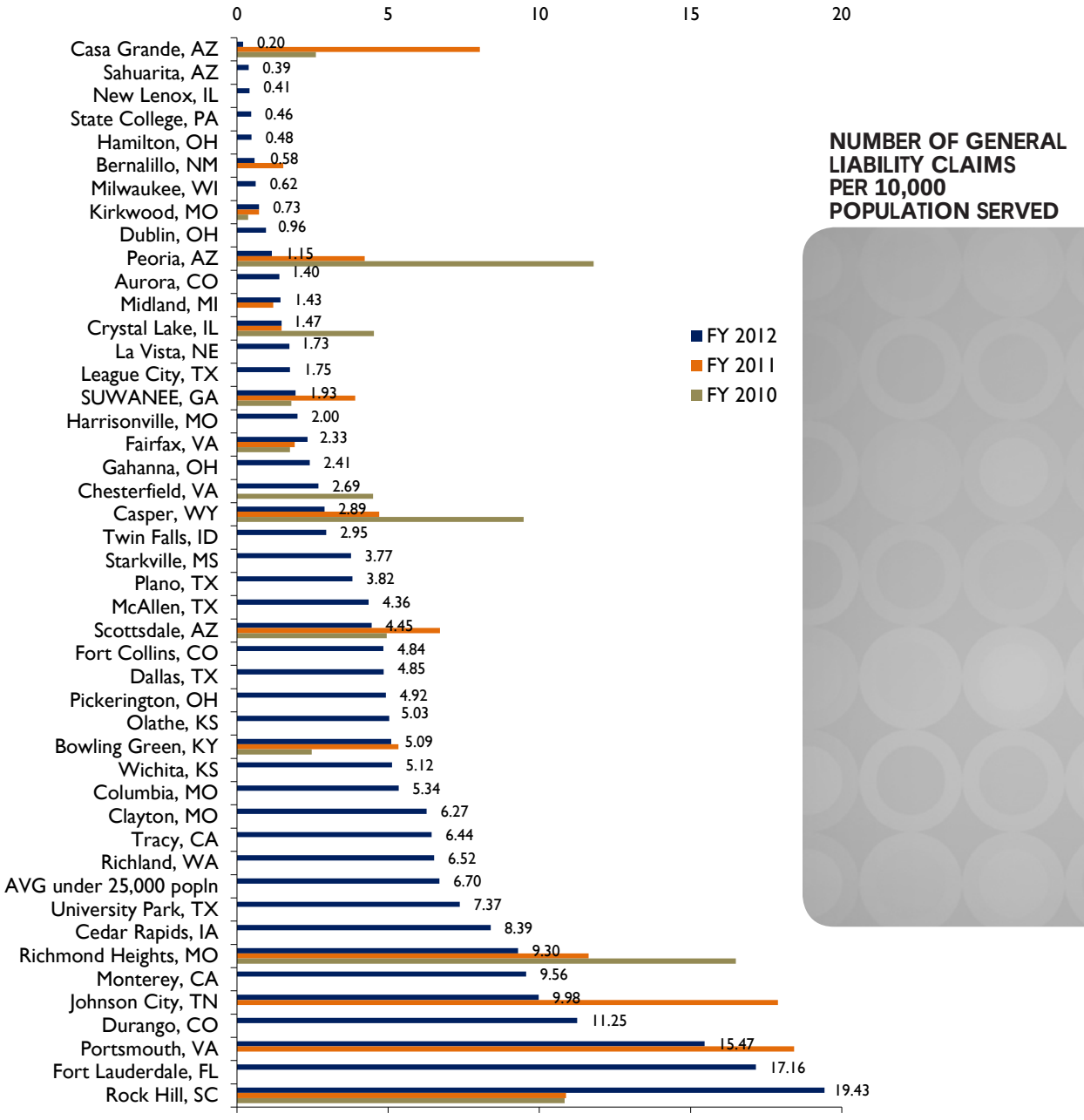
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of requests for information responded to within 72 hours	100%	100%	100%	100%	100%	100%	100%	100%

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:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Employee knowledge	87%	17th	86%	47th	91%	50th
Employee responsiveness	88%	27th	83%	48th	91%	28th
Employee courtesy	88%	23rd	83%	53rd	91%	27th
Overall employee impression	85%	13th	84%	59th	91%	25th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary

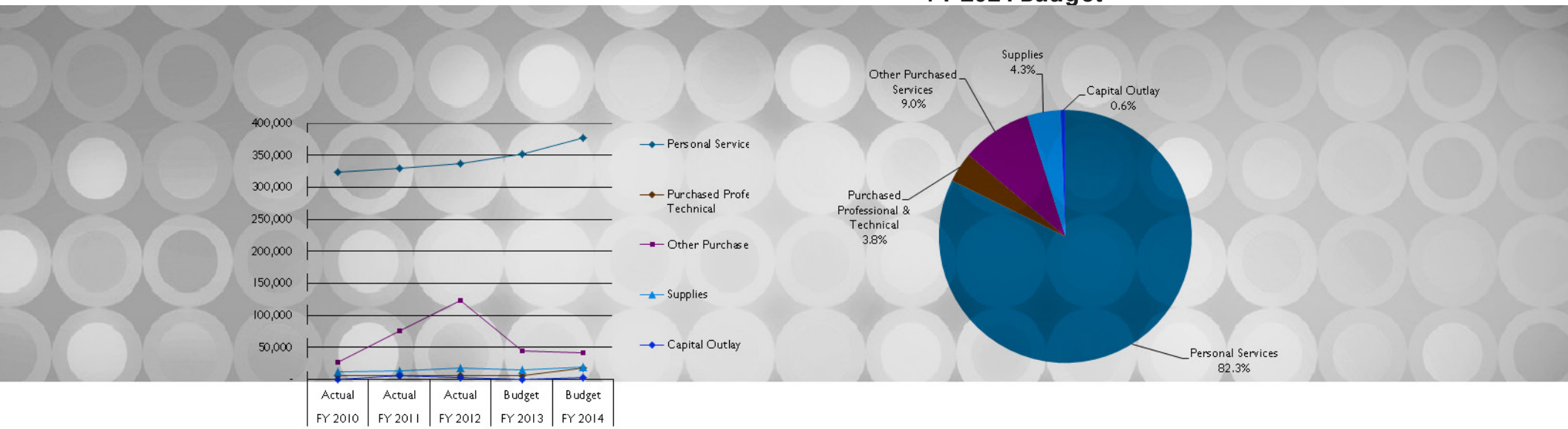


1320 CHIEF EXECUTIVE

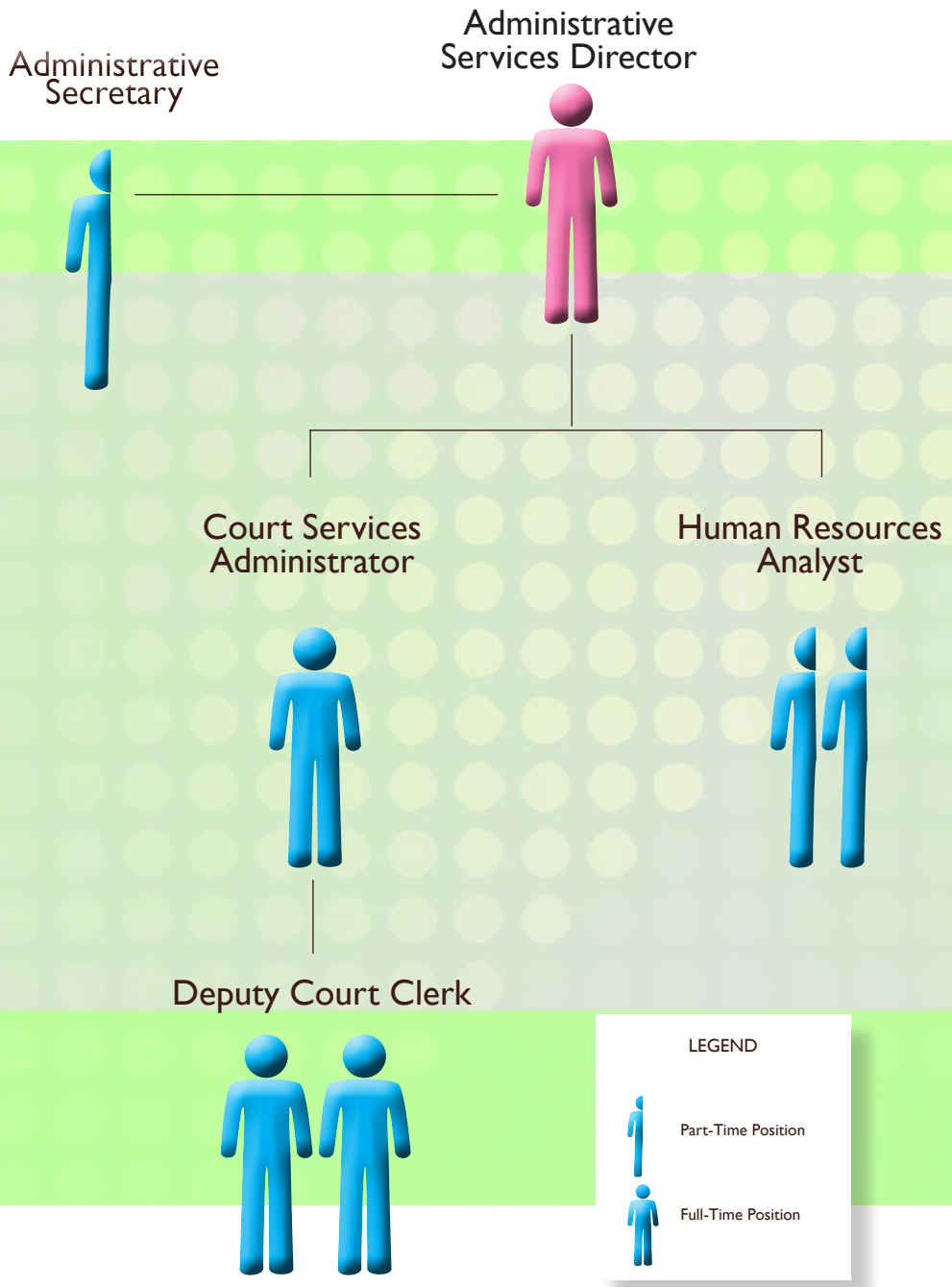
AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager	23	1	1	1	1	1
Office Administrator	12	1	1	1	1	1
TOTAL		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 323,680	$ 330,416	$ 337,428	$ 352,390	$ 377,950
Purchased Professional & Technical	5,400	5,400	5,400	5,600	17,600
Other Purchased Services	26,419	76,135	123,645	45,300	41,300
Supplies	12,560	13,018	17,888	15,000	19,600
Capital Outlay	-	5,463	3,102	-	2,820
TOTAL	$ 368,059	$ 430,432	$ 487,463	$ 418,290	$ 459,270

FY 2014 Budget



ADMINISTRATIVE SERVICES



Administrative Services

Functions	Includes the operations of General Administration and Municipal Court.
Positions	4 full-time, 3 part-time, 3 Judges, and 5 Solicitors.
Role	This department is responsible for City Clerk functions, Human Resources, and Municipal Court operations.
Notable FY 2014 Budget Items	Funding for one election with possible run off, $8,400.
Current FY 2013 Budget	$661,210
Adopted FY 2014 Budget	$661,520
Change from PY Budget	$310
Reason for Change	The minor net difference between FY 2013 and FY 2014 is due to a 9% group health insurance increase for FY 2014 and 4% salary adjustments, offset by elimination of the $18,000 funding for the pay and classification study conducted during the prior fiscal year



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; DOAA Reporting, DCA Reporting.
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, Operations, Staffing, page 356***
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, Operations, Staffing, Learning Opportunities, page 356***

OBJECTIVES FOR FISCAL YEAR 2014 - 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. Redefine recruiting strategy to decrease time to fill.
3. Work with consultant to complete a Class/Comp Study in FY 2013 to remain competitive in the market and in compliance with FLSA.
4. Work with Benefits Broker to maintain and review employee benefit package.
5. Work with Wellness Team and broker (Ascension) to develop a Wellness program to create a culture of personal wellness and maximize professional productivity citywide.
6. Work with Finance on selection of new software that will provide HR access to employee/payroll data and provide a supporting HRIS and applicant recruiting system.
7. 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.
8. Develop PowerPoint orientation for 6 months post hire.
9. Continue supervisor and employee training in the following areas:
   - ***Drug Free Workplace***
   - ***Employee Benefits (lunch and learn sessions)***
   - ***Diversity***
   - ***Unlawful Harassment in the Workplace (February 2013)***
   - ***Employment Law Training for Supervisors.***
10. Review retirement plans options (Principal, ICMA).
11. Track prior purchase years by enrollment date for GMEBS.
12. Continue to scan/purge records and files in accordance with retention schedule.
13. Annual Review of the Employee Handbook.
    - ***STWP, Operations, Staffing, page 356***
14. Continue training through GLGPA – at least one conference per year.
    - ***STWP, Operations, Staffing, Learning Opportunities, page 356***
15. Continue to work with PD in CALEA National certification compliance in the areas of Human Resources to include recruiting, promotional process, policies, etc.
    - ***STWP, Operations, Police CALEA, page 355***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Applications/resumes processed	866	509	894	350	375	717	572	500
Positions filled	28	20	12	11	15	13	11	10
Employee separations	19	14	9	6	8	10	6	8
Employee drug tests conducted	72	49	62	60	40	45	47	50
Employee training workshops conducted	62 hrs	19 hrs	20 hrs	26 hrs	32 hrs	24	23	25
Supervisory training conducted	2 hrs	2 hrs	4 hrs	12 hrs	13.5 hrs	24	24	25

PRODUCTIVITY MEASURES - Human Resources	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 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	90/95/90	90/45/90
Turnover rate (excluding seasonal) /sworn	13%/*	16%/50%	6%/5%	6%/5%	9%/0.3%	7%/17%	10%/0%	6%/15%
Employee relations issues resolved	100%	100%	98%	100%	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 2014 - City Clerk

- Comply with Federal, State and City mandates and regulations governing fficial 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 ACTUAL	2014 BUDGET
Council Workshops attended		12	12	12	12	12	12	12
Council meetings attended/Called Meetings		19	12	12/12	12/6	12/7	12/8	12/8
Action Minutes prepared within 3 days		19	12	24	18	19	20	20
Council Minutes recorded & transcribed w/in two weeks		19	12	24	18	19	24	24
Open Records Requests processed		15	12	28	14	36	70	20
Ethics Complaints Received		2	0	0	0	0	4	0
Provide information regarding elections to candidates***		1	0	7	0	5	0	3

**no City election scheduled in FY 2009, FY 2011, nor FY 2013*

PRODUCTIVITY MEASURES - City Clerk	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	100%	100%	100%	100%	75%	100%	100%
Percent of action minutes of Council meetings transcribed & distributed within three days	100%	100%	100%	100%	100%	100%	100%	100%
Percent of Minutes of Council meetings recorded & transcribed within two weeks	100%	100%	100%	100%	100%	95%	100%	100%
Percent of requests for information responded to within three days of receipt	100%	100%	100%	100%	100%	100%	100%	100%
Percent of Ethics Complaints resolved	*	100%	100%	100%	100%	n/a	100%	100%

*** new measures*

1500 GENERAL ADMINISTRATION

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 2012 Data Report Summary

Some of the factors that influence the comparability of Human Resources data are:

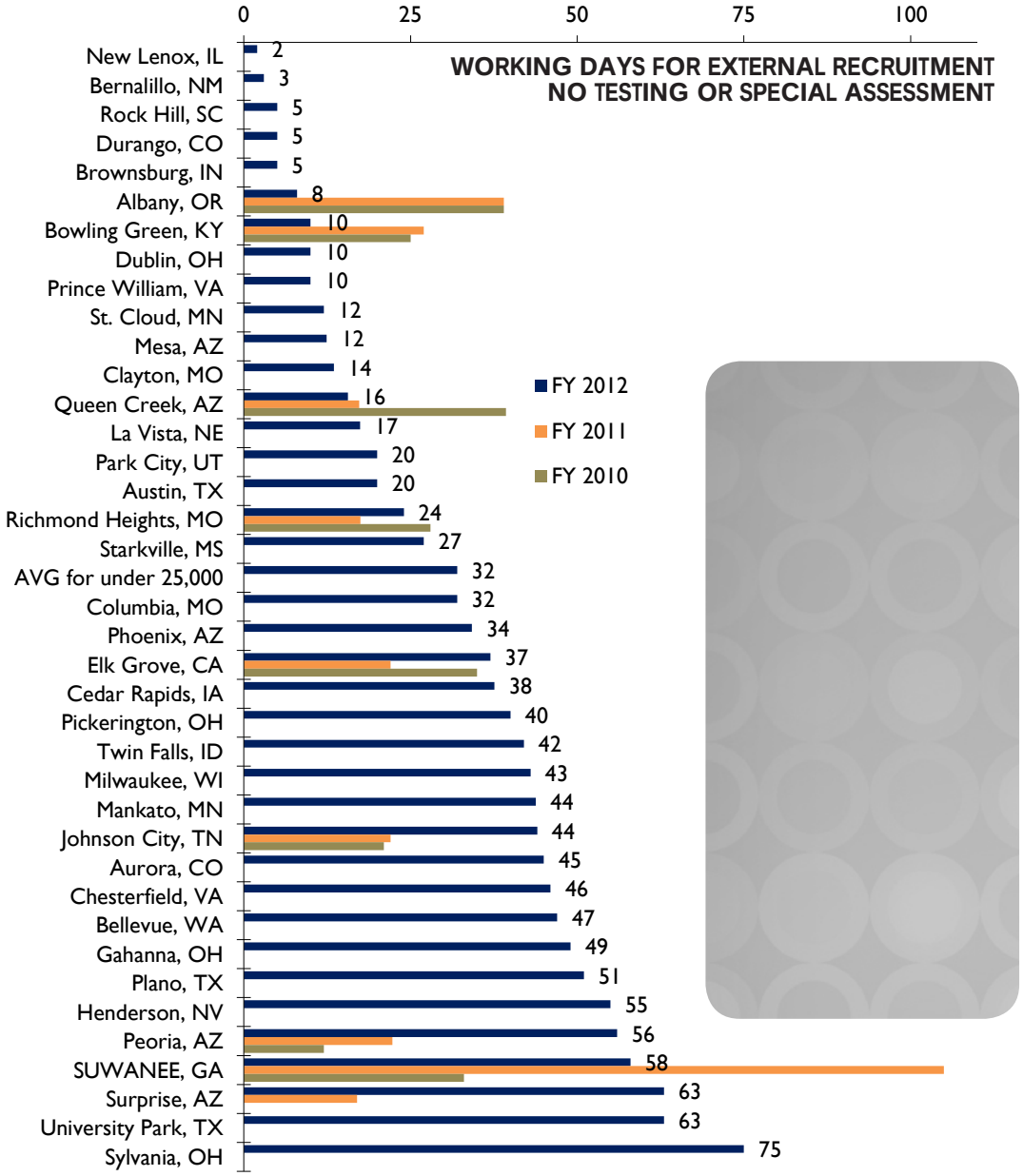
- Recruitment Process – Some jurisdictions decentralize the recruitment process, with larger departments conducting their own hiring.
- Staffing – Jurisdictions that contract for more services or have broader job classifications may need fewer staff within the central human resources office.

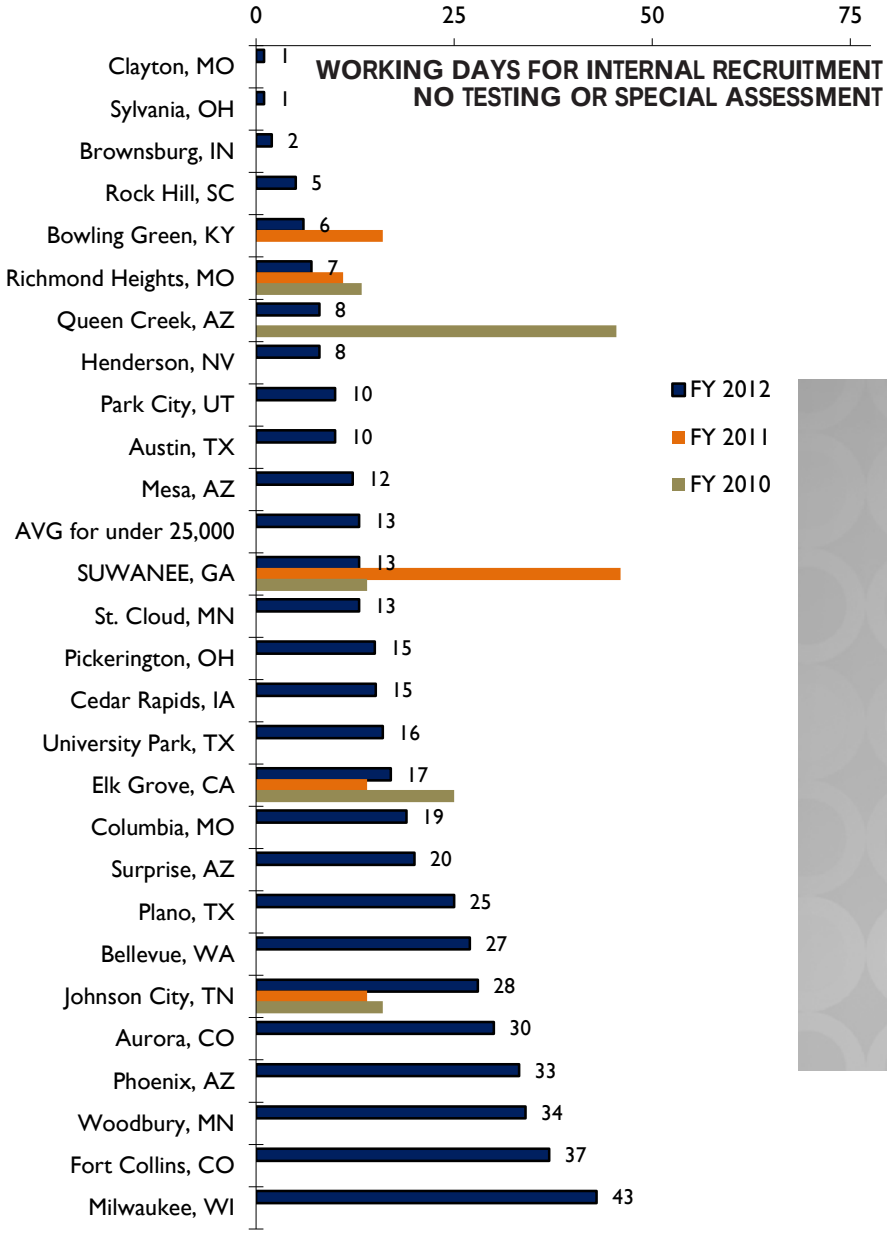
For the FY 2012 Data Report, 144 jurisdictions provided human resources data.

Descriptive information for the Human Resources services is as follows:

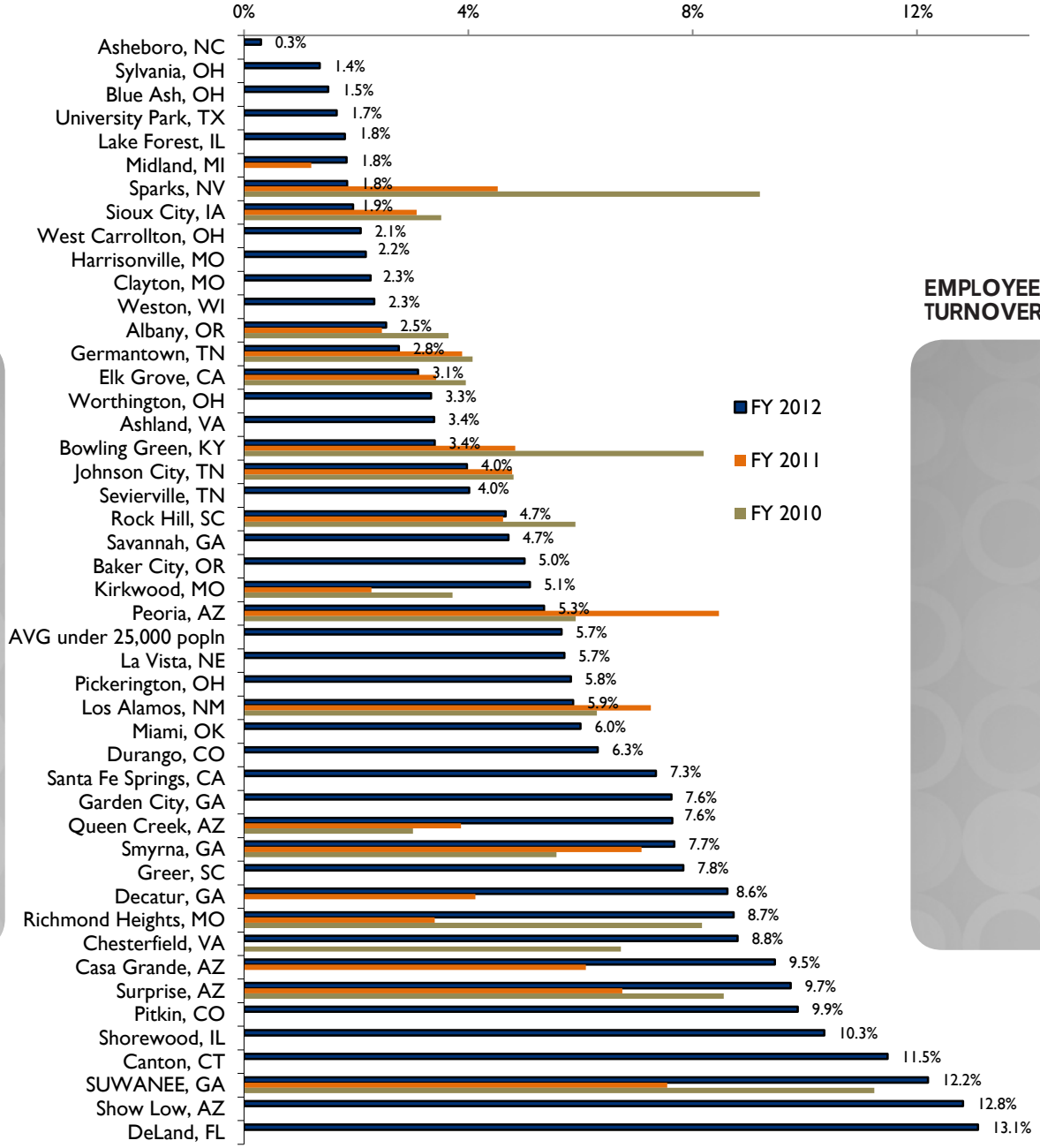
JURISDICTIONS-POPULATION	CENTRALIZED HUMAN RESOURCES STAFF FTES	LARGEST NUMBER OF EMPLOYEES AT ANY GIVEN TIME	EMPLOYEE BENEFITS AS PERCENTAGE OF TOTAL EMPLOYEE COMPENSATION	RECLASSIFICATION REQUESTS FOR OCCUPIED POSITIONS
ALL				
Mean	9.5	2,456	29%	29.0
100,000 to 249,000				
Mean	11.5	1,549	30%	14.8
50,000 to 99,999				
Mean	5.6	367	31%	3.7
25,000 to 49,999				
Mean	3.6	221	31%	1.2
Under 25,000				
Mean	1.6	125	29%	0.3
GEORGIA JURISDICTIONS				
Decatur	2.2	384	25%	0
Garden City	1.0	-	-	-
Savannah	5.9	3,288	-	11
Smyrna	3.5	439	31%	3
Suwanee	2.3	112	27%	4

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)





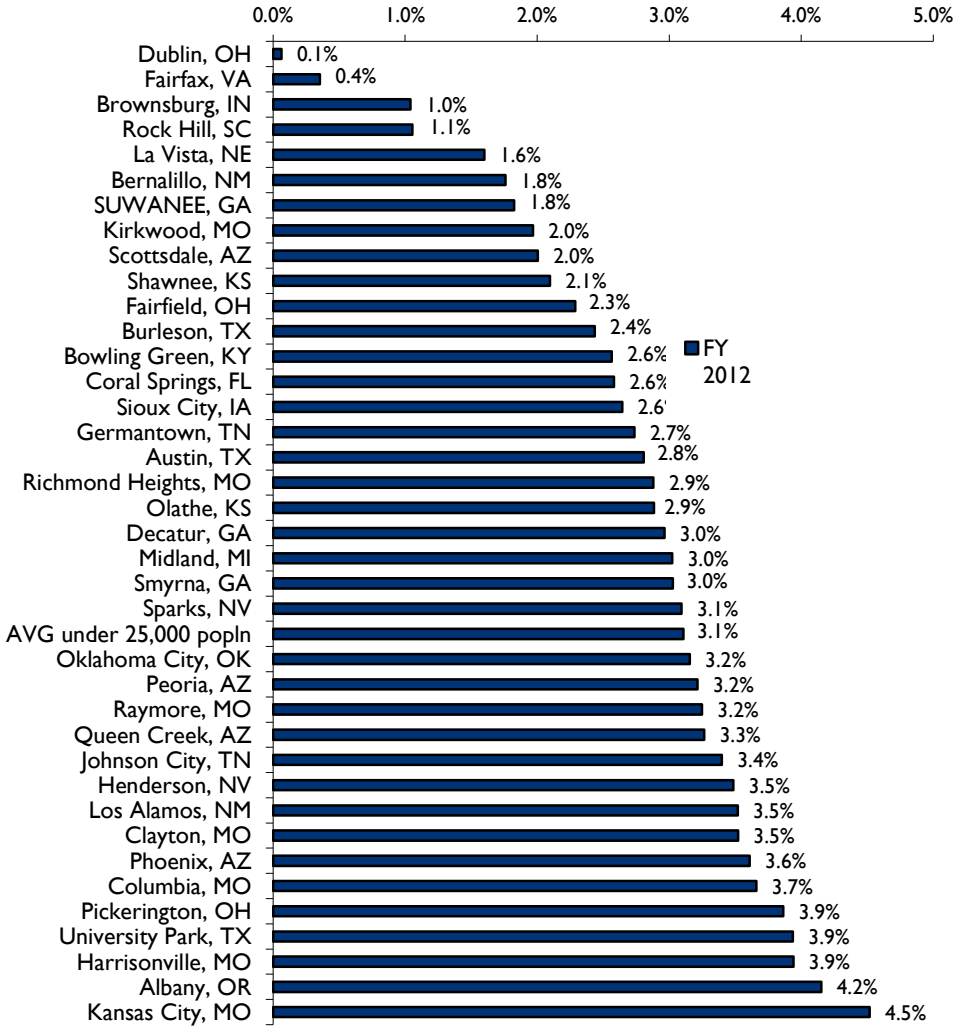
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



EMPLOYEE TURNOVER RATE

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

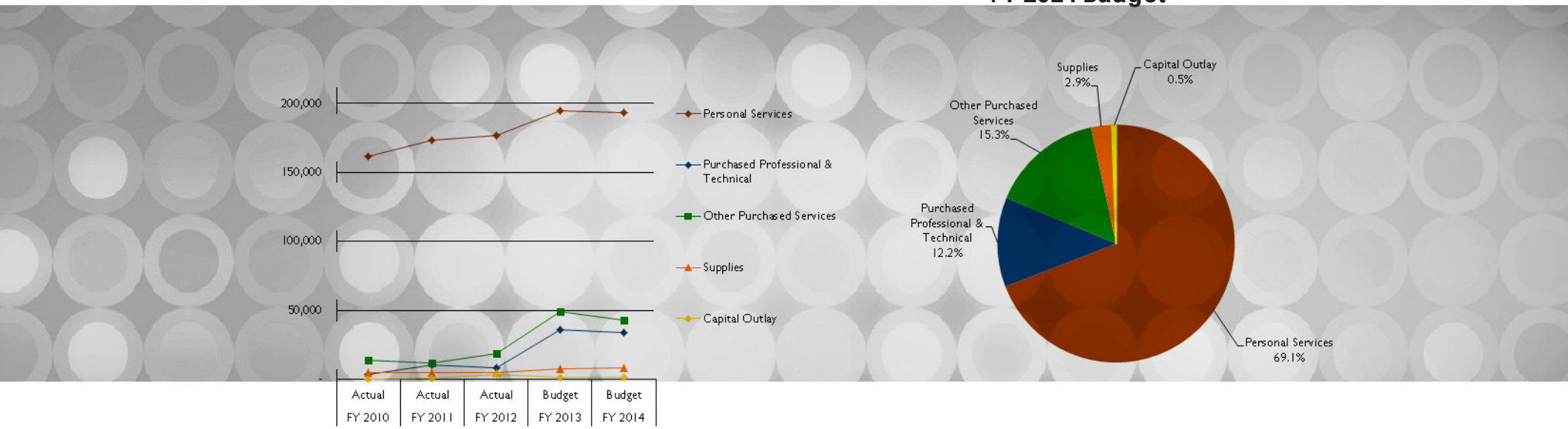
SICK LEAVE HOUR UTILIZATION RATE



1500 GENERAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Administrative Services Director	24	1	1	1	1	1
Human Resources Manager	PT-18	2	2	2	2	2
TOTAL		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 161,721	$ 173,251	$ 176,596	$ 194,970	$ 193,350
Purchased Professional & Technical	3,583	10,515	8,095	36,200	34,000
Other Purchased Services	13,910	11,954	18,572	49,000	42,900
Supplies	4,646	5,097	5,125	7,500	8,000
Capital Outlay	-	349	3,435	1,300	1,500
TOTAL	$ 183,860	$ 201,166	$ 211,823	$ 288,970	$ 279,750



FY 2014 Budget

STATEMENT OF SERVICE

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

- Processing all citations handled through the Court.
- Providing assistance to the Judge, attorneys and defendants during each session of the Court.
- Providing assistance to the Solicitors, who are responsible for the prosecution of all misdemeanor, traffic, animal control, and local ordinance violation cases.
- Maintaining and preparing all of the Municipal dockets.
- Recording the disposition of each case.
- Receiving all court documents and defendant correspondence, as well as, collecting fines, balancing and closing of accounts.
- Preparing requisition for purchasing and refunding.
- Preparing monthly reports.
- Preparing Warrants.
- Submitting information to DMVS for suspended license, points, etc.
- Submitting information to GCIC for criminal records dispositions.
- Monitor Probation accounts, weekly process of payments and closing cases.
- Monitor Pre-Trial and Conditional discharge programs.
- Monitor the Indigent Defense Program.
- 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 files along the processing lifecycles.

OBJECTIVES FOR FISCAL YEAR 2014

- 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 200 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.
- Implementation of the new Court Fairness and Accessibility Survey.
- Continue training and evaluating the new Administrative Assistant part-time position.

GOALS - Municipal Court

1. Continue to provide great customer service in line with the City's motto: "Suwanee Exceeds Expectations."
2. Court Survey.
3. Ensure 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. Update Indigent Defense Program.
6. New Record Restriction process.
7. Continue arraignments on Wednesday night and monitor numbers.
8. Court session will continue to be limited to approximately190 defendants
9. Monitor budget expenses very closely.
10. Periodically update Court Manual Procedures.
11. Continue to monitor Probation Services for annual renewal.
12. Copier – an RFP process or purchase a b/w and color copier machine.
13. Continue conversion of all department files to electronic files throughout an ongoing scanning process.
14. Monitor Court Session – maintain 190 defendants per court session to provide a safe environment and better accommodate defendants.

GOALS - Municipal Court (continued)

15. Team Building
    - ***Weekly court staff meetings.***
    - ***Quarterly safety court staff meetings***
    - ***Quarterly Department meeting***
    - ***Christmas court/administrative party.***
    - ***Court/administrative yearly retreat.***
16. Deputy clerks cross training.
17. Clerks to attend Excel training.
    - ***STWP, Operations, Staffing, page 356***
18. Continue Teen Drivers program and Pre-Trial Diversion Program.
    - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
19. Judges, Clerks and Solicitors to attend mandatory annual training.
    - ***STWP, Operations, Board Training, page 353***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Cases processed	11,102	12,447	9,680	12,411	14,883	13,089	9,858	11,400
Jury trials	80	98	84	171	220	370	355	408
Non-jury trials	300	240	288	335	319	462	154	177
Jail arraignments	130	140	80	40	60	95	59	68
Warrants issued	347	242	205	180	236	297	212	244
Juvenile (under 17) cases referred to Gwinnett County	54	78	80	55	80	56	75	87
Fine and fee payments collected	*	*	950,580	1,382,538	1,499,292	1,811,000	1,343,600	1,544,400
Monthly cases on probation	*	*	210	235	290	378	268	279
Monthly average of cases on Pre-Trial Diversion Program	*	*	14	8	9	12	7	9
Average number of cases processed by the solicitors per court session	*	*	50	80	85	108	70	85
Total of community service hours ordered by the court	*	*	4,800	5,755	5,486	5,968	7,722	8,150
Fingerprint applicants	*	*	*	*	95	95	111	122
Notice of suspension cases	*	*	*	*	*	648	278	320

** new measure*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of cases disposed (monthly)	89.0%	94.00%	94.0%	93.00%	86.00%	95.0%	94.00%	94.0%
Percent of warrants issued (monthly)	4.7%	1.90%	2.1%	1.95%	2.00%	2.4%	2.50%	2.5%
Length of court docket (hours)	4.0 hrs	4.25 hrs	4.0 hrs	4.5 hrs	4.5 hrs	4.0 hrs	4 hrs	3.5
Failure to appear	4.0%	4.10%	3.9%	5.05%	14.00%	4.8%	4.90%	12.5%
Percent of active cases on probation	*	*	26.0%	22.7%	24.0%	32.0%	33.6%	34.0%
Percent of new monthly cases placed on probation	*	*	*	*	*	7.7%	8.20%	8.9%

** new measure*

2650 MUNICIPAL COURT

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 • Maintain court 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 • Pre-Trial cases • Subpeona letters	• Driver's license release forms • Open records requests • Refund requests • Community service hours • AA meetings • TVIP class • Risk Reduction Program class	

OUTCOMES

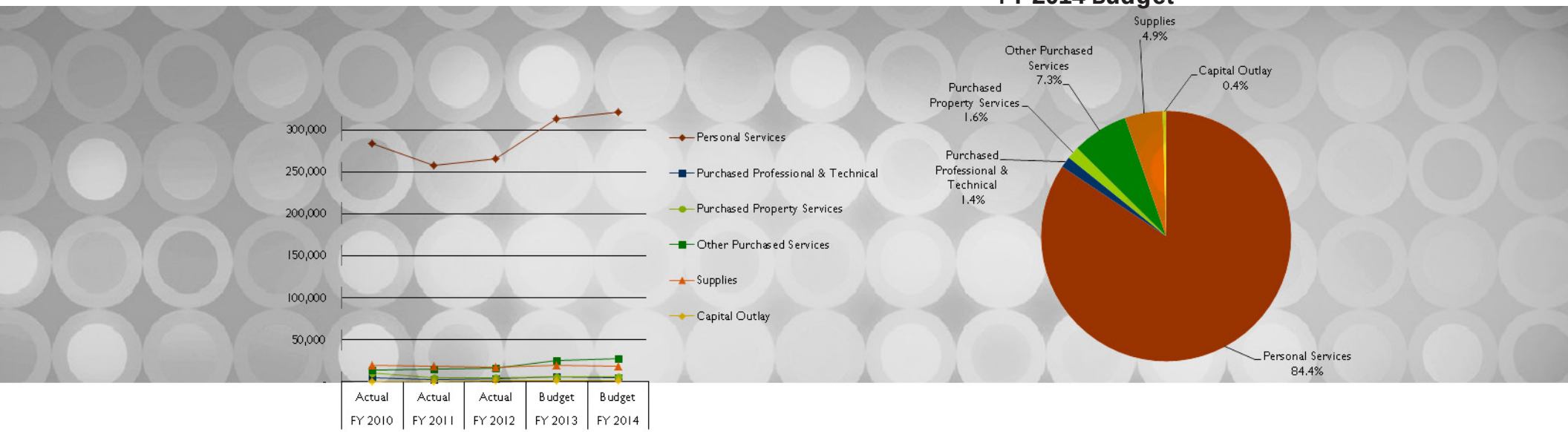
INITIAL	1. Compliance with City Charter and the laws of the State of Georgia to ensure the safety of the citizens of Suwanee.
INTERMEDIATE	1. Equitable and efficient treatment of defendants. 2. Recommend and support recovery treatment programs to help defendants with alcohol and drug problems to achieve 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:	**2012**	**NATIONAL RANK**	**2010**	**NATIONAL RANK**	**2008**	**NATIONAL RANK**
Municipal court services	81%	9th	69%	26th	78%	14th

2650 MUNICIPAL COURT

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	3	3	3	2
Lead City Solicitor	Appointed	1	1	1	1	1
City Solicitor	Appointed	6	6	5	5	4
Court Services Administrator	19	1	1	1	1	1
Deputy Court Clerk	12	2	2	2	2	2
Administrative Secretary	PT-10	0	0	0	1	1
TOTAL		14	14	13	14	12

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 284,322	$ 257,594	$ 265,736	$ 313,590	$ 322,070
Purchased Professional & Technical	5,321	2,392	4,237	5,750	5,500
Purchased Property Services	10,864	4,619	4,807	5,750	6,100
Other Purchased Services	14,225	15,449	16,921	25,780	27,700
Supplies	19,629	18,772	17,068	19,650	18,800
Capital Outlay	-	-	1,321	1,720	1,600
TOTAL	$ 334,361	$ 298,826	$ 310,090	$ 372,240	$ 381,770

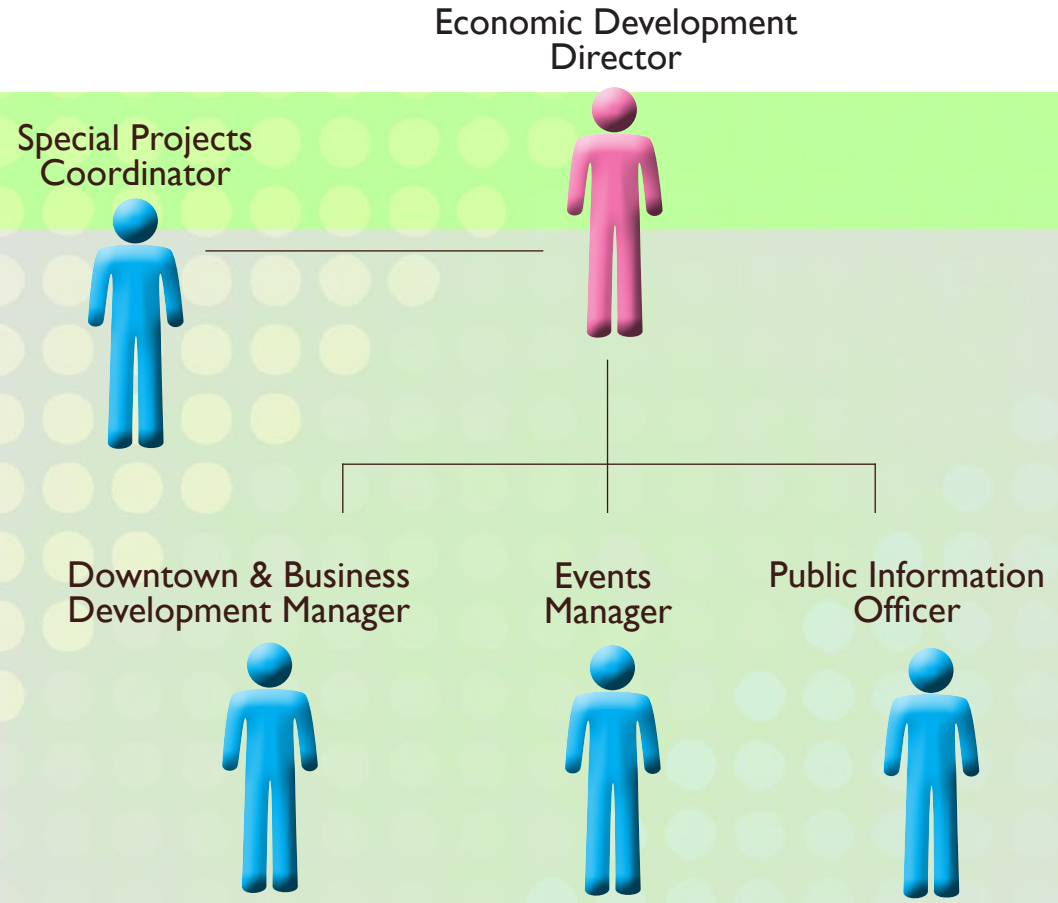


FY 2014 Budget

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 2014 Budget Items	Funding for 16 weeks summer intern, $6,400. 10-year PlayTown Suwanee celebration, $5,000. New banners $30,000.
Current FY 2013 Budget	$643,310
Adopted FY 2014 Budget	$722,860
Change from PY Budget	$79,550
Reason for Change	4% salary adjustments and 9% group health insurance increase. Funding for a summer intern $6,400 and new banners $30,000.







1570 PUBLIC INFORMATION

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. Create new City logo; to replace existing "lamp-post" logo
4. Develop plan to communicate the City's economic development message/ strategy (using newly-created "Suwanee Approach" sheets as a basis).
5. Other publications – Create new publications including the general chamber-type piece as well as the visitor guide (pending available funding).
6. Develop cut-sheets for various City programs/initiatives.
7. Advertising – Ongoing evaluation and maintenance of advertising efforts; funds likely restricted in 2013.
8. Evaluate completing a formal communication inventory/plan for the City.
   - ***STWP, Communications & Engagement, Promote the Suwanee Brand, page 338***
9. Website complete overhaul incorporating changing City and department needs.
   - ***STWP, Communications & Engagement, Website Enhancements, page 339***
10. Implement second contest soliciting creative promotional videos highlighting the City and its awesomeness.
11. Evaluate and implement alternatives for more effectively using social media.
12. Investigate the possibility of creating a "Suwanee Tube" – type video series or adding video as a more prominent component of City website.
    - ***STWP, Communications & Engagement, Communications Technology, page 338***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6	6	6
Number of newsletters distributed	34,000	32,300	33,000	34,200	34,400	38,300	40,302	40,200
Number of press releases generated	75	88	103	112	84	90	82	80
Number of website updates	26	29	30	29	32	37	27	24
Number of list-serve notices	24	19	26	28	21	18	12	15
Number of publications produced	*	5	5	2	2	5	3	5
Number of website-generated queries and requests	*	*	*	383	323	281	245	225
Average number of website visitors per day	*	*	*	*	1,240	1,264	1,414	1,250
Number of Facebook/Twitter employee posts	*	*	*	*	255/43	229/32	252/94	225/75
Number of Facebook fans/Twitter followers	*	*	*	2977/*	4,458/761	5,534/1,068	6,181/1,941	6,500/2,200
E-mail List-Serve audience	*	*	*	1,535	1,665	1,722	1,820	1,850

** data not captured*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Media inquiries responded to within 24 hrs	95%	98%	98%	98%	98%	98%	98%	98%
Citizen inquiries responded to within 48 hrs	95%	98%	98%	99%	98%	99%	98%	98%
Generated media placements	258	314	350	337	244 *	316	328	290

** Loss of Gwinnett Herald, 96 placements*

1570 PUBLIC INFORMATION

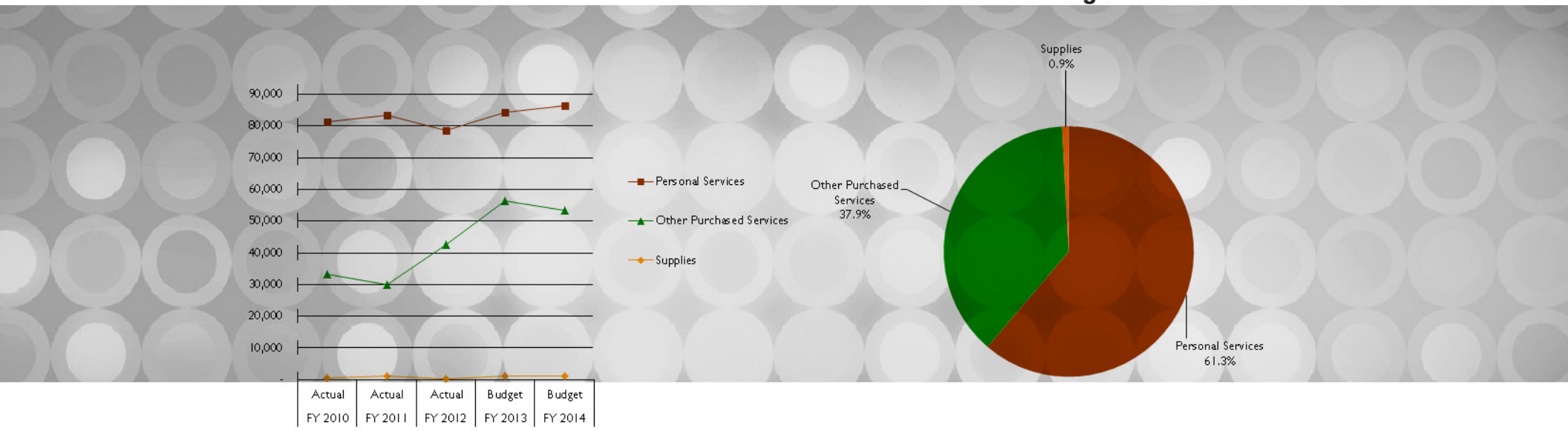
	MISSION:	**Create an Informed and Involved Citizenry**	
	INPUTS	• Citizens • City Council • Staff	• Funding • Facilities
	ACTIVITIES	• Conduct Research • Distribute Information • Meet with Staff • Create printed electronic materials	• Attend City and Community Functions • Become familiar with all City Services • Maintain List Serves. • Take Photos • Listen attentively
	OUTPUTS	• Newsletter • Press Releases • Photos • State of the City	• Website • Social Media Posts • Videos • 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:	**2012**	**NATIONAL RANK**	**2010**	**NATIONAL RANK**	**2008**	**NATIONAL RANK**
Public information services	86%	6th	82%	15th	85%	11th
% of citizens surveyed that have read Suwanee Crossroads Newsletter	93%	23rd	92%	27th	93%	19th
% of citizens surveyed that have visited the City of Suwanee website, www.suwanee.com	79%	11th	78%	6th	77%	4th

AUTHORIZED POSITIONS	**GRADE**	**FY 2010 ACTUAL**	**FY 2011 ACTUAL**	**FY 2012 ACTUAL**	**FY 2013 BUDGET**	**FY 2014 BUDGET**
Public Information Officer	20	1	1	1	1	1

1570 PUBLIC INFORMATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 81,195	$ 83,506	$ 78,684	$ 84,160	$ 86,390
Other Purchased Services	33,363	29,953	42,482	56,450	53,450
Supplies	465	1,065	340	1,200	1,200
Capital Outlay	-	-	1,900	-	-
TOTAL	$ 115,023	$ 114,524	$ 123,406	$ 141,810	$ 141,040



6190 SPECIAL FACILITIES AND ACTIVITIES

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 2014

- 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. 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.
4. Evaluate private events in order to leverage City resources.
5. Events Manager on target for CFEE (Certified Festival & Events Executive) designation in 2013.
6. Manage vendors and patrons of growing Farmers Market.
7. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
   - ***STWP, Economic Development, Special Events, page 340***
   - ***STWP, Operations, Staffing, page 356***

PROPOSED 2013 CALENDAR OF EVENTS (* private event)

MONTH	DATE	DAY	TIME	EVENT
February	9	Sa	9 am	Suwanee's Sweetheart Sprint*
March	2	Sa	11 am	Cultures of Suwanee
March	9	Sa	-	Shemoves Atlanta*
March	16	Sa	8 am	Suwanee Kiwanis Shamrock Run*
March	16	Sa	12 pm	Suwanee Beer Festival*
March	23	Sa	7 am	Georgia SPCA Run for the Rescues*
March	30	Sa	8 am	WOD for a Cause*
March	31	Su	6:30 am	Community Sunrise Service*
April	20	Sa	3 pm	Suwanee's Super-Incredible Day
April	27	Sa	9 am	March for Babies Gwinnett County*
May	3	Fr	7 pm	Food Truck Friday (Night of Jazz)
May	4	Sa	7 pm	B-98 Movie Under the Stars

PROPOSED CALENDAR OF EVENTS (* private event) - continued

MONTH	DATE	DAY	TIME	EVENT
May	11	Sa	12 pm	Star 94's Woofstock
May	18	Sa	11 am	Arts in the Park
May	24	Fr	7 pm	GDP Memorial Day Concert
June	7	Fr	7 pm	Food Truck Friday
June	8	Sa	8 pm	Movies Under the Stars
June	15	Sa	8:30 am	Gwinnett Fire 5-Alarm 5K*
June	22	Sa	-	Braves Game on the Green (tentative)
July	26 & 27	Fr/Sa	8 pm	Broadway in the Park
August	2	Fr	7 pm	Food Truck Friday
August	10	Sa	5 pm	August Concert
August	17	Sa	8 am	Blimpie Fit Fest*
August	24	Sa	8 pm	Movies Under the Stars
September	6	Fr	7 pm	Food Truck Friday
September	11	We	7:30 pm	9/11 Art Unveiling
September	14	Sa	8 am	Suwanee Day Race
September	21	Sa	10 am	Suwanee Day
October	5	Sa	8 am	Celebrate Service Music Festival*
October	11 & 12	Fr/Sa	7 pm	Terror on the Trail (Sims Lake Park)
October	18 & 19	Fr/Sa	7 pm	Terror on the Trail
October	25 & 26	Fr/Sa	7 pm	Terror on the Trail
October	12	Sa	12 pm	Taste of Suwanee*
October	19 & 20	Sa/Su	10 am	Korean Festival*
October	26	Sa	11 am	Trek or Treat (Suwanee Creek Park)
November	2	Sa	10 am	Suwanee Classic Car Show*
December	6	Fr	6:30 pm	Caboose Lighting (Old Town)
December	13 & 14	Fr/Sa	5:30 pm	Christmas in the Park*



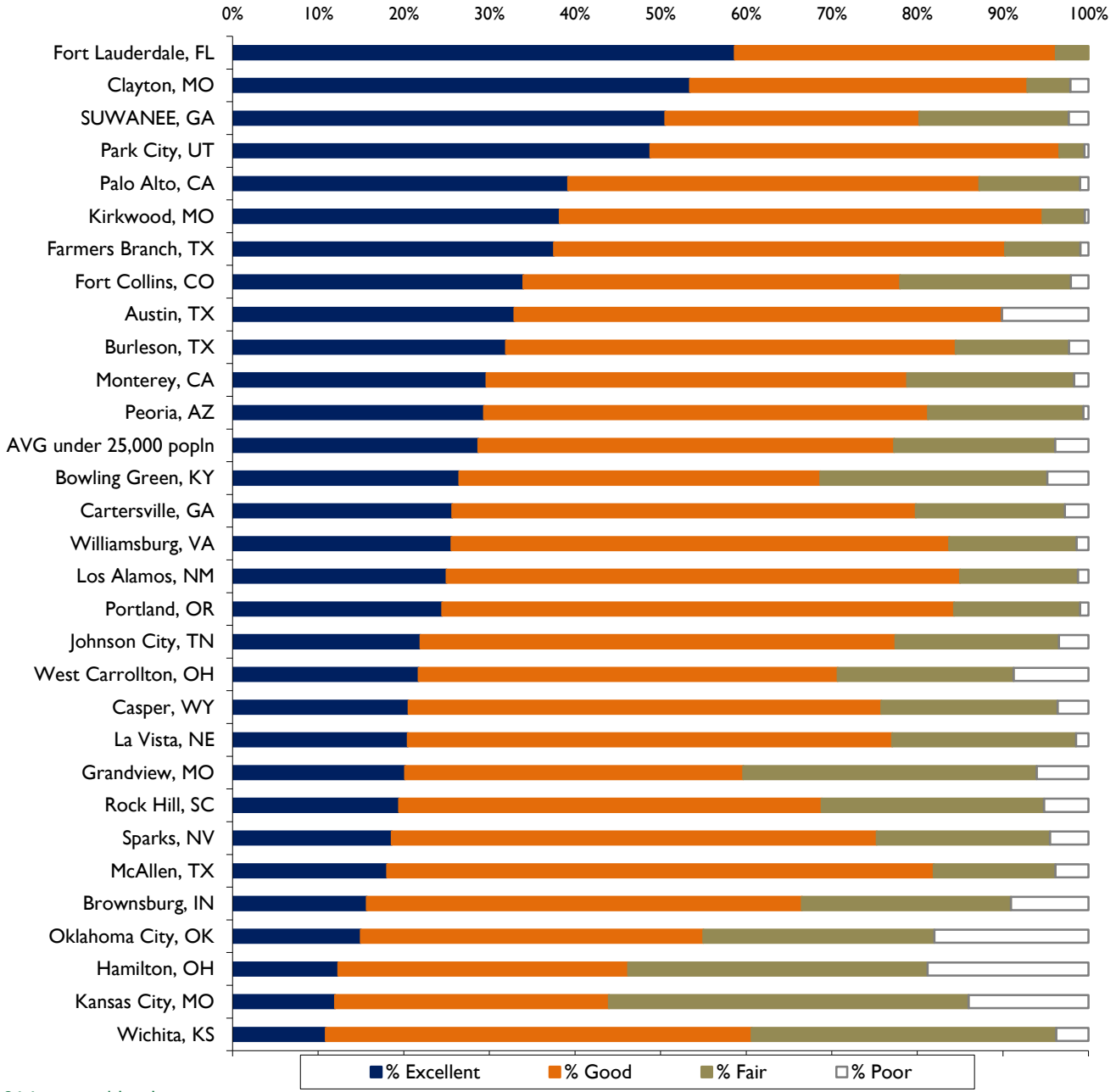
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Number of annual City-sponsored and co-sponsored events	16	25	21	17	21	17	16	18
Number of annual non-City sponsored events	8	7	11	15	16	16	14	14
Suwanee Day attendance	28,000	40,000	42,000	8,000	40,000	45,000	55,000	40,000
Suwanee Day Booths/Vendors	220/170	209/180	201/180	208/187	200/185	200/186	210/189	200/185
City event attendees (not including Suwanee Day)	38,000	67,000	45,000	50,000	65,000	60,000	95,000	60,000

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percentage increase in sponsorship for Suwanee Day	0%	-1%	1%	1%	-10%	0%	26%	0%
Volunteer hours generated for Suwanee Day	*	*	*	*	846 hrs	870	960	900
Sponsorship fundraising for all other events	$6,000	$48,000 **	$2,000	$4,000	$3,800	$2,600	$5,000	$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:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Opportunities to participate in social events and activities	85%	4th	85%	3rd	80%	9th
Opportunities to attend cultural activities	74%	35th	74%	24th	75%	45th
Opportunities to volunteer	78%	39th	81%	22nd	83%	21st

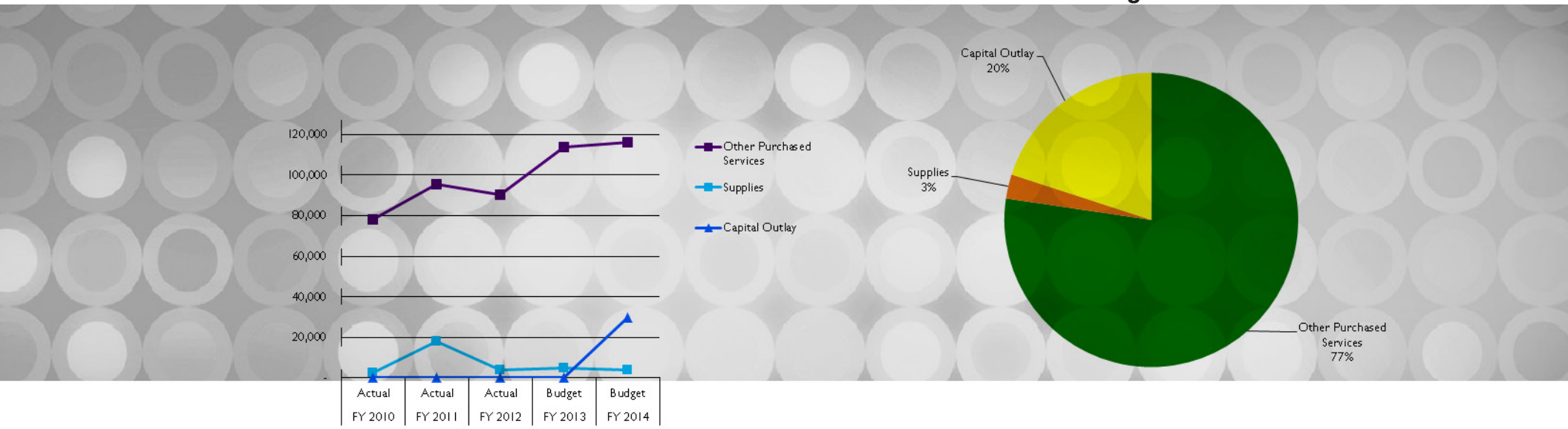
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary



CITIZEN SURVEY RATINGS FOR QUALITY OF RECREATION PROGRAMS

6190 SPECIAL FACILITIES AND ACTIVITIES

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services	$ 78,215	$ 95,699	$ 90,253	$ 113,900	$ 116,000
Supplies	2,698	17,840	4,090	5,100	4,000
Capital Outlay	-	-	-	-	30,000
TOTAL	$ 80,913	$ 113,539	$ 94,343	$ 119,000	$ 150,000



FY 2014 Budget

7510 ECONOMIC DEVELOPMENT AND ASSISTANCE

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 2014

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.
2. Manage DDA and other downtown initiatives.
3. Hire and train new Downtown and Business Development Manager.
4. Evaluate downtown priorities and initiatives once new manager in place.
5. Manage hotel fund expenditures.
6. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Communications & Engagement, Promote the Suwanee Brand, page 340***
   - ***STWP, Planning, Invest in Downtown Suwanee's Future, pages 345-346***
7. Manage Suwanee Gateway initiative.
8. Continue to monitor TADs in area. Re-initiate conversations with Gwinnett County and School Board.
9. Explore alternative financing options (including a Gateway CID).
10. Continue to implement the TEE program, working closely with codes enforcement as well as Gateway property owners.
11. Continue Gateway PACT program/participation through active conversation with business owners and bringing in guest speakers (3 meetings to be offered in 2013; 3 meetings held in 2012).
12. 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.
13. Participate in Partnership Gwinnett's Redevelopment Forum. (Sponsored event in 2010 and 2011; coordinated a Suwanee site in the "Top redevelopment sites for Gwinnett County" promotional piece; invited to speak at 2012 Forum and PG Summit.)
14. Apply and coordinate 2nd-year participation in the "Southern Circuit Tour of Independent Filmmakers" 6-part film series (utilizing the Movie Tavern location in Suwanee Gateway).
15. Monitor "Terraces at Suwanee Gateway" site and other development opportunities.
    - ***STWP, Planning, Transform Suwanee Gateway, page 343***
    - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
16. Implement (dependent on funding) directional signage for the Gateway area as part of the overall City plan (planning department taking lead role).
    - ***STWP, Planning, Transform Suwanee Gateway, page 343***
    - ***CIP, Transportation, Wayfinding Signage, page 308***
17. Develop a one-page, easy to read, introduction to the Gateway initiative to hand out to Gateway businesses during ongoing visits; include recent Gateway improvements.
    - ***STWP, Communications & Engagement, Communications Technology, page 338***
    - ***STWP, Planning, Transform Suwanee Gateway, page 343***
18. Evaluate, prioritize and implement Strategic Plan initiatives that come out of the 2013 Council Retreat.
    - ***STWP, Operations, Strategic Plan Implementation, page 356***
19. Evaluate use of local incentives to entice businesses to locate in Suwanee.
20. Incorporate "shop local" messages in promotional materials as appropriate.
    - ***STWP, Economic Development, Help Small Businesses Thrive, page 341***
    - ***STWP, Planning, Balance Growth, page 345***
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. Continue to develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech) and Peachtree Ridge High School; continue ongoing communication with North Gwinnett High School.
    - ***STWP, Economic Development, Compete for the Future, page 340***
23. 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.
    - ***STWP, Communications & Engagement, Communications Technology, page 338***

GOALS (continued)

24. Develop "Suwanee Citizens College" –type of program; timeframe and priority TBD after Council Retreat (may not be a 2013/14 item).
25. Coordinate ED department employee "lunch-and-learn"; to educate new and existing employees on department initiatives and how they can assist with communication/ citizen-relations efforts.
26. 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").
    - ***STWP, Communications & Engagement, Create Opportunities for Everyone to Participate, page 337***
27. Manage public arts initiative.
28. SculpTour Program – Implement third year of program (including fundraising, promotion, artist RFP, and locational master plan).
29. Create and install World Trade Center artifact/artwork.
30. Continue refining developer component of the public arts initiative; promote private investment in public art.
31. Support and provide guidance to the Public Arts Commission (PAC). Following are selected PAC goals that came out of their 2012 planning sessions:
    - ***Expand the circle of involvement and support for public arts initiatives in the City. Supporting strategies include:***
      1) Identify, recruit, and engage a group of patrons who tangibly and actively support and advocate for the arts.
      2) 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.
      3) Engage the North Gwinnett Arts Association (NGAA) in PAC initiatives.
      4) 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:***
      1) Communicate PAC purpose and goals to other City staff, boards, committees and groups.
      2) Incorporate PAC planning process into the City's strategic planning efforts.
      3) 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:***
      1) Expand SculpTour efforts to the core historic Old Town area by using art to physically connect Town Center to the Old Town area.
      2) Incorporate public art into park enhancement projects.
      3) Work with City to identify funding, location for and installation of "LIVES" Gwinnett water tower piece.
      4) Identify, procure, fund, and place destination, monumental, and/or iconic public art piece (ex: "The Bean" in Chicago); long-term goal.
      5) Incorporate social and community experiences into public arts efforts (ex: chalkboard areas, art-related podcasts, flash mobs, etc.).
      6) Incorporate short-term and one-time events into public arts efforts (ex. mime day, chalk/sidewalk art).
      7) Create and fund a maintenance plan for City's permanent public art pieces; long-term goal.
    - ***Other Support/Advocate Activities include:***
      1) Identify potential locations for and support development of future arts center; long-term goal.
      2) Support development of Old Town area into an "artist colony" or art-focused (galleries, studios etc.,) area; long-term goal.
         - ***STWP, Community Culture, Make Public Art the City's Arts Niche, Foster Local Arts Programs and Venues, page 348***
         - ***STWP, Planning, Community Aesthetics, page 345***
         - ***STWP, Communications & Engagement, Create Opportunities for Everyone to Participate, page 337***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Individual meetings with I-85 Gateway stakeholders	18	100	160	110	75	60	65	24
Attend/participate in local business association meetings	24	10	12	26	12	15	16	12
Attend/participate in regional/County/State Government associations	14	12	18	15	20	20	24	18
Attend/Participate in Public Arts Commission (PAC) Meetings	*	*	*	*	16	10	8	8
Public presentations on I-85 Gateway Plan	4	7	8	10	4	4	3	4

*new measure

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of identified objectives completed	66%	66%	100%	100%	100%	94%	100%	100%

7510 ECONOMIC DEVELOPMENT AND ASSISTANCE

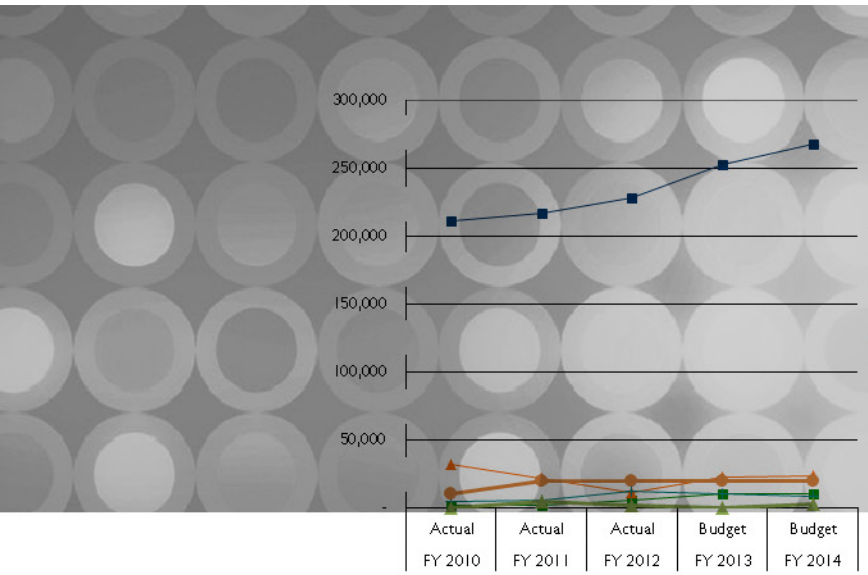
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Overall appearance of Suwanee	94%	9th	93%	6th	92%	28th
Employment opportunities	52%	24th	45%	44th	51%	54th
Shopping opportunities	66%	73rd	57%	92nd	61%	92nd
Suwanee as a place to work	83%	22nd	71%	31st	81%	30th
Overall quality of business and service establishments in Suwanee	79%	21st	77%	18th	81%	7th
Sense of community	86%	9th	86%	6th	90%	9th
Suwanee as a place to raise children	97%	12th	96%	11th	97%	27th
Suwanee as a place to retire	79%	42nd	72%	69th	71%	71st
Economic development	78%	6th	67%	18th	79%	13th

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Economic Development Director	24	1	1	1	1	1
Events Manager*	19	1	1	1	1	1
Special Projects Coordinator	14	1	1	1	1	1
TOTAL		3	3	3	3	3

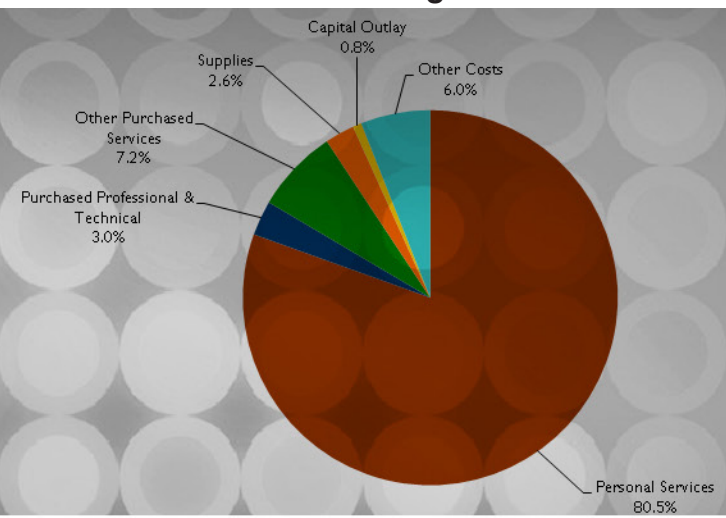
**In fiscal year 2012, the Events Coordinator position was upgraded to the Events Manager.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 210,830	$ 216,944	$ 228,583	$ 252,690	$ 268,030
Purchased Professional & Technical	1,945	2,181	5,916	10,000	10,000
Other Purchased Services	31,690	21,407	10,941	23,000	24,000
Supplies	5,144	5,625	12,467	10,050	8,500
Capital Outlay	-	4,620	1,900	-	2,500
Other Costs	10,000	20,000	20,000	20,000	20,000
TOTAL	259,609	270,777	279,807	315,740	333,030

7510 ECONOMIC DEVELOPMENT AND ASSISTANCE



FY 2014 Budget



7520 DOWNTOWN SUWANEE

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 2014

- 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. Coordinate DDA planning retreat.
2. Continue National Historic Register District process.
3. Develop list of available properties in downtown.
4. Continue to market Pierce's Corner to prospective tenants.
5. Evaluate cost/benefit of façade grant program; if kept – evaluate funding, raise funds as needed, promote program, and award grants.
6. Explore and implement ways to increase funding for the DDA.
7. Explore ways to assist with relocation of Metal Products Company facility.
   - ***STWP, Planning, Invest in Downtown Suwanee's Future, pages 344-345***
8. Continue regular communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
9. Evaluate existing informal "downtown merchants association"; currently coordinate monthly meetings; evaluate value-added options for members as appropriate.
10. Contact minimum of 10 business "prospects" per month (net new cold calls or follow-up calls; once new manager in place).
    - ***STWP, Economic Development, Help Small Businesses Thrive, page 341***
    - ***STWP, Communications & Engagement, Create Opportunities for Everyone to Participate, page 337***
11. Evaluate best approaches for creating commercial/industrial real estate database for City use.
    - ***STWP, Planning, Invest in Downtown Suwanee's Future, page 344***
    - ***STWP, Communications & Engagement, Communications Technology, page 338***

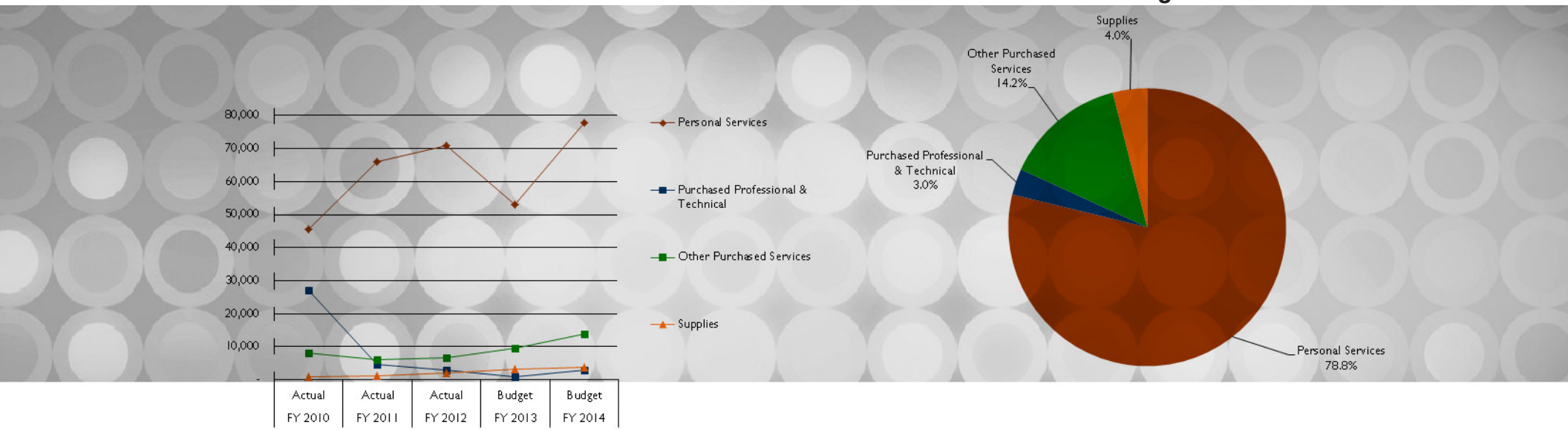
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Monthly DDA meetings	15	13	15	11	11	10	8	8
Other organizational meetings	1	22	23	15	10	12	8	8
Number of funding applications submitted	5	4	5	0	0	0	0	2
Number of regional meetings and trainings attended	20	10	6	8	4	4	4	6
Number of meetings w/Downtown stakeholders	27	24	24	75	45	51	48	48

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	0%	20%	0%	5%	5%	20%	0%	75%
Downtown website traffic (average visits per month after implementation)	*	*	*	2715 **	5,300	2,000	***	***

*new measure
** launched mid-September
*** website temporarily not operating

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Downtown & Business Development Manager	19	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 45,594	$ 65,985	$ 70,816	$ 53,160	$ 77,840
Purchased Professional & Technical	27,030	4,680	2,865	1,000	3,000
Other Purchased Services	8,198	6,125	6,696	9,450	14,000
Supplies	820	1,180	1,947	3,150	3,950
TOTAL	$ 81,642	$ 77,970	$ 82,324	$ 66,760	$ 98,790



FINANCIAL SERVICES



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 2014 Budget Items	Includes funding for two part-time employees group health insurance for six months, $5,160.
Current FY 2013 Budget	$716,620
Adopted FY 2014 Budget	$747,030
Change from PY Budget	$30,410
Reason for Change	4% salary adjustments and 9% group health insurance increase. Increase group health insurance for part-time employees, $5,160.



1511 FINANCIAL ADMINISTRATION

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 2014

- Implement new accounting software.
- Train City personnel in procurement procedures, applicable laws, and BS&A 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.
- Provide form-based applications to allow citizens to complete and submit online

GOALS

1. To provide technical support to Gwinnett Municipal Association (GwMA)

OBJECTIVE:	To provide timely and accurate accounting analysis as requested.
ACTIVITIES:	1. Intergovernmental agreement for use and distribution of proceeds generated by the 2013 special purpose local option sales tax (SPLOST) referendum. 2. Title ad valorem tax intergovernmental agreement. 3. Provide other technical support as requested.
TIME FAME:	Currently GwMA is working with Gwinnett County on the two intergovernmental agreements noted above. The title ad valorem tax intergovernmental agreement is scheduled to be approved by all parties in early March. GwMA is currently working with the cities to form the project list for the intergovernmental agreement. The 2013 SPLOST intergovernmental agreement is scheduled to be approved by all parties in early June.
STWP:	• ***Operations, SPLOST, page 356*** • ***Communications & Engagement, Create Opportunities for Everyone to Participate, page 337***

2. To provide a means to measure Council and departmental goals outcomes and to provide a benchmark/score card of Suwanee's performance

OBJECTIVE:	To partner with the National Citizen Survey, or other third party provider, to perform a survey of citizens perception of services provided by the City.
ACTIVITIES:	1. Recommend funding for the program in the annual budget every two years. 2. Complete application and customize questions. 3. Work with provider to perform the survey. 4. Review draft reports for accuracy. 5. Prepare summary notes of results. 6. Prepare presentation for Council, citizens, and employees. 7. Link results into our budget document as measurements of outcomes.
TIME FRAME:	We have just completed our third survey. Narrative notes and a spreadsheet of detailed results have been completed. We will work on presentations and linkage of the results the next three months.
STWP:	***Communications & Engagement, Embrace New Engagement Techniques and Audiences, page 337***

3. 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. We have completed the request for proposal process. 2. We have completed live demonstration. 3. We have completed site visits. 4. Recommend a new software provider.
TIME FRAME:	We are currently working on the narrative summary of the process and the recommendation to Council. We are hoping to have the request for the new accounting software in the February workshop package. If the recommendation is approved, the accounting staff would start the implementation stage in March with the project completed goal date in August.
STWP:	***Communications & Engagement, City Services, page 338*** ***Operations, Online Bill Payments, Software Upgrades, page 354***

GOALS (continued)

4. 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 documents. 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 seven 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:	***Communications & Engagement, City Services, Awards, page 338***

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

OBJECTIVE:	Capital planning and funding resources for repairs and maintains of City facilities, capital assets, and infrastructure.
ACTIVITIES:	1. Propose funding levels and budget recommendations to support acceptable condition levels. 2. Include funding structure in the CIP and 10 year projections. 3. Update and review policies and funding plan each budget period.
TIME FRAME:	To incorporate the funding for the capital facilities maintenance study into the current and five year CIP planning along with the 10 year budget projections for the general fund.
STWP:	***Operations, City Properties Inventory, Facility Maintenance, Fleet Replacement, Police Fleet New & Replacement Vehicles, Public Works New & Replacement Equipment, pages 353-355***
CIP:	***Facilities Projects, Facility Maintenance, page 299*** ***Equipment & Vehicles Projects, City Vehicles – New & Replacement, Police Vehicles – Replacement, Public Works Equipment – New & Replacement, pages 295 – 296***

6.Improve internal and external customer communication.

OBJECTIVE:	To provide professional written communication including forms, manuals, applications, ordinance review, 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 for business license renewal will be a part of the new accounting software recommendation. We hope to have business license renewal section ready for the 2014 renewal period. Currently, we are working on a complete re-write of the alcohol ordinance and alcohol user guide.
STWP:	***Communications & Engagement, City Services, Embrace New Engagement Techniques and Audiences, page 338***

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

OBJECTIVES:	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. Three 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 2014.
STWP:	***Communications & Engagement, City Services, page 338***

8. 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.

GOALS (continued)

TIME FRAME:	We have written informal guidelines but not one comprehensive policy. Our informal guidelines will need to be updated as we implement the new accounting software. Then a more formal operational manual needs to be written. Estimated time frame: December 2014.
STWP:	***Communications & Engagement, City Services, page 338***

9. Enhance employee health and wellbeing

OBJECTIVES:	To establish and implement a documented wellness program to will allow the City to enhance employee health while controlling rising health care costs.
ACTIVITIES:	1. Work as a team with Human Resources and our current insurance agent to research and plan a documented wellness program. 2. Determine budget needs, provide Council with a program summary, and cost estimates. 3. Survey staff members for program interest and health needs. 4. Establish a Suwanee Wellness Team from a group of interested employees. 5. Expand the current health fair to help gather information. 6. Implement wellness program. 7. Review documented results with health insurance companies for cost containment and hopefully cost reductions that can be used to implement expanded employee health related wellness programs.
TIME FRAME:	Due to prior economic conditions, this program was stopped in fiscal year 2010. We were able to re-start this program in fiscal year 2013. New goals and objectives have been agreed upon by the group and future activities are currently in the planning process.
STWP:	***Operations, Staffing, page 356***

10. 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:	***Operations, Staffing, page 356***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Purchase orders issued	345	398	455	497	756	1,199*	1,819	1,900
Accounts payable checks issued	2,175	2,606	2,600	2,800	2,515	2,832	3,172	3,200
Payroll checks issued	1,955	2,200	2,300	2,464	2,450	2,420	2,709	2,720
Documents produced and published	5	7	8	8	10	10	11	12
Business licenses issued	1,501	1,563	1,687	1,721	1,720	1,775	1,754	1,770
Alcohol licenses issued	56	68	57	53	53	54	59	67

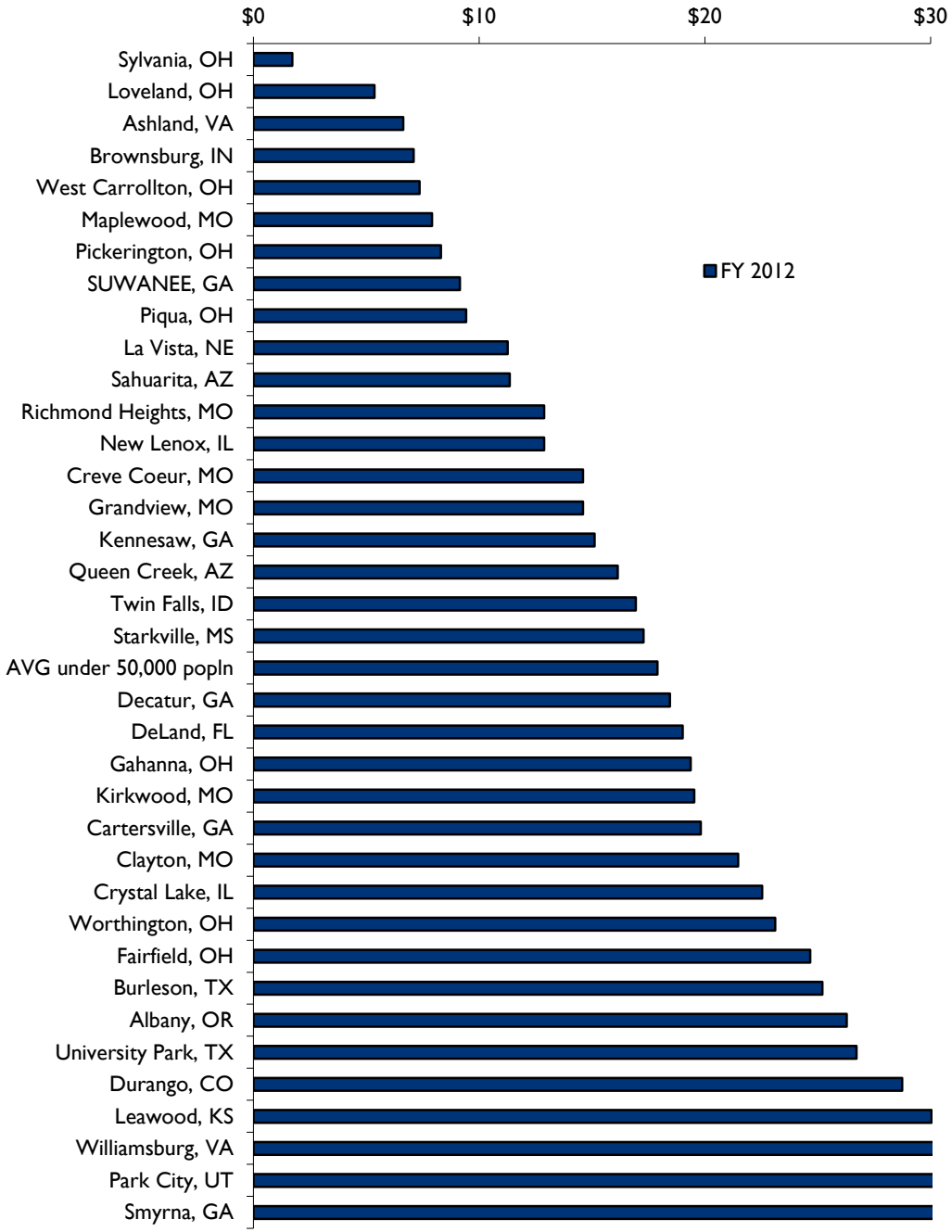
**Increase due to procedural change in the public works dept.*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of vendor invoices processed within 30 days	85%	90%	95%	95%	98%	98%	99%	99%
Percent of monthly operations reports distributed within 7 working days	92%	90%	95%	95%	50%	100%	91%	100%
Percent of monthly closings completed within 5 days	100%	100%	100%	100%	100%	100%	100%	100%
Percent of property tax accounts collected	95%	95%	98%	100%	98%	98%	98%	100%
Percent of tax penalties assessed	2%	2%	2%	2%	2%	2%	2%	2%

1511 FINANCIAL ADMINISTRATION

	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 2012 Data Report Summary



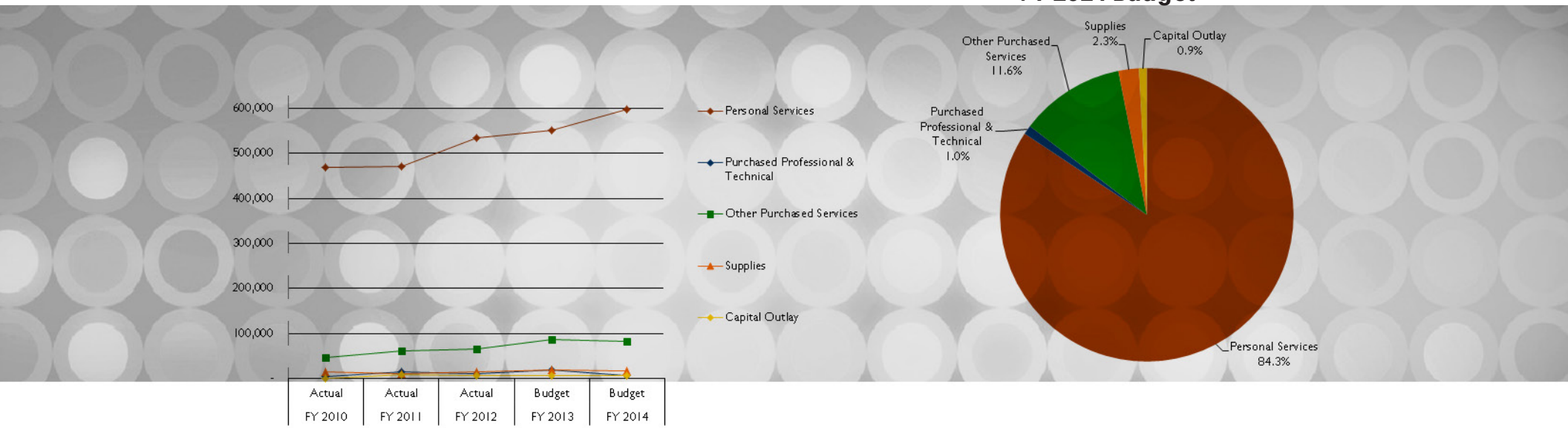
GENERAL FUND OPERATING EXPENDITURES (IN MILLIONS)

1511 FINANCIAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Financial Services Director	25	1	1	1	1	1
Accounting Manager	19	1	1	1	1	1
Budget Analyst (1)	18	0	0	1	1	1
Special Projects Coordinator	14	1	1	1	1	1
Communications Specialist	PT-13	1	1	1	1	1
Accounting Analyst	13	3	3	3	3	3
Accounting Analyst	PT-13	1	1	1	1	1
TOTAL		8	8	9	9	9

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 469,273	$ 470,662	$ 535,766	$ 552,070	$ 598,790
Purchased Professional & Technical	5,000	14,900	10,063	18,400	7,000
Other Purchased Services	46,164	60,837	65,413	86,850	82,150
Supplies	13,743	11,113	15,174	18,150	16,000
Capital Outlay	-	7,635	7,014	5,650	6,090
TOTAL	$ 534,180	$ 565,147	$ 633,430	$ 681,120	$ 710,030



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 2014

- 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:	***Communications & Engagement, City Services, Awards, page 338***

2. Participate in Government Finance Officers Association (GFOA) Popular Annual Financial Reporting Awards Program (PAFR)

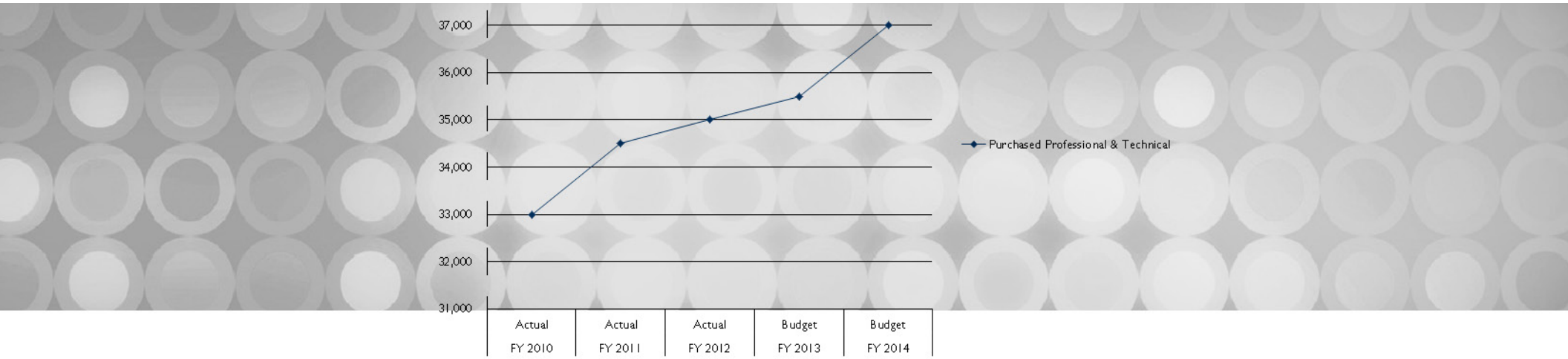
OBJECTIVE:	To make financial information accessible to ordinary citizens and other interested parties that may be challenged by more detailed traditional financial reports.
ACTIVITIES:	1. Review GFOA program guidelines and requirements for Popular Annual Financial Reports. 2. Review Popular Annual Financial 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. Our goal is to improve upon the document so that the information flows and does not seem like two documents stapled together.
STWP:	***Communications & Engagement, City Services, Awards, page 338***

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 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	9-14-2012	10-15-2013
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	12-28-2012	12-31-2013

1512 ACCOUNTING

	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		

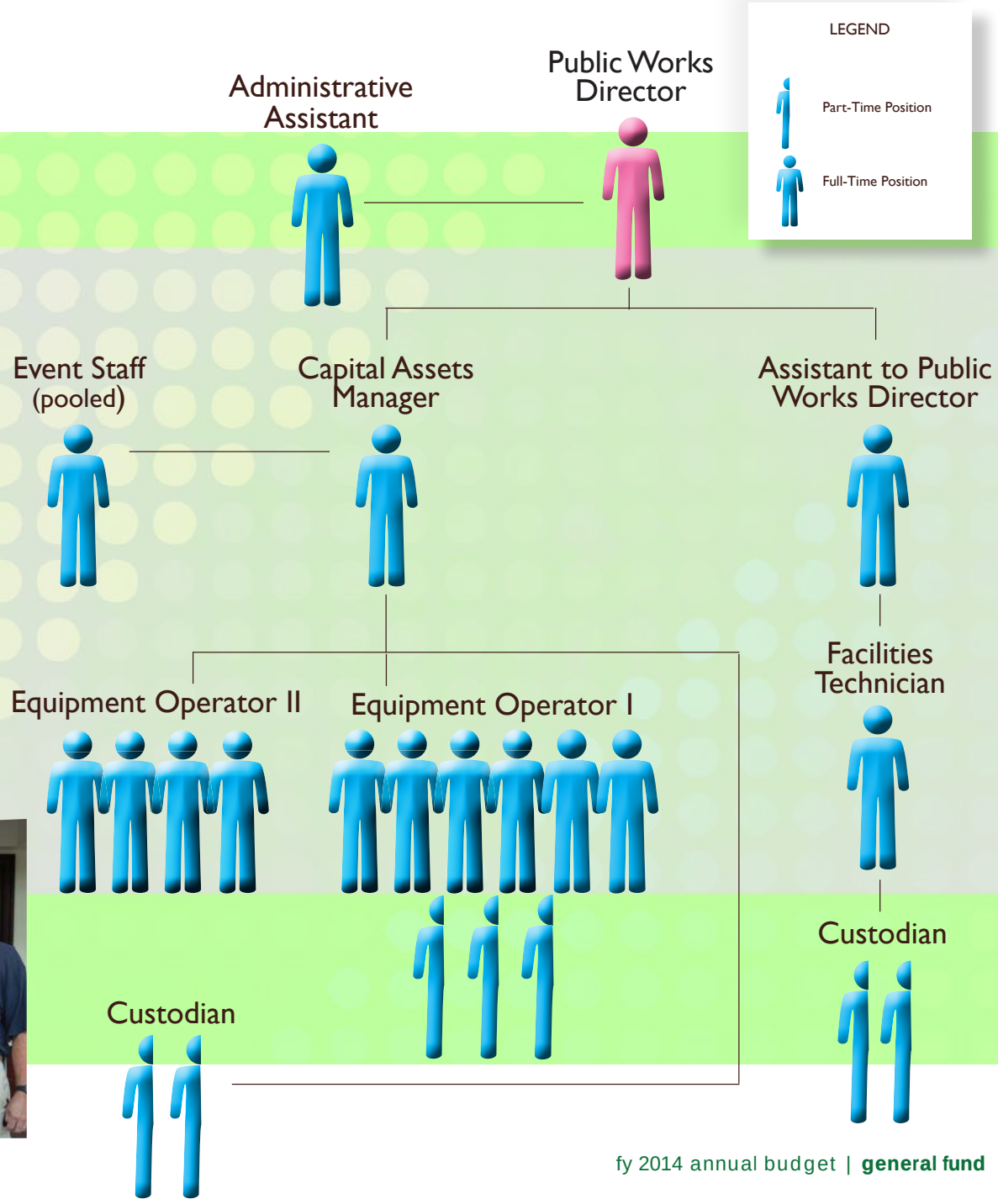
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 33,000	$ 34,500	$ 35,000	$ 35,500	$ 37,000



Parks & Public Works

Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	15 full-time, 7 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 2014 Budget Items	Includes funding for two part-time employees group health insurance for six months $5,160. Replacement of utility vehicle and mowing equipment $34,650. New generator and trailer $25,000 and electric project in Town Center Park $15,000.
Current FY 2013 Budget	$1,934,030
Adopted FY 2014 Budget	$2,074,190
Change from PY Budget	$140,160
Reason for Change	Increase in FY 2014 budget is due to additional landscape maintenance (railroad bank), new equipment, electric project in Town Center Park, additional MS4 testing, additional part time equipment operator, and funding for part-time employees group health insurance for six months. 4% salary adjustments and 9% group health insurance increase.





4100 PUBLIC WORKS ADMINISTRATION

STATEMENT OF SERVICE

Public Works values and provides high quality construction and maintenance of the following areas to promote a safe, comfortable, and attractive environment in and around City rights-of-ways, buildings and grounds:

- Infrastructure such as the water system, stormwater system, streets, and signs;
- Public Facilities including municipal buildings, parking lots, sidewalks, cemeteries; and
- Amenities to enhance quality of life such as the parks, trails, events, lake, interactive fountain, and amphitheater.

Resources required to provide a high quality experience of living, working and playing in Suwanee include capital and long range planning, staff, fleet vehicles, equipment, and contracting.

OBJECTIVES FOR FISCAL YEAR 2014

- Construction management of various capital improvement projects.
- Maintenance of streets, parks, greenways, playgrounds, buildings, and grounds.
- Provide a safe and dependable water supply to the City of Suwanee water system customers.

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. 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.
3. Continue to maintain good Customer Service by monitoring and addressing service request and work orders in a timely manner, etc. and strive to improve communications and Customer Service.
4. Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
5. Continue efforts to maximize efficiency and effectiveness of community service workers.
6. Manage employee based custodial services for City owned facilities including the newly opened Police Precinct Building and continue training program for custodians on various specialty items.
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.
8. Work with Public Works staff to attain additional CDL, pool operator, and back flow device license holders within the department.
9. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
10. Manage efforts of staff and City of Suwanee consultant, Warren Tingle in managing manganese sequestration.
11. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
12. Continue education programs for water system operators and increase the number of State certified water distribution/operator license holders within the Public Works employees.
    - ***STWP, Communications & Engagement, City Services, page 338***
    - ***STWP, Operations, Staffing, Learning Opportunities, page 356***
    - ***CIP, Facilities Projects, Facility Maintenance, page 299***
13. Manage Construction of the Wi-Fi systems for Town Center Park and a portion of Sims Lake Park.
14. Conduct a study and develop a report on mini cell towers.
15. Improve 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 via improving the power supply to radio equipment on top of the City water tank.
16. Improve our Water System operations by enhancing our SCADA system to allow remote login into the system. Presently, the system monitors specific aspects of our water system and sends alarm notifications upon set thresholds being breached.
17. 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.

    Embrace New Technology, Engagement Techniques and Audiences
    - ***STWP, Communications Technology, page 338***
    - ***CIP, Facilities Projects, Facility Maintenance, page 299***

GOALS (continued)

18. Manage maintenance and monitoring vendors for various elements for the City Hall Building and other City owned buildings such as elevator, HVAC, janitorial, generator, fire alarm, sprinkler systems, building access, video monitoring system, back flow inspections, etc.
19. Monitor and continue to work with vendors/contractors to resolve HVAC issues in City Hall building.
20. 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.
21. 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.
22. Modify Public Works staff duties and responsibilities as needed to accommodate management of additional assigned Capital Projects.
23. Continue and improve maintenance of existing parks, greenways, rights-of-ways, highway medians, sidewalks, roads, and City facilities.
24. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
    - ***STWP, Operations, Facility Maintenance, page 354***
    - ***CIP, Facilities Projects, Facility Maintenance, page 299***
25. 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, Operations, Public Works Equipment, New & Replacement, page 355***
    - ***CIP, Equipment & Vehicle Projects, Public Works Equipment – Replacement Purchases and New Purchases, page 296***
26. Develop and manage the railroad bank landscape project.
    - ***STWP, Planning, Invest in Downtown Suwanee's Future, pages 344-345***
    - ***CIP, Transportation Projects, Railroad Bank Landscaping, page 308***
27. Manage consultant in an on-site pole camera, etc. study of existing corrugated metal drainage pipes and development of condition and prioritization of corrugated metal drainage infrastructure replacement projects.
28. Continue updating process of the water system map via ESRI ArcMap software.
29. Provide training to insure proficiency in operating the wells and the SCADA system, for all water operators.
30. Study our water rate structure and operational cost and determine recommendations on water rates beyond the July 2013 water rate structure.
31. Investigate the method being used for water meter reading and determine if modifications are needed to improve the process of transferring data to the proposed new finance software.
32. Research and develop standards to consider a proposed water backflow ordinance.
33. Monitor State laws and regulations that may affect our water supply and system.
34. 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.
35. 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.

Invest in Downtown Suwanee's Future

- ***STWP, Planning, Water System Infrastructure Improvements, page 345***
- ***STWP, Planning, Water System Strategy, page 345***
- ***CIP, Water & Stormwater Projects, Stormwater Projects, page 311***

36. Continue with implementation and management of the first phase recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries master planning document, including community outreach.
    - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
    - ***STWP, Planning, Land Use, page 346***
    - ***CIP, Facilities Projects, Cemetery Improvements, page 299***
37. Manage installation of the dynamic driver speed feedback (radar) signs.
38. 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.

    Educate & Engage the Community
    - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
    - ***STWP, Public Safety, Driver Speeding, page 342***
    - ***CIP, Equipment & Vehicle Projects, Public Safety Projects, page 295***
    - ***CIP, Transportation Projects, Sign Reflectivity Program, page 308***
39. Conduct study of implementation program to promote Suwanee Branding on street name signage.

Promote the Suwanee Brand

- ***STWP, Communications & Engagement, Signage/Wayfinding, page 338***
- ***STWP, Planning, Community Aesthetics, page 345***
- ***STWP, Transportation, Design Attractive Roadways, page 352***
- ***CIP, Transportation Projects, Wayfinding Signage, page 308***

4100 PUBLIC WORKS ADMINISTRATION

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Number of work orders completed	3,780	4,176	4,690	6,151	3,685*	5,294	5,175	5,200
Number of times parks are mowed during the growing season	30	27	31	31	32	32	31	32
Number of work orders completed on playground equipment	55	62	58	54	28*	31	21	30
Number of work orders completed for City buildings	308	342	368	696	566*	1,552 **	1,374	1,400
Hours of litter pick-up services provided	538	645	791	585	605	985	868	875
Number of street lights maintained	573	679	767	835	855	922	960	969
Number of special events requiring special detail services	25	28	24	31	43	50	47	44

**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 ACTUAL	2014 BUDGET
Percentage of work orders completed in 30 days	98%	98%	98%	98%	98%	99%	99%	99%
Work orders completed per FTE	445	418	469	615	369*	481	470	473

**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	• Storage facilities • Equipment
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:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Cleanliness of Suwanee	93%	11th	93%	8th	95%	8th
Drinking water	82%	30th	79%	48th	83%	52nd
Air quality	86%	32nd	81%	52nd	78%	69th
Street lighting	70%	42nd	69%	54th	74%	85th
Snow removal	52%	162nd	63%	104th	79%	62nd

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 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.

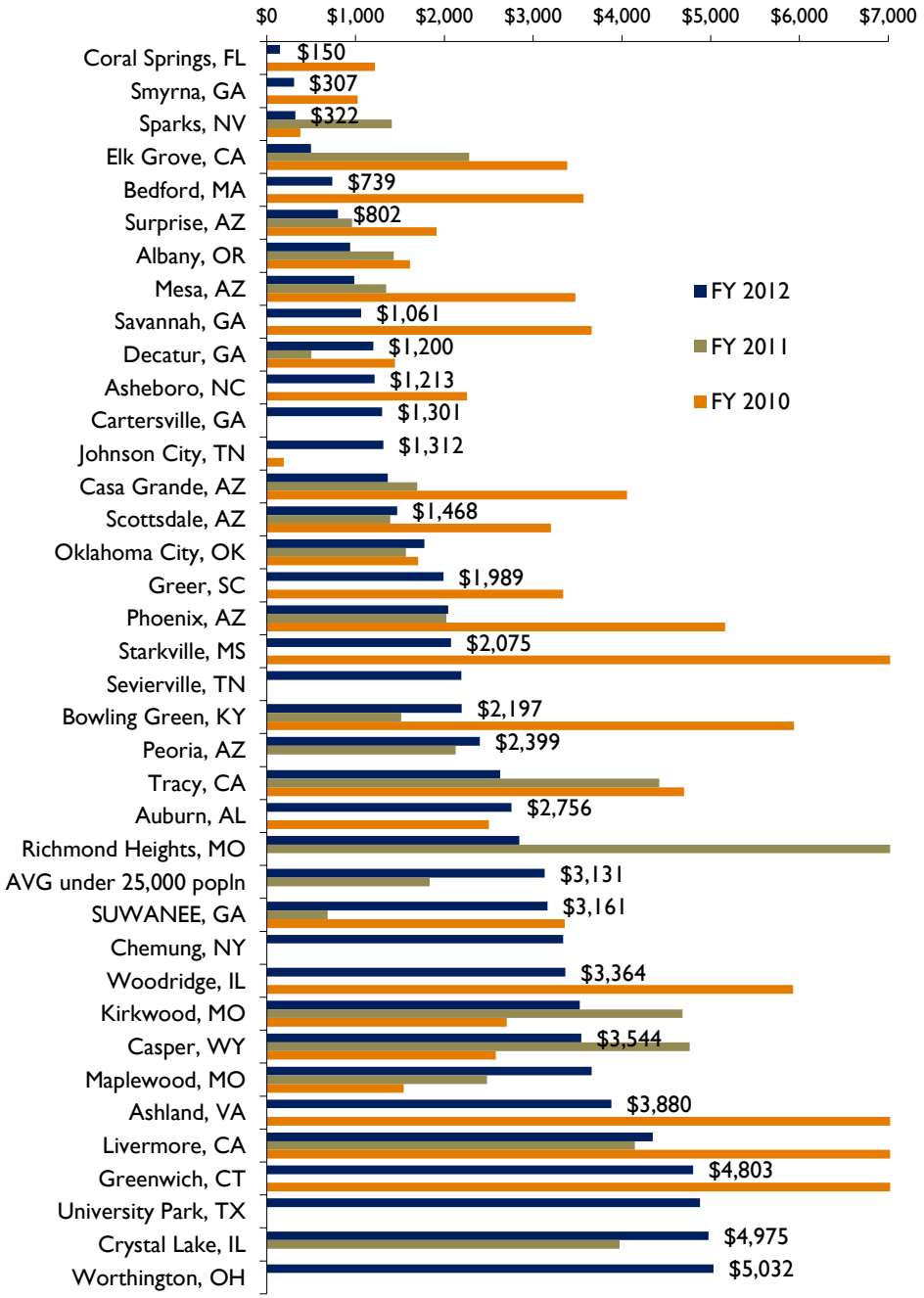
Some jurisdictions attribute expenditure differences to extreme weather conditions that sometimes cause road damage. In addition, expenditures may vary greatly from one year to the next owing to the addition of a large capital improvement project or the deferment of routine maintenance.

For the FY 2012 Fiscal Year Data Report, 147 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 2012	ROAD REHAB. EXPENDITURES PER PAVED MILE FY 2011	ROAD REHAB. EXPENDITURES PER PAVED MILE FY 2010
Cartersville	30.0	265	100.0%	$1,300.69	-	-
Decatur	4.3	121	100.0%	$1,199.69	$501.08	$1,217.59
Kennesaw	9.6	100	100.0%	-	-	-
Savannah	82.0	1,531	90.0%	$1,061.33	-	-
Smyrna	15.2	450	100.0%	$306.95	-	-
Suwanee	10.9	129	100.0%	$3,160.80	$686.84	$1,023.68
Under 25,000 population						
Median	**9.6**	**146**	**100.0%**	**$3,875.54**	**$1,836.94**	**$4,057.09**

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



ROAD REHABILITATION EXPENDITURES PER PAVED LANE MILE

2012 BY THE NUMB3RS



387
VOLUNTEER HOURS PUT IN ON EAGLE SCOUT PROJECTS THAT IMPROVED SUWANEE PARKS

4,276
HOURS SPENT CLEANING CITY BUILDINGS AND PUBLIC RESTROOM FACILITIES AT PARKS

30
POTHOLES REPAIRED



50,499
GALLONS OF GAS PURCHASED FOR CITY VEHICLES

3,425
INSPECTIONS COMPLETED, INCLUDING ELECTRICAL, PLUMBING, HVAC, EROSION CONTROL, ETC.

5,675
HOURS SPENT BY PUBLIC WORKS STAFF MOWING CITY PROPERTIES, RIGHTS-OF-WAY, AND MEDIANS



876
HOURS SPENT ON LITTER REMOVAL

3.22
MILES OF ROADS RESURFACED

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

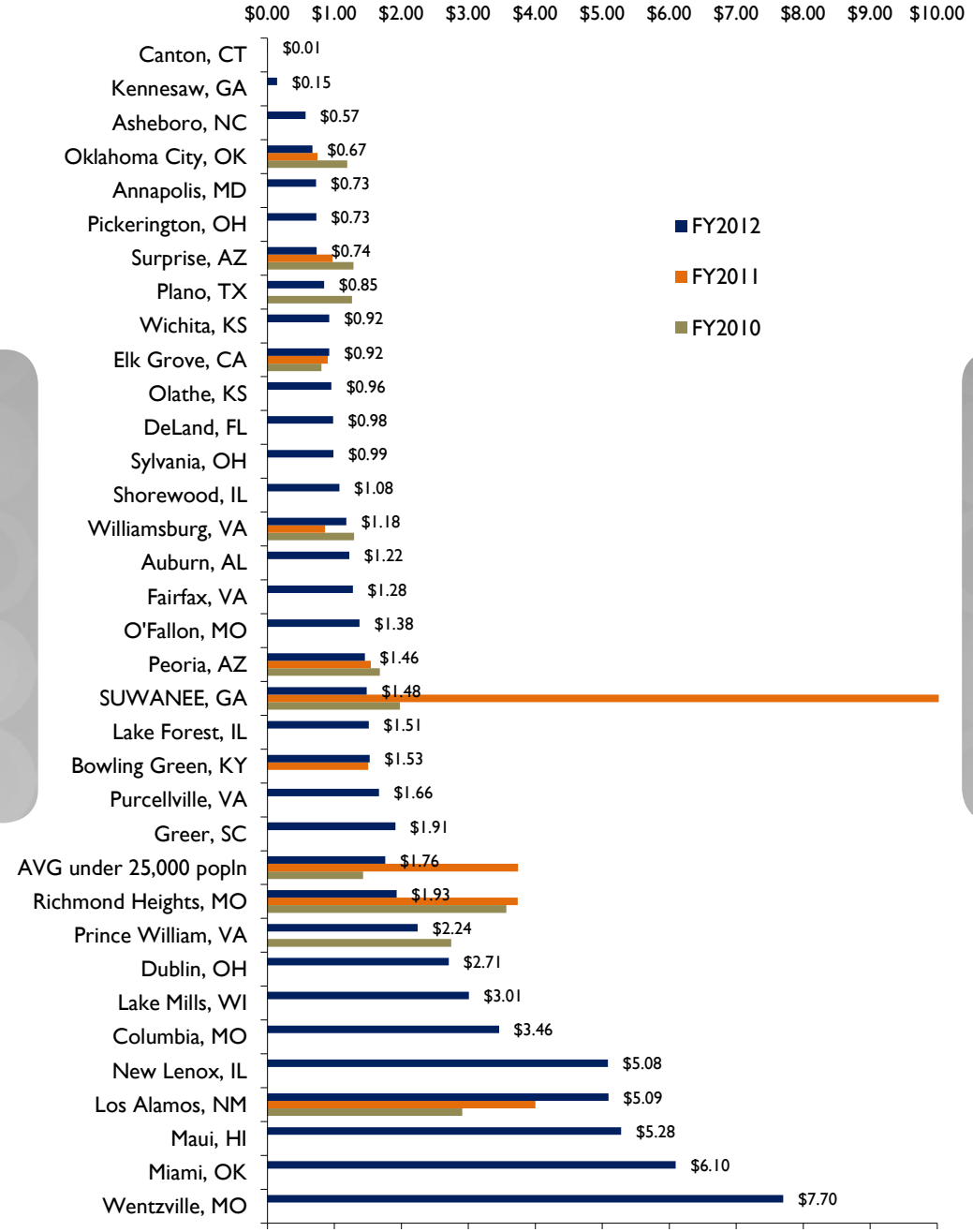
FY 2012 marks the third year the City of Suwanee contributed to the Facilities Management data chapter; 127 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

- **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

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
ALL					
Median	-	26.2	64	922,260	$7,266,926
Under 25,000					
Mean	-	9.5	6	215,289	$379,841
GEORGIA JURISDICTIONS					
Decatur	Centralized	10.2	17	168,957	$894,808
Kennesaw	Centralized	6.0	10	163,911	$918,225
Suwanee	Centralized	2.6	5	55,612	$126,720

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



CUSTODIAL EXPENDITURES PER SQUARE FOOT - ADMINISTRATIVE / OFFICE FACILITIES

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

FY 2012 marks the third year the City of Suwanee contributed to the Fleet Management data chapter. One hundred thirty-nine (139) other jurisdictions provided data as well. Some of the factors that influence the comparability of fleet management data are:

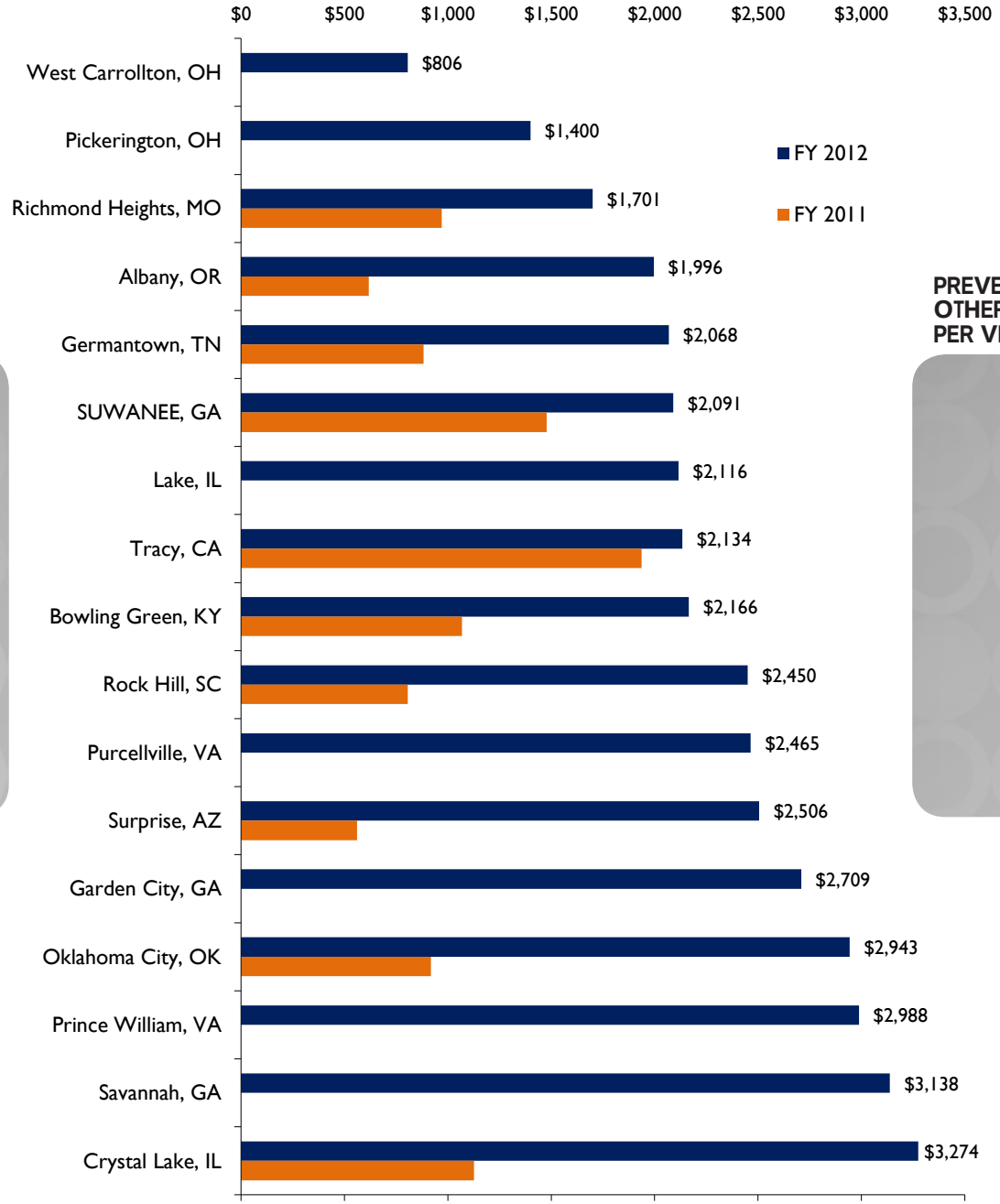
- Policies may influence vehicle use and care, such as those that affect or prefer vehicle allowances, mileage reimbursements, designated versus pool cars, driver preventive maintenance checks, and personal use of vehicles.
- Communities that have a broad range of services (e.g., utilities, human services, 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

JURISDICTIONS	RESIDENTIAL POPULATION	TOTAL VEHICLES INCLUDING POLICE	LIGHT DUTY VEHICLES*	MEDIUM DUTY VEHICLES**	VEHICLES USING ALTERNATIVE FUEL
ALL					
Mean	38,844	484	409	62	72
Over 100,000					
Mean	491,006	683	186	124	1,544
Median	436,761	478	74	66	783
Under 25,000					
Mean	15,814	49	15	5	2
Georgia Jurisdictions					
Decatur	19,335	124	51	19	5
Kennesaw	29,742	75	37	8	0
Savannah	139,491	1,141	542	59	0
Smyrna	51,271	236	108	14	0
Suwanee	15,541	61	29	3	2

* *Light Vehicles gross weight is equal to or less than 10,000 pounds gross vehicle weight.*
** *Medium-Duty Vehicles gross weight is between 10,001 and 19,500 pounds gross vehicle weight.*

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



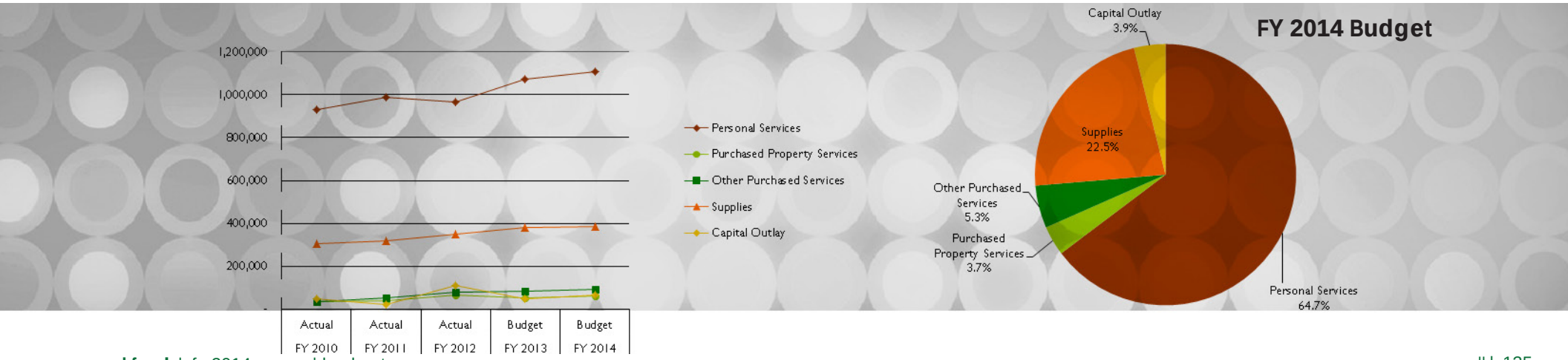
PREVENTIVE AND OTHER MAINTENANCE PER VEHICLE

4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Public Works Director	25	1	1	1	1	1
Assistant to the Public Works Director	21	1	1	1	1	1
Capital Assets Manager	21	1	1	1	1	1
Equipment Operator II (1)	12	2	2	2	2	4
Facilities Technician (2)	12	0	1	1	1	1
Administrative Assistant	12	1	1	1	1	1
Equipment Operator I (1), (2), (3)	10	9	8	8	10	9
Custodian (4)	PT-7	0	3	3	4	4
Seasonal Laborer (3)	PT	2	2	2	0	0
Seasonal Park Attendant (5)	PT	1	1	1	0	0
Event Staff Pool (6)	PT-7	1	1	1	1	1
Total		19	22	22	22	23

(1) In fiscal year 2014, two equipment operator level I positions will be upgraded to equipment operator level II positions.
(2) In fiscal year 2011, one equipment operator position was reclassed to facilities technician.
(3) In fiscal year 2013, the two part time seasonal laborer positions were reclassed to two part time equipment operators level I.
(4) In fiscal year 2011, the custodial function was brought in-house as part-time positions.
(5) In fiscal year 2013, the seasonal park attendant function was reclassed to part time custodian.
(6) Event Staff Pool is comprised of a group of temporary staffing that provides 1,248 hours of labor a year.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 932,035	$ 989,367	$ 966,357	$ 1,071,370	$ 1,109,630
Purchased Property Services	36,079	41,069	63,556	54,550	62,900
Other Purchased Services	34,775	51,397	79,687	82,050	90,390
Supplies	304,560	318,608	349,749	381,950	384,920
Capital Outlay	48,467	22,334	111,689	46,570	66,520
TOTAL	$ 1,355,916	$ 1,422,775	$ 1,571,038	$ 1,636,490	$ 1,714,360



4221 PAVED STREETS

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 2014

- Resurface streets as pavement conditions warrant.
- Keep City right-of-way and medians landscaped and litter controlled.
- Implement second year of sign reflectivity program

GOALS

1. Develop program, prepare RFP, and Manage 2013 SPLOST Street Resurfacing Program.
2. Re-inspect City's roads to update road conditions in the pavement management system.
3. Implement the City's road maintenance contracts.
4. Complete punch list for the 2012 Street Resurfacing Program and ensure receipt of State Grant Funds.
5. Update and expand traffic control mapping and continue with management and implementation of year one and begin year two of multi-year program to meet FHWA Traffic Control Sign Reflectivity requirements.

   Improve Traffic Management
   - ***STWP, Transportation, Road Improvement Projects, page 350***
   - ***STWP, Operations, Annual Resurfacing Projects, page 353***
   - ***STWP, Operations, Road Maintenance, page 355***
   - ***CIP, Transportation Projects, Street Maintenance & Resurfacing Program, page 307***
   - ***CIP, Transportation Projects, Sign Reflectivity Program, page 308***
6. Manage Contract and Russell Landscape Group in the installation of the Peachtree Industrial Boulevard planted medians project and rights-of-way maintenance.

   Design Attractive Roadways
   - ***STWP, Transportation, Peachtree Industrial Blvd. Medians, page 352***
   - ***CIP, Transportation Projects, Pedestrian Bicycle Plan Implementation: PIB Crossing Improvements, page 308***
7. Begin enhanced right-of-way/grounds maintenance program of the newly installed landscaping in the Suwanee Gateway area at the four corners of I-85 and Lawrenceville Suwanee Road and along section of Lawrenceville Suwanee Road.

   Transform Suwanee Gateway
   - ***STWP, Planning, Suwanee Gateway, I-85 Business District Economic Development Plan, page 343***
   - ***STWP, Transportation, Road Improvement Projects, Branding, page 352***
   - ***STWP, Communications & Engagement, Promote the Suwanee Brand, page 338***
   - ***CIP, Transportation Projects, Lawrenceville-Suwanee Road Landscape Project, page 307***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Street repair work orders completed	15	22	18	18	25	39	16	35
Pothole repair work orders completed	35	43	18	38	34	46	30	45
Street overlay (lane miles)	1.16	4.91	3.85	1.51	0	3.88	6.63	5.20
Number of damaged or missing street signs replaced	30	39	11	8	38	75	50	50

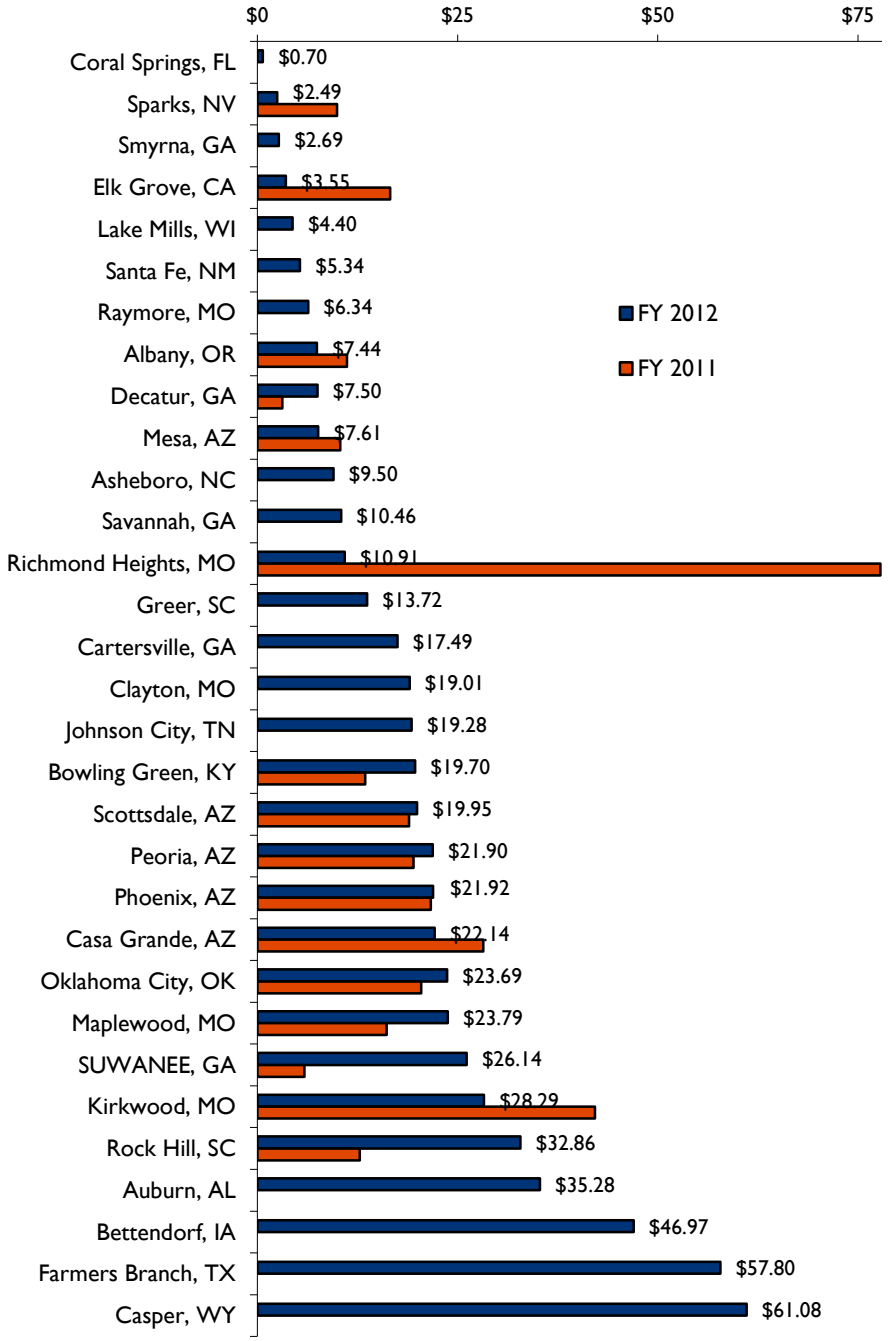
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of potholes repaired within 30 days or receipt	68%	72%	75%	73%	79%	83%	87%	87%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	87%	95%	92%	90%	91%	90%	91%

4221 PAVED STREETS

	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		

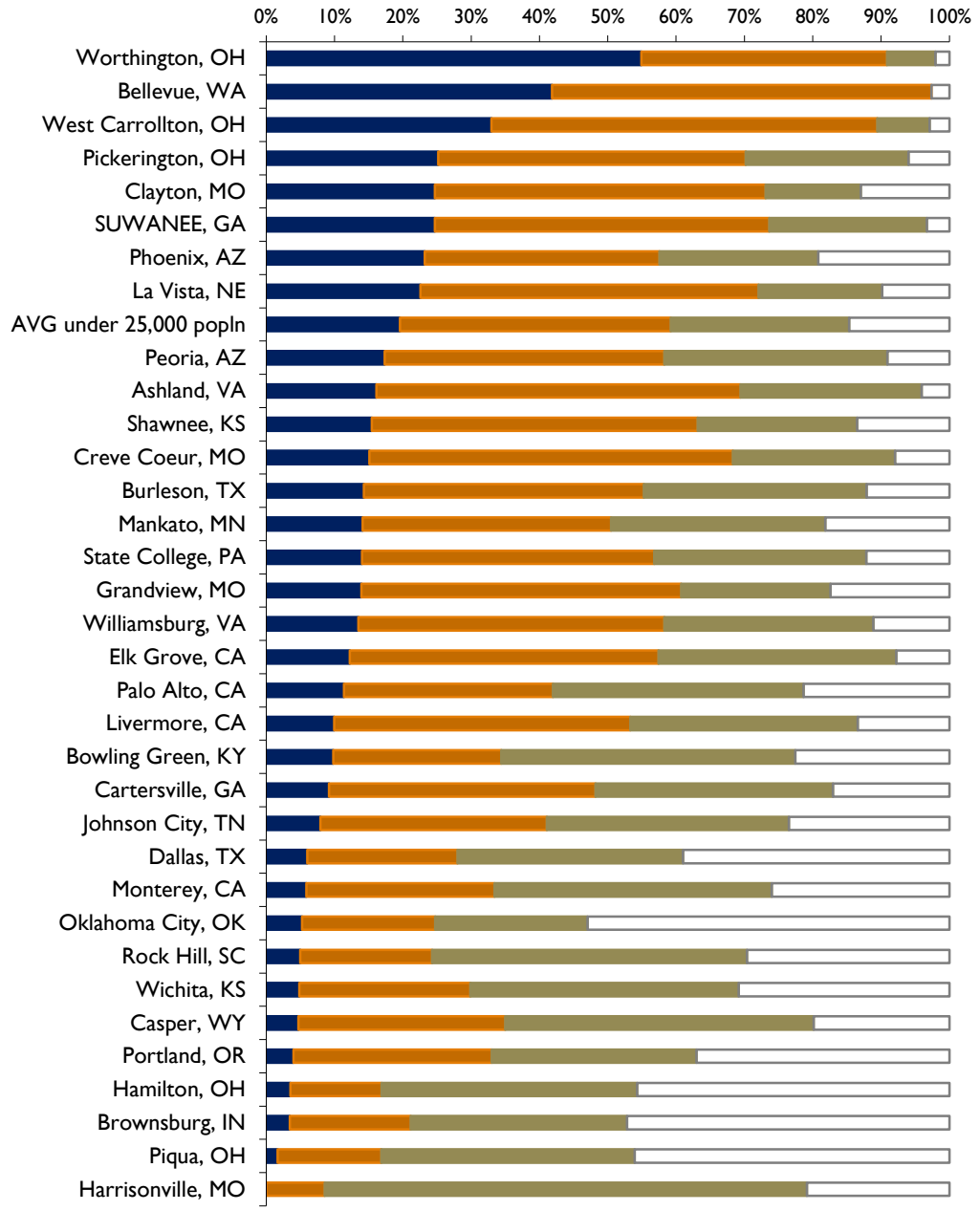
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2012**	**NATIONAL RANK**	**2010**	**NATIONAL RANK**	**2008**	**NATIONAL RANK**
Street repairs	74%	21st	68%	40th	76%	41st
Street cleaning	80%	16th	78%	29th	79%	54th
Sidewalk maintenance	71%	17th	67%	23rd	73%	38th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary



ROAD REHABILITATION EXPENDITURES PER PAVED LANE MILE

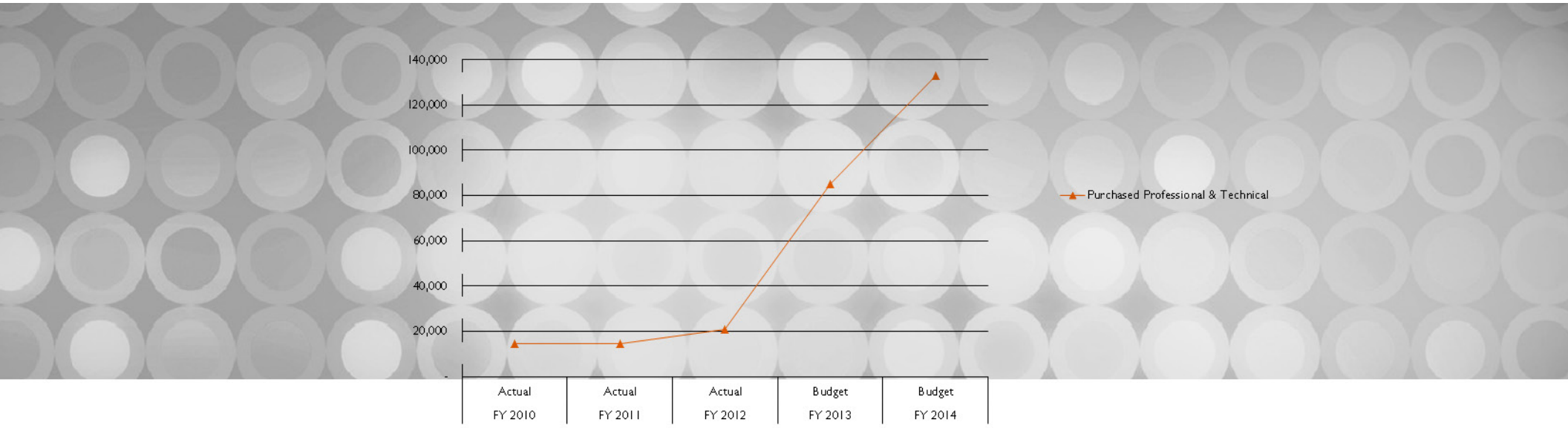
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



CITIZEN SURVEY SATISFACTION RATINGS OF STREET REPAIR SERVICES

4221 PAVED STREETS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 14,507	$ 14,507	$ 20,807	$ 84,890	$ 133,070



4250 STORM DRAINAGE

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 2014

- Meet GaEPD permit requirements contained in the NPDES permit.
- Continue 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)."
- Begin initial phases of the GaEPD's NPDES permit renewal process.

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 and begin preparation work to apply for renewal of the Permit which expires June 11, 2014.
3. Continue TMDL (Total Maximum Daily Load) Monitoring and Evaluation Plan for four 305 (b) 303 (d) listed stream segments, and continue the attempt that is underway to have one segment de-listed via use of additional monitoring.

   Grow Greener & Conserve Resources
   - ***STWP, Planning, Water Regulations, page 345***
   - ***STWP, Operations, Annual Stormwater Projects, page 353***
   - ***STWP, Operations, MS4 Operating Permit, page 354***
   - ***CIP, Water & Stormwater Projects, Stormwater Projects, page 311***
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 2013 SPLOST program drainage improvement projects.
6. Acquire easement and manage construction of the Jackson Street drainage project.

   Invest in Downtown Suwanee's Future
   - ***STWP, Planning, Water System Infrastructure Improvements, page 345***
   - ***STWP, Planning, Water System Strategy, page 345***
   - ***STWP, Planning, Stormwater Funding, page 346***
   - ***STWP, Operations, Annual Stormwater Projects, page 353***
   - ***CIP, Water & Stormwater Projects, Water System Infrastructure Improvements, page 311***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Inspections of storm drainage system during or just after significant rainfall	81%	86%	89%	90%	90%	90%	90%	90%
Number of citizen's drainage complaints and requests for service	30	28	39	69	56	36	33	40
Annual NPDES report	1	1	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of complaints or requests responded to within 48 hours	93%	96%	96%	94%	96%	96%	97%	97%

4250 STORM DRAINAGE

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Storm drainage	79%	28th	74%	34th	82%	30th

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services	$ 22,165	$ 27,323	$ 29,097	$ 43,500	$ 52,220



4970 SPECIAL DETAIL SERVICES

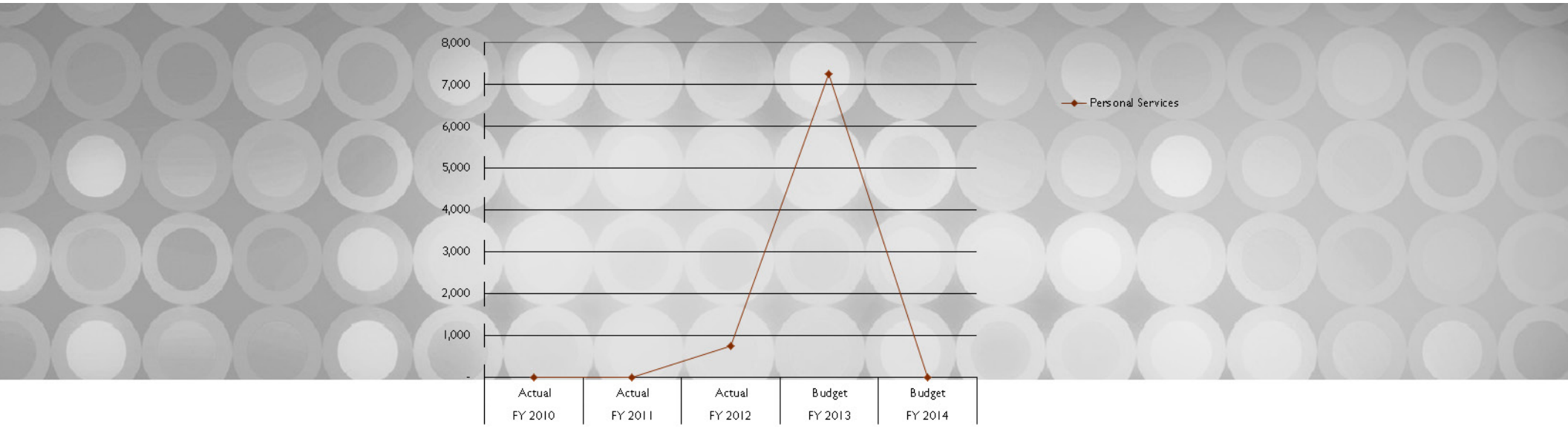
STATEMENT OF SERVICE

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 2014

To provide adequate staffing for special events in order to support a clean and safe environment for citizens to be able to enjoy special events.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ -	$ -	$ 752	$ 7,250	$ -



STATEMENT OF SERVICE

As part of Public Works, the purpose of this function is to manage a cost effective maintenance program for the City's parks and greenways to improve quality of life. An additional aim is to create an identity for the community through the provision of high quality passive parks that are ready for use and enjoyment by the citizens. The City owns approximately 372 acres of green space and park properties

OBJECTIVES FOR FISCAL YEAR 2014

- To provide maintenance services for all parks the interactive fountain, playgrounds, lake, water features, and the greenway.
- To manage landscape maintenance contract for Town Center Park.

GOALS

1. Continue to work with Volunteers/Scouts to implement small community enrichment improvement projects in our Parks/Greenway.
   Create Opportunities for Everyone to Participate & Encourage Youth Involvement
   - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
   - ***STWP, Parks & Open Space, Prioritize Existing Parks, page 349***
   - ***CIP, Recreation Projects, Park Enhancements, page 303***
2. Ensure Public Works Department staff maintains and operates Town Center Park, Sims Lake Park and other City parks and Suwanee Creek Greenway so as to achieve a high level of user satisfaction.
3. 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.
   Promote the Suwanee Brand
   - ***STWP, Communications & Engagement, City Services, page 338***
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***STWP, Planning, Community Aesthetics, page 345***
   - ***CIP, Facilities Projects, Facility Maintenance, page 299***
4. Investigate a recycling implementation program for Town Center Park.
   Grow Greener & Conserve Resources
   - ***STWP, Planning, Environmental Stewardship, page 347***
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***CIP, Facilities Projects, Facility Maintenance, page 299***
5. Monitor implementation of the maintenance plan for the newly completed rehabilitated section of the Suwanee Creek Greenway and modify it as needed.
6. Manage completion of contractual punch list items for the Greenway Rehabilitation project and develop and complete signage project along the newly rehabilitated section of the Suwanee Greenway.
   Value Passive Recreation
   - ***STWP, Parks & Open Space, Value Passive Recreation, page 349***
   - ***STWP, Communications & Engagement, Signage, page 338***
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***CIP, Recreation, Park Enhancements, page 303***
7. Manage installation of Shade Structures in Town Center Park project.
   Prioritize Existing Parks
   - ***STWP, Parks & Open Space, Prioritize Existing Parks, page 349***
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***CIP, Recreation, Park Enhancements, page 303***
8. Manage Construction of the next phase of the Video Surveillance System project.
9. Complete demolition and removal of obsolete residential structures located on the Delay and Smithtown Road properties.
   Ensure the Parks and Trails are Safe
   - ***STWP, Parks & Open Space, Prioritize Existing Parks, page 349***
   - ***STWP, Operations, Facility Maintenance, page 354***
   - ***CIP, Equipment & Vehicles, Public Safety Projects, page 295***
10. Continue managing maintenance contracts for Town Center Park grounds.
11. Provide training in operation and maintenance of the proposed new Town Center Park irrigation system for all Equipment Operators and Crew Leaders.
12. Recommend award of contract and manage construction of Town Center Park irrigation well project including pump equipment, water line construction, water tie-in, etc. for Town Center Park lawn irrigation system.
13. Manage operations and maintenance of the Big Splash Interactive Fountain to provide a safe environment for users and continue to investigate operational options to minimize potential challenges of the interactive fountain as issues may arise.
    Continue to Program Town Center as Suwanee's Front Porch
    - ***STWP, Parks & Open Space, Prioritize Existing Parks, page 349***
    - ***STWP, Operations, Facility Maintenance, page 354***
    - ***STWP, Operations, Staffing, page 356***
    - ***CIP, Facilities Projects, Facility Maintenance, page 299***

6220 PARK AREAS

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Acres of city-owned open space	282	305	342	350	372	372	372	372
Number of hours required to mow and trim park	650	416	600	620	846	836	909	850
Number of hours spent on greenway and trail maintenance	300	212	295	420	240	384	*132	300
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	2	2	2	1	2	3	6	4

*During FY 2013, portions of the Greenway were closed due to the rehabilitation project.

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

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
City parks	97%	1st	95%	2nd	97%	3rd
Quality of overall natural environment in Suwanee	93%	7th	89%	11th	89%	12th
Preservation of natural areas such as open space, farmlands, and greenbelts	89%	1st	86%	1st	82%	3rd
% of citizens that have visited a neighborhood park or City park	97%	2nd	94%	11th	95%	8th
Recreational opportunities	86%	11th	90%	13th	87%	22nd
Availability of paths and walking trails	90%	3rd	84%	9th	88%	3rd

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary

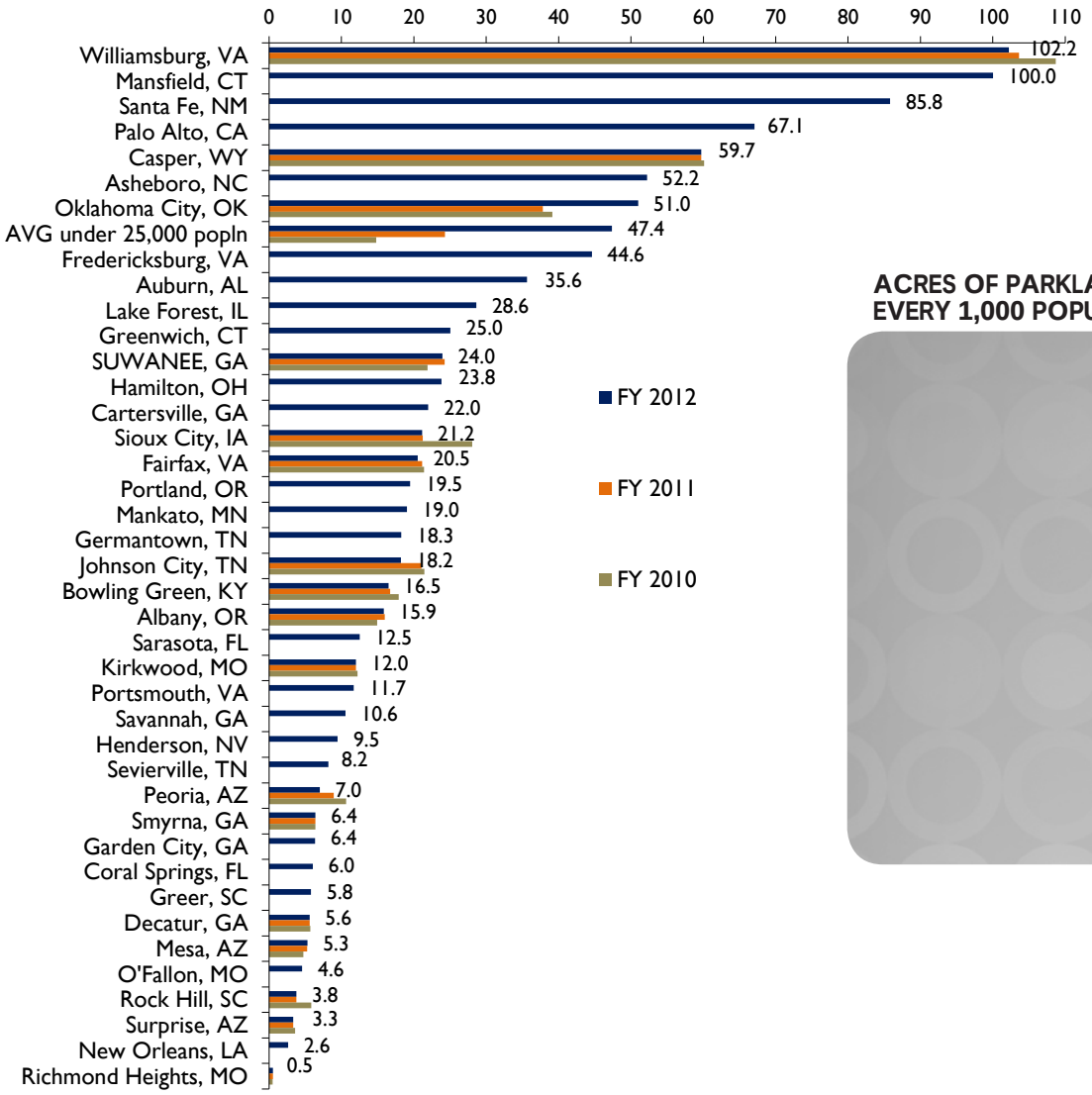
For the FY 2012 Fiscal Year Data Report, 137 jurisdictions provided parks and recreation data.

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.

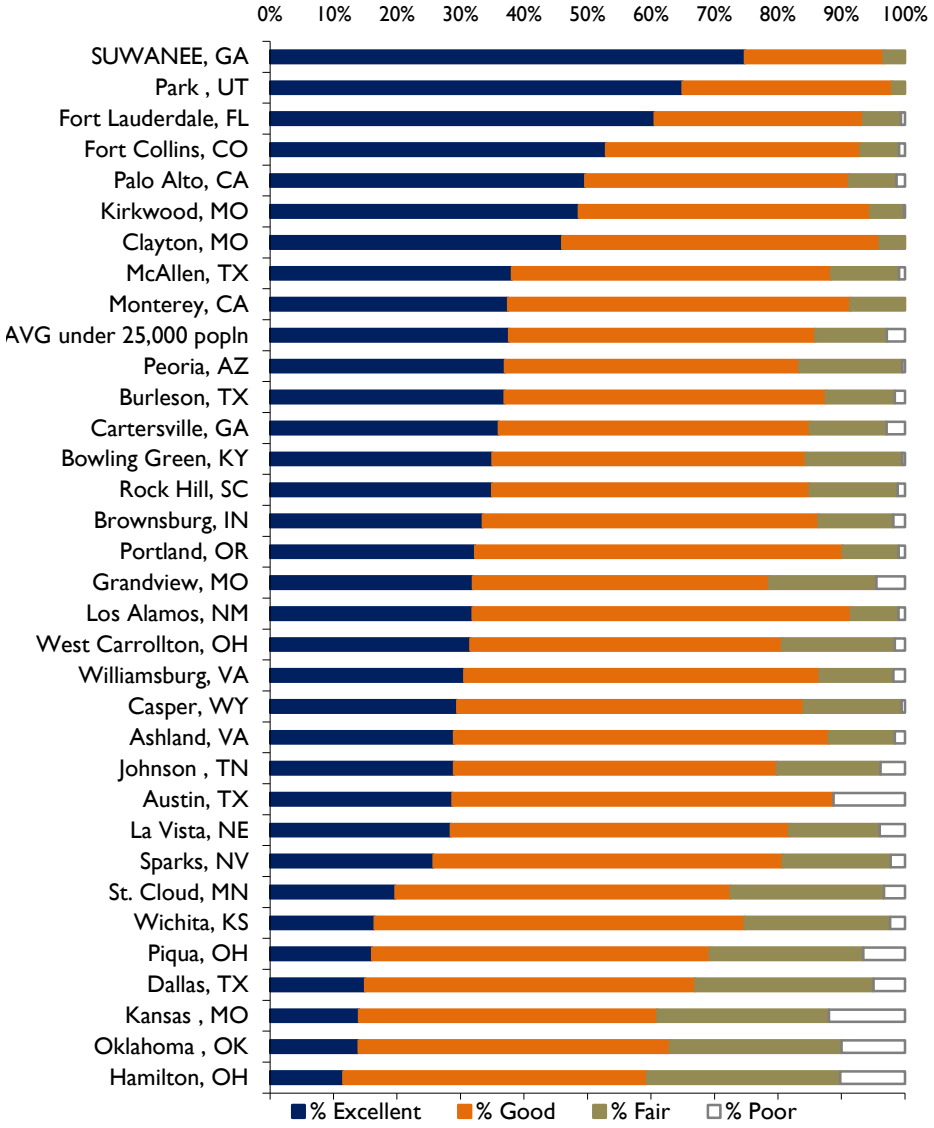
Descriptive information among jurisdictions for Parks and Recreation is as follows:

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
ALL						
Mean	24%	154	2,536	66%	16%	53
Under 25,000						
Mean	24%	8	618	67%	21%	8
GEORGIA JURISDICTIONS						
Cartersville	26%	30.0	434	48%	-	6
Decatur	23%	4.3	108	86%	-	6
Savannah	-	82.0	1,472	87%	9%	67
Smyrna	23%	15.2	327	79%	-	14
Suwanee	29%	10.9	252	48%	15%	13

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



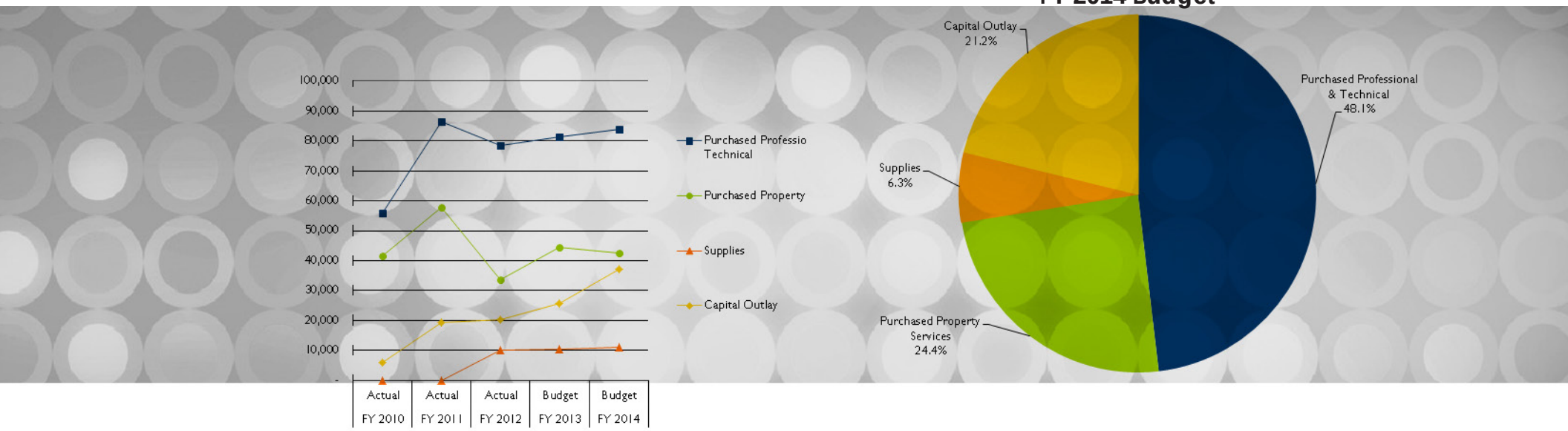
ACRES OF PARKLAND FOR EVERY 1,000 POPULATION

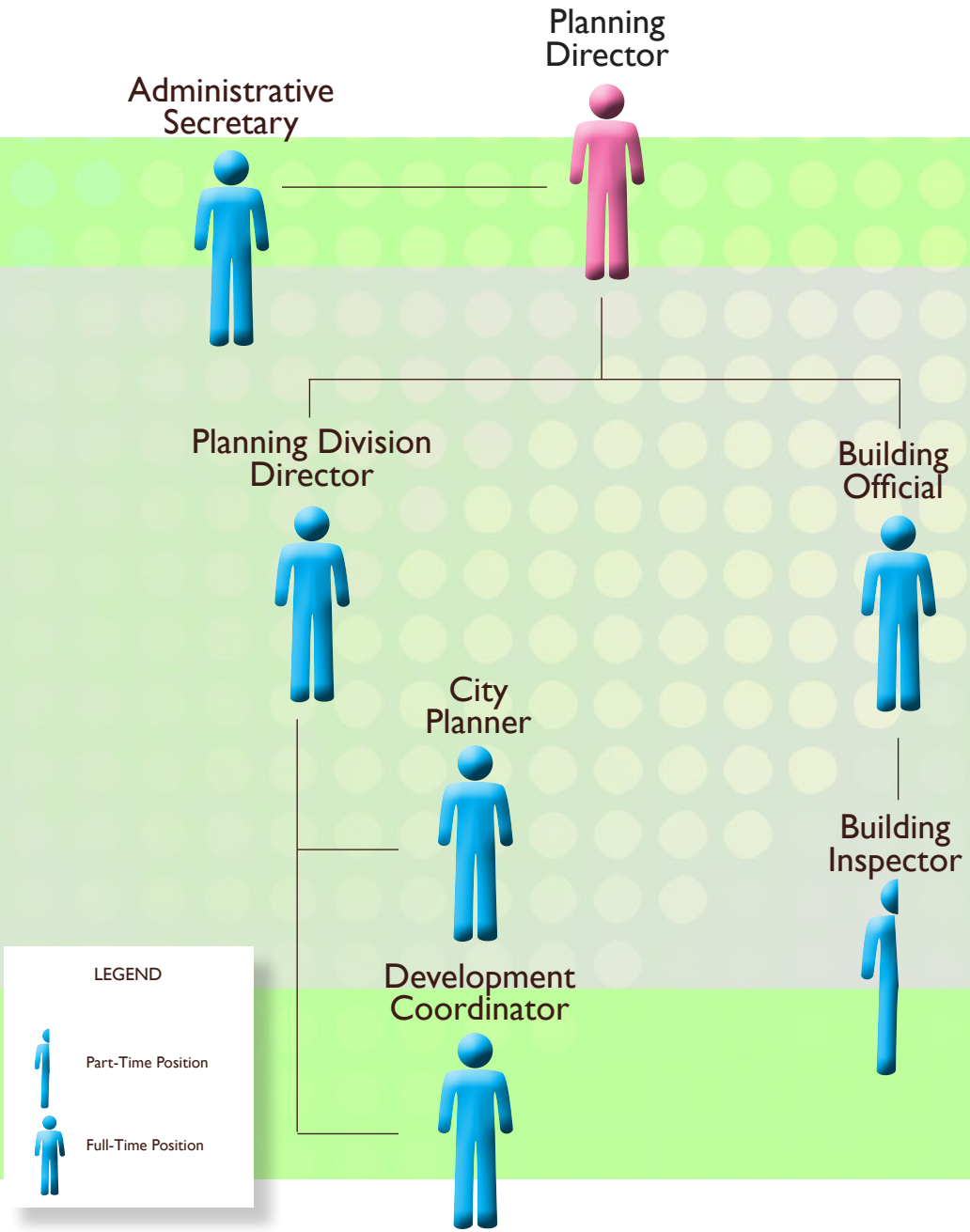


CITIZEN SURVEY RATINGS OF OVERALL SATISFACTION WITH PARKS AND RECREATION

6220 PARK AREAS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 56,063	$ 86,528	$ 78,461	$ 81,250	$ 84,000
Purchased Property Services	41,551	57,957	33,485	44,450	42,540
Supplies	-	-	10,085	10,500	11,000
Capital Outlay	5,856	19,293	20,173	25,700	37,000
TOTAL	$ 103,470	$ 163,778	$ 142,204	$ 161,900	$ 174,540





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 2014 Budget Items	Includes funding for one part-time employee's group health insurance for six months, $2,580.
Current FY 2013 Budget	$614,140
Adopted FY 2014 Budget	$655,330
Change from PY Budget	$41,190
Reason for Change	4% salary adjustments and 9% group health insurance increase. Increase group health insurance for part-time employee, $2,580.



1120 LEGISLATIVE COMMITTEES

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 2014

- 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

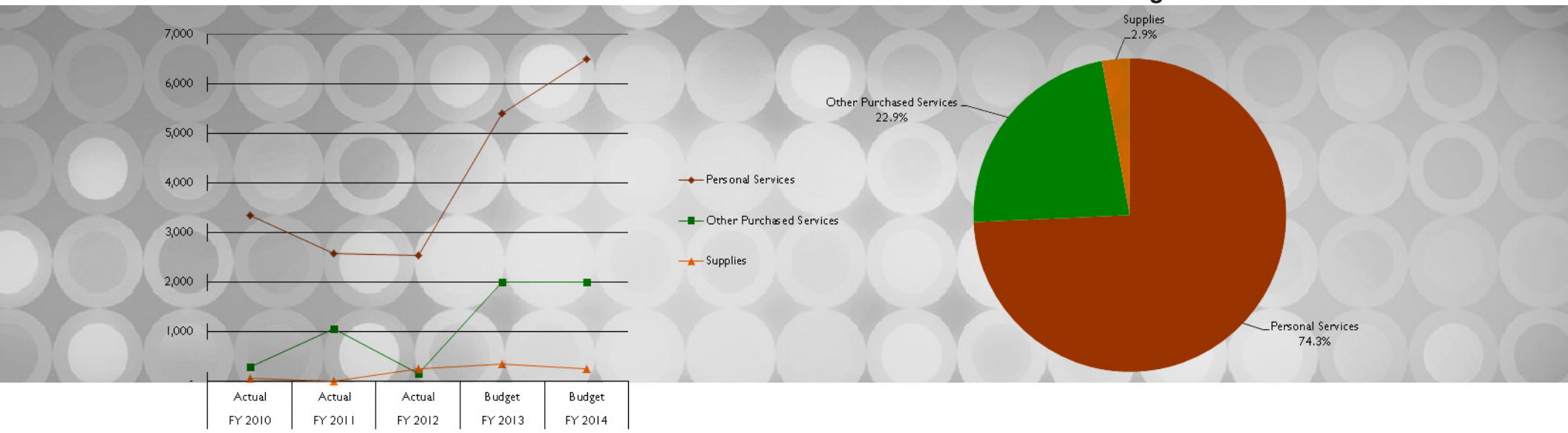
1. Enhance Training for appointed Board Members or incorporate training into the Community Planning Academy.
   - ***STWP, Operations, Board Training, page 353***
   - ***STWP, Communications & Engagement, Joint Meetings, page 337***
   - ***STWP, Planning, Land Use, Design Guidelines, Zoning Ordinance Review, page 346***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Planning Commission meetings	10	12	10	8	9	4	5	8
Zoning Board of Appeals meetings	7	9	7	5	4	4	6	8

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 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

1120 LEGISLATIVE COMMITTEES

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 3,351	$ 2,586	$ 2,533	$ 5,400	$ 6,500
Other Purchased Services	294	1,050	150	2,000	2,000
Supplies	64	-	256	350	250
TOTAL	$ 3,709	$ 3,636	$ 2,939	$ 7,750	$ 8,750



7200 PROTECTIVE INSPECTION ADMINISTRATION

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 2014

- 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

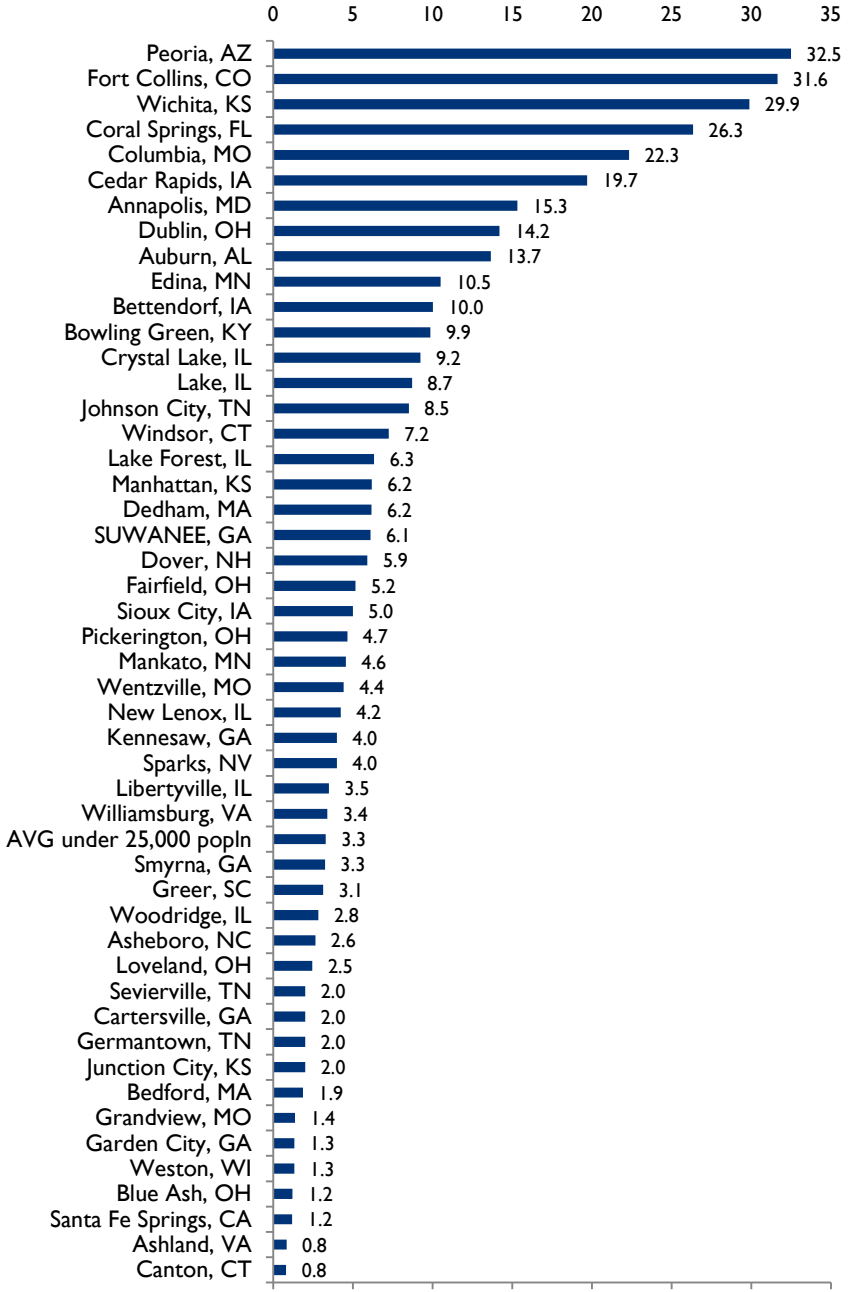
1. Successfully Undertake the Department's Daily Activities
   - ***Enforce development regulations***
   - ***Conduct daily inspections***
   - ***Conduct plan review for commercial projects***
   - ***Conduct erosion control inspections***
   - ***Address service requests***
   - ***Implement special projects as directed***
2. Take part in available code training opportunities and obtain ICC certifications in Building inspection trades.
   - ***STWP, Operations, Staffing, page 356***
3. Improve permit software capabilities by implementing web-based access for contractors and implementation of GIS capabilities within program.
4. Implement credit card payment capabilities for payment of building permits.
5. Complete digitizing files and keep up with electronic files day forward.
6. Digitize all previous versions of the building codes and discard all hard copies.
   - ***STWP, Communications & Engagement, Communications Technology, page 338***
   - ***STWP, Operations, Software Upgrades, Online Bill Payments, page 356***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Number of building permits issued	686	538	359	174	224	242	307	320
Number of calls for inspections	13,181	7,455	5,027	1,861	2,079	2,304	3,067	3,040

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of building inspections performed within 24 hours	96%	96%	99%	100%	100%	100%	100%	100%

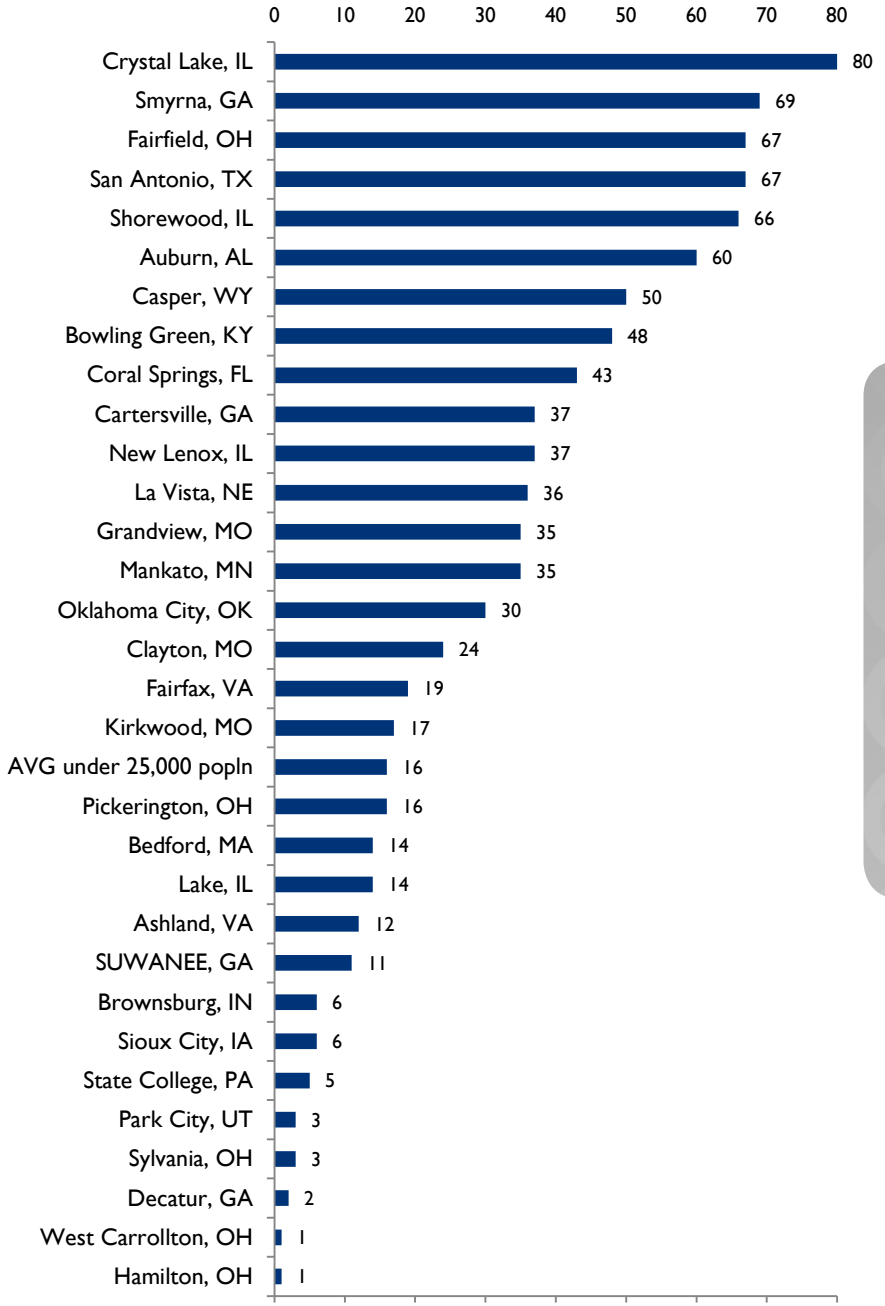
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Land use, planning and zoning	77%	1st	64%	5th	71%	10th
Educational opportunities	78%	36th	75%	51st	75%	48th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary



FY 2012 TOTAL BUILDING PERMITS, INSPECTIONS, AND PLAN REVIEW FTES

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

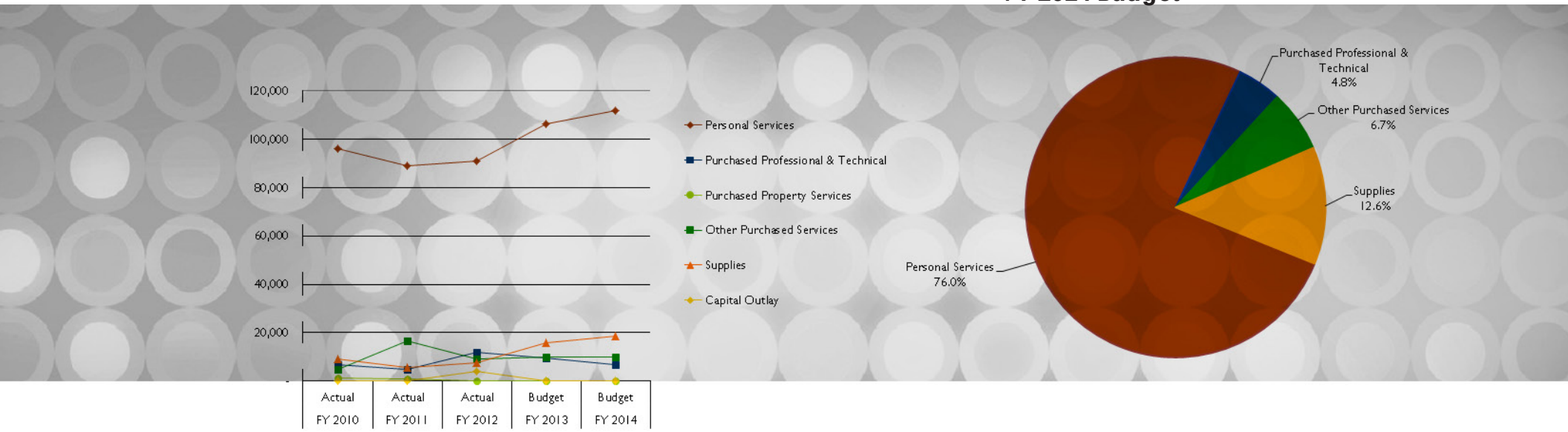


FY 2012 TOTAL PLAN REVIEWS CONDUCTED

7200 PROTECTIVE INSPECTION ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Building Official	20	0	0	0	1	1
Building Inspector	16	1	1	1	0	0
TOTAL		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 95,890	$ 88,901	$ 91,039	$ 106,220	$ 111,710
Purchased Professional & Technical	6,725	4,737	12,093	9,500	7,000
Purchased Property Services	1,149	933	-	-	-
Other Purchased Services	4,775	16,766	9,163	10,000	9,800
Supplies	9,209	5,808	7,435	15,980	18,530
Capital Outlay	-	-	3,935	-	-
TOTAL	$ 117,748	$ 117,145	$ 123,665	$ 141,700	$ 147,040



7400 PLANNING & ZONING

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. Complete Department Reorganization plan.
5. Implement GTD for each person in the Department.
6. Work to create a Tree Maintenance Plan, based upon the tree survey.
   - ***STWP, Operations, Staffing, page 356***
7. Create annual report for presentation to council and boards documenting department activity and projects.
   - ***STWP, Communications & Engagement, Joint Meetings, page 337***
8. Implement the 2030 Comprehensive Plan; implement projects in the plan.
9. Complete annual update to the comprehensive plan.
10. Rewrite Zoning Ordinance.
11. 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, Planning, Balance Growth, pages 345-346***
12. Continue to implement/create Town Center; manage site development.
13. Implement recommendations from the Downtown Suwanee Master Plan.
    - ***STWP, Planning, Invest in Downtown Suwanee's Future, pages 344-345***
    - ***CIP, Facilities Projects, Facility Maintenance, page 299***
14. Implement I-85 Streetscape Project.
    - ***Select Contractor.***
    - ***Monitor Construction.***
15. Create a Comprehensive Suwanee Gateway master plan utilizing past studies.
    - ***STWP, Planning, Transform Suwanee Gateway, page 343***
    - ***CIP, Transportation Projects, Road Improvements, page 307***
16. Continue to monitor economic conditions.
    - ***Monitor trends.***
    - ***Create quarterly report.***
    - ***Create annual report***
    - ***STWP, Operations, Economic Indicators, page 353***
17. Work towards advancing GIS capabilities including enterprise GIS system.
    - ***Increase capabilities of current data.***
    - ***Prepare data for future public use.***
18. Implement application routing system in ViewWise.
19. Complete digitizing files and keep up with electronic files day forward.
    - ***STWP, Communications & Engagement, Communications Technology, page 338***
    - ***STWP, Operations, Software Upgrades, page 356***
20. Implement Buford Highway reconstruction project.
21. Continue implementing Pedestrian and Bicycle Plan.
22. Implement Suwanee Dam Road sidewalk project, including Brushy Creek Greenway and Suwanee Dam Road/PIB intersection improvements.
    - ***STWP, Transportation, Make Local Connections, page 351***
    - ***CIP, Transportation Projects, Buford Highway Corridor Improvements, page 307***
    - ***CIP, Transportation Projects, Brushy Creek Greenway, Pedestrian Bicycle Plan Implementation, page 307***
23. Create ordinances and amendments that promote housing diversity – senior housing, universal access, housing for young people.
    - **STWP, Planning, Ensure Lifetime Housing, page 346**
24. Continue Coordinating with appropriate entities regarding commuter rail services in Suwanee and beyond.

GOALS (continued)

25. Complete Suwanee Station Commuter Rail Station Study.
    - ***STWP, Transportation, Focus on Different Ways to Get Around, page 351***
26. Implement application routing system in Viewwise.
    - ***STWP, Communications & Engagement, Communications Technology, page 338***
27. Complete digitizing files and keep up with electronic files day forward.
    - ***STWP, Operations, Software Upgrades, page 356***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Zoning certification letters	25	29	12	7	6	12	10	12
Rezoning cases processed	18	11	2	1	5	5	5	7
Special Use permits processed	4	6	10	2	5	5	2	5
Variances processed	16	24	17	7	6	7	6	8
Text Amendments processed	8	2	4	7	3	3	1	5
Development permit application processed	40	52	26	6	9	2	14	15
Business License Approvals	257	304	381	242	265	243	211	250
Master Plans managed/created	0*	1	1	1	2	0	0	1
Public Meetings attended by planning staff	41	45	46	42	40	40	38	40
Emails sent (Planning Director and Planning Division Director)	3,540	2,992	5,046	3,586	4,686	4,164	4,287	4,300

**Major comprehensive update initiated*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/administrative errors	100%	100%	100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting	100%	96%	94%	86%	100%	92%	100%	100%
Percent of agendas distributed a minimum of one week prior to meeting	92%	100%	100%	100%	100%	100%	100%	100%
Percent of resolutions ready for Council signatures within one month of approval	92%	95%	94%	100%	95%	50%	63%	100%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Availability of affordable quality housing	73%	7th	72%	3rd	73%	6th
Variety of housing options	75%	8th	78%	5th	83%	2nd
Own neighborhood as a place to live	93%	26th	92%	32nd	90%	57th
Overall quality of new development in Suwanee	87%	4th	78%	7th	83%	6th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 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 2012 Fiscal Year Data Report, 138 jurisdictions provided permit data.

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

JURISDICTIONS	POPULATION	NUMBER OF BUILDING PERMITS ISSUED	NUMBER OF BUILDING INSPECTIONS CONDUCTED	NUMBER OF PLAN REVIEWS	TOTAL PERMITTING, INSPECTIONS AND PLAN REVIEW FTES	TOTAL EXPENDITURES FOR PERMITTING, INSPECTIONS AND PLAN REVIEW SERVICES
ALL						
Mean		4,877	15,809	212	12.8	$1,403,041
25,000-49,999						
Mean		1,726	5,201	44	7.9	$547,769
Under 25,000						
Mean		721	2,175	16	3.3	$296,752
GEORGIA JURISDICTIONS						
Cartersville	19,731	337	306	37	2.0	$129,593
Decatur	19,335	2,294	6,431	2	-	-
Garden City	8,778	292	292	-	1.3	$88,585
Kennesaw	29,742	1,218	9,572	2.0	4.0	$265,866
Smyrna	51,271	569	-	69	3.3	$222,177
Suwanee	15,541	-	-	11	6.1	$536,577

7400 PLANNING & ZONING

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Planning Director	24	1	1	1	1	1
Planning Division Director	21	1	1	1	1	1
Planner	17	1	1	1	1	1
Development Coordinator	12	1	1	1	1	1
Administrative Secretary	10	1	1	1	1	1
TOTAL		5	5	5	5	5

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 311,815	$ 315,340	$ 331,490	$ 352,350	$ 361,510
Purchased Professional & Technical	15,541	20,845	25,729	27,500	38,000
Purchased Property Services	96	-	-	1,000	1,000
Other Purchased Services	7,934	8,527	7,080	16,100	18,100
Supplies	18,838	20,238	32,484	27,110	36,510
Capital Outlay	-	14,732	16,128	9,000	3,500
TOTAL	$ 354,224	$ 379,682	$ 412,911	$ 433,060	$ 458,620



7450 CODE ENFORCEMENT

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 2014

- 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. Review of sign permit applications to ensure compliance with applicable city regulations.
   - ***STWP, Operations, Staffing, page 356***
4. Develop and implement the first annual City wide clean up day.
5. Proactive removal of illegal signs on City's right-of-way.
   - ***STWP, Planning, Grow Greener & Conserve Resources, page 347***
6. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Planning, Balance Growth, Code Enforcement, page 345***
7. Ongoing education of citizens and business owners about code enforcement regulations and issues.
   - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
   - ***STWP, Economic Development, Help Small Businesses Thrive, page 341***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Number of property maintenance complaints	55	99	160	268	280	254	264	250

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	100%	96%	96%	96%	97%	97%	99%	98%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
% 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.	83%	18th	81%	11th	79%	5th
Code enforcement	72%	6th	66%	26th	71%	37th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 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 2012 Data Report, 135 jurisdictions provided code enforcement performance data.

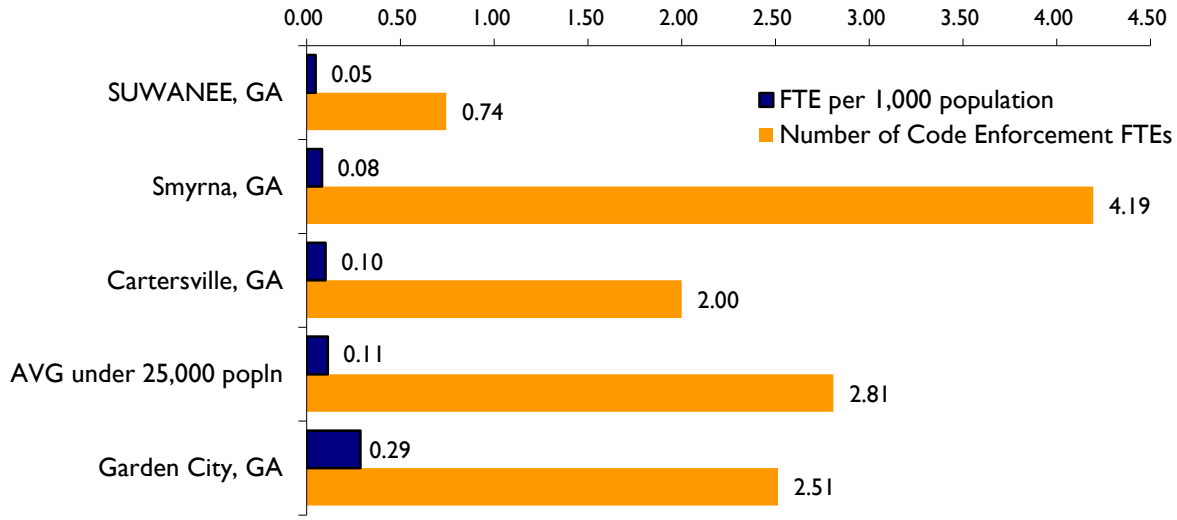
Expenditures per Capita

	FY 2012		FY 2011		FY 2010	
ALL JURISDICTIONS	TOTAL CODE EXPENDITURES	EXPENDITURES PER CAPITA	TOTAL CODE EXPENDITURES	EXPENDITURES PER CAPITA	TOTAL CODE EXPENDITURES	EXPENDITURES PER CAPITA
Mean	$804,669	$6.44	$1,015,597	$8.85	$1,241,582	$8.47
Median	$167,308	$4.58	$342,559	$5.72	$417,065	$5.70
Over 50,000						
Mean	$335,488	$4.79	$2,867,759	$5.72	$2,590,712	$6.54
Median	$264,358	$3.24	$1,521,431	$5.29	$1,583,351	$5.88
25,000 to 49,999						
Mean	$171,749	$5.77	$282,008	$5.01	$298,162	$5.81
Median	$139,211	$3.36	$204,424	$5.18	$233,021	$4.68
Under 25,000						
Mean	$102,610	$8.12	$199,653	$19.56	$186,057	$16.25
Median	**$73,245**	**$5.90**	**$170,050**	**$13.27**	**$194,268**	**$11.60**
GEORGIA JURISDICTIONS						
Cartersville	$120,505	$6.11	$141,352	$7.16	-	-
Decatur	-	-	$69,754	$3.61	-	-
Garden City	$166,592	$18.98	-	-	-	-
Smyrna	$190,430	$3.71	$164,344	$3.21	$145,433	$2.87
Suwanee	$31,184	$2.01	$19,127	$1.25	$37,001	$2.21

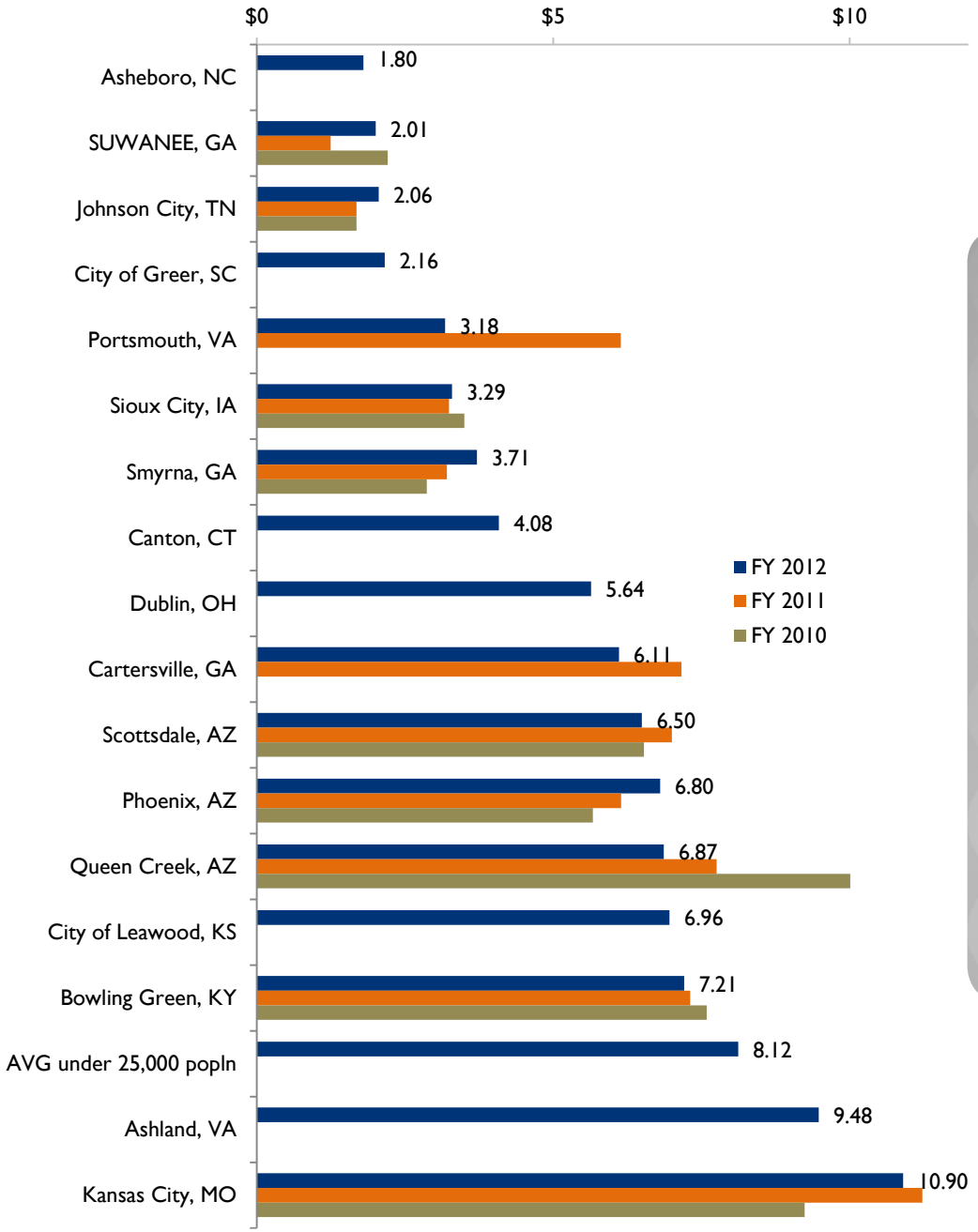
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

Number of FTE's

JURISDICTIONS	FY 2012		FY 2011		FY 2010	
	NUMBER OF CODE ENFORCEMENT FTES	FTE PER 1,000 POPULATION	NUMBER OF CODE ENFORCEMENT FTES	FTE PER 1,000 POPULATION	NUMBER OF CODE ENFORCEMENT FTES	FTE PER 1,000 POPULATION
ALL						
Mean	9.44	0.08	8.32	0.11	10.33	0.11
Median	2.91	0.07	4.05	0.06	5.00	0.07
Over 50,000						
Mean	4.91	0.07	19.60	0.08	21.75	0.06
Median	3.60	0.05	11.96	0.05	13.44	0.05
25,000 to 49,999						
Mean	2.91	0.08	4.92	0.09	4.36	0.08
Median	2.45	0.07	4.01	0.08	3.96	0.08
Under 25,000						
Mean	1.89	0.12	2.81	0.25	2.70	0.26
Median	1.19	0.08	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	0.10	2.00	0.09
Decatur	-	-	1.00	0.05	1.00	0.05
Garden City	2.51	0.29	-	-	-	-
Smyrna	4.19	0.08	2.57	0.05	3.39	0.07
Suwanee	**0.74**	**0.05**	**0.40**	**0.03**	**0.82**	**0.05**

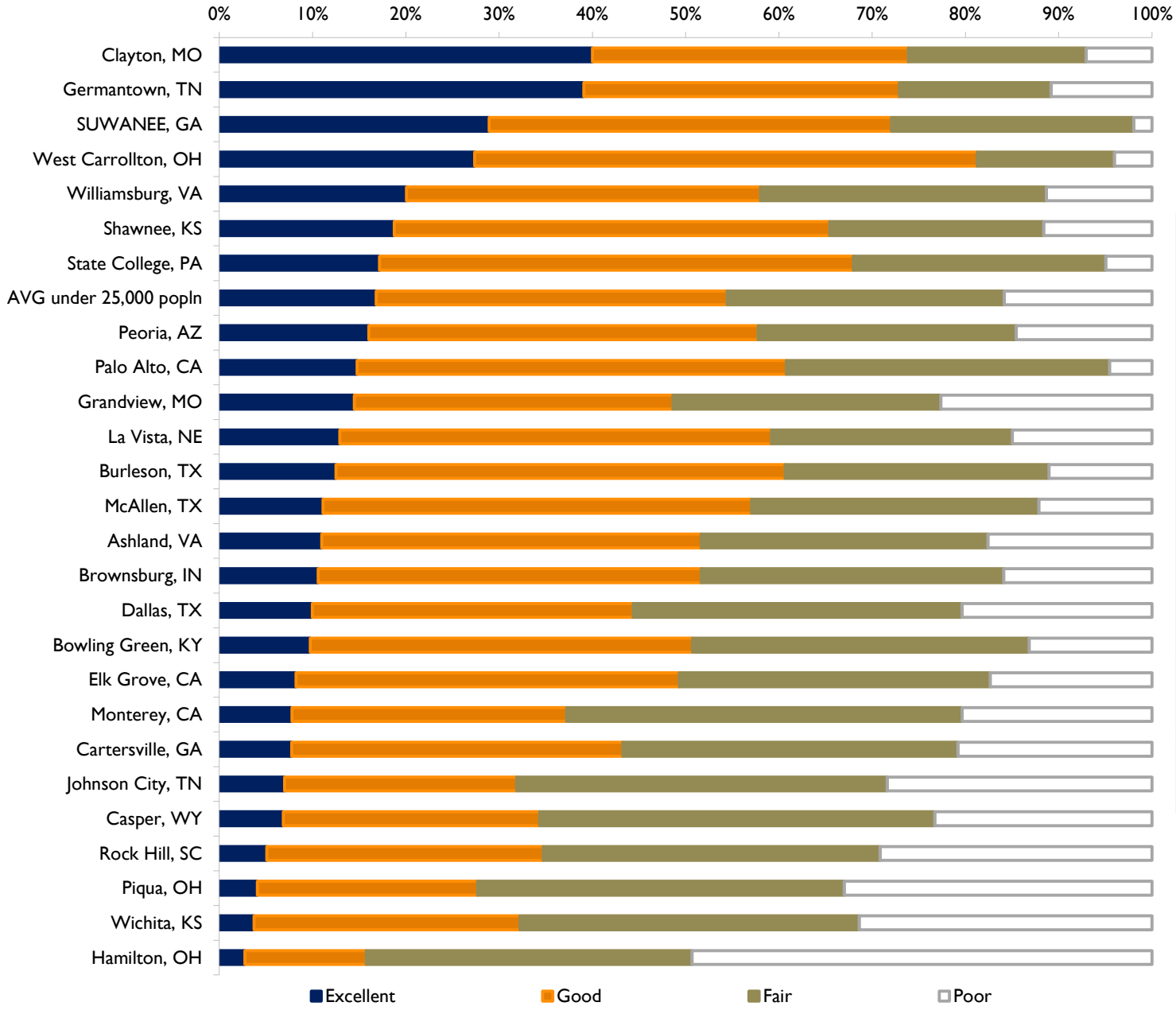


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



CODE ENFORCEMENT EXPENDITURES PER CAPITA

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

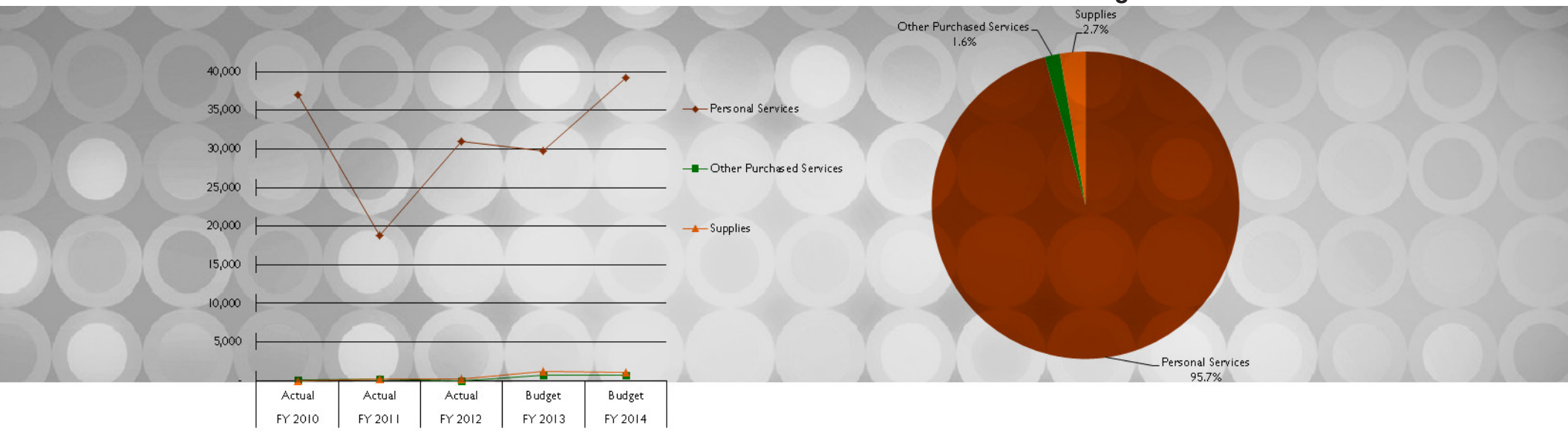


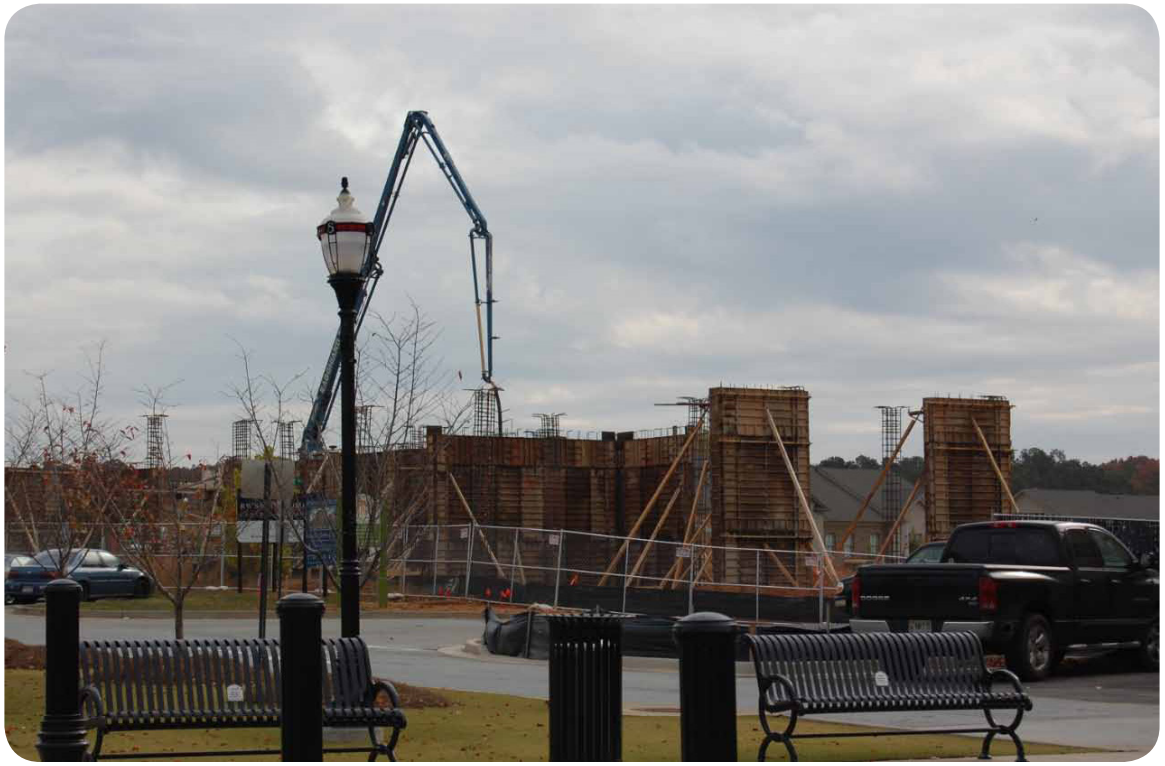
CITIZEN RATINGS OF CODE ENFORCEMENT SERVICES

7450 CODE ENFORCEMENT

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Code Building Inspector	PT-16	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 36,965	$ 18,732	$ 31,011	$ 29,730	$ 39,170
Other Purchased Services	35	167	-	650	650
Supplies	-	228	173	1,250	1,100
TOTAL	$ 37,000	$ 19,127	$ 31,184	$ 31,630	$ 40,920



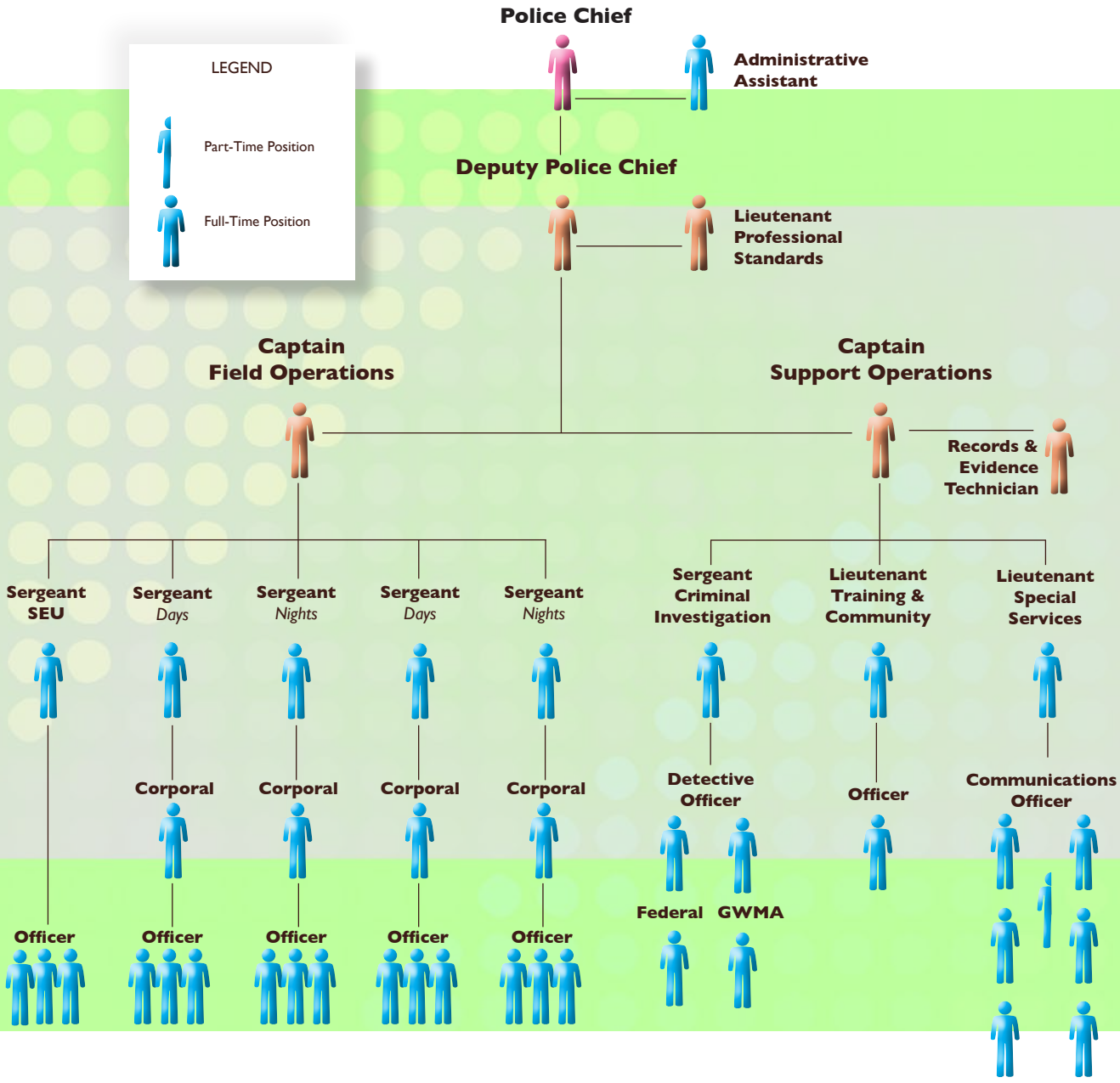


Town Center Avenue

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	37 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 2014 Budget Items	New detective $81,730 (salary and benefits $71,410 and equipment cost $10,320). Replacement of one fleet vehicle $38,700. Funding for one part-time employee group health insurance for six months, $2,580
Current FY 2013 Budget	$4,326,040
Adopted FY 2014 Budget	$4,445,470
Change from PY Budget	$119,430
Reason for Change	4% salary adjustments and 9% group health insurance increase. Increase group health insurance for part-time employee, $2,580. Funding for one new detective, $81,730. Prior year budget included funding for 16 new computers ($18,600), additional equipment for the 911 center cross connection with Gwinnett County 911 Center ($17,000), and funding for replacement of two police vehicles ($63,400).





3210 POLICE ADMINISTRATION

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 2014

- 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

I. Maintain requirements for CALEA accreditation and State certification.
   - Complete all time sensitive activities.
   - Continue to educate officers on benefits of programs.
   - Prepare for and develop files for CALEA Re-Certification on-site.
     - ***STWP, Operations, Police CALEA, page 355***
     - ***STWP, Operations, Police State Certification, page 355***

3210 POLICE ADMINISTRATION

	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 ACTUAL	2014 BUDGET
Council Meetings	12	12	12	12	12	12	12	12
Council Workshops	4	6	4	4	4	4	10	4
Police Supervisor Meetings	11	12	11	12	12	12	12	12
Citizen Police Academies held	2	2	2	2	2	2	2	2
Calls for Service	25,076	28,153	37,511	39,453	41,964	43,926	33,511	46,000
Traffic Accidents	1,223	1,219	1,141	1,113	1,158	1,086	1,157	1,100
Part I Offenses	408	511	633	528	505	452	443	500
Traffic Citations	10,650	10,271	10,627	11,715	12,865	11,797	7,678	12,500
Community Relation Activity Contacts (meetings, classes, mentoring)	6,451	3,846	4,301	4,784	5,882	5,725	5,000	5,000
Incident Reports Filed	1,812	1,767	1,845	1,855	1,880	1,942	1,852	1,900

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Average response time (Emergency)	3:59	4:00*	5:00*	3:00	4:00	5:29	3:48	4:00
Average response time (non-emergency)	5:43	5:00*	6:00*	4:00	7:00	6:59	5:11	6:00
Percent of referred criminal cases cleared	35.4%	38%	47%	33%	56%	53%	55%	50%
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	**	**	**	passed	100%	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:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Police services	91%	32nd	86%	33rd	91%	61st
Crime prevention	88%	17th	88%	9th	87%	40th

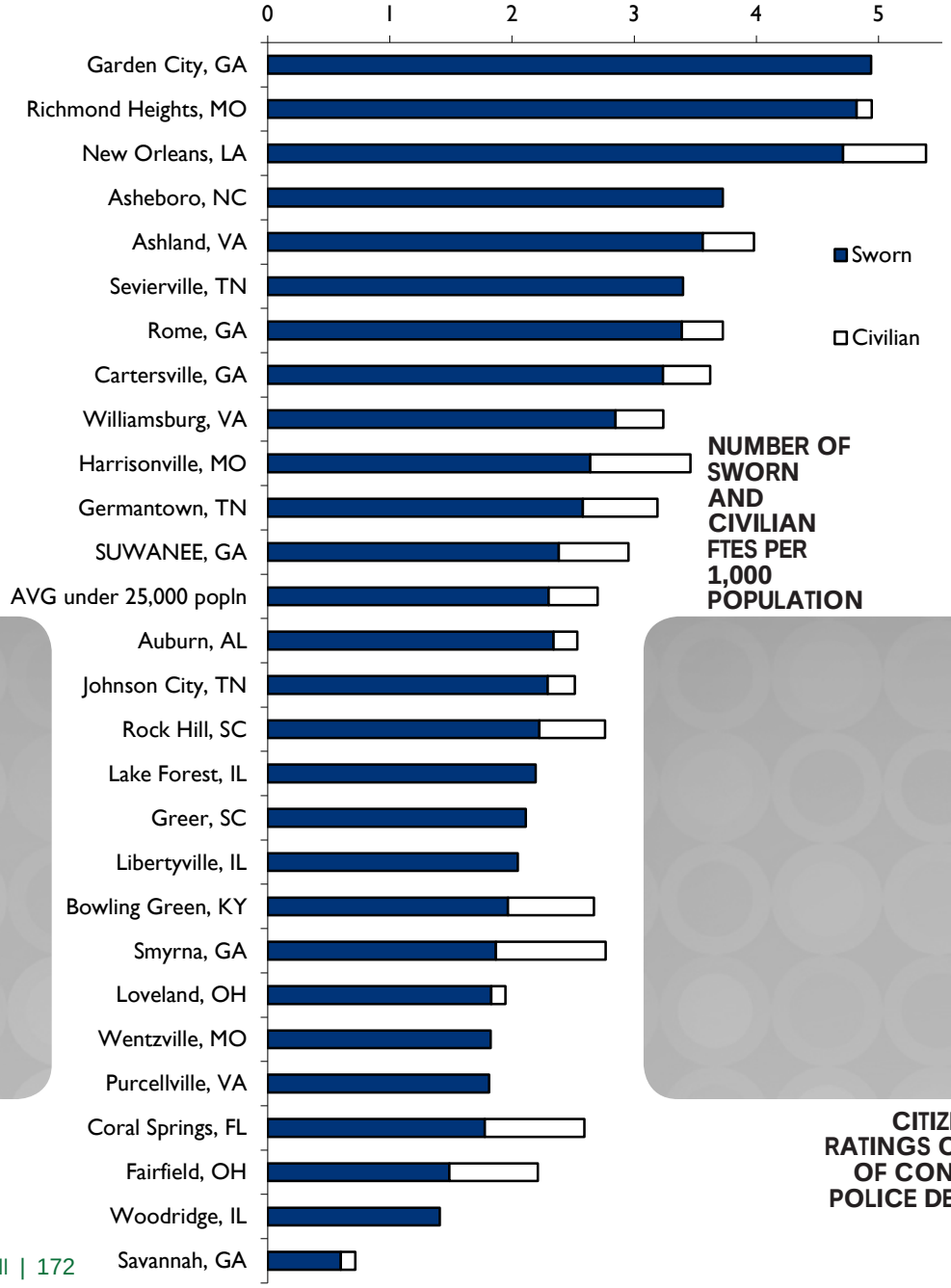
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary

For the FY 2012 Fiscal Year Data Report, 147 jurisdictions provided Police data.

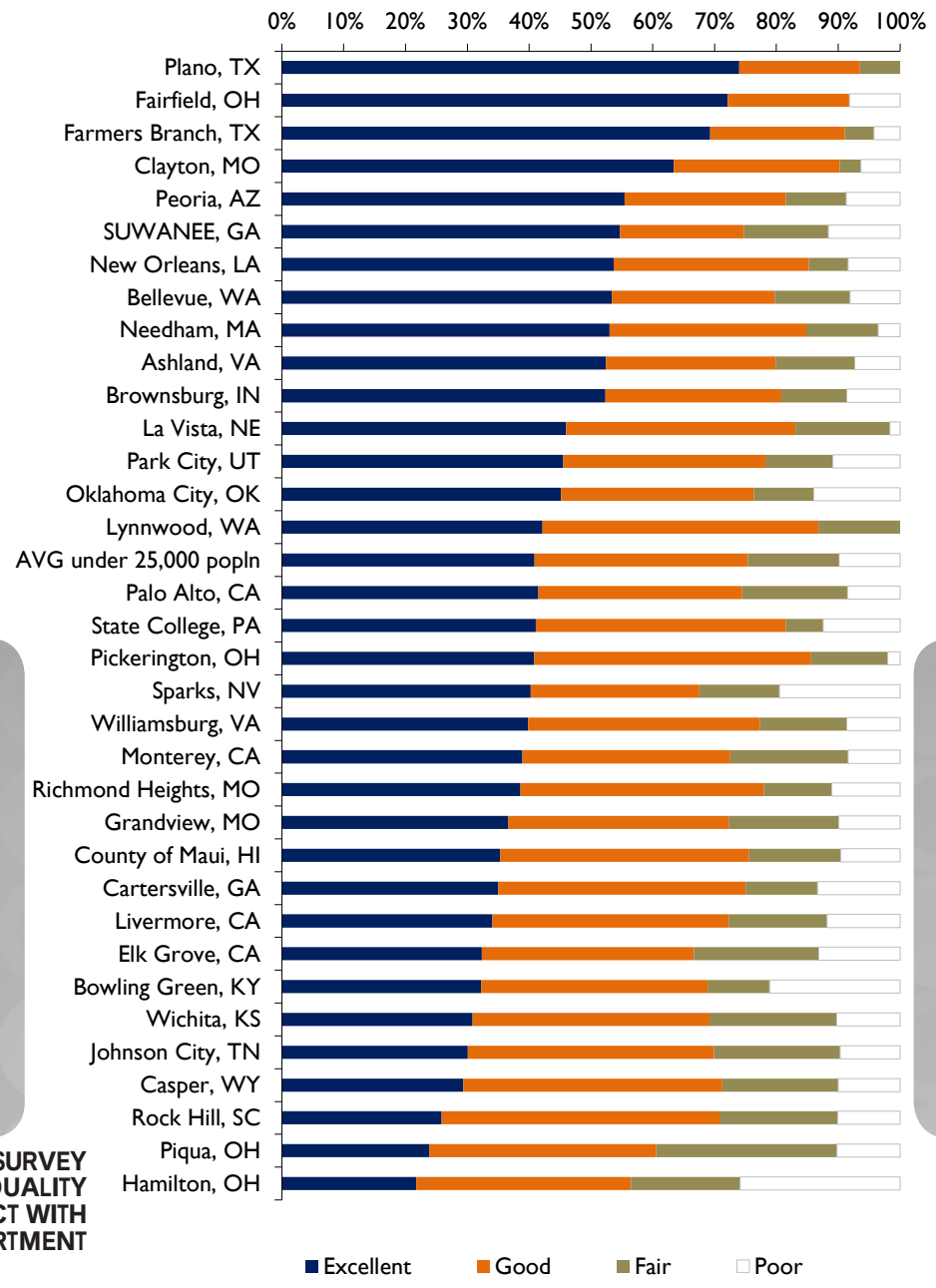
A factor which influences the comparability of Police services data is the area served; the presence of overlapping law enforcement jurisdictions can affect operating and maintenance (O&M) expenditures per capita, plus some jurisdictions may also benefit from services provided by state law enforcement 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 SWORN STAFF FTE'S	ACCREDITATION
Mean	122,787	124	2,158	337	-
Median	38,130	30	1,904	88	-
Over 100,000					
Mean	155,047	205	2,444	250	-
Median	148,700	62	2,655	202	-
25,000 to 100,000					
Mean	34,705	27	1,785	62	-
Median	32,971	21	1,887	59	-
Under 25,000					
Mean	15,844	10	2,318	36	-
Median	15,715	9	1.806	33	-
GEORGIA JURISDICTIONS					
Cartersville	19,782	29.9	684	54	State
Decatur	19,335	4.3	4,528	46	State
Rome	36,303	32.0	1,134	93	CALEA
Savannah	271,544	426.0	637	664	CALEA
Smyrna	51,271	15.1	3,390	88	-
Suwanee	15,541	10.9	1,405	36	CALEA, State

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



NUMBER OF SWORN AND CIVILIAN FTES PER 1,000 POPULATION



CITIZEN SURVEY RATINGS OF QUALITY OF CONTACT WITH POLICE DEPARTMENT

3210 POLICE ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Police Chief	26	1	1	1	1	1
Police Captain	22	1	1	1	1	1
Administrative Assistant	12	1	1	1	1	1
TOTAL		3	3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 277,847	$ 308,591	$ 310,308	$ 337,300	$ 336,110
Purchased Professional & Technical	8,546	6,130	7,238	9,250	9,400
Purchased Property Services	643	1,649	789	-	-
Other Purchased Services	12,311	17,871	14,636	19,170	18,000
Supplies	8,798	11,302	7,290	10,260	8,700
Capital Outlay	5,447	5,324	4,517	8,900	7,800
TOTAL	$ 313,592	$ 350,867	$ 344,778	$ 384,880	$ 380,010



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 2014

- 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 1 underage alcohol sting at retail and restaurant locations..
   - Conduct at least 2 compliance checks on massage businesses.
   - Continue to monitor the precious metal dealers.

- ***STWP, Public Safety, Community Policing, page 342***
- ***STWP, Operations, Massage Establishment Regulations, Pain Clinic Regulations, page 355***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12	12	12
Annual Training Required	60 hrs	60 hrs	80 hrs	70 hrs	60 hrs	60 hrs	75 hrs	100 hrs
Annual Performance Evaluations	3	4	4	3	3	3	4	5
Background investigations	13	23	22	5	5	6	7	**
Training hours	330	342	451	380	513	820	489	750
Cases assigned	320	282	345	214	370	365	409	500
Precious metals dealers checked	*	*	*	*	*	24	22	25
Gaming machines checked and certified	*	*	*	*	30	27	33	35
Number of Intelligence reports prepared, analyzed, and investigated	*	*	*	*	12	13	12	20

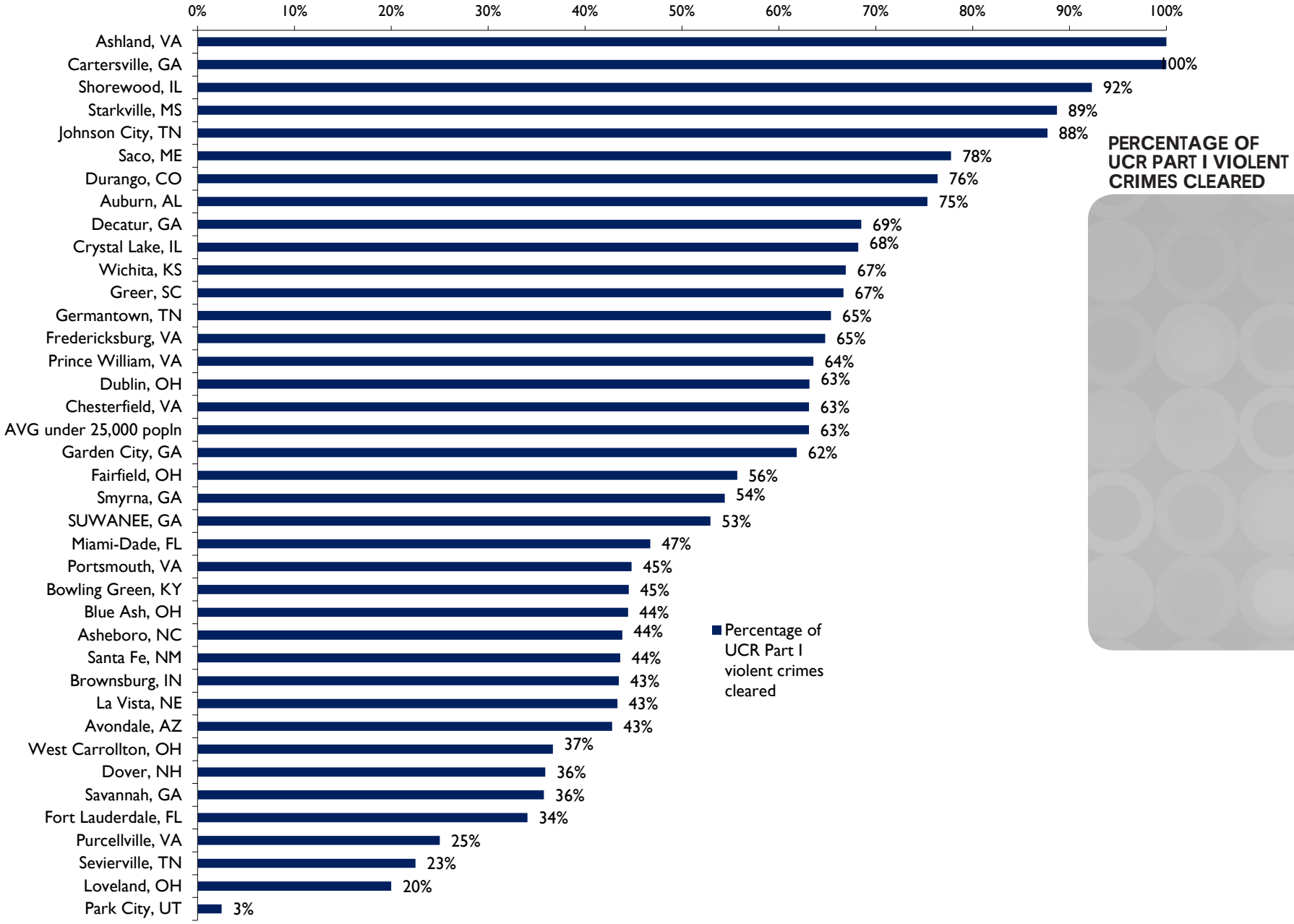
**new measure*

*** background Investigations are now handled by the Office of Professional Standards.*

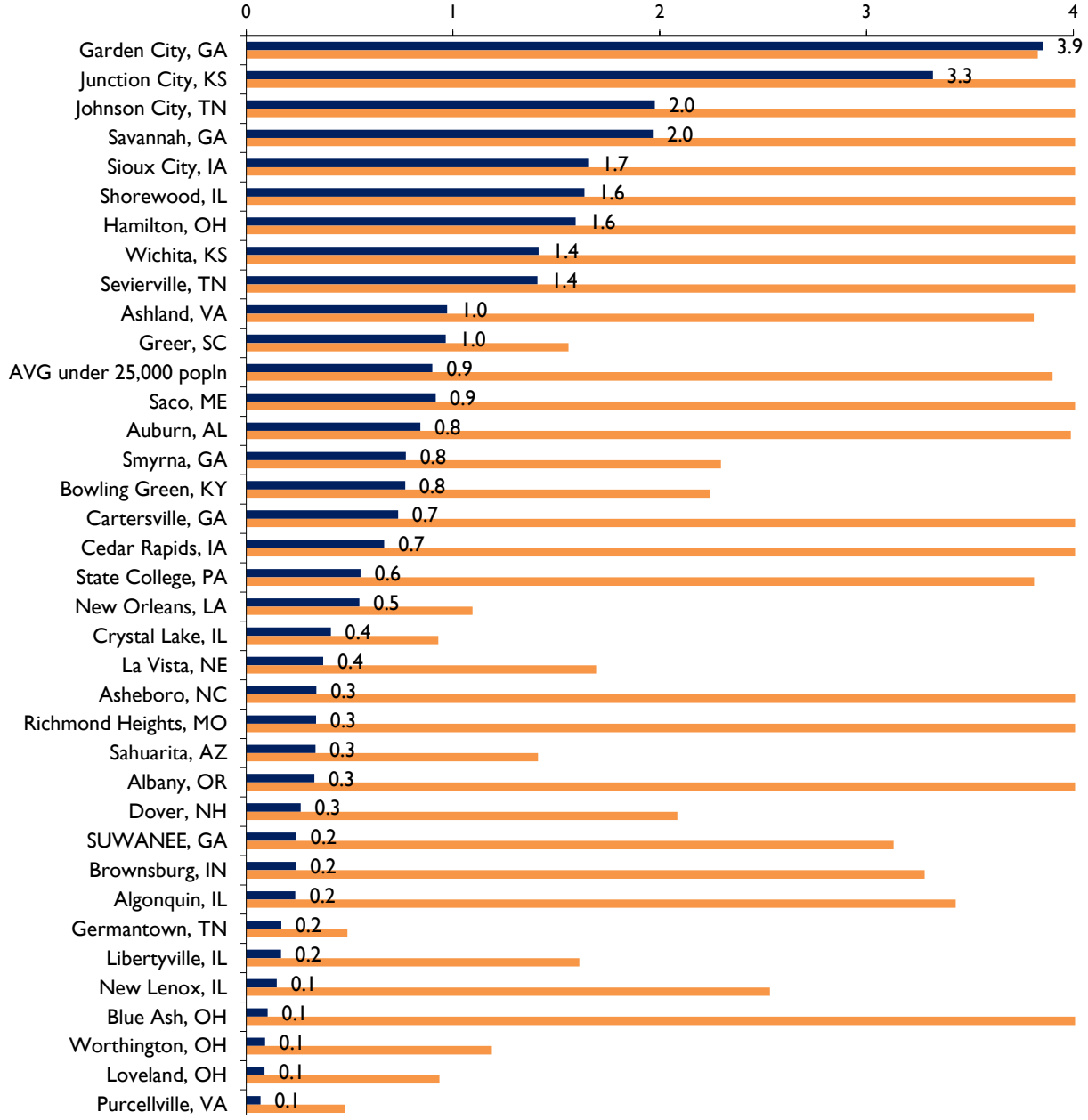
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Total Clearance all Cases	35.4%	38%	38%	33%	56%	53%	55%	50%
Percent of referred cases that were assigned to an investigator	*	*	*	*	75%	83%	76%	80%
Total Clearance of Assigned Cases	52.5%	47%	47%	63%	74%	64%	72%	65%
Percent of performance evaluations completed on time	33%	66%	75%	67%	33%	33%	75%	100%
Percent of cases cleared by arrest	15%	9.6%	10%	21%	24%	18%	22%	20%
Percent of cases exceptionally cleared	36%	34%	34%	39%	45%	34%	41%	40%
Percent of cases unfounded	2%	2.8%	3%	4%	4%	7%	9%	5%

**new measure*

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary



ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



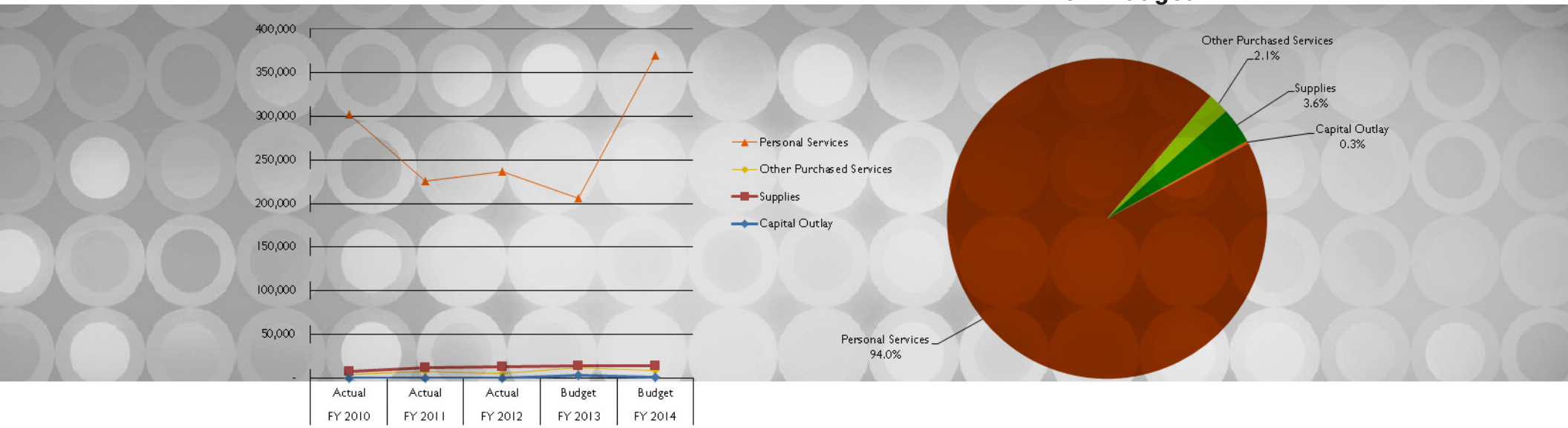
NUMBER OF UCR PART I VIOLENT AND PROPERTY CRIMES CLEARED PER SWORN FTE

3221 CRIMINAL INVESTIGATION DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Police Lieutenant (1)	20	1	0	0	0	0
Police Sergeant	18	1	1	1	1	1
Police Detective	14	2	2	2	2	3
TOTAL		4	3	3	3	4

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 302,396	$ 225,415	$ 236,935	$ 206,530	$ 369,580
Purchased Property Services	1,552	297	1,272	-	-
Other Purchased Services	4,122	7,824	4,623	11,300	8,300
Supplies	7,523	11,415	13,118	14,180	14,340
Capital Outlay	-	-	-	2,510	1,000
TOTAL	$ 315,593	$ 244,951	$ 255,948	$ 234,520	$ 393,220



3223 PATROL DIVISION

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 2014

- 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. Implement a system to serve Municipal Court Warrants in a timely manner after warrant is issued.
   Develop a strategy that once the warrant is issued, officers attempt service within the first week.
   - ***STWP, Public Safety, Community Policing, page 342***
2. Develop a core set of officers that can conduct follow ups on certain types of cases to provide more customer service to the victims.
   - Identify officers to receive additional training in Domestic Violence.
   - Identify officers to receive additional training in Hit and Run Crashes.
     - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
3. 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.
     - ***STWP, Public Safety, Park Ambassador Program, page 342***
     - ***CIP, Equipment & Vehicles, Public Safety Projects, page 295***
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 295***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Traffic analysis reports	12	12	12	12	12	12	12	12
Calls for service	22,816	28,153	37,511	39,453	41,964	43,926	33,511	46,000
Traffic accidents	1,223	1,219	1,141	1,113	1,158	1,086	1,157	1,100
Traffic related injuries	306	290	270	252	277	239	242	250
Traffic citations	10,650	10,271	10,627	11,715	12,865	11,797	7,678	12,500
Part I crimes	408	511	633	528	505	452	443	500
Citizen complaints against officers	10	7	16	16	31	30	17	30
Police vehicles equipped with MDT	0	24	24	24	25	25	25	26
PRIDE classes	5	5	4	5	6	4	4	4
PACT Meetings	62	78	94	96	100	96	95	96
Semi-Annual Evidence Audit*	2	2	2	2	2	2	2	2
Annual Evidence Audit*	1	1	1	1	1	1	1	1
Annual Internal Affairs Report*	1	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.

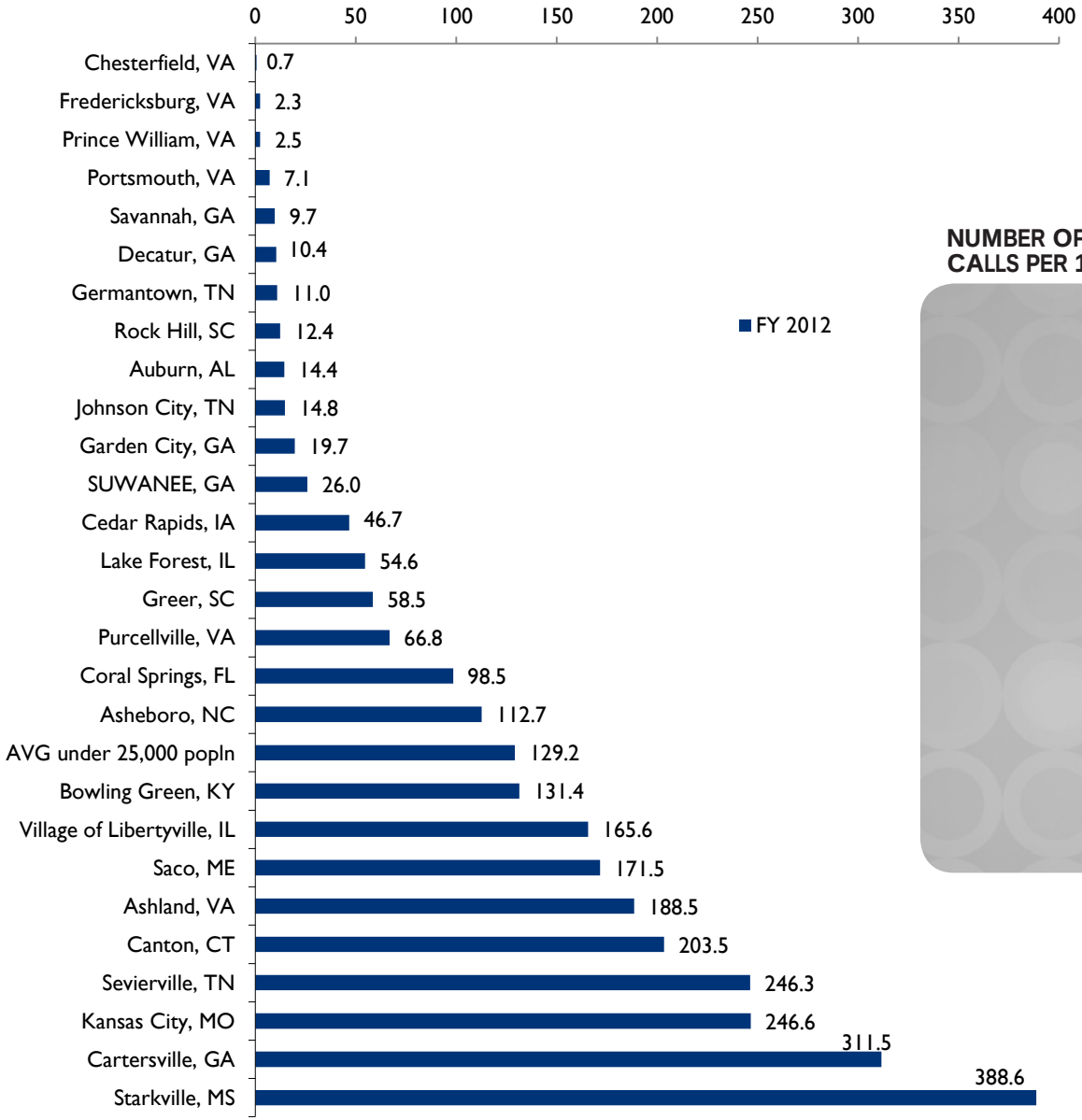
3223 PATROL DIVISION

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Average response time (emergency)	3:59	4:00*	5:00*	3:00*	4:00*	5:29	3:48	4:00
Average response time (non-emergency)	5:43	5:00*	6:00*	4:00*	7:00*	6:59	5:11	6:00

	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:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Traffic enforcement	73%	52nd	73%	26th	80%	23rd
Safety in Suwanee's downtown area after dark	81%	35th	90%	18th	83%	32nd
Safety in Suwanee's downtown area during the day	93%	55th	95%	39th	96%	58th
Safety in own neighborhood after dark	85%	51st	90%	44th	87%	62nd
Safety in own neighborhood during the day	96%	69th	97%	48th	97%	82nd
Safety from environmental hazards	93%	7th	88%	8th	88%	11th
Safety from property crimes	78%	40th	84%	24th	76%	67th
Safety from violent crime	94%	29th	93%	24th	91%	44th

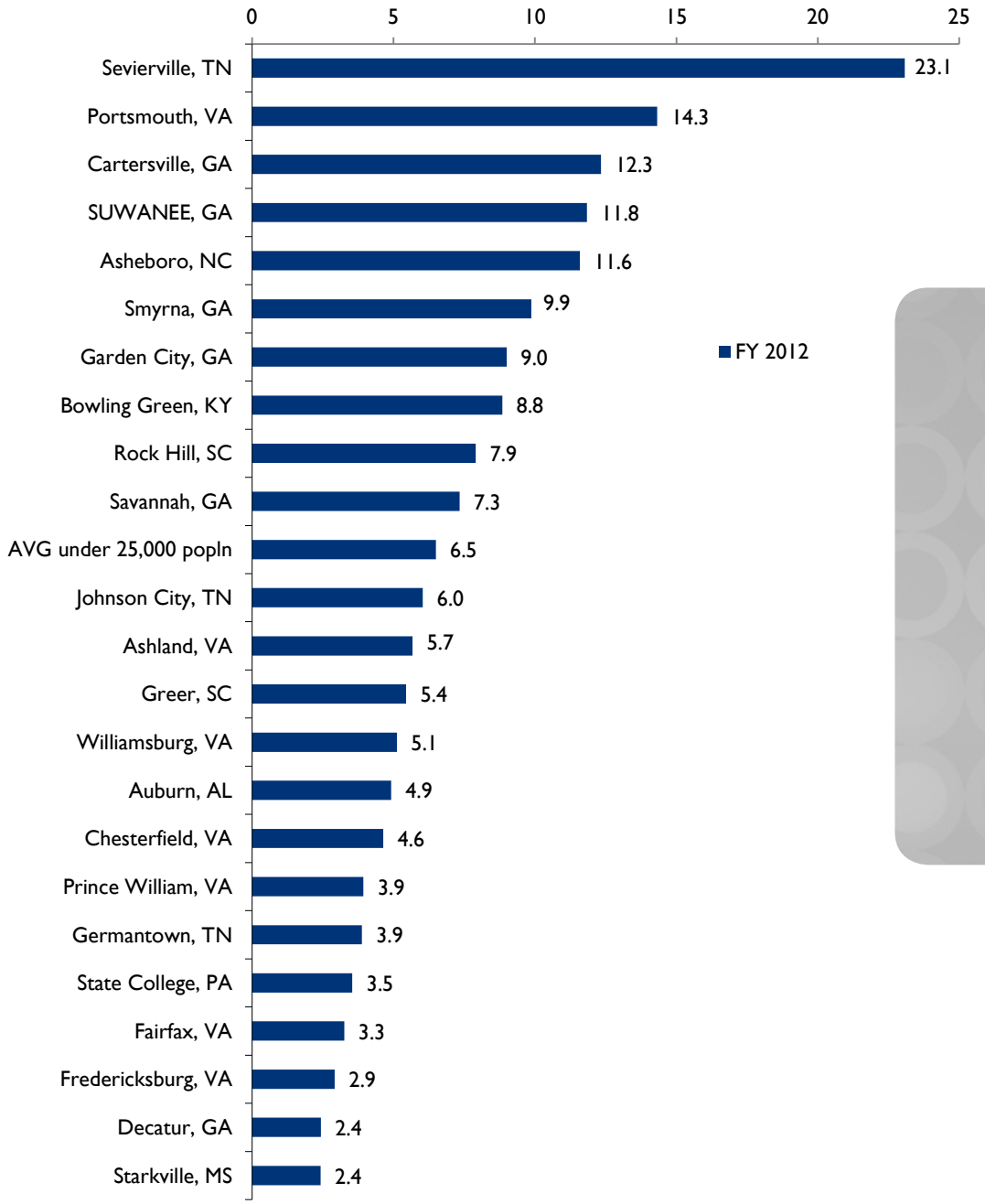
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary



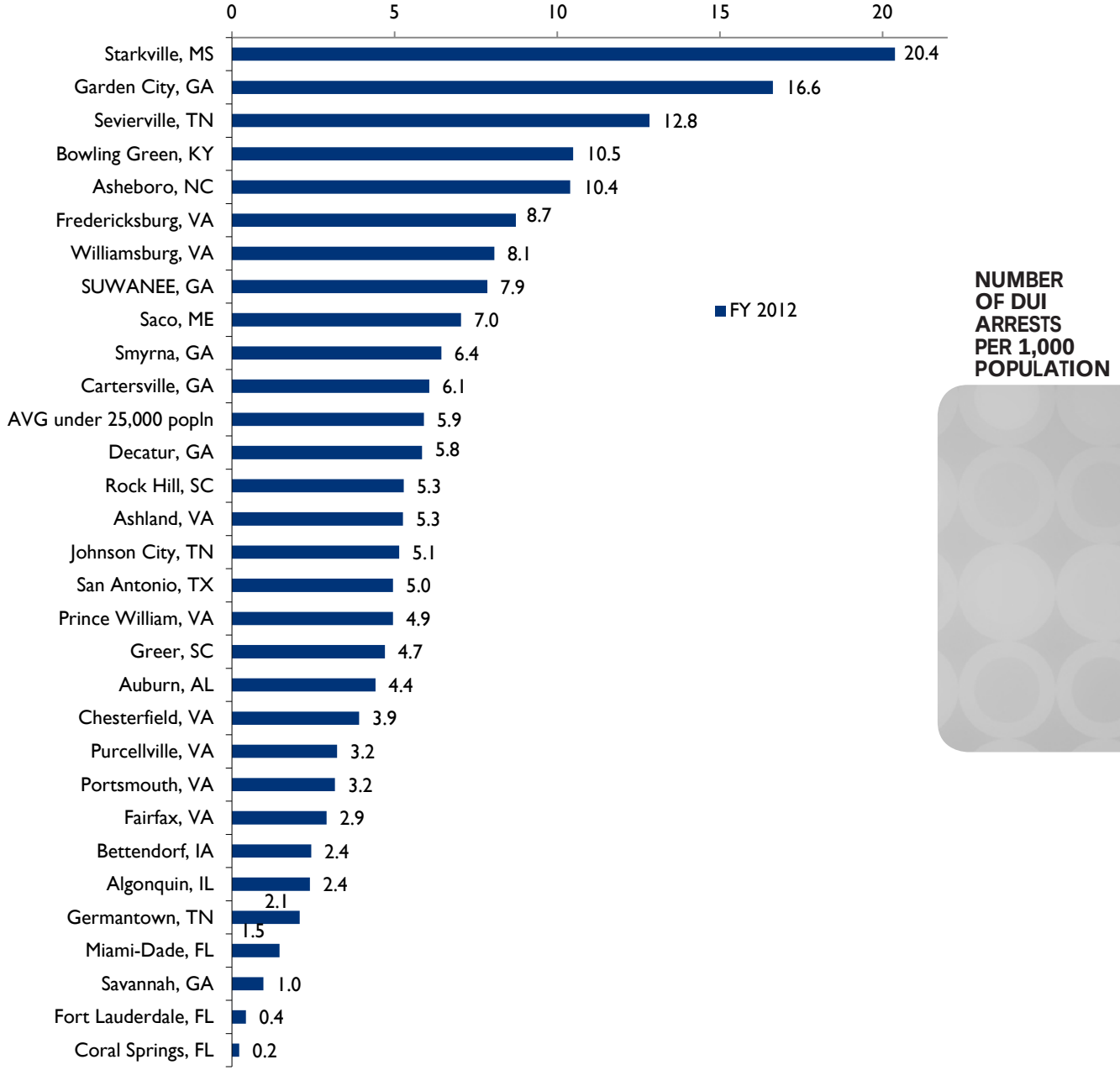
NUMBER OF TOP PRIORITY CALLS PER 1,000 POPULATION

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

NUMBER OF INJURY-PRODUCING TRAFFIC ACCIDENTS PER 1,000 POPULATION

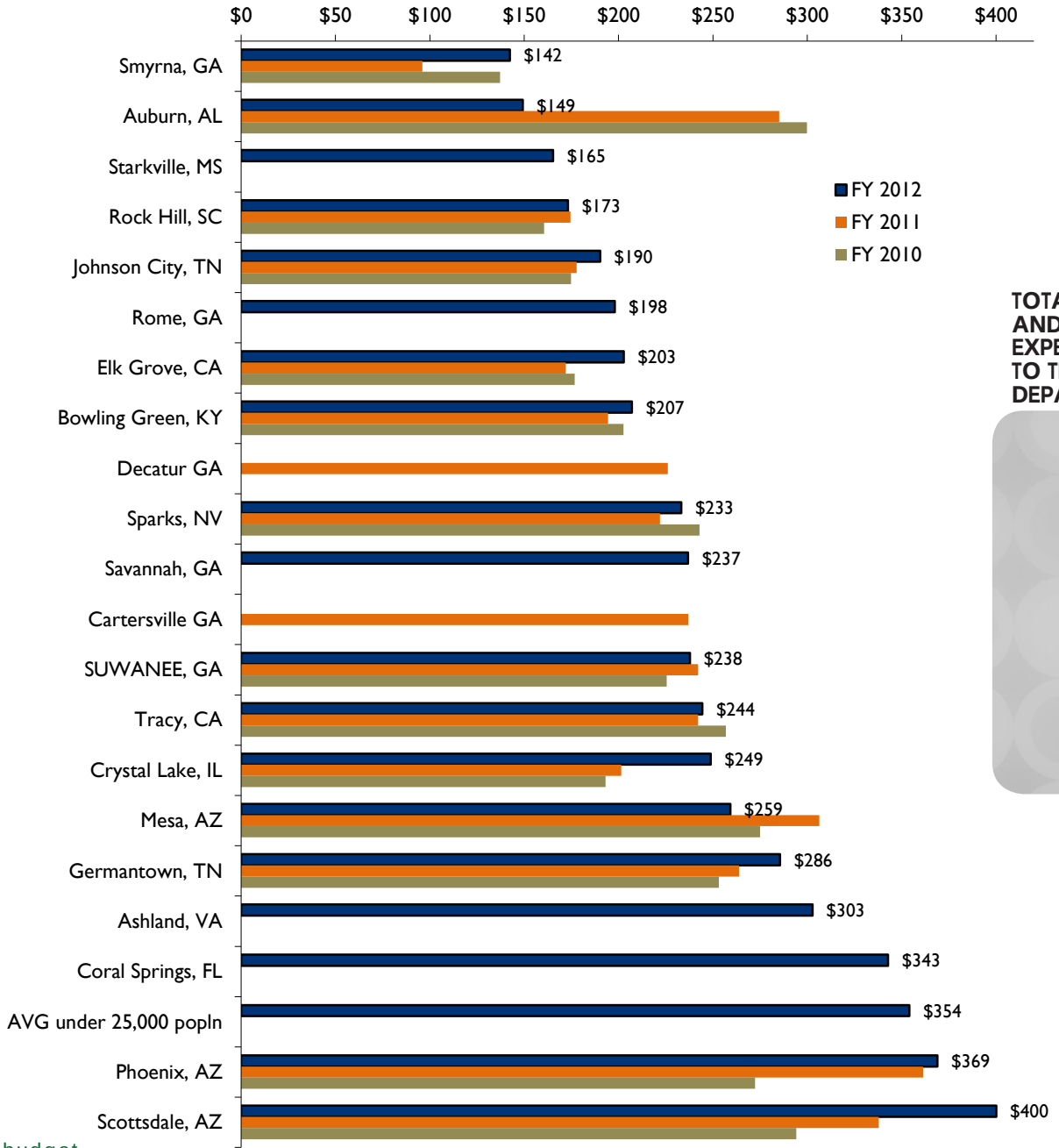


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



NUMBER OF DUI ARRESTS PER 1,000 POPULATION

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



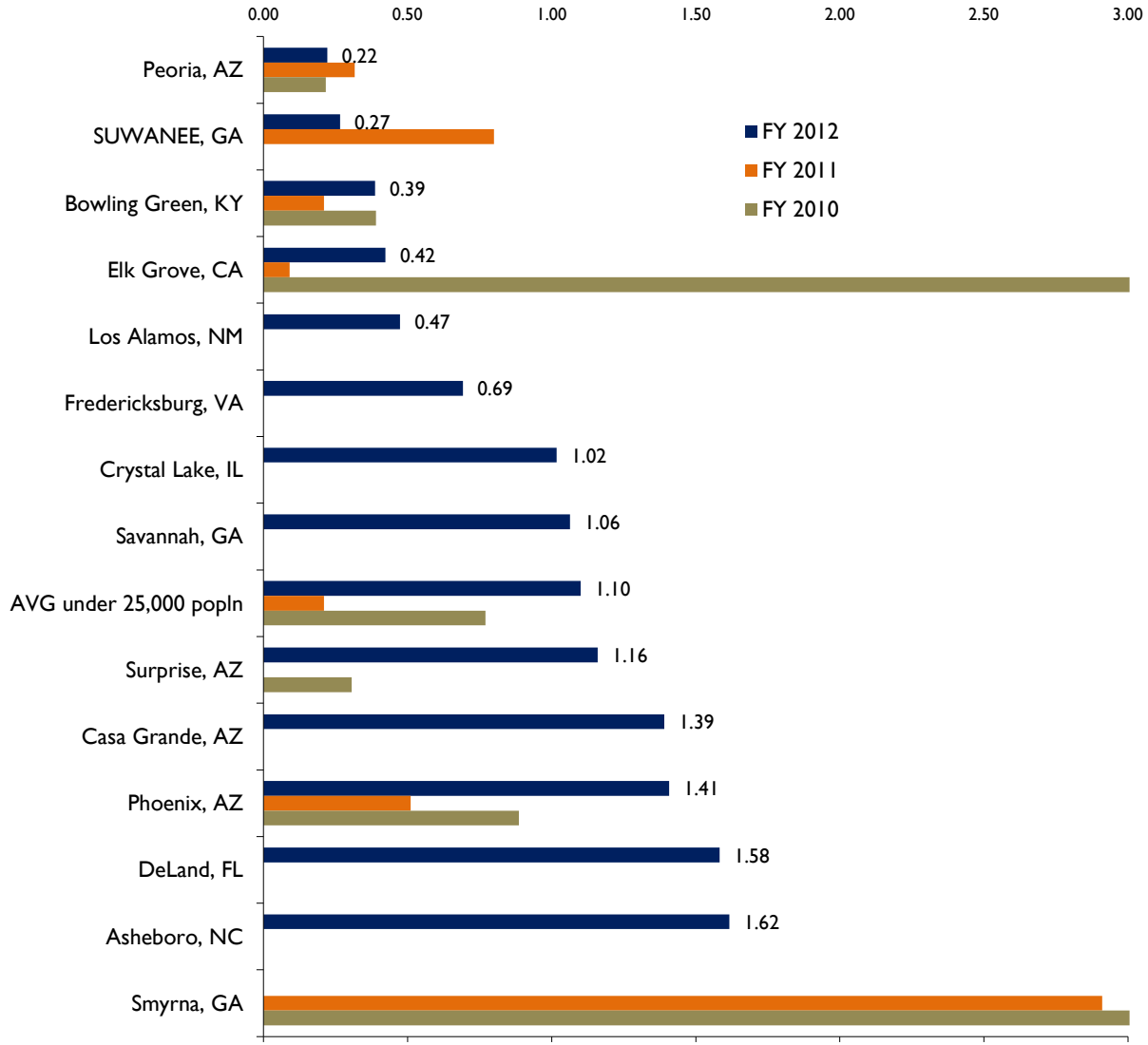
TOTAL OPERATING AND MAINTENANCE EXPENDITURES CHARGED TO THE POLICE DEPARTMENT PER CAPITA

ICMA Comparative Performance Measurement - FY 2012 Data Report Summary (continued)

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

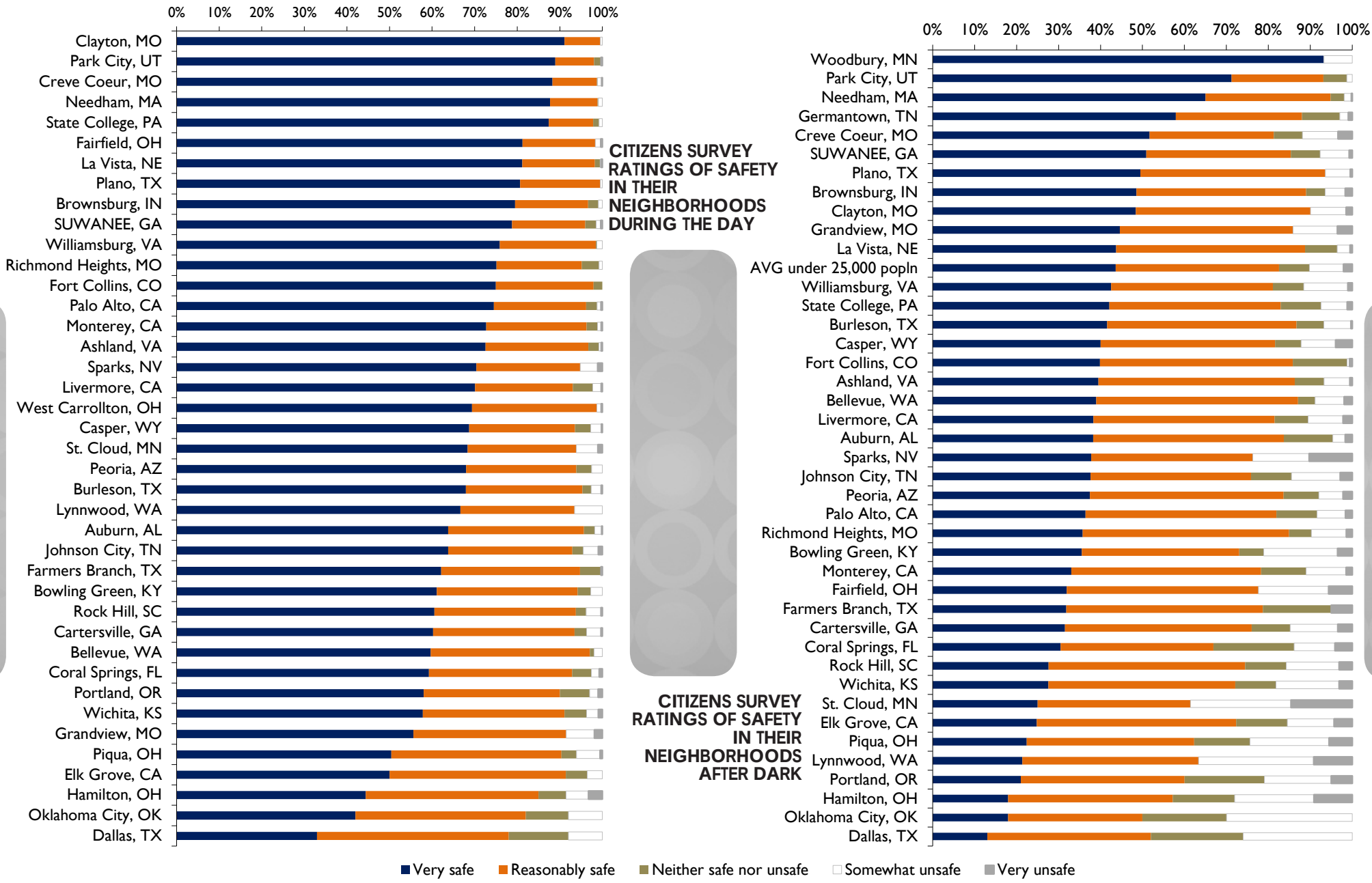
- Types of risk exposures may vary with some communities providing limited services and others bearing the costs and risks of such activities as electric utilities, hospitals, and skateboard parks.
- Settlement of large liability claims can lead to significant variation in expenditures among jurisdictions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

For the FY 2012 Fiscal Year Data Report, 135 jurisdictions provided risk management data.



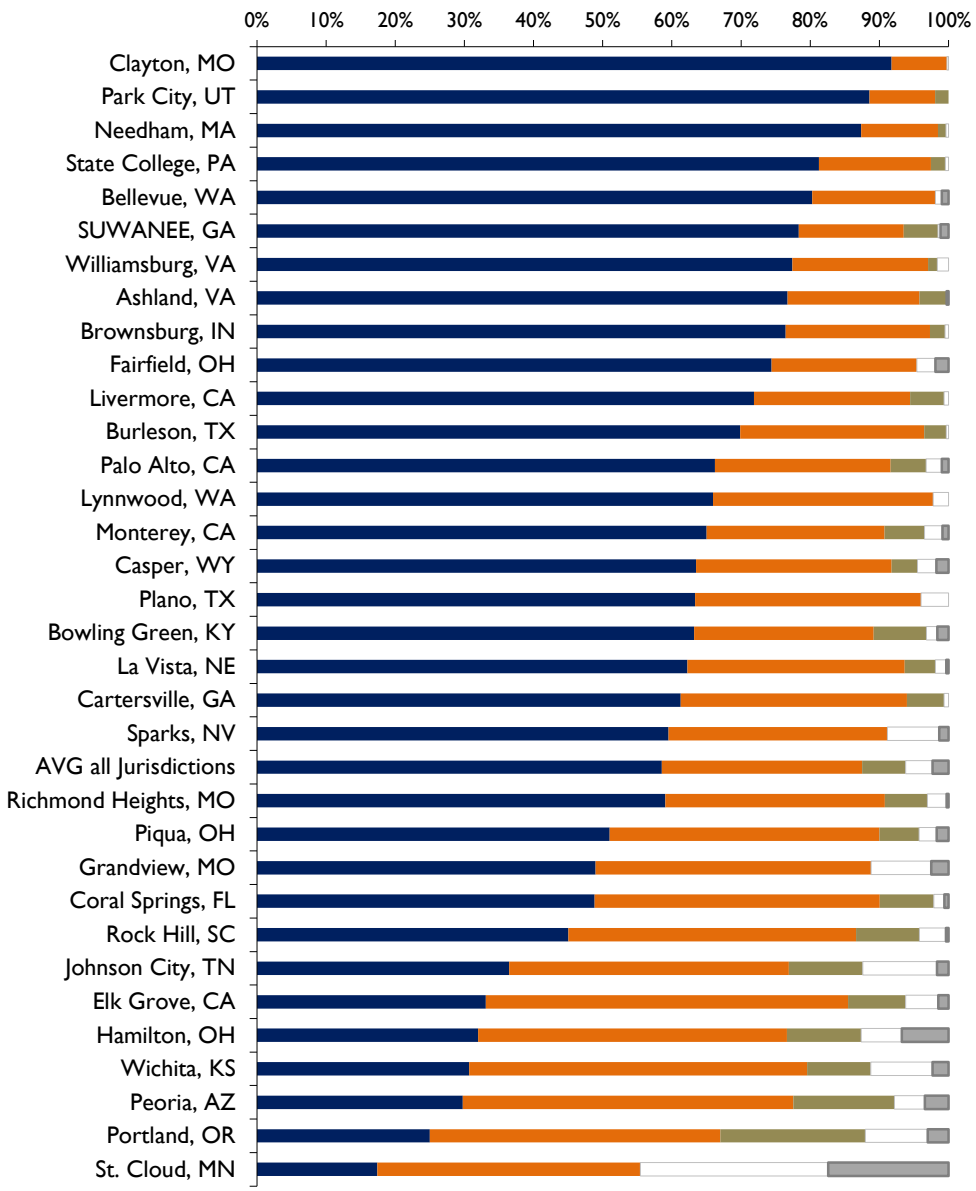
TRAFFIC ACCIDENTS PER 100,000 MILES DRIVEN – LAW ENFORCEMENT VEHICLES

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

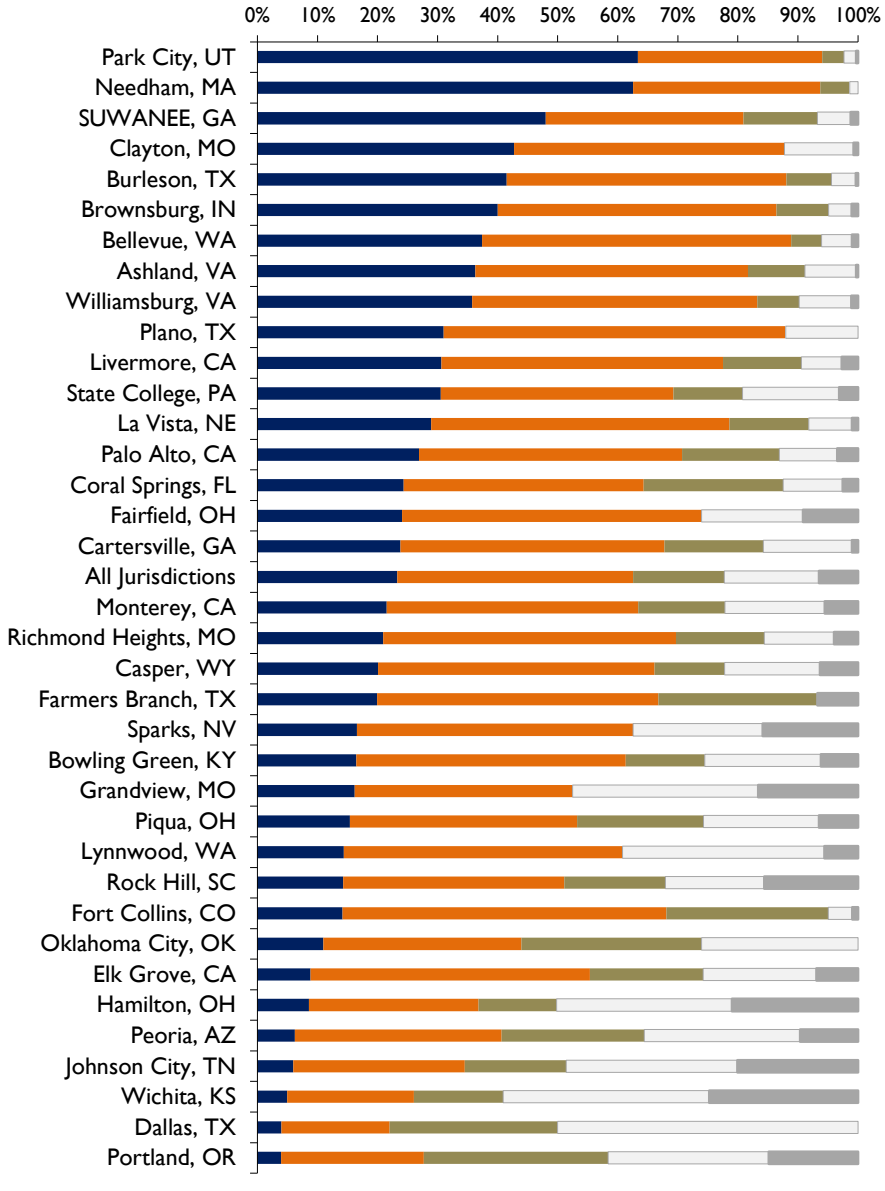


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)

CITIZENS SURVEY RATINGS OF SAFETY IN BUSINESS AREAS DURING THE DAY



CITIZENS SURVEY RATINGS OF SAFETY IN BUSINESS AREAS AFTER DARK



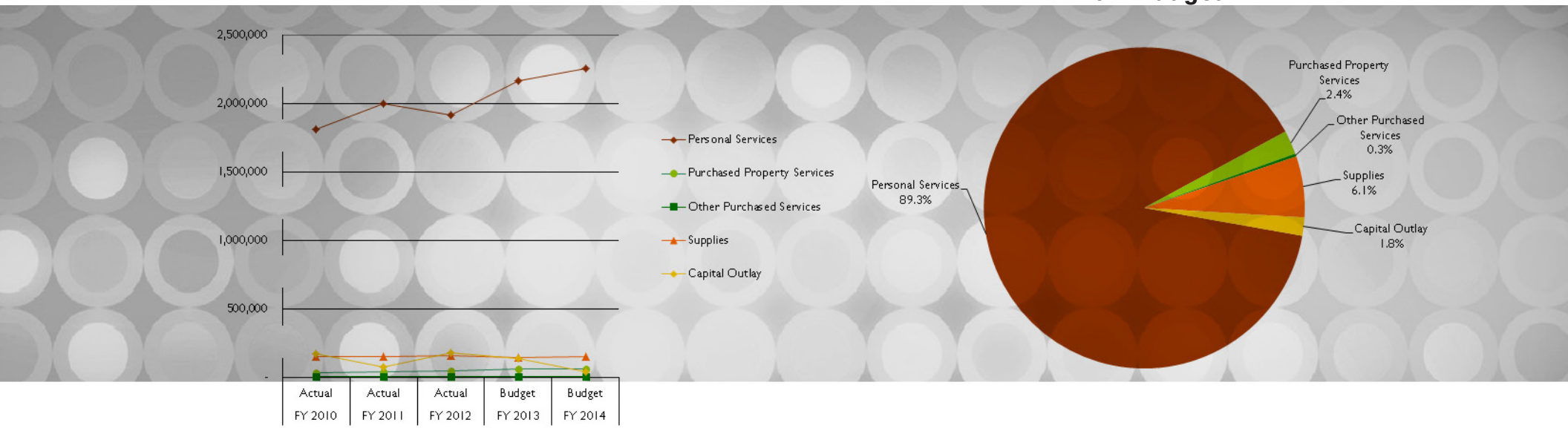
Very safe | Reasonably safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe

3223 PATROL DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Deputy Police Chief	23	1	1	1	1	1
Police Captain	22	1	1	1	1	1
Patrol Lieutenant (1)	20	0	1	1	1	1
Police Sergeant	18	5	5	5	5	5
Police Corporal	16	3	4	4	4	4
Police Officer (2)	14	15	16	16	16	16
TOTAL		25	28	28	28	28

(1) In fiscal year 2011, the Police Lieutenant position was moved from Criminal Investigation to Patrol.
(2) In fiscal year 2011, Targeted Police was moved to Patrol. This added 2 police officer positions.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 1,808,658	$ 1,998,095	$ 1,912,381	$ 2,164,780	$ 2,254,400
Purchased Property Services	39,023	45,730	47,703	62,620	60,620
Other Purchased Services	6,467	5,874	5,741	6,900	7,400
Supplies	153,748	153,682	160,195	150,450	154,910
Capital Outlay	176,602	74,441	182,277	141,570	46,270
TOTAL	$ 2,184,498	$ 2,277,822	$ 2,308,297	$ 2,526,320	$ 2,523,600



FY 2014 Budget

3224 RECORDS AND IDENTIFICATION

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 2014

- 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 ACTUAL	2014 BUDGET
Records filed and maintained	2,989	2,286	649***	554	791	809	728	800
Accident reports requested	*	*	951	1,106	1,236	1,039	983	1,000
Open records requests completed	**	60	81	72	120	190	132	150
Other filing (criminal histories, serving permits, etc.) completed	1,217	1,464	1,306	1,050	1,139	908	1,160	1,200
Video copying requests fulfilled (DA, Solicitor)	**	42	141	230	261	301	216	250
Report requests fulfilled (DA, Solicitor)	**	144	482	572	719	610	681	700
Local background checks completed	**	240	469	149	140	114	134	150
Expungements processed	*	*	*	*	31	22	23	30

**new measure*

***not captured-staff position vacant*

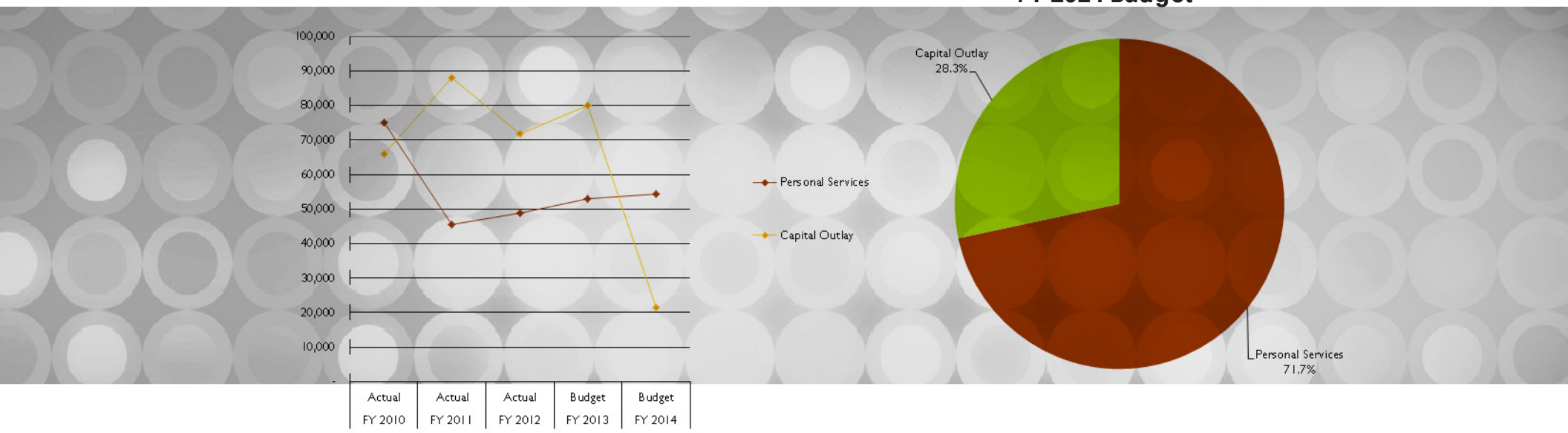
****new records management system has the capability to link related reports, thus resulting in fewer records filed*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Records & Evidence Technician	11	1	1	1	1	1

3224 RECORDS AND IDENTIFICATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 74,957	$ 45,433	$ 48,775	$ 52,940	$ 54,360
Capital Outlay	65,929	88,050	71,673	80,100	21,500
TOTAL	$ 140,886	$ 133,483	120,448	133,040	75,860



3240 POLICE TRAINING

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 2014

- 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. Utilize the Training Center to provide advanced police related training.
   - Establish a training schedule that incorporates at least 4 intermediate and advanced courses using in-house and outside instructors.
   - Begin to bring in outside subject matter experts to conduct specialized training (for example: Remington Armorers Course, ASP & Taser Courses, Defensive Tactics, Police Bicycle Course, etc.)
   - Provide each officer with 50 rounds of practice ammunition each month to work on firearms skills.
   - Begin to develop more tactical type training that can be conducted by the shifts to enhance their officer safety skills.
   - Work with the School Police to conduct an Active Shooter Class with both agencies participating in the training.
2. Expand the current number of in-house instructors we have at the agency.
   - Identify at least one officer to send to Firearms Instructor course.
   - Identify at least one officer to send to Defensive Tactics Instructor course.
   - Identify at least one officer to send to POST Instructor course.

- ***STWP, Public Safety, Police Substation & Training Facility, page 342***
- ***STWP, Communications & Engagement, Communications Technology, page 338***

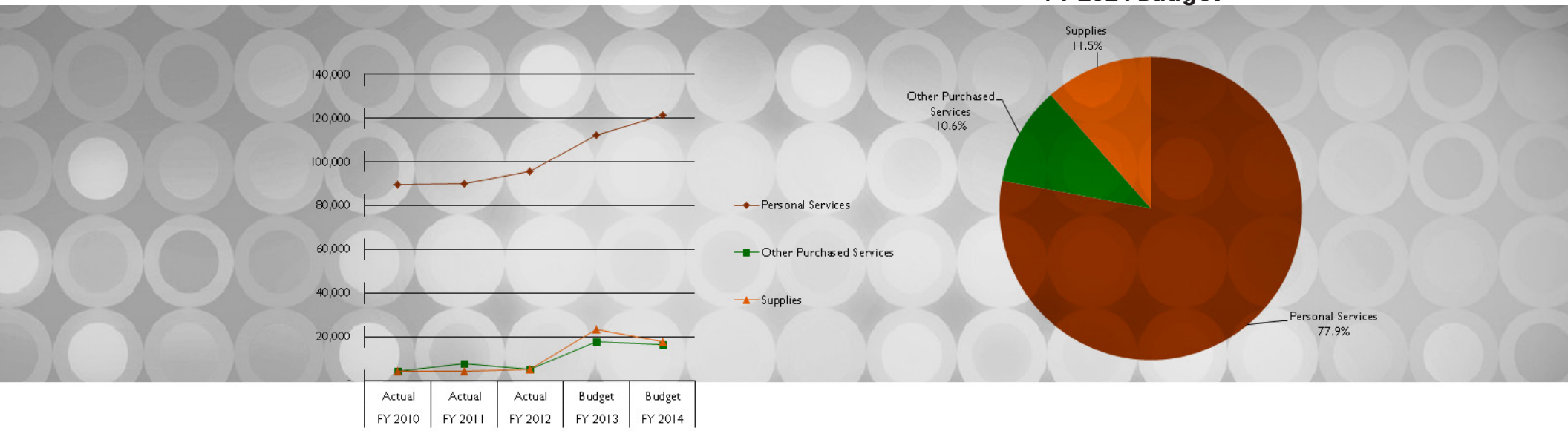
WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Monthly training report	12	12	12	12	12	12	12	12
Annual training report	1	1	1	1	1	1	1	1
Monthly in-service training opportunities conducted	24	16	21	13	3	28	33	35
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	3	2	3	2	4	4	4	4
Annual training hours	3,351	4,927	4,887	4,093	3,510	4,661	3,796	4,500

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of officers with Associates Degree or higher	56%	53%	54%	36%	50%	50%	47%	50%
Percent of officers with Bachelors Degree or higher	34%	43%	51%	36%	50%	50%	37%	40%
Percent of officers with Masters Degree or higher	22%	17%	20%	21%	19%	22%	20%	22%
Percent of officers with intermediate certification or higher	41%	40%	34%	36%	36%	36%	34%	30%
Percent of officers with advanced certification or higher	13%	17%	14%	15%	17%	17%	14%	15%
Percent of officers with supervisory certification or higher	16%	17%	20%	27%	28%	28%	40%	28%
Percent of officers with management certification or higher	9%	17%	14%	18%	17%	17%	26%	20%
Percent of officers with executive certification or higher	3%	3%	2%	3%	3%	3%	3%	3%

3240 POLICE TRAINING

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Police Lieutenant (1)	20	0	0	0	0	1
Sergeant	18	1	1	1	1	0
(1) In fiscal year 2013, the Sergeant position was promoted to Lieutenant.		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 89,861	$ 89,939	$ 95,597	$ 112,340	$ 121,350
Other Purchased Services	4,281	7,950	5,256	17,600	16,440
Supplies	4,090	4,094	5,117	23,450	17,920
TOTAL	$ 98,232	$ 101,983	$ 105,970	$ 153,390	$ 155,710

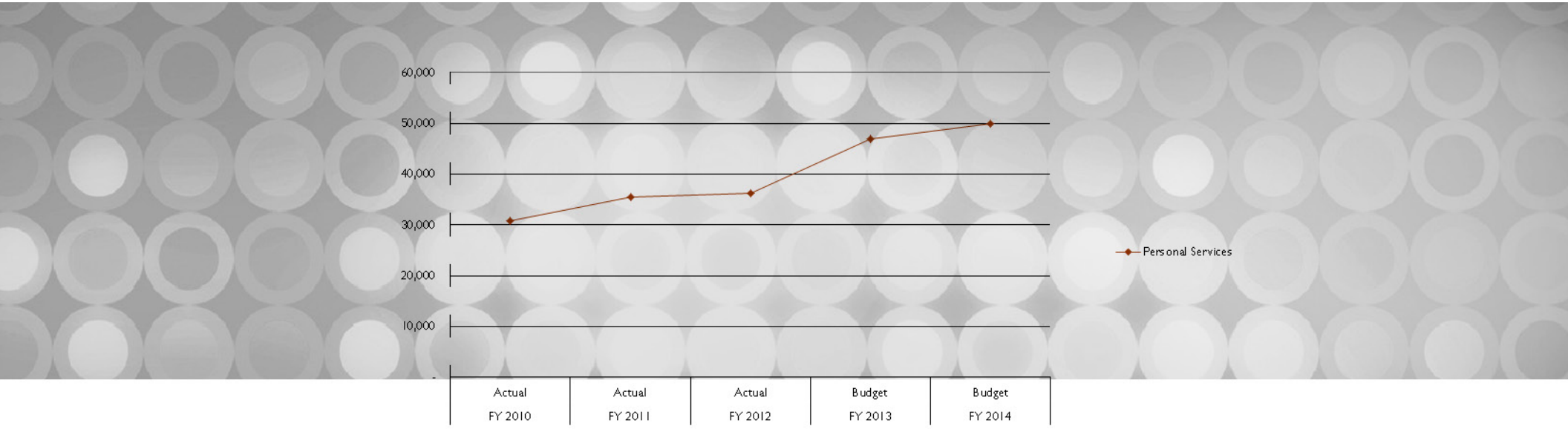


FY 2014 Budget

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 30,878	$ 35,438	$ 36,199	$ 47,000	$ 50,000

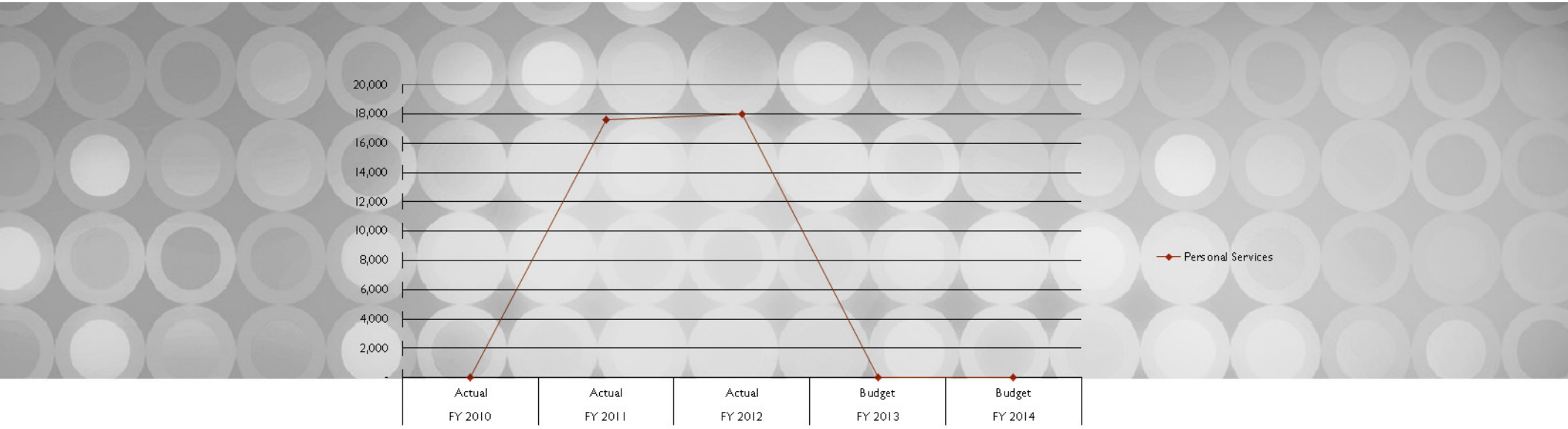


3251 GATEWAY PATROL

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 opening of the Gateway area police substation, in the Fall of 2012, there is now a permanent presence of police officers in this district. Therefore, the separate function 3251, Gateway Patrol, is no longer needed.

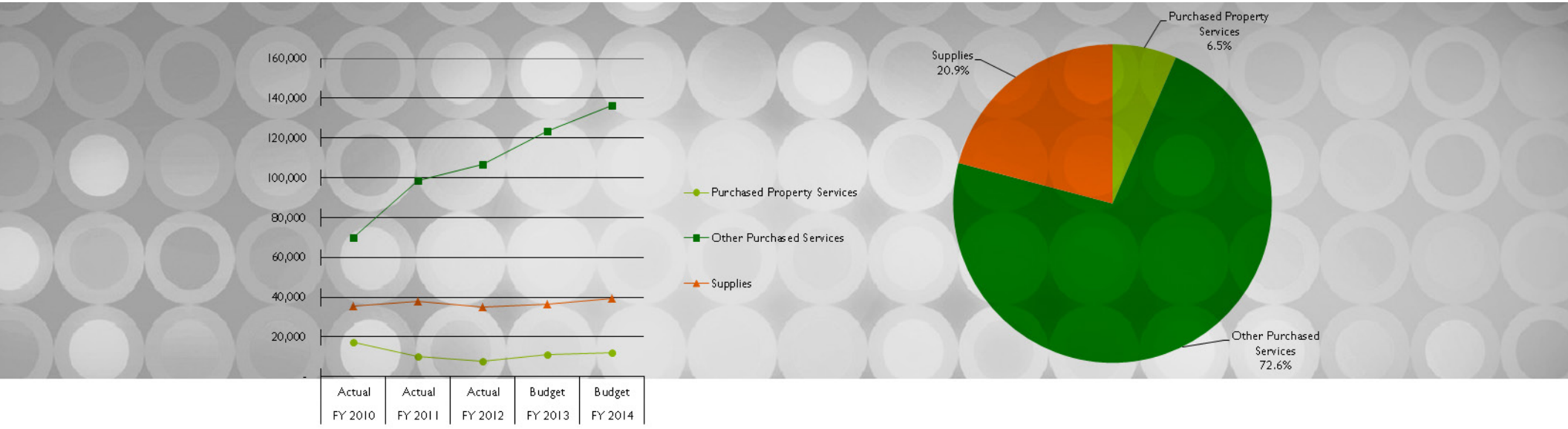
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ -	$ 17,633	$ 17,993	$ -	$ -



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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services	$ 17,402	$ 10,109	$ 7,645	$ 11,150	$ 12,250
Other Purchased Services	69,971	98,384	106,542	123,650	136,500
Supplies	35,693	37,946	34,900	36,550	39,300
TOTAL	$ 123,066	$ 146,439	149,087	171,350	188,050

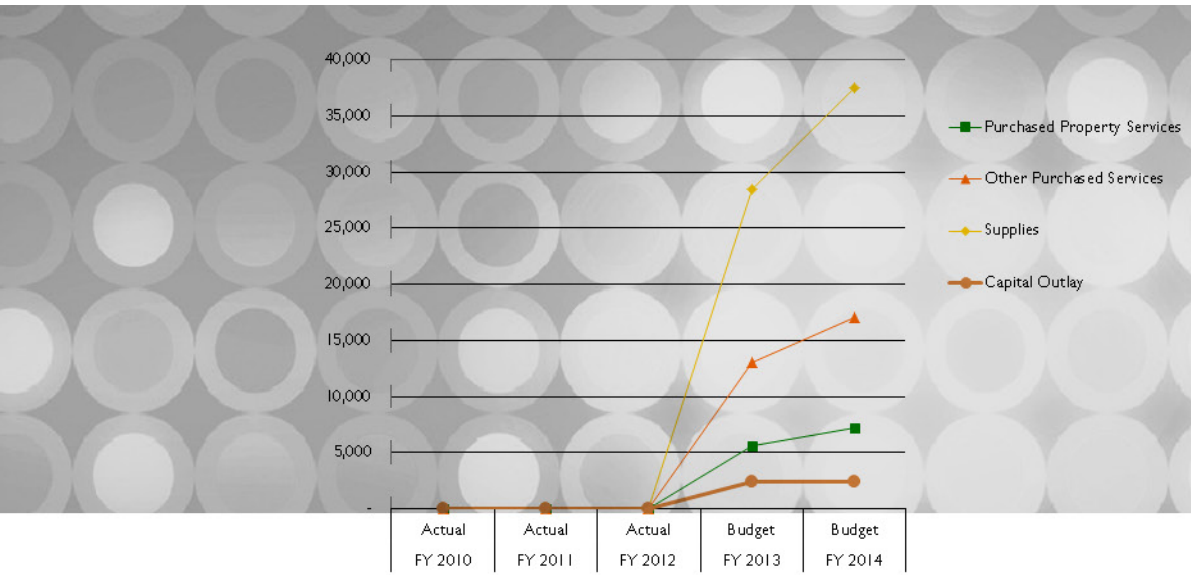


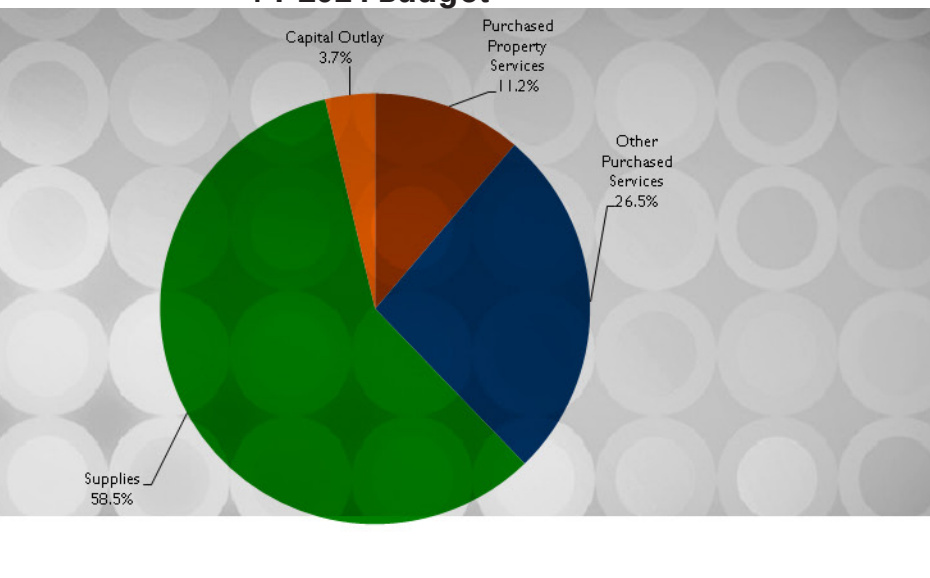
3261 POLICE SUBSTATION AND TRAINING FACILITY

STATEMENT OF SERVICE

Suwanee's new police substation and training facility, which opened in fall of 2012, is helping to increase the police presence in the I-85 Gateway district and to reduce police response times in this area. The training center includes a practice range and provides enhanced training opportunities for sworn officers.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services	$ -	$ -	$ -	$ 5,600	$ 7,200
Other Purchased Services	-	-	-	13,000	17,000
Supplies	-	-	-	28,450	37,500
Capital Outlay	-	-	-	2,400	2,400
TOTAL	$ -	$ -	$ -	$ 49,450	$ 64,100





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 2014

- 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. Harden up the building to better protect our Communications Officers should an individual enter the lobby with intent to harm.
   - Obtain funding in next budget cycle to replace current glass that separates the Communications Officers in the lobby with the people entering building with a type that is bullet resistant.
   - Identify a solution to address the night time issue of Communications Officers being plainly visible from the roadway.
     - ***STWP, Operations, Facility Maintenance, page 354***
     - ***CIP, Facilities Projects, Facility Enhancement Projects, page 299***

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Calls for service dispatched	22,816	28,153	37,511	39,453	41,964	43,926	33,511	40,000
Phone calls received	88,600	251,664	213,433	217,037	214,704	204,336	201,150	210,000
Criminal history checks completed	1,600	1,464	1,906	1,050	1,305	1,228	1,160	1,200
Georgia Crime Information Center (GCIC) Entries	430	958	387	283	288	306	417	450
Computer Aided Dispatch (CAD) Entries	147,277	353,464	511,514	536,416	576,791	537,769	430,787	450,000
Dispatcher training hours	305	184	81	82	66	52	107	100

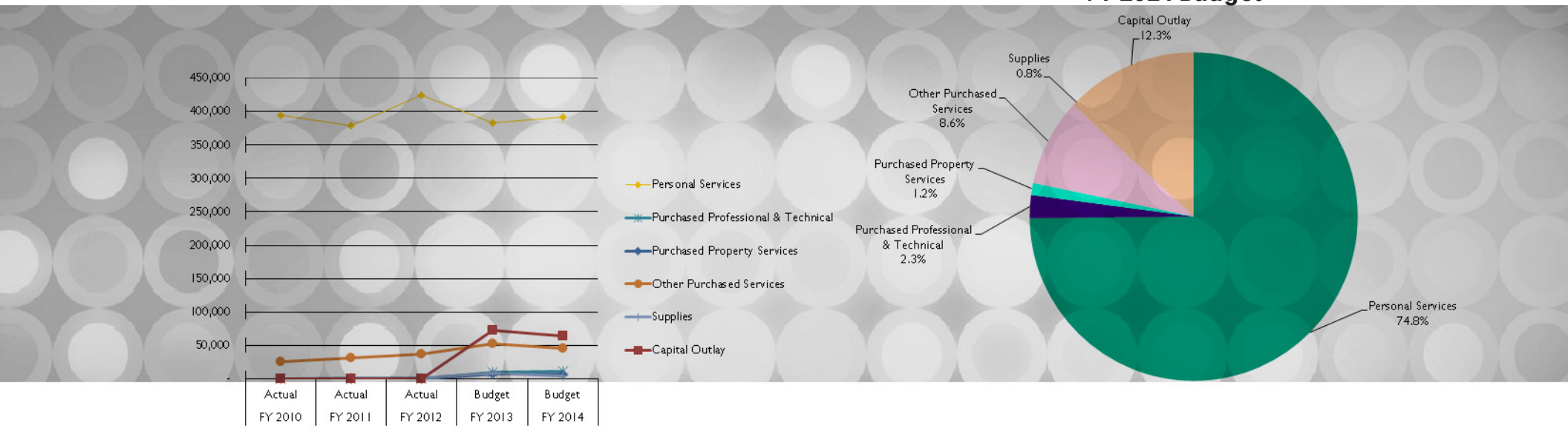
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of calls for service dispatched appropriately	98.5%	99%	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	n/a	Passed	n/a	n/a	Passed	n/a	Pass

3270 DISPATCHER

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Police Lieutenant	20	1	1	1	1	1
Communications Officer	12	6	6	6	6	6
Communications Officer (1)	PT-12	0	0	1	1	1
TOTAL		7	7	8	8	8

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 394,586	$ 378,208	$ 424,550	$ 383,400	$ 391,690
Purchased Professional & Technical	-	-	-	10,000	11,800
Purchased Property Services	-	-	-	6,250	6,250
Other Purchased Services	25,937	30,972	36,129	53,000	45,100
Supplies	44	1,366	1,001	8,000	4,000
Capital Outlay	-	286	-	73,000	64,500
TOTAL	$ 420,567	$ 410,832	461,680	533,650	523,340



FY 2014 Budget

3285 PUBLIC RELATIONS

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.

OBJECTIVES FOR FISCAL YEAR 2014

- 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.
   - Implement a Citizen Police Academy Alumni Association.
   - Continue to utilize Citizen Police Academy Graduates at special events.
   - Continue monthly meeting with the Police Explorer Post 980 to include training sessions.
   - Continue to utilize Police Explorers at special events.
   - Identify at least one additional officer to serve as Police Explorer Advisor to supplement current Advisor.
     - ***STWP, Public Safety, Citizens Police Academy, Community Policing, page 342***
     - ***STWP, Communications & Engagement, Citizen Engagement, page 337***
2. Begin to publish public safety topics / educational information to citizens.
   - Publish articles in City's Newsletter.
     - ***STWP, Communications & Engagement, Citizen Engagement, Communications Technology, pages 337-338***

3285 PUBLIC RELATIONS

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
PACT monthly summary report	12	12	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1	1	1
Explorers meetings	25	28	35	31	28	26	22	24
Citizen Police Academies	2	2	2	2	2	2	2	2
PRIDE programs	6	5	4	5	6	4	4	4
Station tour for kids (tours/participants)	10/119	14/207	6/92	2/20	9/124	11/161	5/105	10/100
Citizen Academy (academies/participants)	2/36	2/42	2/39	2/37	2/33	2/30	2/26	2/30
Explorer meetings (meetings/participants)	25/246	28/187	35/266	31/253	28/287	26/330	22/325	24/300
Safety meetings (meetings/participants)	1/1	7/143	7/104	5/74	6/160	6/71	4/46	4/50
Senior Citizens/Elderly Training (sessions/participants)	13/420	10/440	14/821	10/638	6/425	11/658	10/695	12/600
Kid Print meetings (meetings/participants)	3/110	6/125	4/40	1/5	1/15	1/15	0/0	2/50
PACT meetings (meetings/participants)	62/817	78/990	94/1181	96/952	100/848	94/778	95/668	96/700
Business Contacts/Resident Contacts	74/695	133/501	91/524	66/1,649	65/2,428	111/2,601	51/3,180	50/2,000
Special Events/Movies/concerts (events/participants)	11/302	23/736	17/332	18/500	11/315	7/280	16/63	10/500
School visits (visits/participants)	3/140	3/141	4/120	5/100	111/1,230	13/237	7/3,683	5/300

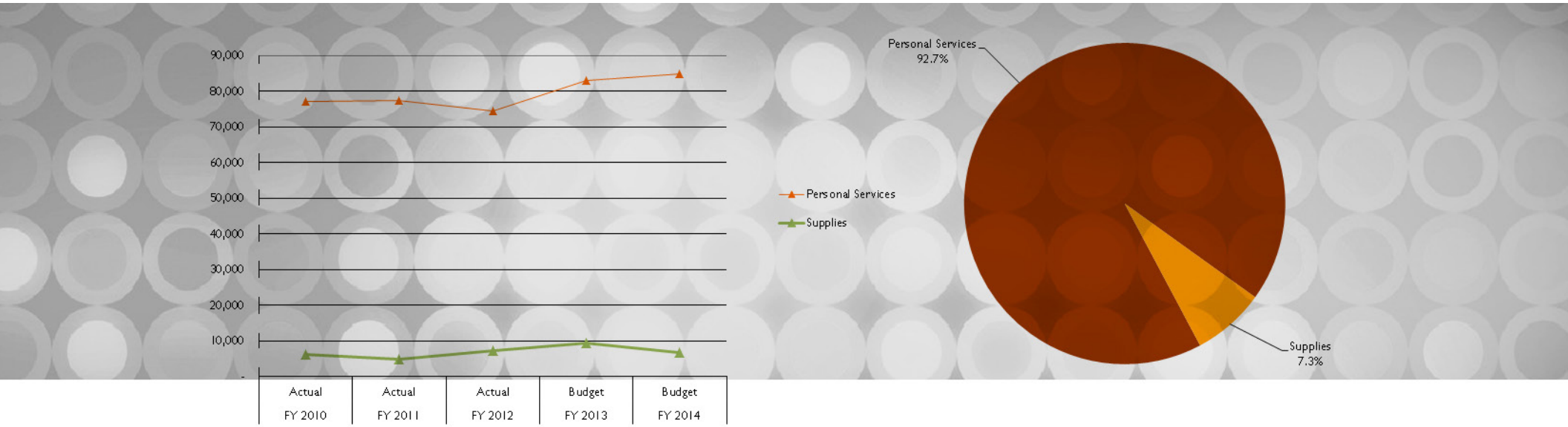
PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	95.8%	83.3*%	93.7%	97.0%	100.0%	100.0%	100.0%	100.0%

**3 additional subdivisions*

AUTHORIZED POSITIONS	GRADE	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Police Officer	14	1	1	1	1	1

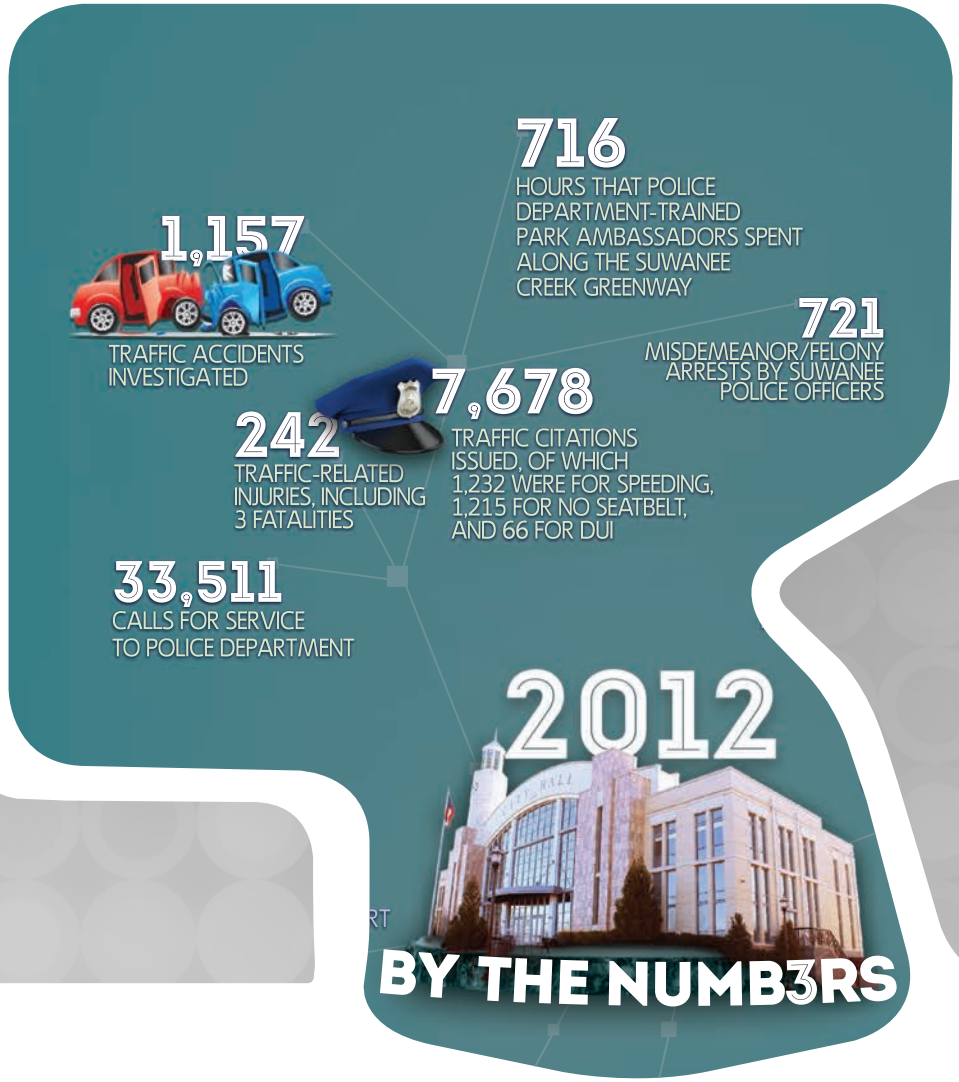
3285 PUBLIC RELATIONS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 77,266	$ 77,361	$ 74,534	$ 82,940	$ 84,880
Supplies	6,082	4,799	7,233	9,500	6,700
Total	$ 83,348	$ 82,160	81,767	92,440	91,580



FY 2014 Budget

POLICE DEPARTMENT BY THE NUMBERS





Other Non-Departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

STATEMENT OF SERVICE

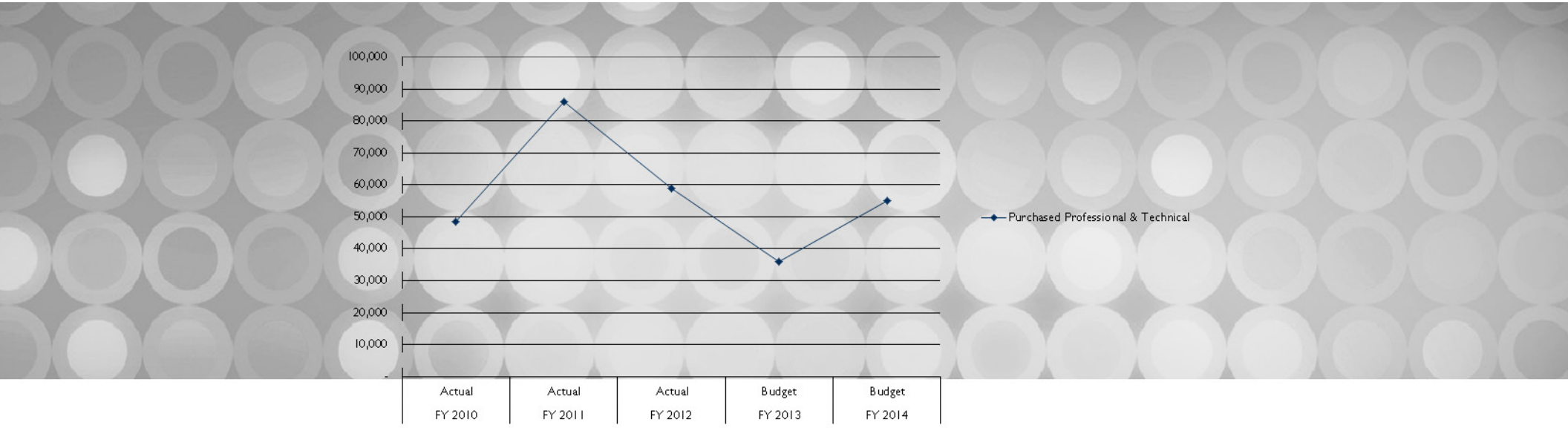
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2014

- 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 ACTUAL	2014 BUDGET
Council meetings attended	20	11	11	11	14	12	13	12
Work Sessions attended	10	10	12	12	12	12	12	12
Average monthly hours billed	20	26	28	23	30	28	17	25
Number of contracts, agreements, leases reviewed	11	15	22	48	30	31	15	25

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 48,419	$ 86,134	$ 58,932	$ 36,000	$ 55,000



1535 DATA PROCESSING

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 2014

- 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.
- Expand & 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.
- Implement and maintain the hardware and software related to the new Financial Management system.

WORKLOAD MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Workstations supported - LAN (local area network)	80	105	110	108	118	124	140	142
Email addresses under management	72	88	115	115	112	127	137	139
Servers - (Hardware) under management LAN	13	16	8	5	8	8	6	6
Virtual Servers Hosted	0	0	2	3	4	25	28	29
Educational Seminars	2	4	8	4	2	1	1	1
Office Space Coverage/sq ft	14,673	14,673	41,273*	41,273	41,273	41,273	48,000	48,000

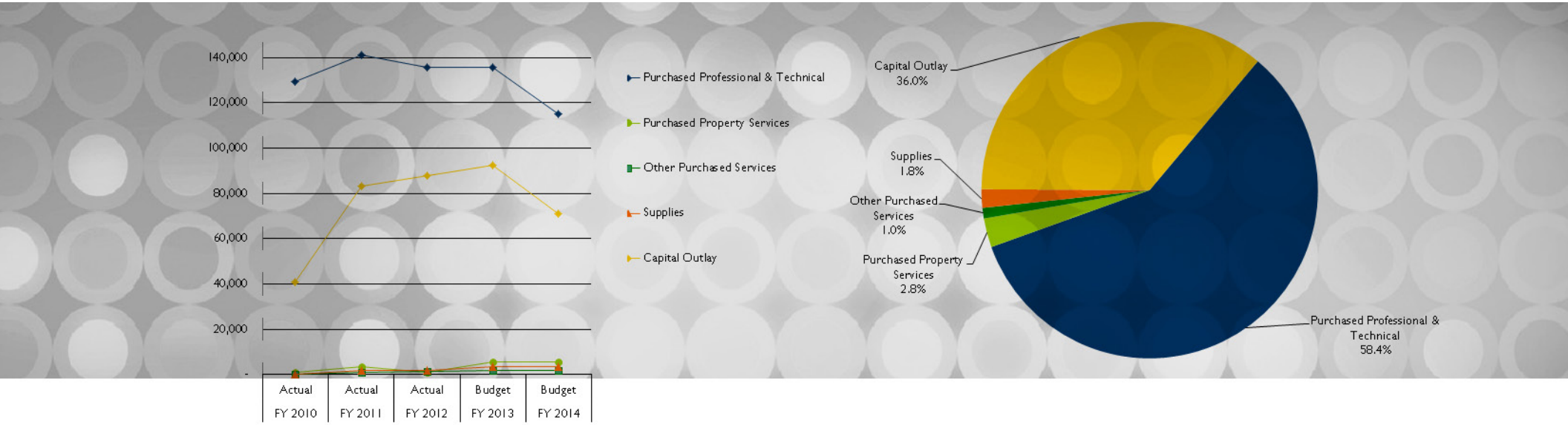
**added new city hall building*

***added Police Substation*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET
Enterprise Server Uptime	99.98%	100.00%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	63	130	126	104	113	100	115	117
Average number of hours spent on server maintenance	30	42	38	35	40	30	35	38
GCIC Down time (fault of city domain) measured in hrs	0	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	4.0	5.0
Percent of projects within budget($)	100%	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	0 hrs

1535 DATA PROCESSING

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 129,418	$ 140,981	$ 135,887	$ 135,850	$ 115,000
Purchased Property Services	831	3,361	1,120	5,500	5,500
Other Purchased Services	-	946	1,274	2,000	2,000
Supplies	-	1,864	1,848	3,700	3,500
Capital Outlay	40,950	83,391	87,773	92,400	70,950
TOTAL	$ 171,199	$ 230,543	$ 227,902	$ 239,450	$ 196,950



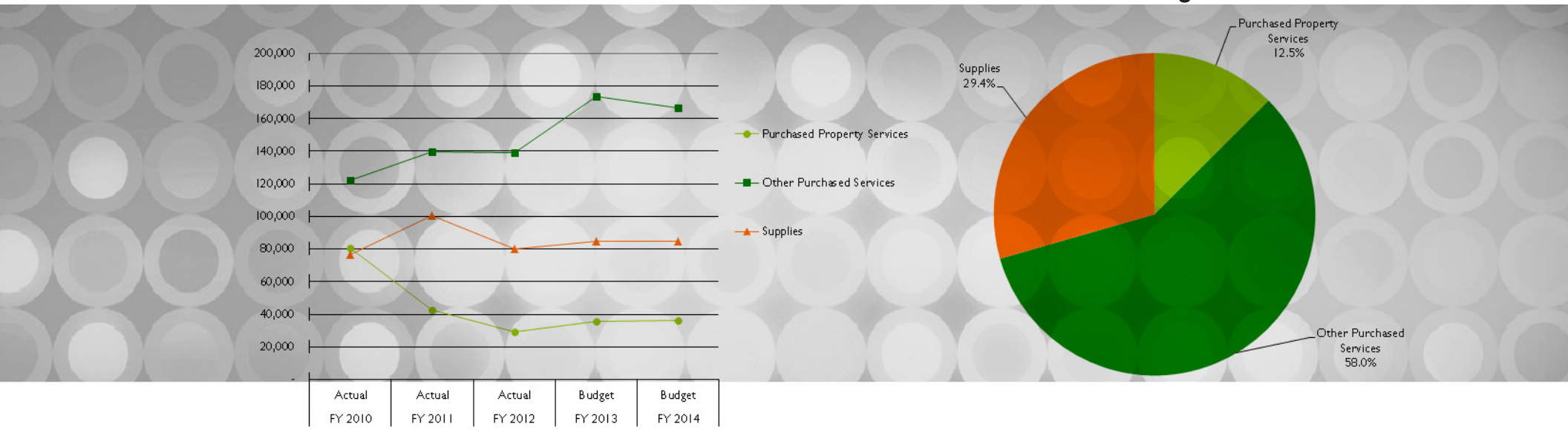
FY 2014 Budget

1565 GENERAL GOVERNMENT BUILDINGS

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services	$ 80,756	$ 42,441	$ 28,985	$ 35,700	$ 36,000
Other Purchased Services	122,149	139,422	139,103	173,520	166,500
Supplies	76,332	100,816	80,228	84,500	84,500
Total	$ 279,237	$ 282,679	$ 248,316	$ 293,720	$ 287,000



FY 2014 Budget

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary

FY 2012 marks the third year the City of Suwanee contributed to the Facilities Management data chapter; 127 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

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
ALL					
Mean	-	26.2	64	922,260	$7,266,926
50,000 to 99,999					
Mean	-	11.8	18	431,041	$613,252
25,000 to 49,999					
Mean	-	33.8	16	357,934	$333,261
Under 25,000					
Mean	-	9.5	6	215,289	$379,841
GEORGIA JURISDICTIONS					
Decatur	Centralized	10.2	17	168,957	$894,808
Kennesaw	Centralized	6.0	10	163,911	$918,225
Suwanee	Centralized	2.6	5	55,612	$469,174

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2012 Data Report Summary (continued)



ALL FACILITIES - REPAIR EXPENDITURES PER SQUARE FOOT

9100 OTHER FINANCING USES

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Operating Transfer Out - Debt Service	$ 1,629,000	$ 1,715,540	$ 1,601,900	$ 1,592,110	$ 1,589,960
Operating Transfer Out - Capital	1,980,000	937,680	975,420	653,530	117,210
Operating Transfer Out - Water	287,450	150,000	150,000	200,000	-
Operating Transfer Out - TAD	42,316	28,004	26,314	4,950	10,000
Operating Transfer Out - DDA	7,000	7,000	7,000	7,000	7,000
Operating Transfer Out - Special Revenue	-	-	-	10,000	-
TOTAL	$ 3,945,766	$ 2,838,224	$ 2,760,634	$ 2,467,590	$ 1,724,170

Ten-Year Projections

TEN-YEAR PLANNING

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 indicated in the anticipated implementation year. Maintenance costs associated with capital projects are noted per the Facilities and Parks Maintenance Plan. This plan was completed in June 2011 and provides the City with a twenty year budgeting tool that estimates repairs and maintenance costs. Actual maintenance and replacement completed may be different than the plan based on actual asset conditions.

The chart below compares 10 year projections prepared in fiscal year 2011 - 2013 for fiscal years 2012-2014. Revenue projections appear to be on target with current assumptions. Fourth quarter pre-funding adjustments caused larger expenditure variances. These pre-funding adjustments are using the current revenue resources to fund the subsequent year's CIP funding. For projection purposes, we will continue to assume that the current CIP funding will correlate with the requesting fiscal year, no pre-funding is assumed.

	REVENUES			EXPENDITURES		
FY 2011 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2012	11,465,291	12,152,216	6%	12,009,673	11,904,997	-1%
FY 2013 (Projected)	11,873,490	12,300,000	3%	12,701,208	11,700,000	-9%
FY 2014 (Budget)	12,513,458	12,164,990	-3%	13,185,101	12,164,990	-8%

	REVENUES			EXPENDITURES		
FY 2012 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2013 (Projected)	12,051,784	12,300,000	2%	12,509,819	11,700,000	-7%
FY 2014 (Budget)	12,404,921	12,164,990	-2%	13,634,426	12,164,990	-12%

	REVENUES			EXPENDITURES		
FY 2013 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2014 (Budget)	12,455,632	12,164,990	-2%	13,115,401	12,164,990	-8%

Assumptions

REVENUES

The local economy continues to grow modestly. Suwanee continues to show signs of a slow growth recovery. In fiscal year 2014, most revenue sources showed a modest 3% increase or remained flat when compared to adopted fiscal year 2013 budget. Nationally, the economy is beginning a slow recovery 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 between 2008 and 2012. Suwanee seems to be settling into a new norm now. 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 increase by 2% for fiscal year 2014 and collection rates are predicted to improve from 95% experienced in earlier years to the current collection rate of 98%. Excise taxes and licenses are also predicted to maintain current levels (fiscal year 2013 balances) which have shown a modest 3% growth from the previous year. The economy is expected to maintain the new norm into fiscal year 2015 and 2016 with most revenues showing a 3.5% to 4% increase.

Starting in fiscal year 2017, revenues are predicted to improve to a 5% increase for the next five years. In year eight, revenues are predicted to stabilize to a 4% increases for the remaining three 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 continued a 2 ½% COLA pay for performance for the third year in a row. A return to pay for performance reviews was implemented in fiscal year 2014. Future period projections include an average of 3% increase being applied to salary projections to continuing with pay for performance reviews for future periods. Population to employee ratios are used to predict possible future staffing needs. Benefit increases were projected using 7% annual increases based on our past market renewal trends. The population is projected to grow from 16,000 in fiscal year 2014 to 20,817 in fiscal year 2024. Our projected population to employment ratio will range from 6.00 the first year to 5.00 at year ten. Part time employees have been converted to full time equivalent. Other operating costs have been inflated by 1.8% 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 $100,000 for storm drainage. Sidewalk repairs and new sidewalk construction will continue with $100,000 annually. These assumptions are based on the current 2009 SPLOST collections of these funds ends in fiscal year 2014 but expenditures of these funds will continue until all funds collected have been expended, current estimates has these funds fully expended by fiscal year 2018.

OPERATING IMPACTS

Current capital projects with operating impacts are included in the budget year they are predicted to go on line. Summarized below are the operating impacts by project. Additional information for each project can be located in the capital project funds tab and in the capital improvement program tab.

PROJECT	NARRATIVE
Suwanee Creek Greenway	Operational cost includes materials and approximately 100 hours of maintenance labor (mowing, replacement of boardwalk boards, turf and shrubs replacements, etc.) at an estimated annual cost of $11,000.
Town Center Well	Operational cost would include maintenance of the pump, pumping facility, piping and electricity. Operational cost is estimated at $9,950 annually.
Annual Resurfacing	Annual repair costs are estimated at 2% of annual paving. Total annual operating costs $16,000.

OPERATING IMPACTS - (continued)

PROJECT	NARRATIVE
Annual Stormwater	Replacement of stormwater infrastructure generally does not increase operational costs. Upgrades usually only require inspections, some cleaning, and minor maintenance. Repair costs are estimated at 2% of the construction costs. Total annual operating costs $10,000.
Buford Highway Reconstruction & Streetscape	Operating costs for the landscaping component of this project are estimated at $61,000 annually. Depending on the options selected and state approvals, additional operating impacts will be determined.
Pedestrian Bicycle Plan	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. Total annual operating costs $13,250.
Parking Facilities	Based on the type of structure(s) added, annual operating costs will range from $15,000 to $50,000.
I-85 Streetscape	Annual operating impact will include professional services for landscape maintenance and replacement of landscape. The FY 2014 budget includes $47,380 in operating costs. An additional $13,000 is anticipated for future periods.
Public Facilities Maintenance	The public facilities maintenance fund uses the planning projections developed from the facilities and parks maintenance study to provide annual resources to implement the study's recommendations. The average funding requirement is $211,400 per year.
Wayfinding Signage	New operational costs are estimated at $5,000 annually. This estimate is based on replacing one of the ten proposed signs per year.
Holiday Decorations	Additional holiday decorations at Town Center Park and Main Street Park are anticipated to add $6,000 annually to the operating budget. This estimate is based on increase staff time for installation and takes down, storage fees, repairs, and replacement of components.
Cemetery	Operational impacts for landscaping and other infrastructure improvements should be minor ranging from $5,000 to $7,000 annually.
Public Safety Projects	Operating costs for radar signs include battery replacements and other small repairs due to vandalism or car accidents. Annual estimated operating costs is $7,000.
Peachtree Industrial Blvd Medians	Operational impacts include a landscaping contract for mowing of medians and shoulders, fertilization, and removing and replacement of dead plants. Annual operating costs included in the FY 2014 budget are $56,450. An additional $4,500 is anticipated for future periods.

CIP FUNDING

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 for equipment. If a new Special Purpose Local Option Sales Tax (SPLOST) program is approved, these assumptions will need to be modified. New and replacement police vehicles are already a component of the current year expenditures. Additional police vehicles have been included with the projections of additional staff.

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

PROJECT	FUND	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Suwanee Creek Greenway	301	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000	$ 11,000
Town Center Park Well	302	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950	9,950
Annual Resurfacing	308	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Annual Stormwater	310	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Buford Highway Reconstruction & Streetscape	311	-	-	-	-	61,000	61,000	61,000	61,000	61,000	61,000
Facilities Maintenance (average plan funding)	340	211,400	211,400	211,400	211,400	211,400	211,400	211,400	211,400	211,400	211,400
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	316	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
I-85 Streetscape	331	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Wayfinding Signage	341	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Holiday Decorations	341	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Cemetery	343	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Public Safety Projects	346	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Peachtree Industrial Blvd Medians	352	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
TOTAL PROJECTED OPERATING IMPACTS OF CAPITAL PROJECTS		**$ 302,100**	**$ 302,100**	**$ 307,100**	**$ 327,100**	**$ 388,100**	**$ 388,100**	**$ 388,100**	**$ 388,100**	**$ 388,100**	**$ 388,100**

Summary of Future Capital Projects with Proposed Funding by General Fund

PROJECT	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Cemetery improvements	$ 45,000									
City Vehicles New	31,500		$ 35,000			$ 35,700			$ 36,414	
City Vehicles Replacement	191,500	$ 66,500	70,000	$ 73,000	$ 96,862	101,475	$ 35,875	$ 191,214	99,284	$ 36,593
Police Vehicles Replacements	165,000	130,000	136,500	195,000	139,230	142,015	144,855	147,752	150,707	153,721
Public Works Equipment New Purchases	56,000				49,642		50,883		52,155	
Public Works Equipment Replacements	65,250	94,000	20,000	80,462	67,650	96,350	96,350	20,500	82,473	20,910
Stormwater Projects	100,000	100,000	100,000	100,000	350,000	350,000	350,000	350,000	350,000	350,000
Street Maintenance and Resurfacing	100,000	100,000	100,000	100,000	350,000	350,000	350,000	350,000	350,000	350,000
Water System Projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL OF FUTURE CAPITAL PROJECTS WITH PROPOSED FUNDING BY GENERAL FUND	**$ 809,250**	**$ 590,500**	**$ 561,500**	**$ 648,462**	**$ 1,153,384**	**$ 1,175,540**	**$ 1,127,963**	**$ 1,159,466**	**$ 1,221,033**	**$ 1,011,224**

General Fund Ten Year Financial Plan

	FY 2014 BUDGET	PREDICTION YEAR 1 FY 2015	PREDICTION YEAR 2 FY 2016	PREDICTION YEAR 3 FY 2017	PREDICTION YEAR 4 FY 2018	PREDICTION YEAR 5 FY 2019	PREDICTION YEAR 6 FY 2020	PREDICTION YEAR 7 FY 2021	PREDICTION YEAR 8 FY 2022	PREDICTION YEAR 9 FY 2023	PREDICTION YEAR 10 FY 2024
Revenues											
Property Taxes	$ 4,965,350	$ 5,213,618	$ 5,474,298	$ 5,748,013	$ 6,035,414	$ 6,337,185	$ 7,444,744	$ 7,816,981	$ 8,207,830	$ 8,618,222	$ 9,049,133
Utility Franchise Taxes	1,748,950	1,836,398	1,928,217	2,024,628	2,125,860	2,232,153	2,343,760	2,460,948	2,559,386	2,661,762	2,768,232
Alcohol Beverage Taxes	860,500	903,525	948,701	996,136	1,045,943	1,098,240	1,153,152	1,205,044	1,253,246	1,303,376	1,355,511
Business Taxes	1,765,480	1,853,754	1,946,442	2,043,764	2,145,952	2,253,250	2,365,912	2,472,378	2,571,273	2,674,124	2,781,089
Hotel/Motel Taxes	170,280	174,537	178,900	183,373	188,874	194,540	201,349	208,396	216,732	225,402	234,418
Other Taxes	98,000	102,900	108,045	113,447	119,120	126,862	136,377	146,605	154,669	163,175	175,414
Licenses & Permits	486,700	501,301	516,340	531,830	547,785	564,219	581,145	598,580	622,523	647,424	673,321
Intergovernmental Revenues	790,700	790,700	790,700	790,700	790,700	790,700	-	-	-	-	-
Charge for Services	107,500	112,875	118,519	124,445	130,667	137,200	144,060	151,263	157,314	163,606	170,151
Fines and Forfeitures	1,103,030	1,163,697	1,227,700	1,295,223	1,359,985	1,427,984	1,499,383	1,574,352	1,653,070	1,735,723	1,822,509
Investment Income	45,000	60,000	66,000	72,600	79,860	87,846	96,631	106,294	116,923	128,615	141,477
Contributions and Donations	5,000	7,500	7,875	8,269	8,682	9,116	9,572	10,051	10,553	11,081	11,635
Miscellaneous Revenues	16,000	16,480	16,974	17,823	18,714	19,650	20,632	21,664	22,747	23,885	25,079
TOTAL REVENUES	12,162,490	12,737,284	13,328,712	13,950,252	14,597,556	15,278,945	15,996,719	16,772,557	17,546,267	18,356,395	19,207,968
Expenditures											
Council & Chief Executive	595,470	617,965	641,523	666,204	692,073	719,196	747,648	777,503	808,846	841,762	934,341
Administrative Services	661,520	688,828	717,487	747,577	779,180	812,384	847,284	883,979	922,575	1,018,688	1,063,930
Economic Development	722,860	744,930	767,904	791,830	816,757	842,740	869,837	948,990	980,751	1,013,937	1,048,630
Financial Services	747,030	775,877	806,103	837,788	871,015	952,582	991,198	1,031,745	1,074,336	1,119,092	1,166,140
Parks & Public Works	2,074,190	2,138,702	2,205,894	2,275,909	2,348,899	2,518,444	2,601,944	2,689,144	2,780,250	2,986,484	3,091,062
Planning	655,330	678,903	703,558	729,355	756,360	784,641	814,270	845,326	877,889	912,048	1,005,891
Police	4,445,470	4,608,831	4,779,789	4,958,773	5,235,786	5,436,079	5,646,046	5,968,012	6,203,541	6,450,765	6,710,373
Non-Departmental	538,950	548,651	558,527	568,580	578,815	589,233	599,840	610,637	621,628	632,817	644,208
Projected Capital Projects Operating Impacts	-	302,053	302,053	307,053	327,053	388,053	388,053	388,053	388,053	388,053	388,053
CIP Funding Request-General Fund	134,210	809,250	590,500	561,500	648,462	1,153,384	1,175,540	1,127,963	1,159,466	1,221,033	1,011,224
TOTAL EXPENDITURES	10,575,030	11,913,990	12,073,338	12,444,569	13,054,400	14,196,736	14,681,660	15,271,352	15,817,335	16,584,679	17,063,852
Excess (deficiency) of revenues over (under) expenditures	1,587,460	823,294	1,255,374	1,505,683	1,543,156	1,082,209	1,315,059	1,501,205	1,728,932	1,771,716	2,144,116
Other Financing Sources (Uses)											
Sale of General Fixed Asset	2,500	5,000	5,000	5,000	5,000	5,000	7,500	7,500	7,500	7,500	7,500
Transfer out	(1,589,960)	(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)	(1,570,861)
TOTAL OTHER FINANCING SOURCES	(1,587,460)	(1,582,246)	(1,583,228)	(1,582,903)	(1,576,965)	(1,575,515)	(1,575,045)	(1,575,265)	(1,573,396)	(1,574,223)	(1,563,361)
Net change in fund balance	-	(758,952)	(327,854)	(77,220)	(33,809)	(493,306)	(259,986)	(74,060)	155,536	197,493	580,755
Fund Balances, beginning of year	7,426,693	7,426,693	6,667,741	6,339,887	6,262,667	6,228,858	5,735,552	5,475,565	5,401,505	5,557,041	5,754,533
Fund Balances, end of year	$ 7,426,693	$ 6,667,741	$ 6,339,887	$ 6,262,667	$ 6,228,858	$ 5,735,552	$ 5,475,565	$ 5,401,505	$ 5,557,041	$ 5,754,533	$ 6,335,288

Population to Employees Ratio

	FY 2014	YEAR 1 FY 2015	YEAR 2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	YEAR 6 FY 2020	YEAR 7 FY 2021	YEAR 8 FY 2022	YEAR 9 FY 2023	YEAR 10 FY 2024
Population	16,000	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	6.5	7
Employee per 1,000 Population	0.41	0.38	0.38	0.37	0.36	0.36	0.35	0.34	0.33	0.32	0.34
range .45 to .30											
Administrative Services	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	9	9
Employee per 1,000 Population	0.53	0.50	0.49	0.49	0.48	0.47	0.46	0.44	0.43	0.44	0.43
range .55 to .40											
Economic Development	5	5	5	5	5	5	5	5.5	5.5	5.5	5.5
Employee per 1,000 Population	0.31	0.30	0.29	0.29	0.28	0.28	0.27	0.29	0.28	0.27	0.26
range .35 to .25											
Financial Services	8.5	8.5	8.5	8.5	8.5	9	9	9	9	9	9
Employee per 1,000 Population	0.53	0.50	0.49	0.49	0.48	0.50	0.48	0.47	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	0.94	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	6.5	7
Employee per 1,000 Population	0.41	0.38	0.38	0.37	0.36	0.36	0.35	0.34	0.33	0.32	0.34
range .45 to .30											
Police	46	46	46	46	47	47	47	48	48	48	48
Employee per 1,000 Population	2.88	2.72	2.67	2.63	2.64	2.59	2.52	2.50	2.43	2.37	2.31
range 2.88 to 2.40											
Total Employee	96	96	96	96	97	98.5	98.5	100	100	101.5	102.5
Employee per 1,000 Population	6.00	5.68	5.58	5.48	5.44	5.43	5.28	5.21	5.07	5.00	4.92
range 6.45 to 6.20											
Population Change per year		900	308	308	308	308	537	537	537	537	537
Employee Change per year		0	0	0	1	1.5	0	1.5	0	1.5	1

Projection is based on current estimated population (15,683), plus anticipated growth in 2014 due to new apartments, plus recessionary population growth of 308 over 2016 to 2020, plus normal growth from 2021 to the end of 2024.

Employee Cost

	FY 2014	YEAR 1 FY 2015	YEAR 2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	YEAR 6 FY 2020	YEAR 7 FY 2021	YEAR 8 FY 2022	YEAR 9 FY 2023	YEAR 10 FY 2024
Annual Cost											
Salary	$ 5,118,430	$ 5,271,983	$ 5,430,142	$ 5,593,047	$ 5,820,847	$ 6,088,186	$ 6,270,831	$ 6,557,316	$ 6,754,035	$ 7,061,006	$ 7,344,490
Benefits	$ 2,163,680	$ 2,315,138	$ 2,477,197	$ 2,650,601	$ 2,865,686	$ 3,113,701	$ 3,331,660	$ 3,619,164	$ 3,872,505	$ 4,205,734	$ 4,544,472
Cost per employee											
Salary	$ 53,317	$ 54,916	$ 56,564	$ 58,261	$ 60,009	$ 61,809	$ 63,663	$ 65,573	$ 67,540	$ 69,567	$ 71,654
Benefits	$ 22,538	$ 24,116	$ 25,804	$ 27,610	$ 29,543	$ 31,611	$ 33,824	$ 36,192	$ 38,725	$ 41,436	$ 44,336

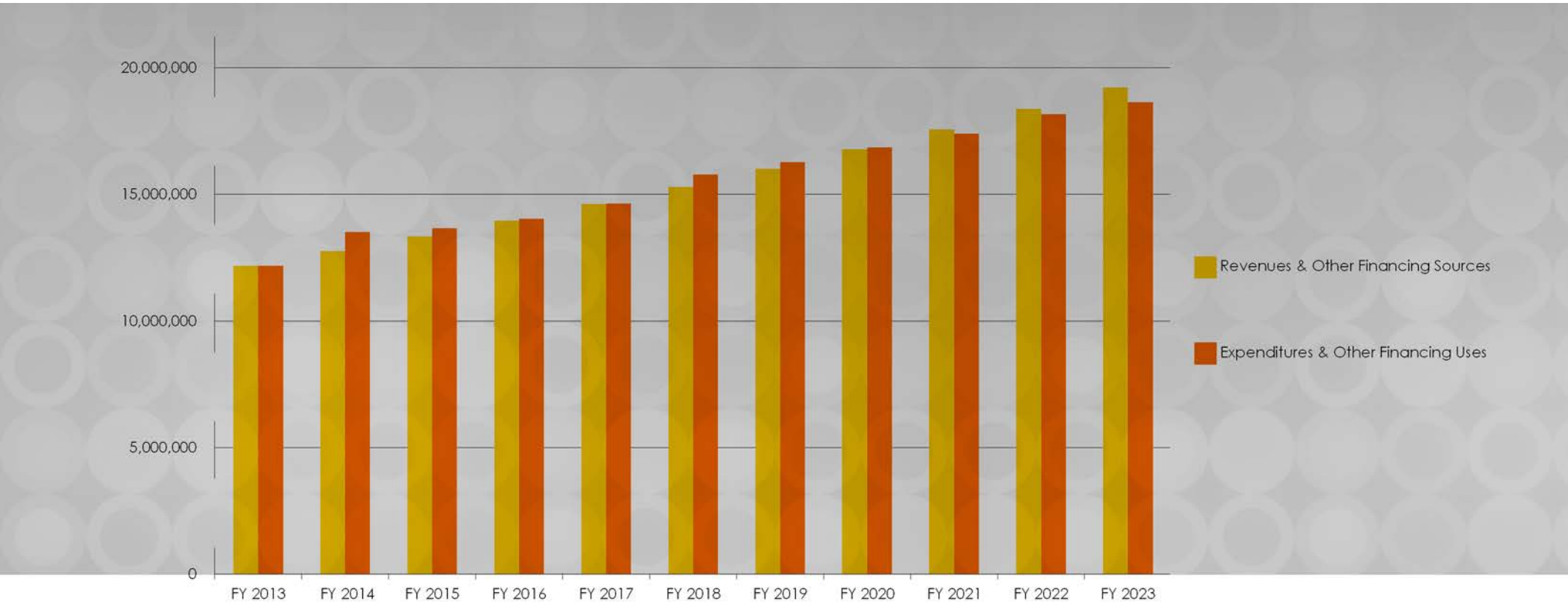
Projection includes 4 % annual salary increases per employee and 7% annual benefit renewal increase per employee

Department Operating

	FY 2014	YEAR 1 FY 2015	YEAR 2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	YEAR 6 FY 2020	YEAR 7 FY 2021	YEAR 8 FY 2022	YEAR 9 FY 2023	YEAR 10 FY 2024
Council & Chief Executive											
Salary	$ 346,560	$ 356,957	$ 367,666	$ 378,696	$ 390,057	$ 401,758	$ 413,811	$ 426,226	$ 439,012	$ 452,183	$ 501,575
Benefits	146,499	156,754	167,727	179,468	192,031	205,473	219,856	235,246	251,713	269,333	310,354
Other	102,410	104,254	106,130	108,041	109,986	111,965	113,981	116,032	118,121	120,247	122,411
SUBTOTAL	595,470	617,965	641,523	666,204	692,073	719,196	747,648	777,503	808,846	841,762	934,341
Administrative Services											
Salary	453,194	466,790	480,794	495,218	510,074	525,376	541,138	557,372	574,093	626,099	644,882
Benefits	191,576	204,986	219,335	234,689	251,117	268,695	287,504	307,629	329,163	372,922	399,027
Other	16,750	17,051	17,358	17,671	17,989	18,313	18,642	18,978	19,319	19,667	20,021
SUBTOTAL	661,520	688,828	717,487	747,577	779,180	812,384	847,284	883,979	922,575	1,018,688	1,063,930
Economic Development											
Salary	266,585	274,582	282,820	291,305	300,044	309,045	318,316	360,652	371,472	382,616	394,095
Benefits	112,692	120,580	129,021	138,052	147,716	158,056	169,120	199,054	212,988	227,897	243,850
Other	343,583	349,768	356,064	362,473	368,997	375,639	382,401	389,284	396,291	403,424	410,686
SUBTOTAL	722,860	744,930	767,904	791,830	816,757	842,740	869,837	948,990	980,751	1,013,937	1,048,630
Financial Services											
Salary	453,194	466,790	480,794	495,218	510,074	556,281	572,969	590,158	607,863	626,099	644,882
Benefits	191,576	204,986	219,335	234,689	251,117	284,501	304,416	325,725	348,525	372,922	399,027
Other	102,260	104,101	105,974	107,882	109,824	111,801	113,813	115,862	117,947	120,070	122,231
SUBTOTAL	747,030	775,877	806,103	837,788	871,015	952,582	991,198	1,031,745	1,074,336	1,119,092	1,166,140
Parks & Public Works											
Salary	799,755	823,747	848,460	873,914	900,131	988,944	1,018,612	1,049,171	1,080,646	1,182,632	1,218,111
Benefits	338,075	361,740	387,062	414,156	443,147	505,779	541,183	579,066	619,601	704,409	753,717
Other	936,360	953,215	970,373	987,839	1,005,620	1,023,722	1,042,149	1,060,907	1,080,004	1,099,444	1,119,234
SUBTOTAL	2,074,190	2,138,702	2,205,894	2,275,909	2,348,899	2,518,444	2,601,944	2,689,144	2,780,250	2,986,484	3,091,062
Planning											
Salary	346,560	356,957	367,666	378,696	390,057	401,758	413,811	426,226	439,012	452,183	501,575
Benefits	146,499	156,754	167,727	179,468	192,031	205,473	219,856	235,246	251,713	269,333	310,354
Other	162,270	165,191	168,165	171,192	174,273	177,410	180,603	183,854	187,164	190,533	193,962
SUBTOTAL	655,330	678,903	703,558	729,355	756,360	784,641	814,270	845,326	877,889	912,048	1,005,891
Police											
Salary	2,452,581	2,526,158	2,601,943	2,680,002	2,820,410	2,905,023	2,992,173	3,147,512	3,241,937	3,339,195	3,439,371
Benefits	1,036,763	1,109,337	1,186,990	1,270,080	1,388,528	1,485,725	1,589,726	1,737,199	1,858,803	1,988,919	2,128,143
Other	956,126	973,336	990,856	1,008,691	1,026,848	1,045,331	1,064,147	1,083,302	1,102,801	1,122,651	1,142,859
SUBTOTAL	4,445,470	4,608,831	4,779,789	4,958,773	5,235,786	5,436,079	5,646,046	5,968,012	6,203,541	6,450,765	6,710,373
Non-Departmental	**538,950**	**548,651**	**558,527**	**568,580**	**578,815**	**589,233**	**599,840**	**610,637**	**621,628**	**632,817**	**644,208**
TOTAL OPERATING	**$ 10,440,820**	**$ 10,802,687**	**$ 11,180,787**	**$ 11,576,017**	**$ 12,078,885**	**$ 12,655,301**	**$ 13,118,067**	**$ 13,755,336**	**$ 14,269,816**	**$ 14,975,595**	**$ 15,664,576**

Other expenditures inflated by 1.8% current twelve month consumer price index (CPI).

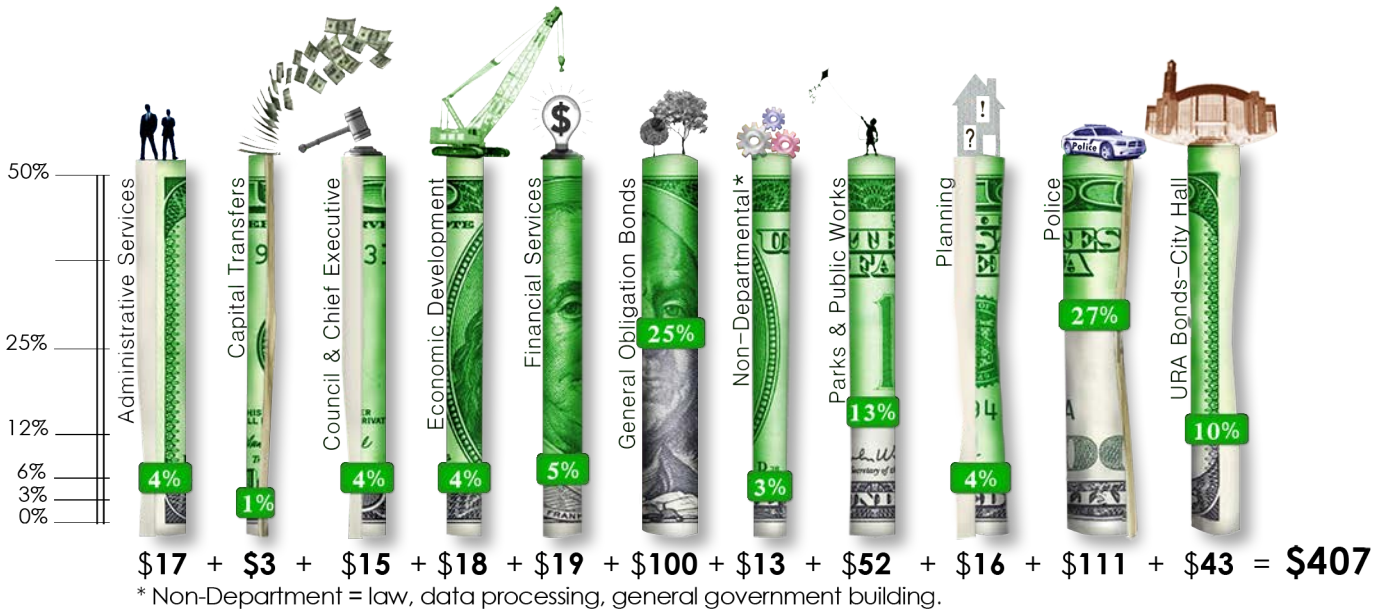
Ten Year Projections



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 2013, the median home value in Suwanee is $206,300 and the typical resident will pay about $407 in property taxes. The chart to the left answers a common question asked by Suwanee residents, “Where do my property taxes go?”



* Non-Department = law, data processing, general government building.

The average home owner pays $407 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Administrative Services	$17
Capital Transfers	$3
Council & Chief Executive	$15
Economic Development	$18
Financial Services	$19
General Obligation Bonds	$100
Non-Departmental	$13
Parks & Public Works	$52
Planning	$16
Police	$111
URA Bonds - City Hall	$43
Total	**$407**



SPECIAL REVENUE FUNDS

FISCAL YEAR 2013-2014

SPECIAL REVENUE FUNDS ACCOUNT FOR THE PROCEEDS OF SPECIFIC REVENUE SOURCES THAT ARE RESTRICTED LEGALLY TO EXPENDITURES FOR SPECIFIED PURPOSES.

206 SUWANEE DAY FUND

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Investment Income	$ 145	$ 44	$ -	$ 250	$ 250
Contributions and Donations	79,606	73,572	77,195	107,350	91,750
TOTAL	$ 79,751	$ 73,616	$ 77,195	$ 107,600	$ 92,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services	$ 11,003	$ 11,003	$ 12,870	$ 800	$ 12,000
Other Purchased Services	33,717	35,945	41,325	18,750	18,500
Supplies	33,340	27,581	38,068	88,050	61,500
TOTAL	$ 78,060	$ 74,529	$ 92,263	$ 107,600	$ 92,000





207 PUBLIC ARTS FUND

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.
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.

Intergovernmental

Definition: This category includes one time grant payments from federal, state, and local agencies.

Assumptions: Revenues are based on actual grant awards.

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Investment Income	$ 6	$ 21	$ -	$ -	$ -
Intergovernmental	-	-	3,500	-	2,500
Contributions and Donations	9,426	31,310	36,865	50,500	53,000
TOTAL	$ 9,432	$ 31,331	$ 40,365	$ 50,500	$ 55,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Professional & Technical Services	$ -	$ 564	$ 564	$ 2,000	$ 4,500
Purchased Property Services	-	7,500	18,000	15,000	22,500
Other Purchased Services	-	8,920	3,500	2,500	2,500
Supplies	-	-	-	1,000	1,000
Capital Outlay Property	-	-	21,131	25,000	20,000
Other Costs	-	-	-	5,000	5,000
TOTAL	$ -	$ 16,984	$ 43,195	$ 50,500	$ 55,500

210 CONFISCATED ASSETS FUND

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 participates in the Federal Drug Task Force and the Joint Gwinnett Municipal Drug Task Force. These task forces provide the participants a percentage of the amount of funds/property seized. Currently, Suwanee has one police officer assigned to each of these task forces.

Revenue Assumptions

Fines and Forfeitures

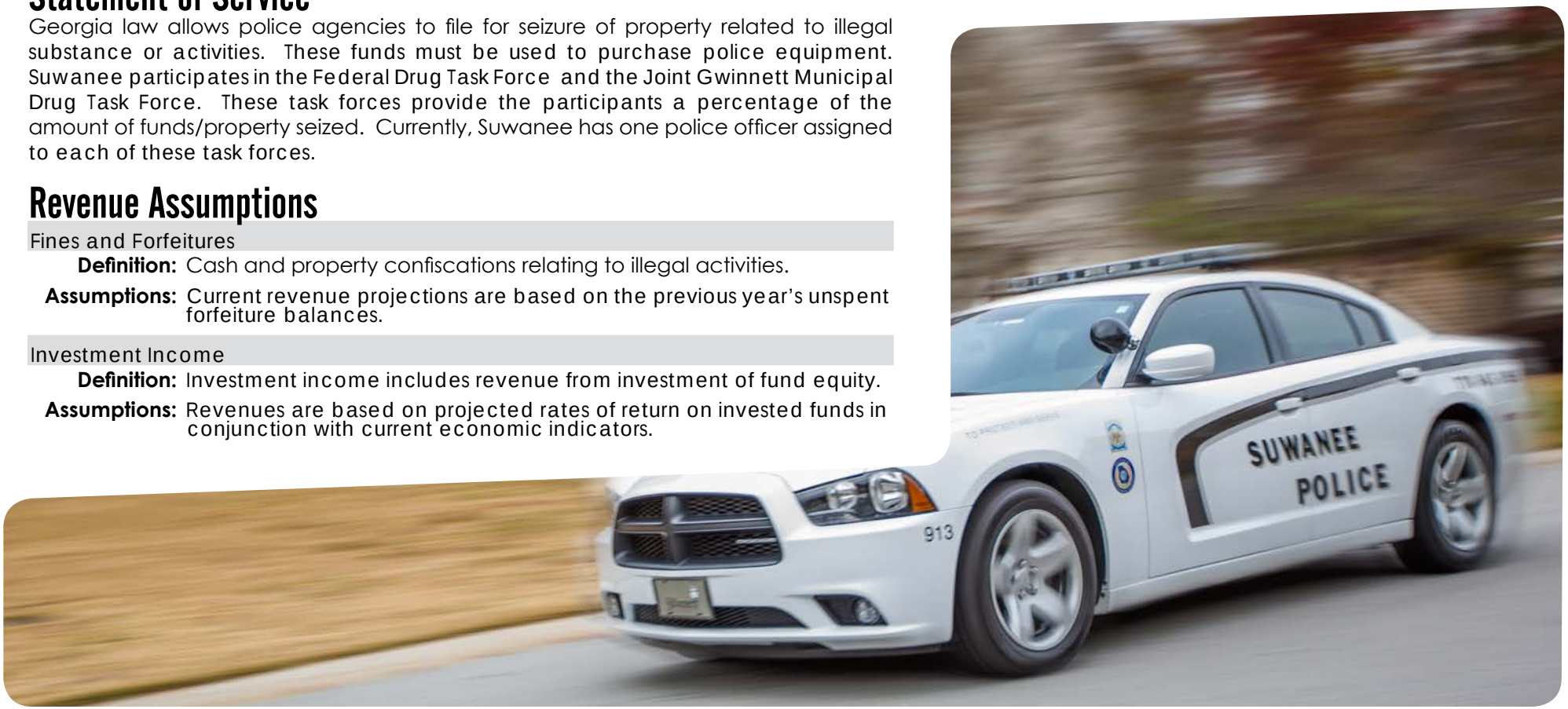
Definition: Cash and property confiscations relating to illegal activities.

Assumptions: Current revenue projections are based on the previous year's unspent forfeiture balances.

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Fines and Forfeitures	$ 88,412	$ 83,265	$ 37,895	$ 80,000	$ 100,000
Investment Income	315	226	180	250	250
TOTAL	$ 88,727	$ 83,491	$ 38,075	$ 80,250	$ 100,250

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Capital Outlay-Machinery & Equipment	$ 22,112	$ 81,116	$ 25,029	$ 80,250	$ 100,250

220 COMMUNITY GARDEN FUND

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.

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.

Other Financing Sources

Definition: Other financing sources includes operating financial inflows from the general fund and the use of accumulated reserves for a balanced budget.

Assumptions: Operating resources are transfers from the general fund for capital improvements.

SUMMARY OF REVENUES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Investment Income	$ 7	$ 17	$ 8	$ 20	$ 20
Contributions and Donations	9,606	6,290	7,015	6,600	6,600
Other Financing Sources	-	-	-	10,000	-
TOTAL	$ 9,613	$ 6,307	$ 7,023	$ 16,620	$ 6,620

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services	$ 500	$ 150	$ 31	$ 400	$ 400
Supplies	1,276	3,896	2,845	3,145	3,145
Capital Outlay Property	-	-	522	13,075	3,075
TOTAL	$ 1,776	$ 4,046	$ 3,398	$ 16,620	$ 6,620

275 HOTEL / MOTEL TAX FUND

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 2014 estimate.

Investment Income

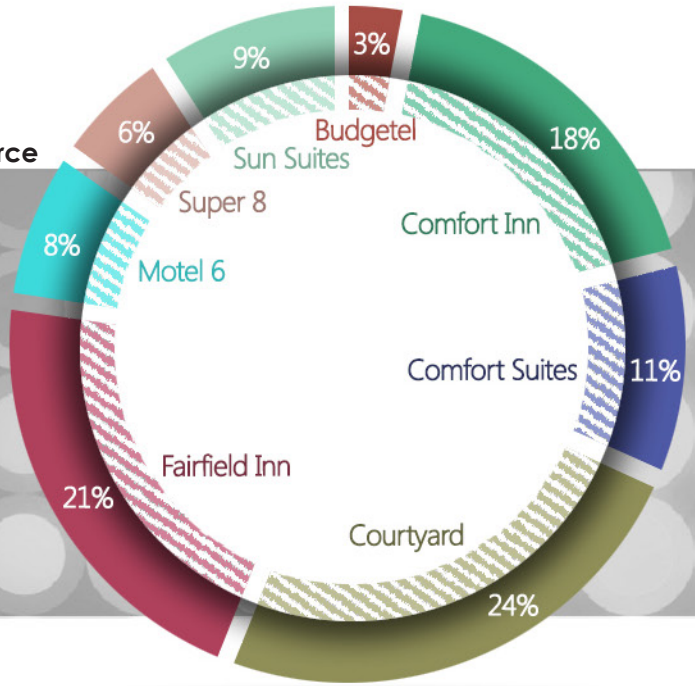
Definition: Investment income includes revenue from investment of fund equity.

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

History and Projections:

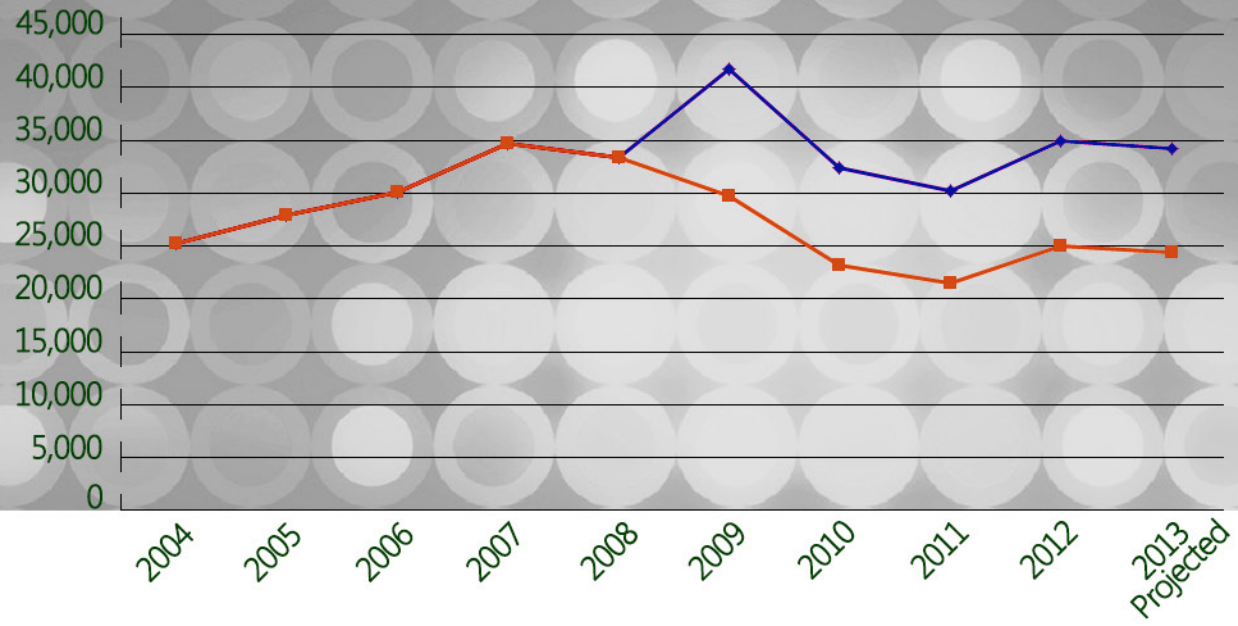
Fiscal Year	Monthly Average	% Change From PY
2004	25,224	-4%
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	41,690	25%
2010	32,422	-22%
2011	30,181	-7%
2012	34,976	16%
2013	34,180	-2%

Hotel Excise Tax by Source



275 HOTEL / MOTEL TAX FUND

Hotel Excise Tax Monthly Average



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

SUMMARY OF REVENUES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Selective Sales and Use Taxes	$ 393,156	$ 373,400	$ 417,321	$ 437,130	$ 396,000
Investment Income	740	40	-	-	-
TOTAL	$ 393,896	$ 373,440	$ 417,321	$ 437,130	$ 396,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services	$ 18,834	$ -	$ -	$ -	$ -
Purchased Professional & Technical	6,463	6,430	5,097	37,700	39,720
Other Purchased Services	287,738	199,721	196,889	219,430	186,000
Other Financing Uses	168,430	159,779	179,881	180,000	170,280
TOTAL	$ 481,465	$ 365,930	$ 381,867	$ 437,130	$ 396,000



CAPITAL PROJECT FUNDS

FISCAL YEAR 2013-2014

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.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

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:	Transfers have included funding from the 2002 Open Space Bonds along with local funds from the general fund and other local resources previously allocated to other capital projects.

Operational Impact

PROJECT	COMMENTS
301 Suwanee Creek Greenway Rehab/Extension	The majority of the Greenway Rehabilitation Project which begins at a point on the greenway south of Martin Farm Road extending in a northeasterly direction to Suwanee Elementary School is complete with the remainder scheduled 2014 fiscal year. Operational cost includes materials and approximately 100 hours of maintenance labor - mowing, replacement of boardwalk boards, turf and shrubby replacements, etc. at an estimated annual cost of $11,000.
302 Town Center Park Well	The Town Center Park Well will be used to irrigate the Town Center Park lawn. Operational cost would include maintenance of the pump, pumping facility, piping and electricity. Operational cost is estimated at $9,950 annually.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

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 $800,000 annually to maintain existing street conditions. To reduce the dependence on SPLOST funding for paving, the City has maintained $150,000 in annual local funding for resurfacing in fund 344 Paved Streets. Annual repair costs are estimated at 2% of annual paving. Total annual operating costs $16,000.
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 $500,000 annually to maintain existing storm drainage system. To reduce the dependence on SPLOST funding for storm drainage, the City has maintained $150,000 in annual 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 $10,000.
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. In 2012, the City received funding for a portion of this project, Davis Street to Suwanee Dam Road, from the Atlanta Regional Commission (ARC). It is anticipated that a consultant will be selected in fall 2013 for design services and construction management. Operating costs for the landscaping component of this project are estimated at $61,000 annually. Depending on the options selected and state approvals, 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 95% completed. The fy 2014 budget includes operating, maintenance and repair cost of $76,100 with $64,100 of the total in the Police Substation budget and the remainder in Public Works for maintenance and repairs. This project includes 7,000 total square feet, including 2,200 for an indoor firing range and 4,800 for training and administrative, is nearing completion (95%) with only minor items to finalize.
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.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,356,865	$ 8,081,536	$ 2,275,329
Intergovernmental Grants - Federal	-	3,746,230	-	3,746,230
Investment Income	-	5,596	38,290	(32,694)
Other Financing Sources	1,329,500	3,774,879	3,774,879	-
TOTAL REVENUES	**$ 12,573,720**	**$ 17,883,570**	**$ 11,894,705**	**$ 5,988,865**

	SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
301	**Suwanee Creek Greenway Rehab/Extension**				
	Purchased Professional and Technical Services	$ 88,760	$ 255,217	$ 235,217	$ 20,000
	Capital Outlay Property	1,011,240	889,218	762,009	127,209
	TOTAL	1,100,000	1,144,435	997,226	147,209
302	**Town Center Park Well**				
	Purchased Professional and Technical Services	25,000	35,000	10,436	24,564
	Capital Outlay Property	75,000	238,137	158,270	79,867
	Total	100,000	273,137	168,706	104,431
303	**Suwanee Creek Greenway Soft Surface Trails - (Funds re-allocated)**				
	Purchased Professional and Technical Services	7,500	-	-	-
	Capital Outlay Property	32,500	-	-	-
	TOTAL	40,000	-	-	-
304	**Martin Farm Park Restrooms - (Project completed)**				
	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 - (Funds re-allocated)**				
	Purchased Professional and Technical Services	10,000	-	-	-
	Capital Outlay Property	58,000	-	-	-
	TOTAL	68,000	-	-	-
306	**Sims Lake Connector Trail - (Funds re-allocated)**				
	Purchased Professional and Technical Services	25,000	-	-	-
	Capital Outlay Property	125,000	-	-	-
	Total	150,000	-	-	-
307	**Suwanee Creek Park Phase 3-5 - (Funds re-allocated)**				
	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	1,299,580	671,836	627,744
	TOTAL	2,406,560	1,599,580	671,836	927,744
309	**Road Improvement Project - (Funds re-allocated)**				
	Purchased Professional and Technical Services	100,000	-	-	-
	Capital Outlay Property	572,540	-	-	-
	TOTAL	672,540	-	-	-

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

	SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
310	**Annual Stormwater Projects**				
	Purchased Professional and Technical Services	$ 46,000	$ 35,000	$ 8,239	$ 26,761
	Capital Outlay Property	300,170	190,000	35,876	154,124
	TOTAL	346,170	225,000	44,115	180,885
311	**Buford Highway Reconstruction & Streetscape**				
	Purchased Professional and Technical Services	125,000	500,000	51,375	448,625
	Capital Outlay Property	736,720	5,237,571	-	5,237,571
	TOTAL	861,720	5,737,571	51,375	5,686,196
312	**Pedestrian Bicycle Plan**				
	Purchased Professional and Technical Services	120,000	384,731	49,965	334,766
	Capital Outlay Property	687,720	2,123,607	-	2,123,607
	TOTAL	807,720	2,508,338	49,965	2,458,373
313	**PIB Pedestrian Improvements - (Funds re-allocated)**				
	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	238,753	238,753	-
	Capital Outlay Property	1,556,710	2,146,094	2,129,616	16,478
	TOTAL	1,781,710	2,384,847	2,368,369	16,478
315	**Parking Facilities**				
	Purchased Professional and Technical Services	500,000	367,604	22,565	345,039
	Capital Outlay Property	2,506,780	2,133,032	505,723	1,627,309
	TOTAL	3,006,780	2,500,636	528,288	1,972,348
316	**Park Enhancements**				
	Purchased Professional and Technical Services	-	50,000	10,331	39,669
	Capital Outlay Property	-	368,944	52,120	316,824
	TOTAL	-	418,944	62,451	356,493
317	**Recreation Projects**				
	Purchased Professional and Technical Services	-	50,000	-	50,000
	Capital Outlay Property	-	368,749	11,242	357,507
	TOTAL	-	418,749	11,242	407,507
318	**Sign Reflectivity Program**				
	Purchased Professional and Technical Services	-	35,000	-	35,000
	Capital Outlay Property	-	200,000	19,977	180,023
	TOTAL	-	235,000	19,977	215,023
	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**	**$ 17,883,570**	**$ 5,410,883**	**$ 12,472,687**

320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

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:	Transfers have included funding from the general fund and other local resources previously allocated to other capital projects.

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 2014 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 2014 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. The remaining balance in this project is for some additional planting, as the majority of this project has been completed. Annual operating impact will include professional services for landscape maintenance and replacement of landscape. Annual operating impact is estimated at $55,000. The FY 2014 general fund budget includes $47,380 in operating costs.

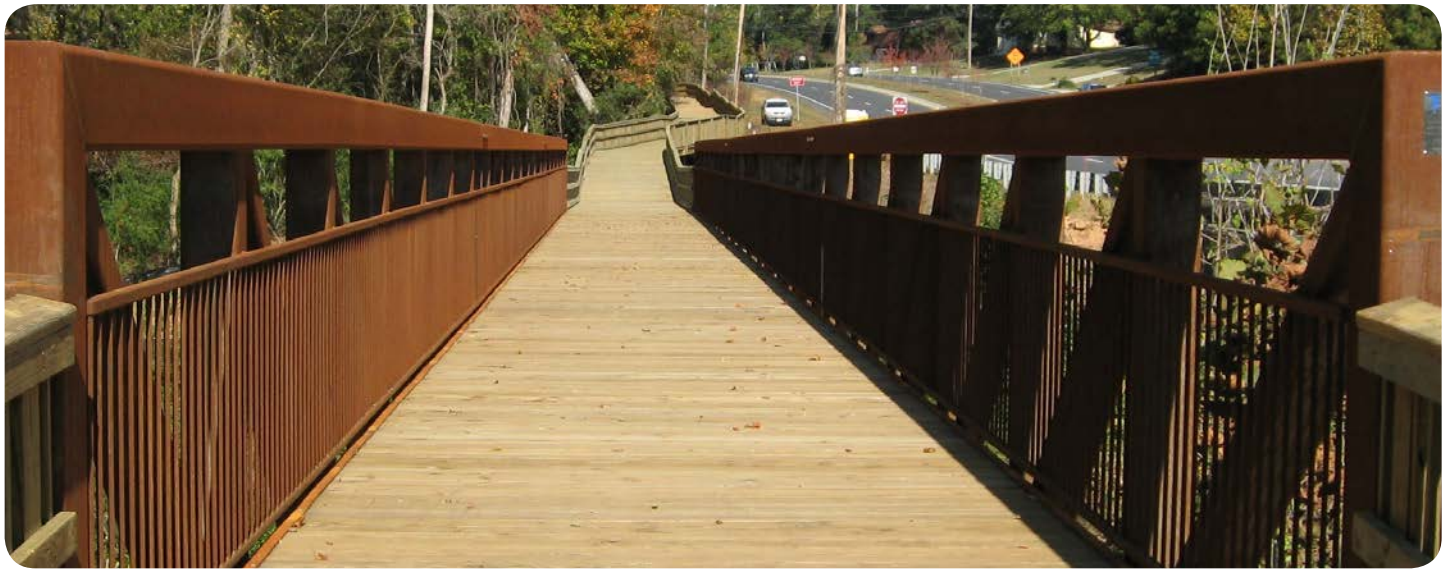
320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
Intergovernmental Grants - SPLOST	$ 7,323,960	$ 7,162,288	$ 7,162,288	$ -
Intergovernmental Grants - 09 SPLOST 332	118,780	126,475	126,475	-
Intergovernmental Grants - State	116,000	166,000	166,000	-
Investment Income	252,366	330,823	388,501	(57,678)
Other Financing Sources	377,500	144,875	144,875	-
TOTAL REVENUES	**$ 8,188,606**	**$ 7,930,461**	**$ 7,988,139**	**$ (57,678)**

	SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
321	**Street Resurfacing and Safety Improvements**				
	Purchased Professional and Technical Services	$ 927,985	$ 869,785	$ 869,785	$ -
	Capital Outlay Property	960,948	866,222	766,222	100,000
	TOTAL	1,888,933	1,736,007	1,636,007	100,000
322	**Traffic Calming - Project completed**				
	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 - Project completed**				
	Purchased Professional and Technical Services	50,000	50,000	50,000	-
	Capital Outlay Property	193,001	237,000	237,000	-
	TOTAL	243,001	287,000	287,000	-
324	**Park Enhancements**				
	Purchased Professional and Technical Services	50,000	65,000	60,625	4,375
	Capital Outlay Property	559,864	419,025	410,196	8,829
	TOTAL	609,864	484,025	470,821	13,204
325	**Pedestrian Bridge - Project completed**				
	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 - Project completed**				
	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 - Project completed**				
	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 - Project completed**				
	Purchased Professional and Technical Services	20,000	25,000	25,000	-
	Capital Outlay Property	559,400	576,653	576,653	-
	TOTAL	579,400	601,653	601,653	-
330	**Alternative Transportation**				
	Purchased Professional and Technical Services	100,000	120,000	117,625	2,375
	Capital Outlay Property	471,624	598,899	448,765	150,134
	TOTAL	571,624	718,899	566,390	152,509

320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 5/1/2013	BALANCE
331	**I-85 Streetscape**				
	Purchased Professional and Technical Services	$ 90,000	$ 100,000	$ 75,200	$ 24,800
	Capital Outlay Property	279,660	315,487	291,302	24,185
	TOTAL	369,660	415,487	366,502	48,985
332	**Police Station & Crossroads Renovation - Project completed**				
	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 - Project completed**				
	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**	**$ 7,930,461**	**$ 7,615,763**	**$ 314,698**



340 PUBLIC FACILITIES MAINTENANCE FUND

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.

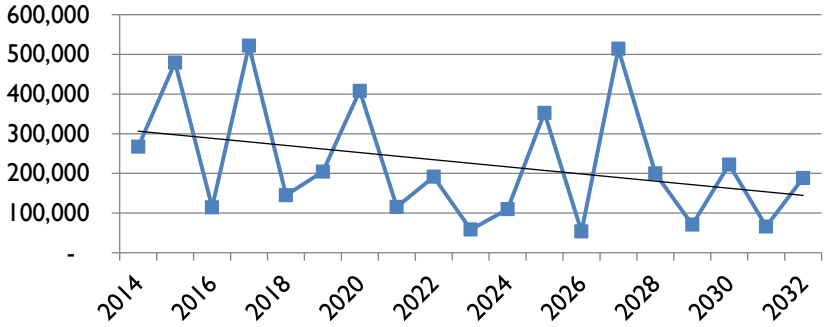
Other Financing Sources

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 2014 BUDGET
Investment Income	$ 500
Other Financing Sources	266,500
TOTAL REVENUES	**$ 267,000**

SUMMARY OF EXPENDITURES BY CATEGORY	
Purchase Professional and Technical Services	$ 25,000
Supplies	10,000
Capital Outlay Property	232,000
TOTAL EXPENDITURES	**$ 267,000**

Summarized below are highlights of large capital maintenance items for FY 2014 by location.

Police Station: Replace 40kw generator and 4-ton HVAC condenser. $**46,740**
Windsor Park: Replace metal exterior wall panels and repoint brick wall. $**12,572**
Town Center Park: Install bermuda grass in main park area. $**42,000**
Replace epoxy coating on restroom and hallway floors. $**15, 277**
Sims Lake Park: Repoint masonry bathroom building, repair and repaint cottage. $**6,124**
Suwanee Creek Park: Replace rusted drinking fountain. $**1,368**
Pedestrian Bridge at Lawrenceville Suwanee Road: Board replacements. $**9,000**
Stonecypher and Water Tank Pump Houses: Prepare and repaint exteriors. $**1,443**
PlayTown Suwanee: Replenish gravel at 2" depth in parking areas. $**9,600**
Fire Station: Replace electrical panel board. $**4,658**
Crossroads: Install backup power generator. $**40,000**

341 PUBLIC FACILITIES ENHANCEMENT FUND

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.

FY 14 projects include new accounting software, landscaping on the railroad sloped right-of-way, Lawrenceville Suwanee Road sloped bank landscaping, wayfinding signage, and holiday decorations.

Operational Impact

Accounting Software - The new accounting software is anticipated to have annual support fees of $25,000; this is a reduction of $16,000 from our current software support fee.

Railroad Landscaping - The new landscaping along the sloped railroad right-of-way and slope bank on Lawrenceville Suwanee Road should have minimum additional operating since the plan is to replace current grass areas with low maintenance landscaping. Operational estimates include $5,000 in replacement plantings but a reduction of $5,000 in mowing labor costs.

Lawrenceville Suwanee Road Landscaping - The new landscaping along the sloped bank on Lawrenceville Suwanee Road should have minimum additional operating costs since the plan is to replace current grass areas with low maintenance landscaping. Operational estimates include $5,000 in replacement plantings but a reduction of $5,000 in mowing labor costs.

Wayfinding Signage - The wayfinding project includes signage at street locations to inform motorist of points of interest in Suwanee. New operational costs are estimated at $5,000 annually. This estimate is based on replacing one of the ten proposed signs per year.

Holiday Decorations - Additional holiday decorations at Town Center Park and Main Street Park are anticipated to add $6,000 annually to the operating budget. This estimate is based on increase staff time for installation and take down, storage fees, repairs and replacement of components.

SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Investment Income	$	1,000
Other Financing Sources		825,500
TOTAL REVENUES	**$**	**826,500**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	93,060
Supplies		2,500
Capital Outlay Property		730,940
TOTAL EXPENDITURES	**$**	**826,500**

343 CEMETERY FUND

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 $5,000 to $7,000 annually.

SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Investment Income	$	250
Other Financing Sources		71,000
TOTAL REVENUES	**$**	**71,250**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		61,250
TOTAL EXPENDITURES	**$**	**71,250**



344 PAVED STREETS FUND

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 maintenance costs for Suwanee's street system.



SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Investment Income	$	250
Other Financing Sources		570,000
TOTAL REVENUES	**$**	**570,250**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	50,000
Supplies		1,250
Capital Outlay Property		519,000
TOTAL EXPENDITURES	**$**	**570,250**

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 maintenance cost for Suwanee's storm drainage system.

SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Investment Income	$	250
Other Financing Sources		262,000
TOTAL REVENUES	**$**	**262,250**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		252,250
TOTAL EXPENDITURES	**$**	**262,250**



346 PUBLIC SAFETY PROJECTS

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 $7,000.



SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Other Financing Sources	$	71,395
TOTAL REVENUES	**$**	**71,395**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	1,395
Capital Outlay Property		70,000
TOTAL EXPENDITURES	**$**	**71,395**

352 PEACHTREE INDUSTRIAL BOULEVARD (PIB) MEDIANS

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 cost estimates for landscape installation on Peachtree Industrial Boulevard. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

Operational Impact

Landscaping on the Peachtree Industrial Boulevard medians is about 75% completed. The remaining funding is for some additional plantings to enhance the impact of the landscape design. Operational impacts include a landscaping contract for mowing of medians and shoulders, fertilization, and removing and replacement of dead plants. Annual operating costs included in the FY 2014 budget is $56,450. After the additional plantings, annual operating cost are projected to increase by an additional $4,500 for a total of $60,950.

SUMMARY OF REVENUES BY CATEGORY		FY 2014 BUDGET
Other Financing Sources	$	80,636
TOTAL REVENUES	**$**	**80,636**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		70,636
TOTAL EXPENDITURES	**$**	**80,636**



355 COMMUNITY STABILIZATION

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 settlement.

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 2014 BUDGET
Investment Income	$	500
Other Financing Sources		293,000
TOTAL REVENUES	**$**	**293,500**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	20,500
Property and Site Improvements		273,000
TOTAL EXPENDITURES	**$**	**293,500**

361 TAX ALLOCATION DISTRICT (TAD)

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 2014 BUDGET
Investment Income	$	500
Other Financing Sources - General Fund		137,000
TOTAL REVENUES	**$**	**137,500**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	20,000
Property Site Improvements		117,500
TOTAL EXPENDITURES	**$**	**137,500**





DEBT SERVICE FUND

FISCAL YEAR 2013-2014

THE DEBT SERVICE FUND ACCOUNTS FOR THE ACCUMULATION OF RESOURCES FOR, AND THE PAYMENT OF, GENERAL LONG TERM DEBT PRINCIPAL AND INTEREST.

410 DEBT SERVICE FUND

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 covenants.

SUMMARY OF REVENUES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Investment Income	$ 6,404	$ 2,764	$ 4,154	$ 4,000	$ 4,000
Other Financing Sources	1,629,000	1,715,540	1,601,900	1,592,110	1,589,970
TOTAL	$ 1,635,404	$ 1,718,304	$ 1,606,054	$ 1,596,110	$ 1,593,970

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Debt Service Principal	$ 700,000	$ 725,000	$ 755,000	$ 780,000	$ 810,000
Debt Service Interest	920,178	880,878	842,171	812,110	779,970
Fiscal Agent's Fees	-	-	-	4,000	4,000
TOTAL	$ 1,620,178	$ 1,605,878	$ 1,597,171	$ 1,596,110	$ 1,593,970

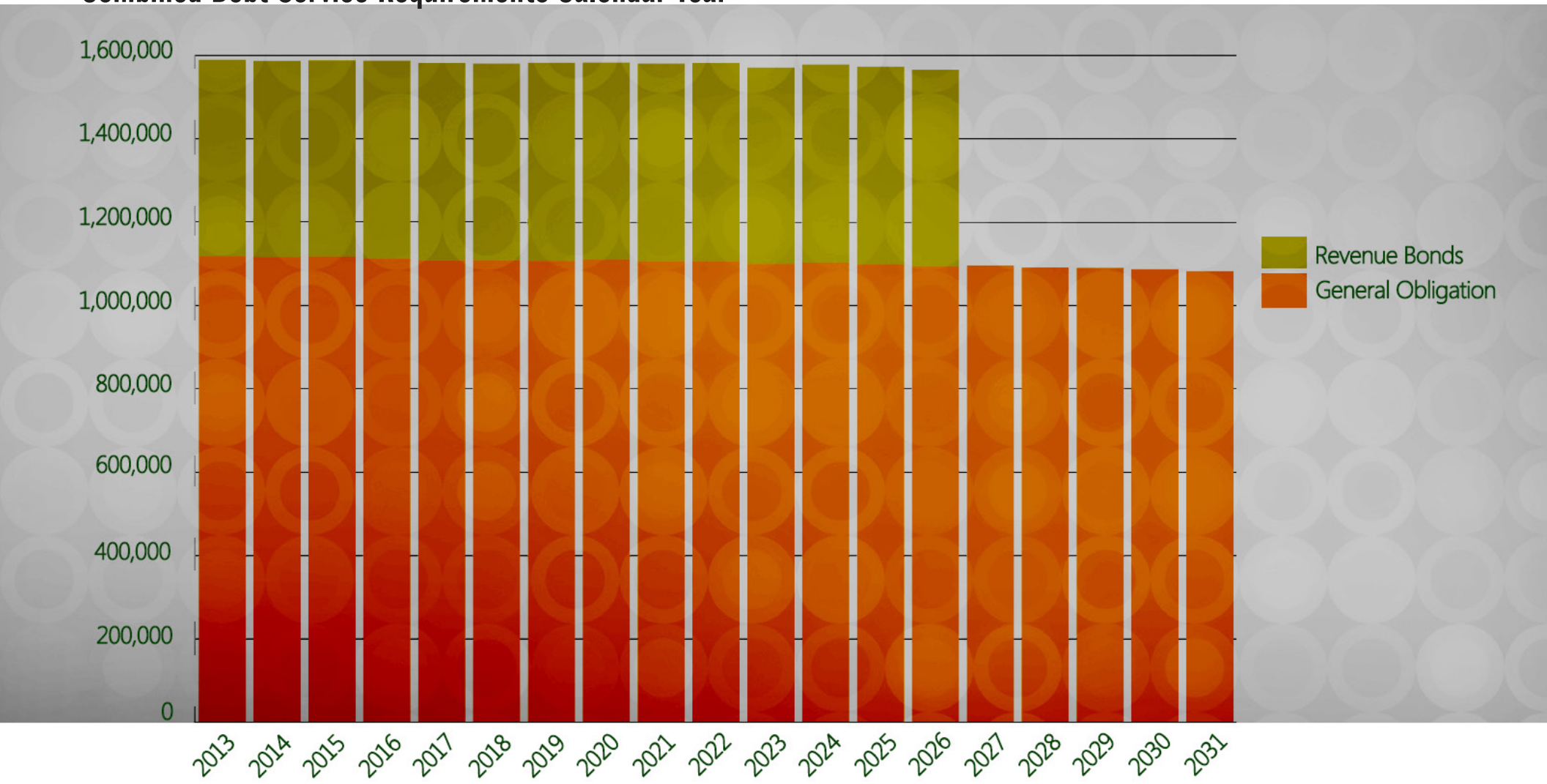
Summary of City Debt by Category as of 7/01/2013

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	14,465,000
Revenue Bonds		5,095,000
TOTAL	$	19,560,000

	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
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
	$ 14,465,000	$ 6,490,209	$ 20,955,209	$ 5,095,000	$ 1,529,817	$ 6,624,817	$ 27,580,026

410 DEBT SERVICE FUND

Combined Debt Service Requirements Calendar Year



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 $14,465,000 in aggregate principal amount of general obligation bonds. The weighted average interest rate of the Bonds is approximately 5.15%.

Principal and Interest Requirements

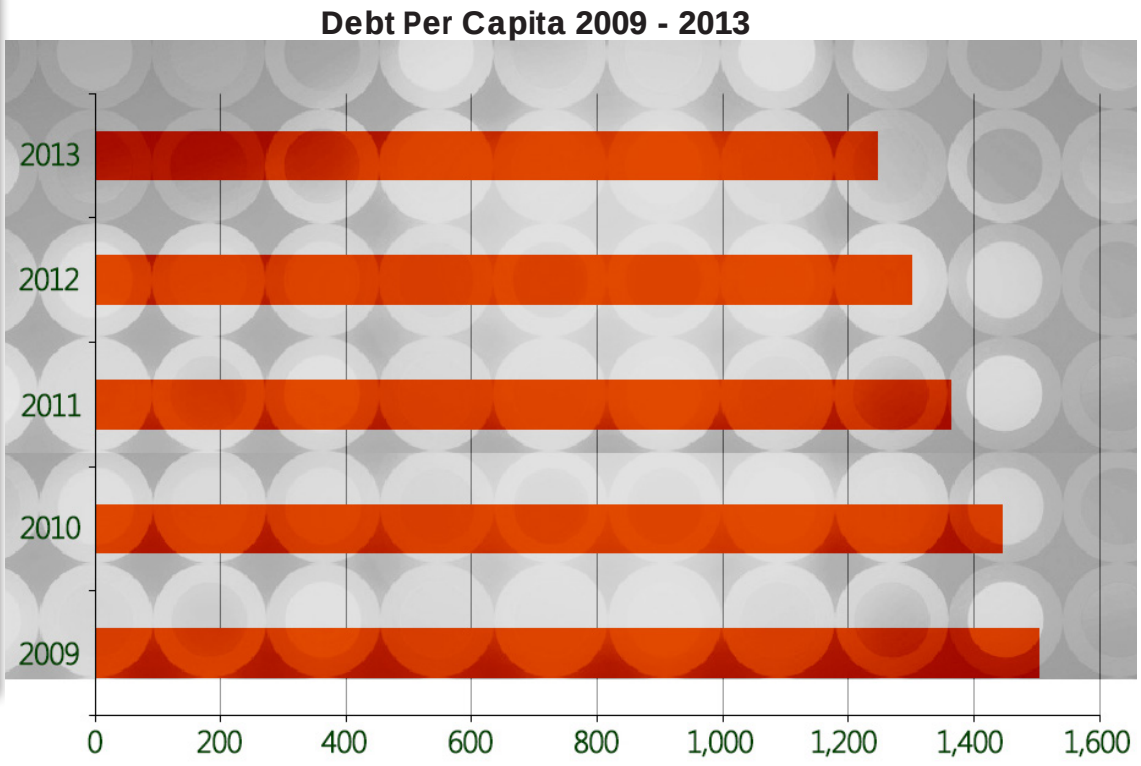
	2006 REFUNDING BOND SERIES		
YEAR ENDING 31-DEC	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2013	$ 525,000	$ 593,811	$ 1,118,811
2014	545,000	571,074	1,116,074
2015	570,000	547,380	1,117,380
2016	590,000	522,730	1,112,730
2017	610,000	497,993	1,107,993
2018	635,000	473,093	1,108,093
2019	660,000	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
	$ 14,465,000	$ 6,490,209	$ 20,955,209

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
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	17,517	472,517
	$ 5,095,000	$ 1,529,817	$ 6,624,817



Direct and Overlapping Debt

Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the City. The schedules estimate the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City.

JURISDICTION	GROSS OUTSTANDING	ESTIMATED PERCENTAGE APPLICABLE	ESTIMATED SHARE OF OVERLAPPING DEBT
Direct Debt:			
City of Suwanee			
General Obligation Bonds	$ 14,465,000	100.00%	$ 14,465,000
Revenue Bonds	5,095,000	100.00%	5,095,000
TOTAL DIRECT DEBT	19,560,000		19,560,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	46,385,000	4.06%	1,883,231
Gwinnett County Board of Education	807,440,000	4.06%	32,782,064
TOTAL OVERLAPPING DEBT	853,825,000		34,665,295
TOTAL DIRECT AND OVERLAPPING DEBT	$ 873,385,000		$ 54,225,295

Ratio of Outstanding Debt by Type

Last Five Years

The debt per capita figure is an indicator of the debt burden apportioned to individual residents of the City (assuming each resident is responsible for an equal share of the debt.) Debt per capita continues to show consistent annual declines.

	GOVERNMENTAL ACTIVITIES			BUSINESS-TYPE ACTIVITIES			
FISCAL YEAR	GENERAL OBLIGATION DEBT	REVENUE BONDS	CAPITAL LEASES	NOTE PAYABLE	TOTAL OUTSTANDING DEBT	PERCENTAGE OF PERSONAL INCOME	OUTSTANDING DEBT PER CAPITA
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	4.30%	1,364
2012	14,970,000	5,370,000	-	-	20,340,000	4.07%	1,302
2013	14,465,000	5,095,000	-	-	19,560,000	3.80%	1,247

1 Personal income data provided by the Bureau of Economic Analysis. *2 Population figures are estimated by the City of Suwanee's Planning Department.*

Legal Debt Margin

Last Five Years

Under state law, the constitutional debt limit for direct general obligation (G.O.) bonds is limited to 10% of the assessed value of all taxable property within the City. The legal debt margin is the difference between the outstanding debt and the total amount the City is legally allowed to borrow. The City of Suwanee remains below the debt ceiling for general obligation debt, as determined by the following computation:

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2014
Assessed value of all taxable property	$ 1,071,641,916	$ 1,174,713,298	$ 1,084,267,457	$ 1,086,484,780	$ 1,137,290,250
Debt limit 10% of assessed value	107,164,192	117,471,330	108,426,746	108,648,478	113,729,025
Less: Total debt applicable to limit	15,168,158	14,702,932	14,125,505	13,631,622	13,123,033
Legal debt margin	$ 91,996,034	$ 102,768,398	$ 94,301,241	$ 95,016,856	$ 100,605,992
Total debt applicable to the limit as a percentage of debt limit	14.15%	12.52%	13.03%	12.55%	11.54%



ENTERPRISE FUND

FISCAL YEAR 2013-2014

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.

505 WATER FUND

Statement of Service

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 346 metered customers. The current average consumption of water from the City's water system is approximately 45,863 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.



505 WATER FUND

SUMMARY OF REVENUES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Charge for Services	$ 62,501	$ 97,113	$ 118,172	$ 95,910	$ 110,000
Investment Income	1,485	667	77	500	500
Other Financing Sources	287,450	342,018	150,000	200,000	124,950
TOTAL	$ 351,436	$ 439,798	$ 268,249	$ 296,410	$ 235,450

SUMMARY OF EXPENSES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Administration	$ 29,573	$ 25,659	$ 31,594	$ 40,410	$ 40,900
Supply	18,734	24,455	14,216	24,800	13,600
Distribution	48,990	67,269	61,050	69,200	74,350
System Improvements	7,038	-	3,210	162,000	106,600
Debt Service	23,619	14,528	-	-	-
TOTAL	$ 127,954	$ 131,911	$ 110,070	$ 296,410	$ 235,450



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

	FY 2013-2014 PROJECTED COST
Replace 2" line on Eva Kennedy Rd. from Stonecypher to the cross country connection to the back side of the Stonecypher neighborhood. (approximately 820 LF)	$58,433
Replace well pump number one on Stonecypher Road.	33,000
Enhancement to our existing SCADA system and electronic blow-off valve at well house number two.	15,000
	$106,433

POTENTIAL PHASE	PROJECT DESCRIPTION	2014 PROJECTED COST ESTIMATES
Phase III	Replace 2” line on Buford Hwy. from near Tire Omni to near the intersection with Lawrenceville-Suwanee Rd.	$ 109,148
	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.	200,655
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)	233,730
	Replace 2” line on Buford Hwy. from Davis St. to our last customer (just before the GCPS Bus Facility).	104,738
	Extend Davis St. line from King St. to White St.	105,509
Phase V	Replace lines on Scales St., Scales Rd., Main St. and Russell St.	242,550
	Replace all water meters and convert to AMR.	99,225
	Replace 6” line on Davis St. from King St. to Virginia Ave.	218,295
Phase VI	Replace 2” line on White St. from Davis St. to White St.	218,295
	Replace 2" line on Whitlock Ave. from King St. to Plum St.	117,334
	Replace 2" line on Plum St. from Whitlock Ave. to Martin Farm Rd.	40,930
Phase VII	Replace PVC line on Bluegrass Tr.	37,209
	Connect Bluegrass Tr. to Greenpark Dr.	27,287
	Replace 2" line on Calaboose St. from Jackson St. to Scales Rd.	54,574
	Replace the 2" line on Mary Lou St.	61,409
	TOTAL	$ 1,870,888



AGENCY FUND

FISCAL YEAR 2013-2014

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.

745 AGENCY FUND

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.

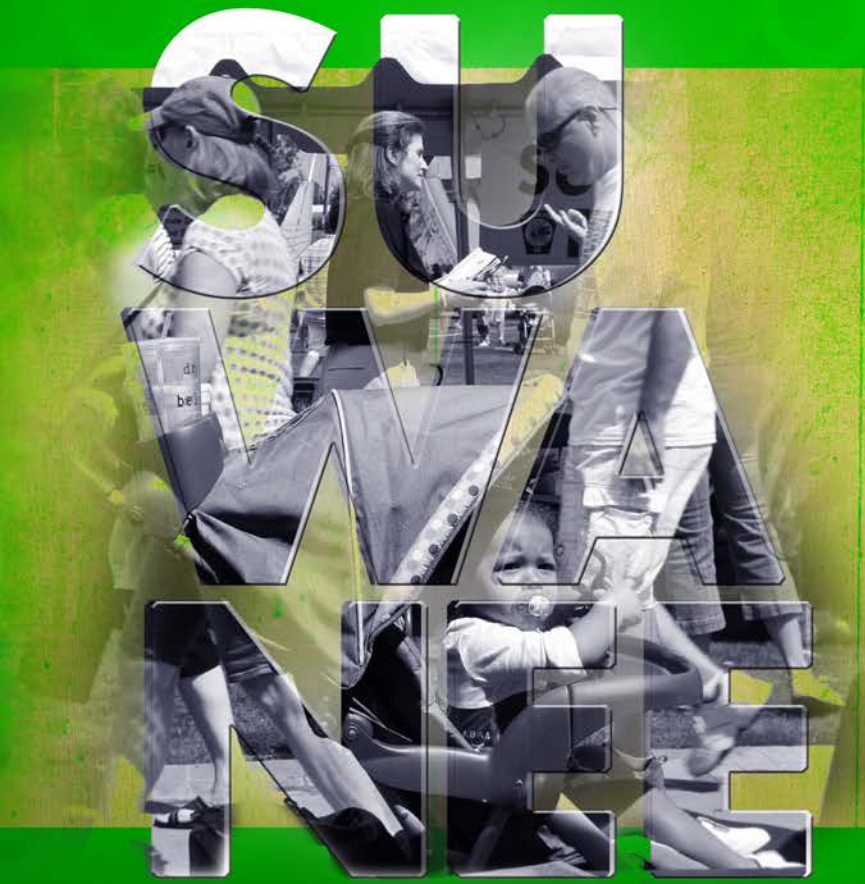
Assumptions: Projections are based on the rates set by Council and historical trends. In fiscal year 2010, a technology fee was added to the rate structure to supplement the cost of the police software and technology expenditures. Fiscal year 2014 projections used a rolling four month average receipts received for fiscal year 2012 and 2013 to project a twelve month total.

SUMMARY OF REVENUES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Fines and Forfeitures	$ 1,765,981	$ 1,871,175	$ 1,825,841	$ 1,809,080	$ 1,700,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional and Technical	$ 57,613	$ 110,907	$ 93,982	$ 75,000	$ 85,000
Other Costs	494,797	584,810	592,373	546,570	485,000
Other Financing Uses-Transfers	1,245,968	1,174,621	1,109,122	1,187,510	1,130,000
TOTAL	$ 1,798,378	$ 1,870,338	$ 1,795,477	$ 1,809,080	$ 1,700,000

745 AGENCY FUND





LINE ITEM

FISCAL YEAR 2013-2014

THIS SECTION SERVES AS A REFERENCE FOR CITY OF SUWANEE DEPARTMENT HEADS. IT CONTAINS THE GENERAL FUND LINE ITEM DETAIL OF REVENUES AND EXPENDITURES.

SUMMARY OF GENERAL FUND REVENUES

DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET	% Change
General Property Taxes	$ 7,540,811	$ 7,782,884	$ 7,481,879	$ 6,901,160	$ 6,714,300	-2.71%
Selective Sales and Use Taxes	952,618	996,217	1,061,560	1,009,200	1,075,780	6.60%
Business Taxes	1,360,254	1,347,871	1,648,831	1,736,490	1,765,480	1.67%
Penalty and Interest on Taxes	73,031	91,172	17,024	53,000	53,000	0.00%
Licenses and Permits	207,413	211,544	241,327	235,200	236,700	0.64%
Regulatory Fees	142,552	230,219	372,511	300,000	250,000	-16.67%
Intergovernmental Grants	68,088	31,311	21,351	693,780	790,700	13.97%
Charge for Services	64,238	72,456	106,324	112,500	107,500	-4.44%
Fines and Forfeitures	1,245,968	1,174,621	1,109,122	964,960	1,103,030	14.31%
Investment Income	198,655	97,006	48,403	45,000	45,000	0.00%
Contributions and Donations	2,500	5,370	-	5,000	5,000	0.00%
Miscellaneous Revenues	21,694	33,249	41,429	23,000	16,000	-30.43%
Other Financing Sources	21,165	1,815	2,455	405,000	2,500	-99.38%
TOTAL REVENUES	$ 11,898,987	$ 12,075,735	$ 12,152,216	$ 12,484,290	$ 12,164,990	-2.56%

SUMMARY OF GENERAL FUND EXPENDITURES

DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET	% CHANGE
Governing Body	$ 170,550	$ 158,414	$ 134,763	$ 133,890	$ 136,200	$ 1.73%
Legislative Committees	3,709	3,636	2,939	7,750	8,750	12.90%
Chief Executive	368,059	430,432	487,463	418,290	459,270	9.80%
General Administration	183,860	201,166	211,823	288,970	279,750	-3.19%
Financial Administration	534,180	565,147	633,430	681,120	710,030	4.24%
Accounting	33,000	34,500	35,000	35,500	37,000	4.23%
Law	48,419	86,134	58,932	36,000	55,000	52.78%
Data Processing/MIS	171,199	230,543	227,902	239,450	196,950	-17.75%
General Government Buildings	279,237	282,679	248,316	293,720	287,000	-2.29%
Public Information	115,023	114,524	123,406	141,810	141,040	-0.54%
Municipal Court	334,361	298,826	310,090	372,240	381,770	2.56%
Police Administration	313,592	350,867	344,778	384,880	380,010	-1.27%
Criminal Investigation	315,593	244,951	255,948	234,520	393,220	67.67%
Patrol	2,184,498	2,277,822	2,308,297	2,526,320	2,523,600	-0.11%
Records & Identification	140,886	133,483	120,448	133,040	75,860	-42.98%
Police Training	98,232	101,983	105,970	153,390	155,710	1.51%
Special Detail Services	30,878	35,438	36,199	47,000	50,000	6.38%
Gateway Patrol	-	17,633	17,993	-	-	n/a
Police Stations & Buildings	123,066	146,439	149,087	171,350	188,050	9.75%
Police Substation & Training Center	-	-	-	49,450	64,100	29.63%
Dispatcher	420,567	410,832	461,680	533,650	523,340	-1.93%
Public Relations	83,348	82,160	81,767	92,440	91,580	-0.93%
Targeted Police	20,292	-	-	-	-	n/a
Public Works Administration	1,355,916	1,422,775	1,571,038	1,636,490	1,714,360	4.76%
Paved Streets	14,507	14,507	20,807	84,890	133,070	56.76%
Storm Drainage	22,165	27,323	29,097	43,500	52,220	20.05%
PW Special Detail Services	-	-	752	7,250	-	-100.00%
Special Facilities & Activities	80,913	113,539	94,343	119,000	150,000	26.05%
Park Areas	103,470	163,778	142,204	161,900	174,540	7.81%
Protective Inspection Administration	117,748	117,145	123,665	141,700	147,040	3.77%
Planning & Zoning	354,224	379,682	412,911	433,060	458,620	5.90%
Code Enforcement	37,000	19,127	31,184	31,630	40,920	29.37%
Economic Development & Assistance	259,609	270,777	279,807	315,740	333,030	5.48%
Downtown Suwanee	81,642	77,970	82,324	66,760	98,790	47.98%
Other Financing Uses	3,945,766	2,838,224	2,760,634	2,467,590	1,724,170	-30.13%
TOTAL EXPENDITURES	**$ 12,345,509**	**$ 11,652,456**	**$ 11,904,997**	**$ 12,484,290**	**$ 12,164,990**	**-2.56%**
Revenues (over) under Expenditures	$ 446,522	$ (423,279)	$ (247,219)	$ -	$ -	-

LINE ITEM REVENUES

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
General Property Taxes						
100-0000-311081	Real Property Current	$ 4,840,068	$ 4,548,277	$ 4,385,003	$ 3,867,000	$ 3,884,750
100-0000-311082	Real Property Prior Years	78,486	205,360	143,362	251,410	75,000
100-0000-311281	Personal Property Current	627,284	774,975	671,080	570,000	675,500
100-0000-311282	Personal Property Prior Years	11,166	102,834	1,793	3,000	3,000
100-0000-311600	Real Transfer Intangible	37,307	67,784	107,801	77,240	84,100
100-0000-311710	Franchise Tax Electric	1,225,890	1,341,642	1,397,342	1,428,240	1,300,000
100-0000-311730	Franchise Tax Gas	91,200	93,541	95,238	97,260	96,030
100-0000-311750	Franchise Tax Television	234,796	236,546	285,859	230,010	233,920
100-0000-311760	Franchise Tax Telephone	142,325	153,735	119,468	120,000	119,000
100-0000-318000	Other Taxes Motor Vehicle	252,289	258,190	274,933	257,000	243,000
	TOTAL	7,540,811	7,782,884	7,481,879	6,901,160	6,714,300
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	168,430	159,779	179,881	165,700	170,280
100-0000-314200	Alcoholic Beverage Excise	709,228	762,210	809,629	775,000	775,000
100-0000-314300	Local Option Mixed Drink	74,960	74,228	72,050	68,500	85,500
100-0000-314400	Energy Excise Tax	-	-	-	-	900
100-0000-314500	Car Title Tax	-	-	-	-	44,100
	TOTAL	952,618	996,217	1,061,560	1,009,200	1,075,780
Business Taxes						
100-0000-316100	Business & Occupational Tax	818,983	804,490	844,175	882,000	906,480
100-0000-316200	Insurance Premium from State	483,741	469,682	720,214	764,990	775,000
100-0000-316300	Financial Institutions	57,530	73,699	84,442	89,500	84,000
	TOTAL	1,360,254	1,347,871	1,648,831	1,736,490	1,765,480
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	67,925	75,680	14,936	50,000	50,000
100-0000-319120	Personal Penalties & Interest	5,106	15,492	2,088	3,000	3,000
	TOTAL	73,031	91,172	17,024	53,000	53,000
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	55,040	53,520	60,525	60,000	61,500
100-0000-321130	Regulatory Fees Liquor	110,000	110,020	112,450	115,000	115,000
100-0000-321220	Regulatory Fees Insurance	20,950	19,150	33,125	32,000	29,000
100-0000-321290	Other Business License Peddlers	500	4,466	8,642	5,000	8,000
100-0000-322210	Zoning & Land Use Development	5,200	10,620	9,639	8,200	8,200
100-0000-322230	Sign	15,723	13,768	16,946	15,000	15,000
	TOTAL	207,413	211,544	241,327	235,200	236,700
Regulatory Fees						
100-0000-322100	Building Structure-Buildings	142,552	230,219	372,511	300,000	250,000
	TOTAL	142,552	230,219	372,511	300,000	250,000
Intergovernmental Grants						
100-0000-337000	Intergovernmental Grants-State	68,088	31,311	21,351	16,000	-
100-0000-331103	Intergovernmental Grants-SDS	-	-	-	677,780	790,700
	TOTAL	$ 68,088	$ 31,311	$ 21,351	$ 693,780	$ 790,700

LINE ITEM REVENUES (CONTINUED)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Charges for Services						
100-0000-341391	Development Plan Review	$ 3,922	$ 7,471	$ 20,983	$ 19,000	$ 10,000
100-0000-341400	Printing & Duplicating Service	17	13	6	-	-
100-0000-342100	Special Events-Police Service	34,143	40,354	42,850	50,000	50,000
100-0000-342102	Special Events-Application Fee	250	2,415	325	-	-
100-0000-342104	Special Events-Permit Fee	3,590	2,970	5,800	7,000	12,000
100-0000-342110	Special Events-Miscellaneous	2,612	1,624	16,673	8,000	5,000
100-0000-342120	Accident Reports	4,333	4,143	3,732	4,000	4,000
100-0000-342900	Other Special Police Service	12,891	11,901	12,955	22,000	24,000
100-0000-346900	Background Check Fee	2,480	1,565	3,000	2,500	2,500
	TOTAL	64,238	72,456	106,324	112,500	107,500
Fines and Forfeitures						
100-0000-351170	Municipal Court	1,245,968	1,174,621	1,109,122	964,960	1,103,030
	TOTAL	1,245,968	1,174,621	1,109,122	964,960	1,103,030
Investment Income						
100-0000-361000	Interest Revenues	198,655	97,006	48,403	45,000	45,000
	TOTAL	198,655	97,006	48,403	45,000	45,000
Contributions Donations						
100-0000-371070	Contributions & Donations	2,500	5,370	-	5,000	5,000
	TOTAL	2,500	5,370	-	5,000	5,000
Miscellaneous						
100-0000-381000	Rents & Royalties	1,940	7,720	3,525	7,000	6,000
100-0000-389000	Other Miscellaneous Revenues	19,754	25,529	37,904	16,000	10,000
	TOTAL	21,694	33,249	41,429	23,000	16,000
Other Financing Sources						
100-0000-391200	Other Revenues-Transfer In	21,165	1,815	2,455	5,000	2,500
100-0000-393000	Budgeted Fund Balance	-	-	-	400,000	-
	TOTAL	21,165	1,815	2,455	405,000	2,500
	TOTAL REVENUES	**$ 11,898,987**	**$ 12,075,735**	**$ 12,152,216**	**$ 12,484,290**	**$ 12,164,990**

Governing Body

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 61,350	$ 61,581	$ 60,822	$ 62,100	$ 62,000
	TOTAL	61,350	61,581	60,822	62,100	62,000
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,804	3,818	3,771	3,860	3,900
100-1110-512300	Employee Benefits-Mcare	890	893	882	910	900
	TOTAL	4,694	4,711	4,653	4,770	4,800
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	1,187	966	704	1,200	1,000
100-1110-523500	Other Purchase Srv-Travel	5,116	6,312	9,072	9,670	9,000
100-1110-523600	Other Purchase Srv-Dues & Fees	84,269	63,175	49,698	30,000	40,000
100-1110-523700	Other Purchase Srv-Education	5,280	8,438	758	14,300	9,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	880	900
	TOTAL	96,727	79,766	61,107	56,050	59,900
Supplies						
100-1110-531100	Supplies-General Supplies	2,170	2,464	1,836	2,200	2,000
100-1110-531300	Supplies-Food	5,609	7,798	6,345	8,550	7,000
	TOTAL	7,779	10,262	8,181	10,750	9,000
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	-	2,094	-	220	500
	TOTAL	-	2,094	-	220	500
	TOTAL GOVERNING BODY	**$ 170,550**	**$ 158,414**	**$ 134,763**	**$ 133,890**	**$ 136,200**

Legislative Committees

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 3,117	$ 2,406	$ 2,356	$ 4,900	$ 6,000
	TOTAL	3,117	2,406	2,356	4,900	6,000
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	190	146	143	400	400
100-1120-512300	Employee Benefits-Mcare	44	34	34	100	100
	TOTAL	234	180	177	500	500
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	294	1,050	150	2,000	2,000
	TOTAL	294	1,050	150	2,000	2,000
Supplies						
100-1120-531100	Supplies-General Supplies	64	-	256	350	250
	TOTAL	64	-	256	350	250
	TOTAL LEGISLATIVE COMMITTEES	**$ 3,709**	**$ 3,636**	**$ 2,939**	**$ 7,750**	**$ 8,750**

Chief Executive

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 248,250	$ 251,144	$ 255,144	$ 261,880	$ 282,000
100-1320-511300	Salaries & Wages Overtime	-	-	-	500	750
	TOTAL	248,250	251,144	255,144	262,380	282,750
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	35,130	37,484	40,558	45,550	49,320
100-1320-512200	Employee Benefits-SS	14,316	14,529	14,503	15,740	17,530
100-1320-512300	Employee Benefits-Mcare	3,601	3,643	3,668	3,820	4,100
100-1320-512400	Employee Benefits-Retirement	19,700	20,343	20,406	20,030	19,220
100-1320-512700	Employee Benefits-Workers Comp	914	1,294	1,381	1,920	2,000
100-1320-512910	Employee Benefits-EAP	82	84	-	-	-
100-1320-512920	Employee Benefits-Other	1,687	1,895	1,768	2,500	2,580
100-1320-512930	Employee Benefits-Wellness	-	-	-	450	450
	TOTAL	75,430	79,272	82,284	90,010	95,200
Purchased Professional & Technical						
100-1320-521230	Purchase Contract Service-App	5,400	5,400	5,400	5,600	17,600
	TOTAL	5,400	5,400	5,400	5,600	17,600
Other Purchased Services						
100-1320-523200	Other Purchase Srv-Communicate	250	217	356	250	500
100-1320-523300	Other Purchase Srv-Advertise	100	50	-	100	100
100-1320-523400	Other Purchase Srv-Printing	864	530	2,796	15,700	5,000
100-1320-523500	Other Purchase Srv-Travel	3,156	5,049	3,117	5,000	5,000
100-1320-523600	Other Purchase Srv-Dues & Fees	13,127	8,372	10,016	10,900	14,400
100-1320-523700	Other Purchase Srv-Education	4,923	2,770	-	5,200	5,400
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Branding	3,124	58,272	106,485	7,250	10,000
	TOTAL	26,419	76,135	123,645	45,300	41,300
Supplies						
100-1320-531100	Supplies-General Supplies	9,957	8,469	11,981	7,600	9,100
100-1320-531270	Supplies-Gasoline	435	756	954	900	900
100-1320-531300	Supplies-Food	1,906	3,499	4,953	5,900	4,500
100-1320-531400	Supplies-PlayTown Suwanee Birthday	-	-	-	-	4,500
100-1320-531600	Supplies-Books & Periodicals	262	294	-	600	600
	TOTAL	12,560	13,018	17,888	15,000	19,600
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	-	5,463	3,102	-	2,820
	TOTAL	-	5,463	3,102	-	2,820
	TOTAL CHIEF EXECUTIVE	**$ 368,059**	**$ 430,432**	**$ 487,463**	**$ 418,290**	**$ 459,270**

General Administration

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 140,181	$ 147,236	$ 150,705	$ 164,810	$ 162,500
	TOTAL	140,181	147,236	150,705	164,810	162,500
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	5,194	8,634	8,506	10,150	10,590
100-1500-512200	Employee Benefits-SS	8,700	9,172	9,317	10,170	10,100
100-1500-512300	Employee Benefits-Mcare	2,035	2,145	2,179	2,410	2,360
100-1500-512400	Employee Benefits-Retirement	4,226	4,702	4,473	4,670	5,000
100-1500-512700	Employee Benefits-Workers Comp	692	664	714	1,130	1,200
100-1500-512910	Employee Benefits-EAP	82	84	-	-	-
100-1500-512920	Employee Benefits-Other	611	614	702	1,030	1,000
100-1500-512930	Employee Benefits-Wellness	-	-	-	600	600
	TOTAL	21,540	26,015	25,891	30,160	30,850
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	3,583	10,515	8,095	36,200	34,000
	TOTAL	3,583	10,515	8,095	36,200	34,000
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	454	214	182	1,000	1,000
100-1500-523300	Other Purchase Srv-Advertising	3,201	3,202	4,671	6,000	6,000
100-1500-523400	Other Purchase Srv-Printing	365	182	91	6,500	1,500
100-1500-523500	Other Purchase Srv-Travel	353	801	461	4,500	3,000
100-1500-523600	Other Purchase Srv-Dues & Fees	912	1,290	1,256	2,600	2,000
100-1500-523700	Other Purchase Srv-Education	1,936	1,550	1,853	6,000	6,000
100-1500-523710	Other Purchase Srv-Education Citywide	-	-	1,700	2,400	2,400
100-1500-523850	Other Purchase Srv-Contract	6,689	4,715	8,358	20,000	21,000
	TOTAL	13,910	11,954	18,572	49,000	42,900
Supplies						
100-1500-531100	Supplies-General Supplies	2,177	2,283	2,595	2,750	3,000
100-1500-531300	Supplies-Food	921	779	832	2,250	2,500
100-1500-531400	Supplies-Books & Periodicals	1,548	2,035	1,698	2,500	2,500
	TOTAL	4,646	5,097	5,125	7,500	8,000
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	-	349	3,435	1,300	1,500
	TOTAL	-	349	3,435	1,300	1,500
	TOTAL GENERAL ADMINISTRATION	**$ 183,860**	**$ 201,166**	**$ 211,823**	**$ 288,970**	**$ 279,750**

Financial Administration

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 343,409	$ 349,364	$ 401,129	$ 408,050	$ 425,210
100-1511-511300	Salaries & Wages Overtime	-	-	376	2,000	3,750
	TOTAL	343,409	349,364	401,505	410,050	428,960
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	64,006	58,448	62,825	68,210	97,360
100-1511-512200	Employee Benefits-SS	21,464	21,664	24,659	25,290	26,600
100-1511-512300	Employee Benefits-Mcare	5,020	5,067	5,767	6,010	6,220
100-1511-512400	Employee Benefits-Retirement	31,840	32,682	36,791	35,960	32,500
100-1511-512700	Employee Benefits-Workers Comp	1,009	962	1,334	1,850	1,900
100-1511-512910	Employee Benefits-EAP	219	225	-	-	-
100-1511-512920	Employee Benefits-Other	2,306	2,250	2,885	3,850	3,900
100-1511-512930	Employee Benefits-Wellness	-	-	-	850	1,350
	TOTAL	125,864	121,298	134,261	142,020	169,830
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	5,000	5,000	10,063	7,000	7,000
100-1511-521210	Purchase Contract Srv-Survey	-	9,900	-	11,400	-
	TOTAL	5,000	14,900	10,063	18,400	7,000
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	17,053	21,304	17,059	21,000	23,750
100-1511-523300	Other Purchase Srv-Advertising	1,639	1,228	2,382	1,750	1,750
100-1511-523400	Other Purchase Srv-Printing	7,922	13,055	11,177	18,650	21,650
100-1511-523500	Other Purchase Srv-Travel	2,900	5,165	5,630	11,900	8,000
100-1511-523600	Other Purchase Srv-Dues & Fees	10,794	10,992	14,343	14,000	15,000
100-1511-523700	Other Purchase Srv-Education	4,931	5,732	7,287	8,350	8,600
100-1511-523800	Other Purchase Srv-Licenses	50	-	-	-	-
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	-	2,486	6,660	10,300	2,500
	TOTAL	46,164	60,837	65,413	86,850	82,150
Supplies						
100-1511-531100	Supplies-General Supplies	11,557	9,410	11,879	13,400	12,000
100-1511-531300	Supplies-Food	1,119	699	1,547	2,600	2,000
100-1511-531400	Supplies-Books & Periodicals	1,067	1,004	1,748	2,150	2,000
	TOTAL	13,743	11,113	15,174	18,150	16,000
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	-	7,635	7,014	5,650	6,090
	TOTAL	-	7,635	7,014	5,650	6,090
	TOTAL FINANCIAL ADMINISTRATION	**$ 534,180**	**$ 565,147**	**$ 633,430**	**$ 681,120**	**$ 710,030**

Accounting

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical						
100-1512-521200	Purchase Contract Srv-Professional	$ 33,000	$ 34,500	$ 35,000	$ 35,500	$ 37,000
	TOTAL	33,000	34,500	35,000	35,500	37,000
	TOTAL ACCOUNTING	**$ 33,000**	**$ 34,500**	**$ 35,000**	**$ 35,500**	**$ 37,000**

Law

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 48,419	$ 86,134	$ 58,932	$ 36,000	$ 55,000
	TOTAL	48,419	86,134	58,932	36,000	55,000
	TOTAL LAW	**$ 48,419**	**$ 86,134**	**$ 58,932**	**$ 36,000**	**$ 55,000**

Data Processing

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Prof Total	$ 87,842	$ 99,000	$ 94,311	$ 94,250	$ 90,000
100-1535-521230	Purchase Contract Service-Accounting	41,576	41,981	41,576	41,600	25,000
	TOTAL	129,418	140,981	135,887	135,850	115,000
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	831	3,361	1,120	5,500	5,500
	TOTAL	831	3,361	1,120	5,500	5,500
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	-	946	1,274	2,000	2,000
	TOTAL	-	946	1,274	2,000	2,000
Supplies						
100-1535-531100	Supplies-General Supplies	-	1,864	1,848	3,700	3,500
	TOTAL	-	1,864	1,848	3,700	3,500
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	2,083	3,112	1,454	3,000	3,000
100-1535-542401	Machinery & Equipment-Server	-	9,056	11,441	5,000	5,000
100-1535-542402	Machinery & Equipment-Software	14,624	10,434	21,448	23,900	22,450
100-1535-542403	Machinery & Equipment-Software Support	19,370	18,073	16,923	26,500	10,000
100-1535-542404	Machinery & Equipment-Other	-	16,264	20,671	17,000	17,000
100-1535-542405	Machinery & Equipment-Digital	4,873	-	-	-	-
100-1535-542406	Machinery & Equipment-New Program	-	26,452	15,836	17,000	13,500
	TOTAL	40,950	83,391	87,773	92,400	70,950
	TOTAL DATA PROCESSING	**$ 171,199**	**$ 230,543**	**$ 227,902**	**$ 239,450**	**$ 196,950**

General Government Buildings

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services						
100-1565-522100	Purchase Property Srv-Cleaning	$ 3,900	$ 3,975	$ 975	$ -	$ -
100-1565-522110	Purchase Property Srv-Disposal	1,293	1,399	1,469	1,500	1,800
100-1565-522130	Purchase Property Srv-Custodial	44,060	-	-	-	-
100-1565-522200	Purchase Property Srv-Repair	16,137	26,931	13,774	21,000	21,000
100-1565-522310	Purchase Property Srv-Rental	640	200	1,910	2,200	2,200
100-1565-522320	Purchase Property Srv-Rental	14,725	9,936	10,857	11,000	11,000
	TOTAL	80,755	42,441	28,985	35,700	36,000
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	69,207	80,653	92,089	129,520	122,500
100-1565-523200	Other Purchase Srv-Communicate	42,430	40,062	32,326	34,000	34,000
100-1565-573000	Other Costs-Payments to Other	10,512	18,707	14,688	10,000	10,000
	TOTAL	122,149	139,422	139,103	173,520	166,500
Supplies						
100-1565-531100	Supplies-General Supplies	12,770	12,130	11,994	12,500	12,500
100-1565-531210	Supplies-Water & Sewer	7,150	9,730	6,893	11,000	11,000
100-1565-531220	Supplies-Natural Gas	2,033	2,804	1,847	3,000	3,000
100-1565-531230	Supplies-Electricity	50,901	51,792	55,933	53,000	53,000
100-1565-531600	Supplies-Small Equipment	3,479	24,360	3,561	5,000	5,000
	TOTAL	76,333	100,816	80,228	84,500	84,500
	TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 279,237**	**$ 282,679**	**$ 248,316**	**$ 293,720**	**$ 287,000**

Public Information

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 57,297	$ 58,423	$ 58,717	$ 61,690	$ 64,000
	TOTAL	57,297	58,423	58,717	61,690	64,000
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	12,502	13,553	8,313	9,800	10,430
100-1570-512200	Employee Benefits-SS	3,554	3,624	3,614	3,820	4,000
100-1570-512300	Employee Benefits-Mcare	831	848	845	900	950
100-1570-512400	Employee Benefits-Retirement	6,256	6,307	6,413	6,550	5,800
100-1570-512700	Employee Benefits-Workers Comp	279	265	286	560	420
100-1570-512910	Employee Benefits-EAP	27	28	-	-	-
100-1570-512920	Employee Benefits-Other	449	458	496	690	640
100-1570-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	23,898	25,083	19,967	22,470	22,390
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	187	88	188	350	350
100-1570-523210	Other Purchase Srv-Newsletter	6,306	6,667	9,697	20,750	19,000
100-1570-523400	Other Purchase Srv-Printing	70	381	381	500	500
100-1570-523410	Other Purchase Srv-Printing	24,039	21,271	31,681	31,000	31,000
100-1570-523500	Other Purchase Srv-Travel	76	1,096	-	1,950	1,200
100-1570-523600	Other Purchase Srv-Dues & Fees	375	375	375	400	400
100-1570-523700	Other Purchase Srv-Education	2,310	75	160	1,500	1,000
	TOTAL	33,363	29,953	42,482	56,450	53,450
Supplies						
100-1570-531100	Supplies-General Supplies	369	969	340	700	700
100-1570-531400	Supplies-Books & Periodicals	96	96	-	500	500
	TOTAL	$ 465	$ 1,065	$ 340	$ 1,200	$ 1,200

Public Information (continued)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	$ -	$ -	$ 1,900	$ -	$ -
	TOTAL	-	-	1,900	-	-
	TOTAL PUBLIC INFORMATION	**$ 115,023**	**$ 114,524**	**$ 123,406**	**$ 141,810**	**$ 141,040**

Municipal Court

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 199,978	$ 186,561	$ 200,100	$ 237,680	$ 247,250
100-2650-511300	Salaries & Wages Overtime	4,758	3,041	162	1,350	1,500
	TOTAL	204,736	189,602	200,262	239,030	248,750
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	39,338	38,792	35,708	39,290	37,330
100-2650-512200	Employee Benefits-SS	12,694	11,756	12,270	14,640	15,430
100-2650-512300	Employee Benefits-Mcare	2,969	2,749	2,870	3,440	3,610
100-2650-512400	Employee Benefits-Retirement	14,492	12,213	12,183	12,460	11,350
100-2650-512500	Employee Benefits-Tuition Reimbursement	-	642	659	1,250	2,500
100-2650-512700	Employee Benefits-Workers Comp	802	788	841	1,550	1,210
100-2650-512910	Employee Benefits-EAP	82	84	-	-	-
100-2650-512920	Employee Benefits-Other	9,209	968	943	1,480	1,440
100-2650-512930	Employee Benefits-Wellness	-	-	-	450	450
	TOTAL	79,586	67,992	65,474	74,560	73,320
Purchased Professional & Technical						
100-2650-521290	Purchase Contract Srv-Other	3,039	-	-	-	-
100-2650-521292	Purchase Contract Srv-Legal	2,282	2,392	4,237	5,750	5,500
	TOTAL	5,321	2,392	4,237	5,750	5,500
Purchased Property Services						
100-2650-522110	Purchase Property Srv-Disposal	5,625	-	-	-	600
100-2650-522320	Purchase Property Srv-Rental	5,239	4,619	4,807	5,750	5,500
	TOTAL	10,864	4,619	4,807	5,750	6,100
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	7,125	6,337	8,200	10,030	10,900
100-2650-523200	Other Purchase Srv-Communication	1,730	1,756	1,763	2,400	3,000
100-2650-523400	Other Purchase Srv-Printing	-	382	461	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	2,249	2,151	1,045	3,700	4,000
100-2650-523600	Other Purchase Srv-Dues & Fees	870	2,408	1,698	2,200	2,200
100-2650-523700	Other Purchase Srv-Education	2,251	2,415	3,754	6,450	6,600
	TOTAL	14,225	15,449	16,921	25,780	27,700
Supplies						
100-2650-531100	Supplies-General Supplies	8,175	6,449	3,978	5,500	4,500
100-2650-531210	Supplies-Water & Sewer	129	280	427	650	500
100-2650-531230	Supplies-Electricity	11,273	11,989	12,608	12,500	13,000
100-2650-531300	Supplies-Food	-	-	-	750	500
100-2650-531400	Supplies-Books & Periodicals	52	54	55	250	300
	TOTAL	19,629	18,772	17,068	19,650	18,800
Capital Outlay						
100-2650-542400	Machinery & Equipment-Computer	-	-	1,321	1,720	1,600
	TOTAL	-	-	1,321	1,720	1,600
	TOTAL MUNICIPAL COURT	**$ 334,361**	**$ 298,826**	**$ 310,090**	**$ 372,240**	**$ 381,770**

Police Administration

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 204,572	$ 230,387	$ 231,731	$ 246,660	$ 243,500
100-3210-511300	Salaries & Wages Overtime	464	25	-	750	750
	TOTAL	205,036	230,412	231,731	247,410	244,250
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	26,395	27,220	26,933	29,720	37,960
100-3210-512200	Employee Benefits-SS	12,737	14,311	14,288	15,190	15,200
100-3210-512300	Employee Benefits-Mcare	2,979	3,347	3,343	3,600	3,600
100-3210-512400	Employee Benefits-Retirement	21,921	24,864	25,119	25,290	22,000
100-3210-512700	Employee Benefits-Workers Comp	6,995	6,679	7,131	13,060	10,190
100-3210-512910	Employee Benefits-EAP	82	84	-	-	-
100-3210-512920	Employee Benefits-Other	1,702	1,674	1,763	2,580	2,460
100-3210-512930	Employee Benefits-Wellness	-	-	-	450	450
	TOTAL	72,811	78,179	78,577	89,890	91,860
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	8,546	6,130	7,238	9,250	9,400
	TOTAL	8,546	6,130	7,238	9,250	9,400
Purchased Property Services						
100-3210-522200	Purchase Property Srv-Repair	643	1,649	789	-	-
	TOTAL	643	1,649	789	-	-
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	853	1,536	1,062	1,750	1,000
100-3210-523400	Other Purchase Srv-Printing	86	-	100	100	100
100-3210-523500	Other Purchase Srv-Travel	10,524	14,568	12,346	15,000	15,200
100-3210-523600	Other Purchase Srv-Dues & Fees	848	1,638	1,128	2,320	1,700
100-3210-523900	Other Purchase Srv-Other	-	129	-	-	-
	TOTAL	12,311	17,871	14,636	19,170	18,000
Supplies						
100-3210-531270	Supplies-Gasoline	6,142	8,452	4,860	6,760	6,000
100-3210-531300	Supplies-Food	647	631	849	1,450	1,200
100-3210-531400	Supplies-Books & Periodicals	339	280	283	600	300
100-3210-531600	Supplies-Small Equipment	428	468	348	750	500
100-3210-531700	Supplies-Other Supplies	1,242	1,471	950	700	700
	TOTAL	8,798	11,302	7,290	10,260	8,700
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	454	349	-	1,850	-
100-3210-542500	Machinery & Equipment-Equipment	4,993	4,975	4,517	7,050	7,800
	TOTAL	5,447	5,324	4,517	8,900	7,800
	TOTAL POLICE ADMINISTRATION	**$ 313,592**	**$ 350,867**	**$ 344,778**	**$ 384,880**	**$ 380,010**

Criminal Investigation

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 215,680	$ 153,605	$ 152,411	$ 124,780	$ 248,000
100-3221-511300	Salaries & Wages Overtime	2,905	6,781	15,545	10,500	5,250
	TOTAL	218,585	160,386	167,956	135,280	253,250
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	37,853	29,053	28,802	25,330	46,640
100-3221-512200	Employee Benefits-SS	14,129	10,490	10,247	9,020	15,920
100-3221-512300	Employee Benefits-Mcare	3,304	2,453	2,520	2,370	3,800
100-3221-512400	Employee Benefits-Retirement	20,973	14,503	16,126	13,820	22,630
100-3221-512700	Employee Benefits-Workers Comp	5,818	7,382	10,355	18,870	24,050
100-3221-512910	Employee Benefits-EAP	109	84	-	-	-
100-3221-512920	Employee Benefits-Other	1,625	1,064	929	1,390	2,540
100-3221-512930	Employee Benefits-Wellness	-	-	-	450	750
	TOTAL	83,811	65,029	68,979	71,250	116,330
Purchased Property Services						
100-3221-522210	Purchase Property Srv-Repair	1,552	297	1,272	-	-
	TOTAL	1,552	297	1,272	-	-
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	-	-	9	250	250
100-3221-523500	Other Purchase Srv-Travel	1,719	1,979	1,627	2,500	3,000
100-3221-523600	Other Purchase Srv-Dues & Fees	35	-	-	-	-
100-3221-523900	Other Purchase Srv-Other	2,368	5,845	2,987	8,550	5,050
	TOTAL	4,122	7,824	4,623	11,300	8,300
Supplies						
100-3221-531270	Supplies-Gasoline	5,541	9,401	11,034	11,500	11,700
100-3221-531700	Supplies-Other Supplies	1,982	2,014	2,084	2,680	2,640
	TOTAL	7,523	11,415	13,118	14,180	14,340
Capital Outlay						
100-3221-542400	Machinery & Equipment-Computer	-	-	-	2,510	1,000
	TOTAL	-	-	-	2,510	1,000
	TOTAL CRIMINAL INVESTIGATION	**$ 315,593**	**$ 244,951**	**$ 255,948**	**$ 234,520**	**$ 393,220**

Patrol

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,206,158	$ 1,323,528	$ 1,282,631	$ 1,399,920	$ 1,472,500
100-3223-511300	Salaries & Wages Overtime	6,928	10,863	14,748	19,670	19,500
	TOTAL	1,213,086	1,334,391	1,297,379	1,419,590	1,492,000
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	256,224	288,052	256,654	338,540	360,190
100-3223-512200	Employee Benefits-SS	76,957	85,592	82,401	88,750	92,510
100-3223-512300	Employee Benefits-Mcare	17,998	20,018	19,149	20,870	21,650
100-3223-512400	Employee Benefits-Retirement	123,382	140,077	133,894	141,890	134,280
100-3223-512700	Employee Benefits-Workers Comp	93,368	111,623	112,637	136,790	134,690
100-3223-512910	Employee Benefits-EAP	606	767	-	-	-
100-3223-512920	Employee Benefits-Other	27,037	17,575	10,267	15,800	14,880
100-3223-512930	Employee Benefits-Wellness	-	-	-	2,550	4,200
	TOTAL	$ 595,572	$ 663,704	$ 615,002	$ 745,190	$ 762,400

Patrol (continued)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	$ 2,888	$ 4,334	$ 3,790	$ 6,020	$ 4,020
100-3223-522210	Purchase Property Srv-Repair	36,135	41,396	43,913	56,600	56,600
	TOTAL	39,023	45,730	47,703	62,620	60,620
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	6,411	5,801	5,671	6,500	7,000
100-3223-523600	Other Purchase Srv-Dues & Fees	56	73	70	400	400
	TOTAL	6,467	5,874	5,741	6,900	7,400
Supplies						
100-3223-531100	Supplies-General Supplies	15,477	11,013	12,191	11,350	12,210
100-3223-531270	Supplies-Gasoline	73,646	113,309	117,256	108,050	110,800
100-3223-531600	Supplies-Small Equipment	5,413	7,491	7,261	7,900	7,900
100-3223-531700	Supplies-Other Supplies	59,212	21,869	23,487	23,150	24,000
	TOTAL	153,748	153,682	160,195	150,450	154,910
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	176,602	52,930	145,584	101,450	38,670
100-3223-542400	Machinery & Equipment-Computer	-	10,165	10,490	18,600	-
100-3223-542401	Machinery & Equipment-GOHS	-	10,047	-	16,000	-
100-3223-542402	Machinery & Equipment-Software	-	1,299	4,852	5,520	7,600
100-3223-542403	Machinery & Equipment-ALPR	-	-	21,351	-	-
	TOTAL	176,602	74,441	182,277	141,570	46,270
	TOTAL PATROL	**$ 2,184,498**	**$ 2,277,822**	**$ 2,308,297**	**$ 2,526,320**	**$ 2,523,600**

Records & Identification

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 55,511	$ 30,330	$ 33,358	$ 34,930	$ 36,100
100-3224-511300	Salaries & Wages Overtime	35	70	-	500	750
	TOTAL	55,546	30,400	33,358	35,430	36,850
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	8,239	8,436	8,355	9,500	9,940
100-3224-512200	Employee Benefits-SS	3,443	1,884	2,032	2,170	2,290
100-3224-512300	Employee Benefits-Mcare	805	441	475	500	530
100-3224-512400	Employee Benefits-Retirement	6,053	3,403	3,636	3,600	3,310
100-3224-512700	Employee Benefits-Workers Comp	596	581	620	1,170	890
100-3224-512910	Employee Benefits-EAP	27	28	-	-	-
100-3224-512920	Employee Benefits-Other	248	260	299	420	400
100-3224-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	19,411	15,033	15,417	17,510	17,510
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	50,231	69,889	71,673	79,100	21,500
100-3224-542402	Machinery & Equipment-Finger Print	15,698	18,161	-	1,000	-
	TOTAL	65,929	88,050	71,673	80,100	21,500
	TOTAL RECORDS & IDENTIFICATION	**$ 140,886**	**$ 133,483**	**$ 120,448**	**$ 133,040**	**$ 75,860**

Police Training

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 63,962	$ 64,449	$ 64,197	$ 68,390	$ 73,200
100-3240-511300	Salaries & Wages Overtime	544	740	67	800	1,500
	TOTAL	64,506	65,189	64,264	69,190	74,700
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	5,109	4,530	4,447	5,230	5,550
100-3240-512200	Employee Benefits-SS	4,029	4,107	4,117	4,410	4,650
100-3240-512300	Employee Benefits-Mcare	942	960	963	1,030	1,100
100-3240-512400	Employee Benefits-Retirement	3,417	3,719	3,801	4,560	4,560
100-3240-512500	Employee Benefits-Tuition	6,645	7,093	13,539	19,800	25,000
100-3240-512700	Employee Benefits-Workers Comp	4,708	3,838	3,955	7,220	4,940
100-3240-512910	Employee Benefits-EAP	27	28	-	-	-
100-3240-512920	Employee Benefits-Other	478	475	511	800	700
100-3240-512930	Employee Benefits-Wellness	-	-	-	100	150
	TOTAL	25,355	24,750	31,333	43,150	46,650
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	-	-	-	3,350	250
100-3240-523700	Other Purchase Srv-Education	4,281	7,950	5,256	14,250	16,190
	TOTAL	4,281	7,950	5,256	17,600	16,440
Supplies						
100-3240-531400	Supplies-Books & Periodicals	63	306	300	600	350
100-3240-531700	Supplies-Other Supplies	4,027	3,788	4,817	22,850	17,570
	TOTAL	4,090	4,094	5,117	23,450	17,920
	TOTAL POLICE TRAINING	**$ 98,232**	**$ 101,983**	**$ 105,970**	**$ 153,390**	**$ 155,710**

Special Detail Services

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 30,878	$ 35,438	$ 36,199	$ 47,000	$ 50,000
	TOTAL	30,878	35,438	36,199	47,000	50,000
	TOTAL SPECIAL DETAIL SERVICES	**$ 30,878**	**$ 35,438**	**$ 36,199**	**$ 47,000**	**$ 50,000**

Gateway Patrol

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3251-511100	Salaries & Wages Regular	$ -	$ 17,633	$ 17,993	$ -	$ -
	TOTAL	-	17,633	17,993	-	-
	TOTAL GATEWAY PATROL	**$ -**	**$ 17,633**	**$ 17,993**	**$ -**	**$ -**

Police Stations & Buildings

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services						
100-3260-522100	Purchase Property Srv-Cleaning	$ 9,695	$ -	$ -	$ -	$ -
100-3260-522110	Purchase Property Srv-Disposal	1,326	1,387	1,395	2,750	3,600
100-3260-522200	Purchase Property Srv-Repair	6,381	8,722	6,250	8,400	8,650
	TOTAL	17,402	10,109	7,645	11,150	12,250
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	45,970	73,953	82,812	97,750	112,500
100-3260-523200	Other Purchase Srv-Communication	24,001	24,431	23,730	25,900	24,000
	TOTAL	69,971	98,384	106,542	123,650	136,500
Supplies						
100-3260-531100	Supplies-General Supplies	2,348	388	225	1,550	1,550
100-3260-531210	Supplies-Water & Sewer	3,240	3,195	2,653	3,000	3,000
100-3260-531220	Supplies-Natural Gas	9,620	8,588	4,469	6,500	7,000
100-3260-531230	Supplies-Electricity	18,667	24,412	26,555	24,000	26,250
100-3260-531700	Supplies-Other Supplies	1,818	1,363	998	1,500	1,500
	TOTAL	35,693	37,946	34,900	36,550	39,300
	TOTAL POLICE STATIONS & BUILDINGS	**$ 123,066**	**$ 146,439**	**$ 149,087**	**$ 171,350**	**$ 188,050**

Police Substation and Training Center

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ -	$ -	$ -	$ 1,000	$ 2,200
100-3261-522200	Purchase Property Srv-Repair	-	-	-	4,600	5,000
	TOTAL	-	-	-	5,600	7,200
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	-	-	-	8,820	10,000
100-3261-523200	Other Purchase Srv-Communication	-	-	-	4,180	7,000
	TOTAL	-	-	-	13,000	17,000
Supplies						
100-3261-531100	Supplies-General Supplies	-	-	-	1,550	2,500
100-3261-531210	Supplies-Water & Sewer	-	-	-	2,000	3,000
100-3261-531220	Supplies-Natural Gas	-	-	-	4,000	5,000
100-3261-531230	Supplies-Electricity	-	-	-	19,000	25,000
100-3261-531700	Supplies-Other Supplies	-	-	-	1,900	2,000
	TOTAL	-	-	-	28,450	37,500
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Copier Lease	-	-	-	2,400	2,400
	TOTAL	-	-	-	2,400	2,400
	TOTAL POLICE SUBSTATION AND TRAINING CENTER	**$ -**	**$ -**	**$ -**	**$ 49,450**	**$ 64,100**

Dispatcher

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 276,131	$ 262,644	$ 301,342	$ 266,180	$ 260,000
100-3270-511300	Salaries & Wages Overtime	1,665	9,441	3,309	3,500	5,250
	TOTAL	277,796	272,085	304,651	269,680	265,250
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	58,212	54,279	61,625	58,580	75,690
100-3270-512200	Employee Benefits-SS	17,227	16,715	18,648	18,090	16,700
100-3270-512300	Employee Benefits-Mcare	4,029	3,909	4,361	4,580	3,910
100-3270-512400	Employee Benefits-Retirement	30,135	27,188	30,897	24,990	23,900
100-3270-512700	Employee Benefits-Workers Comp	4,867	1,833	1,960	3,640	2,800
100-3270-512910	Employee Benefits-EAP	191	183	-	-	-
100-3270-512920	Employee Benefits-Other	2,129	2,016	2,408	2,640	2,240
100-3270-512930	Employee Benefits-Wellness	-	-	-	1,200	1,200
	TOTAL	116,790	106,123	119,899	113,720	126,440
Purchased Professional & Technical						
100-3270-521220	Purchase Contract Srv-Code Red	-	-	-	10,000	11,800
	TOTAL	-	-	-	10,000	11,800
Purchased Property Services						
100-3270-522110	Purchase Property Services-Disposal	-	-	-	250	250
100-3270-522120	Purchase Property Services-911	-	-	-	6,000	6,000
	TOTAL	-	-	-	6,250	6,250
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	25,937	30,972	36,129	53,000	45,100
	TOTAL	25,937	30,972	36,129	53,000	45,100
Supplies						
100-3270-531100	Supplies-General Supplies	-	-	-	550	1,200
100-3270-531210	Supplies-Water & Sewer	-	-	-	250	250
100-3270-531220	Supplies-Gas	-	-	-	300	250
100-3270-531230	Supplies-Electricity	-	-	-	900	900
100-3270-531700	Supplies-Other Supplies	44	1,366	1,001	6,000	1,400
	TOTAL	44	1,366	1,001	8,000	4,000
Capital Outlay						
100-3270-542400	Machinery & Equipment-Computers	-	286	-	55,000	6,000
100-3270-542410	Machinery & Equipment-ITI	-	-	-	18,000	58,500
	TOTAL	-	286	-	73,000	64,500
	TOTAL DISPATCHER	**$ 420,567**	**$ 410,832**	**$ 461,680**	**$ 533,650**	**$ 523,340**

Public Relations

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 55,257	$ 55,079	$ 55,053	$ 57,680	$ 58,680
100-3285-511300	Salaries & Wages Overtime	-	-	-	750	750
	TOTAL	55,257	55,079	55,053	58,430	59,430
Personal Services-Employee Benefits						
100-3285-512100	Employee Benefits-Group Health	9,041	8,589	8,506	9,590	10,470
100-3285-512200	Employee Benefits-SS	3,431	3,420	3,381	3,680	3,680
100-3285-512300	Employee Benefits-Mcare	802	800	791	860	860
100-3285-512400	Employee Benefits-Retirement	6,078	6,059	6,056	5,900	5,500
100-3285-512700	Employee Benefits-Workers Comp	2,196	2,943	267	3,710	4,150
100-3285-512910	Employee Benefits-EAP	27	28	-	-	-
100-3285-512920	Employee Benefits-Other	434	443	480	670	640
100-3285-512930	Employee Benefits-Wellness	-	-	-	100	150
	TOTAL	22,009	22,282	19,481	24,510	25,450
Supplies						
100-3285-531100	Supplies-General Supplies	4,492	2,739	4,799	6,700	4,100
100-3285-531300	Supplies-Food	737	1,096	1,114	1,400	1,200
100-3285-531400	Supplies-Books & Periodicals	245	366	345	400	400
100-3285-531700	Supplies-Other Supplies	608	598	975	1,000	1,000
	TOTAL	6,082	4,799	7,233	9,500	6,700
	TOTAL PUBLIC RELATIONS	**$ 83,348**	**$ 82,160**	**$ 81,767**	**$ 92,440**	**$ 91,580**

Targeted Police

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Employee Benefits						
100-3290-512100	Employee Benefits-Group Health	$ 500	$ -	$ -	$ -	$ -
100-3290-512700	Employee Benefits-Workers Comp	3,180	-	-	-	-
100-3290-512930	Employee Benefits-Wellness	-	-	-	-	-
	TOTAL	3,680	-	-	-	-
Capital Outlay						
100-3290-542200	Machinery & Equipment-Equip	16,612	-	-	-	-
	TOTAL	16,612	-	-	-	-
	TOTAL TARGETED POLICE	**$ 20,292**	**$ -**	**$ -**	**$ -**	**$ -**

Public Works Administration

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 650,622	$ 717,527	$ 706,227	$ 749,830	$ 776,250
100-4100-511300	Salaries & Wages Overtime	13,633	10,965	13,249	12,500	12,000
	TOTAL	664,255	728,492	719,476	762,330	788,250
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	118,632	111,526	102,839	144,810	164,370
100-4100-512200	Employee Benefits-SS	41,209	45,186	44,157	46,830	49,000
100-4100-512300	Employee Benefits-Mcare	9,638	10,568	10,328	11,180	11,600
100-4100-512400	Employee Benefits-Retirement	62,729	61,125	64,459	69,990	60,230
100-4100-512700	Employee Benefits-Workers Comp	17,416	17,479	18,335	26,630	25,300
100-4100-512910	Employee Benefits-EAP	378	449	-	-	-
100-4100-512920	Employee Benefits-Other	17,778	14,542	6,763	7,900	8,180
100-4100-512930	Employee Benefits-Wellness	-	-	-	1,700	2,700
	TOTAL	267,780	260,875	246,881	309,040	321,380
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	32,327	37,988	60,686	52,550	60,900
100-4100-522320	Purchase Property Srv-Rental	3,752	3,081	2,870	2,000	2,000
	TOTAL	36,079	41,069	63,556	54,550	62,900
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communication	8,675	11,671	9,834	11,310	13,300
100-4100-523300	Other Purchase Srv-Advertising	-	90	460	450	450
100-4100-523500	Other Purchase Srv-Travel	879	629	3,092	3,000	3,000
100-4100-523600	Other Purchase Srv-Dues & Fees	1,710	1,877	2,250	2,700	2,350
100-4100-523700	Other Purchase Srv-Education	4,700	4,370	5,433	7,740	8,240
100-4100-523800	Other Purchase Srv-Licenses	473	485	440	1,050	1,050
100-4100-523850	Other Purchase Srv-Contract	4,358	3,207	4,910	11,400	10,400
100-4100-523860	Other Purchase Srv-Solid Waste	4,070	6,148	7,618	7,600	11,300
100-4100-523900	Other Purchase Srv-Other	300	5,250	10,000	-	-
100-4100-573100	Other Purchase Srv-Inmate Work	9,610	17,670	35,650	36,800	40,300
	TOTAL	34,775	51,397	79,687	82,050	90,390
Supplies						
100-4100-531100	Supplies-General Supplies	77,249	53,570	50,594	61,300	61,300
100-4100-531101	Supplies-Uniform	4,205	6,112	9,348	10,670	10,000
100-4100-531110	Supplies-Janitorial	-	6,505	4,633	7,130	6,730
100-4100-531210	Supplies-Water & Sewer	27,036	35,633	35,841	40,300	31,450
100-4100-531220	Supplies-Natural Gas	9,604	8,199	5,261	7,600	7,740
100-4100-531230	Supplies-Electricity	155,093	168,548	195,608	200,500	216,510
100-4100-531270	Supplies-Gasoline	22,041	31,130	34,965	42,400	40,090
100-4100-531400	Supplies-Books & Periodicals	-	35	140	600	600
100-4100-531600	Supplies-Small Equipment	9,332	8,876	13,359	11,450	10,500
	TOTAL	304,560	318,608	349,749	381,950	384,920
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicle	48,467	12,914	95,145	20,500	-
100-4100-542202	Machinery & Equipment-Mowers	-	7,267	14,443	8,070	12,770
100-4100-542203	Machinery & Equip-Utility Vehicles	-	-	-	15,750	21,880
100-4100-542204	Machinery & Equip-Generator and Trailer	-	-	-	-	25,000
100-4100-542400	Machinery & Equip-Computer	-	2,153	2,101	2,250	6,870
	TOTAL	48,467	22,334	111,689	46,570	66,520
	TOTAL PUBLIC WORKS ADMINISTRATION	**$ 1,355,916**	**$ 1,422,775**	**$ 1,571,038**	**$ 1,636,490**	**$ 1,714,360**

Paved Streets

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 14,507	$ 14,507	$ 14,507	15,790	20,040
100-4221-521210	Purchase Contract Srv-I85 Landscape	-	-	-	19,750	47,380
100-4221-521220	Purchase Contract Srv-PIB Landscape	-	-	6,300	49,350	56,450
100-4221-521230	Purchase Contract Srv-Railroad Bank	-	-	-	-	9,200
	TOTAL	14,507	14,507	20,807	84,890	133,070
	TOTAL PAVED STREETS	**$ 14,507**	**$ 14,507**	**$ 20,807**	**84,890**	**133,070**

Storm Drainage

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 22,165	$ 27,323	$ 29,097	43,500	52,220
	TOTAL	22,165	27,323	29,097	43,500	52,220
	TOTAL STORM DRAINAGE	**$ 22,165**	**$ 27,323**	**$ 29,097**	**43,500**	**52,220**

PW Special Detail Services

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-4970-511100	Salaries & Wages Regular	$ -	$ -	$ 663	$ 6,750	-
	TOTAL	-	-	663	6,750	-
Personal Services-Employee Benefits						
100-4970-512200	Employee Benefits-SS	-	-	33	400	-
100-4970-512300	Employee Benefits-Mcare	-	-	56	100	-
	TOTAL	-	-	89	500	-
	TOTAL PW SPECIAL DETAIL SERVICES	**$ -**	**$ -**	**$ 752**	**$ 7,250**	**$ -**

Special Facilities & Activities

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ -	$ -	$ -	$ 1,400	$ 2,000
100-6190-523300	Other Purchase Srv-Advertising	-	-	-	3,000	3,000
100-6190-523400	Other Purchase Srv-Printing	2,036	2,377	1,318	3,600	3,000
100-6190-523870	Other Purchase Srv-Caboose	3,631	2,371	1,949	4,000	5,000
100-6190-523873	Other Purchase Srv-Art in the Park	8,647	11,341	7,152	15,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	26,653	26,622	15,643	30,000	30,000
100-6190-523890	Other Purchase Srv-Other TC	25,857	36,712	50,781	40,000	40,000
100-6190-523892	Other Purchase Srv-Other Events	9,254	12,767	11,910	13,900	10,000
100-6190-523893	Other Purchase Srv-PlayTown 10th	-	-	-	-	5,000
100-6190-523894	Other Purchase Srv-Market	2,137	3,509	1,500	3,000	3,000
	TOTAL	$ 78,215	$ 95,699	$ 90,253	$ 113,900	$ 116,000

Special Facilities and Activities (continued)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Supplies						
100-6190-531100	Supplies-General Supplies	$ 1,214	$ 17,587	$ 1,336	$ 2,000	$ 2,000
100-6190-531102	Supplies-Christmas Lighting	1,484	56	2,609	1,000	-
100-6190-531300	Supplies-Food	-	197	145	2,100	2,000
	TOTAL	2,698	17,840	4,090	5,100	4,000
Capital Outlay						
100-6190-542210	Machinery & Equipment-Trailer	-	-	-	-	30,000
	TOTAL	-	-	-	-	30,000
	TOTAL SPECIAL FACILITIES & ACTIVITIES	**$ 80,913**	**$ 113,539**	**$ 94,343**	**$ 119,000**	**$ 150,000**

Park Areas

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 56,063	$ 86,528	$ 78,461	$ 81,250	$ 84,000
	TOTAL	56,063	86,528	78,461	81,250	84,000
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	41,551	57,957	33,485	40,500	39,740
100-6220-522320	Purchase Property Srv-Rental	-	-	-	3,950	2,800
	TOTAL	41,551	57,957	33,485	44,450	42,540
Supplies						
100-6220-531100	Supplies-General	-	-	10,085	10,500	11,000
	TOTAL	-	-	10,085	10,500	11,000
Capital Outlay						
100-6220-541200	Property-Site Improvements	5,856	19,293	20,173	25,700	22,000
100-6220-541210	Property-TCP Electrical Project			-	-	15,000
	TOTAL	5,856	19,293	20,173	25,700	37,000
	TOTAL PARK AREAS	**$ 103,470**	**$ 163,778**	**$ 142,204**	**$ 161,900**	**$ 174,540**

Protective Inspection Administrative

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 55,367	$ 57,176	$ 57,726	$ 67,440	$ 72,000
100-7200-511300	Salaries & Wages Overtime	-	-	978	750	1,500
	TOTAL	55,367	57,176	58,704	68,190	73,500
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	13,961	13,815	13,882	15,040	16,100
100-7200-512200	Employee Benefits-SS	3,439	3,545	3,575	4,310	4,600
100-7200-512300	Employee Benefits-Mcare	804	829	836	1,010	1,100
100-7200-512400	Employee Benefits-Retirement	6,092	6,258	6,292	6,820	6,610
100-7200-512700	Employee Benefits-Workers Comp	7,232	6,887	7,338	10,130	9,130
100-7200-512910	Employee Benefits-EAP	55	38	-	-	-
100-7200-512920	Employee Benefits-Other	8,940	353	412	570	520
100-7200-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	40,523	31,725	32,335	38,030	38,210
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	6,725	4,737	12,093	9,500	7,000
	TOTAL	6,725	4,737	12,093	9,500	7,000
Purchased Property Services						
100-7200-522200	Purchase Property Srv-Repair	1,149	933	-	-	-
	TOTAL	1,149	933	-	-	-
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	1,409	825	498	1,000	1,200
100-7200-523400	Other Purchase Srv-Printing	186	37	1,829	950	800
100-7200-523500	Other Purchase Srv-Travel	591	688	1,814	2,750	2,500
100-7200-523600	Other Purchase Srv-Dues & Fees	340	1,178	1,704	1,300	1,300
100-7200-523700	Other Purchase Srv-Education	2,249	2,231	3,318	4,000	4,000
	TOTAL	4,775	4,959	9,163	10,000	9,800
Supplies						
100-7200-531100	Supplies-General Supplies	1,346	885	711	2,500	2,500
100-7200-531270	Supplies-Gasoline	2,982	3,077	4,484	5,290	7,540
100-7200-531400	Supplies-Books & Periodicals	1,010	317	2,240	1,900	2,000
100-7200-531600	Supplies-Small Equipment	3,871	1,529	-	6,290	6,490
	TOTAL	9,209	5,808	7,435	15,980	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 & Equip-Computer	-	-	3,935	-	-
	TOTAL	-	-	3,935	-	-
	TOTAL PROTECTIVE INSPECTION ADMINISTRATIVE	**$ 117,748**	**$ 117,145**	**$ 123,665**	**$ 141,700**	**$ 147,040**

Planning and Zoning

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 231,045	$ 225,303	$ 238,753	250,510	254,170
100-7400-511300	Salaries & Wages Overtime	-	-	-	880	2,250
	TOTAL	231,045	225,303	238,753	251,390	256,420
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	36,561	34,797	45,395	53,680	56,660
100-7400-512200	Employee Benefits-SS	14,328	13,972	14,638	15,300	15,900
100-7400-512300	Employee Benefits-Mcare	3,351	3,268	3,423	3,620	3,800
100-7400-512400	Employee Benefits-Retirement	20,770	19,924	21,936	22,560	23,100
100-7400-512500	Employee Benefits-Tuition Reimbursement	-	5,000	3,856	-	-
100-7400-512700	Employee Benefits-Workers Comp	1,352	1,294	1,382	2,320	1,980
100-7400-512910	Employee Benefits-EAP	132	136	-	-	-
100-7400-512920	Employee Benefits-Other	4,276	11,646	2,107	2,980	2,900
100-7400-512930	Employee Benefits-Wellness	-	-	-	500	750
	TOTAL	80,770	90,037	92,737	100,960	105,090
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	15,541	20,845	25,729	27,500	33,000
100-7400-521210	Purchase Contract Srv-GIS	-	-	-	-	5,000
	TOTAL	15,541	20,845	25,729	27,500	38,000
Purchased Property Services						
100-7400-522200	Purchase Property Srv-Repair	96	-	-	-	-
100-7400-522310	Purchase Property Srv-Rental	-	-	-	1,000	1,000
	TOTAL	96	-	-	1,000	1,000
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	1,497	1,381	213	1,050	2,300
100-7400-523300	Other Purchase Srv-Advertising	560	1,396	530	1,550	2,300
100-7400-523400	Other Purchase Srv-Printing	2,175	68	880	2,500	2,500
100-7400-523500	Other Purchase Srv-Travel	861	1,499	1,930	2,500	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	785	1,047	1,040	2,500	2,500
100-7400-523700	Other Purchase Srv-Education	2,056	3,136	2,487	6,000	6,000
	TOTAL	7,934	8,527	7,080	16,100	18,100
Supplies						
100-7400-531100	Supplies-General Supplies	2,443	1,790	2,777	2,900	3,000
100-7400-531300	Supplies-Food	371	859	242	800	800
100-7400-531400	Supplies-Books & Periodicals	489	270	270	1,000	1,000
100-7400-531500	Supplies-Arbor Day	15,535	17,260	29,195	21,410	30,710
100-7400-531600	Supplies-Small Equipment	-	59	-	1,000	1,000
	TOTAL	18,838	20,238	32,484	27,110	36,510
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	-	-	-	500	500
100-7400-542400	Machinery & Equipment-Computer	-	14,732	4,113	3,000	3,000
100-7400-542500	Machinery & Equipment-Software	-	-	12,015	5,500	-
	TOTAL	-	14,732	16,128	9,000	3,500
	TOTAL PLANNING & ZONING	**$ 354,224**	**$ 379,682**	**$ 412,911**	**$ 433,060**	**$ 458,620**

Code Enforcement

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 32,863	$ 15,498	$ 27,302	$ 25,320	$ 31,650
100-7400-511300	Salaries & Wages Overtime	-	492	-	-	-
	TOTAL	32,863	15,990	27,302	25,320	31,650
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	-	-	-	-	2,600
100-7450-512200	Employee Benefits-SS	2,037	991	1,693	1,790	1,970
100-7450-512300	Employee Benefits-Mcare	476	232	396	450	460
100-7450-512700	Employee Benefits-Workers Comp	1,589	1,519	1,620	2,020	2,300
100-7450-512920	Employee Benefits-Other	-	-	-	-	40
100-7450-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	4,102	2,742	3,709	4,410	7,520
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	35	167	-	650	650
	TOTAL	35	167	-	650	650
Supplies						
100-7450-531100	Supplies-General Supplies	-	18	173	750	600
100-7450-531600	Supplies-Small Equipment	-	210	-	500	500
	TOTAL	-	228	173	1,250	1,100
	TOTAL CODE ENFORCEMENT	**$ 37,000**	**$ 19,127**	**$ 31,184**	**$ 31,630**	**$ 40,920**

Economic Development & Assistance

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 152,695	$ 148,469	$ 156,866	$ 169,150	$ 180,000
100-7510-511300	Salaries & Wages Overtime	2,382	5,749	7,795	6,750	7,000
	TOTAL	155,077	154,218	164,661	175,900	187,000
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	29,163	36,321	35,735	45,160	48,150
100-7510-512200	Employee Benefits-SS	9,620	9,532	10,061	10,660	12,900
100-7510-512300	Employee Benefits-Mcare	2,250	2,229	2,353	2,610	3,050
100-7510-512400	Employee Benefits-Retirement	12,531	12,229	13,171	13,860	12,500
100-7510-512700	Employee Benefits-Workers Comp	596	1,139	1,271	2,190	2,180
100-7510-512910	Employee Benefits-EAP	109	91	-	-	-
100-7510-512920	Employee Benefits-Other	1,484	1,185	1,331	1,860	1,800
100-7510-512930	Employee Benefits-Wellness	-	-	-	450	450
	TOTAL	55,753	62,726	63,922	76,790	81,030
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	1,945	635	5,916	10,000	10,000
100-7510-521210	Purchase Contract Srv-Gateway	-	1,546	-	-	-
	TOTAL	$ 1,945	$ 2,181	$ 5,916	$ 10,000	$ 10,000

Economic Development & Assistance (continued)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	$ 2,018	$ 877	$ 1,428	$ 2,000	$ 3,000
100-7510-523300	Other Purchase Srv-Advertising	17,570	6,000	906	4,000	4,000
100-7510-523400	Other Purchase Srv-Printing	6,715	6,864	104	5,000	5,000
100-7510-523500	Other Purchase Srv-Travel	2,125	2,901	4,719	6,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	2,075	2,640	2,500	2,000	2,000
100-7510-523700	Other Purchase Srv-Education	1,187	2,125	1,284	4,000	4,000
	TOTAL	31,690	21,407	10,941	23,000	24,000
Supplies						
100-7510-531100	Supplies-General Supplies	2,168	1,712	9,156	3,000	3,000
100-7510-531300	Supplies-Food	2,976	3,863	3,155	6,550	5,000
100-7510-531400	Supplies-Books & Periodicals	-	50	156	500	500
	TOTAL	5,144	5,625	12,467	10,050	8,500
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	-	4,620	1,900	-	2,500
	TOTAL	-	4,620	1,900	-	2,500
Other Costs						
100-7510-573000	Other Costs-Payments to Others	10,000	20,000	20,000	20,000	20,000
	TOTAL	10,000	20,000	20,000	20,000	20,000
	TOTAL ECONOMIC DEVELOPMENT & ASSISTANCE	**$ 259,609**	**$ 270,777**	**$ 279,807**	**$ 315,740**	**$ 333,030**

Downtown Suwanee

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 33,526	$ 49,864	$ 55,304	$ 39,920	$ 50,920
100-7520-511300	Salaries & Wages Overtime	758	68	90	-	-
	TOTAL	34,284	49,932	55,394	39,920	50,920
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	-	3,476	4,416	4,640	16,100
100-7520-512200	Employee Benefits-SS	2,126	3,096	3,453	2,660	3,410
100-7520-512300	Employee Benefits-Mcare	497	724	800	550	800
100-7520-512400	Employee Benefits-Retirement	-	3,388	5,863	3,950	4,950
100-7520-512700	Employee Benefits-Workers Comp	437	423	445	810	810
100-7520-512910	Employee Benefits-EAP	-	19	-	-	-
100-7520-512920	Employee Benefits-Other	8,250	4,927	445	480	700
100-7520-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	11,310	16,053	15,422	13,240	26,920
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	27,030	4,680	2,865	1,000	3,000
	TOTAL	$ 27,030	$ 4,680	$ 2,865	$ 1,000	$ 3,000

Downtown Suwanee (continued)

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	$ 4,003	$ 3,400	$ 4,176	$ 1,500	$ 4,500
100-7520-523300	Other Purchase Srv-Advertising	600	100	944	1,500	2,500
100-7520-523400	Other Purchase Srv-Printing	1,303	481	192	1,500	2,500
100-7520-523500	Other Purchase Srv-Travel	784	1,250	493	2,250	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	93	300	300	500	500
100-7520-523700	Other Purchase Srv-Education	1,415	594	591	2,200	2,000
	TOTAL	8,198	6,125	6,696	9,450	14,000
Supplies						
100-7520-531100	Supplies-General Supplies	28	66	232	1,200	1,200
100-7520-531210	Supplies-Water & Sewer	129	186	119	250	250
100-7520-531230	Supplies-Electricity	564	643	595	250	1,000
100-7520-531300	Supplies-Food	99	285	1,001	1,200	1,000
100-7520-531400	Supplies-Books & Periodicals	-	-	-	250	500
	TOTAL	820	1,180	1,947	3,150	3,950
	TOTAL DOWNTOWN SUWANEE	**$ 81,642**	**$ 77,970**	**$ 82,324**	**$ 66,760**	**$ 98,790**

Other Financing Uses

ACCOUNT	DESCRIPTION	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Other Financing Uses						
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,629,000	$ 1,715,540	$ 1,601,900	$ 1,592,110	$ 1,589,960
100-9100-611010	Operating Trans Out Capital	1,980,000	937,680	975,420	653,530	117,210
100-9100-611020	Operating Trans Out Water	287,450	150,000	150,000	200,000	-
100-9100-611030	Operating Trans Out TAD	42,316	28,004	26,314	4,950	10,000
100-9100-611040	Operating Trans Out DDA	7,000	7,000	7,000	7,000	7,000
100-9100-611050	Operating Trans Out Special Revenue	-	-	-	10,000	-
	TOTAL	3,945,766	2,838,224	2,760,634	2,467,590	1,724,170
	TOTAL OTHER FINANCING USES	**$ 3,945,766**	**$ 2,838,224**	**$ 2,760,634**	**$ 2,467,590**	**$ 1,724,170**
	TOTAL EXPENDITURES	**$ 12,345,509**	**$ 11,652,456**	**$ 11,904,997**	**$ 12,484,290**	**$ 12,164,990**



CAPITAL IMPROVEMENT PROGRAM

2014-2018

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 facilities, 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 Rogers 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 continues to grow, but there is uncertainty about 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 that 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 Strategic Plan, the Comprehensive Plan, the Pedestrian Bicycle Plan, and the Downtown Suwanee Master Plan, as well as recommendations from the City Council and staff.

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 Strategic Plan, Comprehensive Plan or Downtown Master Plan. Others are recommended by various entities, including citizens, Councilmembers, and staff.

An administrative review committee, consisting of the City Manager, Financial Services Director and Assistant to the City Manager, reviews the recommended projects. The committee evaluates each project, using a scoring matrix that allows for an objective and consistent evaluation, scoring, and prioritization process. The matrix and resulting scores are shown on the following pages.

The prioritization process leads to a draft project list, which is presented to Council for consideration. Public hearings and comment periods are held for input. The CIP is adopted by the Council, normally in conjunction with the annual operating budget.

The submitted projects, more often than not, exceed the anticipated funding available for the five-year CIP, so 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.


CITY HALL

SCORING MATRIX

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)		

SCORING SUMMARY

	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															
Caboose Holiday Decorations	0	0	0	15	6	0	8	0	2	4	9	4	4	0	**52**
Cemetery Improvements	6	0	0	12	0	0	2	12	10	6	0	5	2	0	**55**
Electronic Signs	0	0	0	12	6	0	10	0	8	0	9	4	10	0	**59**
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**
Street Banners	9	0	0	15	6	0	10	0	0	2	9	4	10	0	**65**
Town Center Park Electrical Project	9	0	3	12	6	0	10	0	10	2	9	0	4	5	**70**
Town Center Park Holiday Decorations	0	0	0	15	6	0	10	0	2	4	9	4	4	0	**54**
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															
Brushy Creek Greenway	6	0	3	12	-2	3	8	0	8	8	9	5	10	0	**70**
Buford Highway Corridor Improvements	15	0	12	12	-4	3	10	0	10	10	15	5	10	0	**98**
Lawrenceville Suwanee Road Landscape Project	0	0	0	12	-2	3	6	0	8	0	0	4	10	0	**41**
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**
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**
Water System Infrastructure Improvements	6	0	12	15	10	5	2	12	10	10	9	0	10	0	**101**

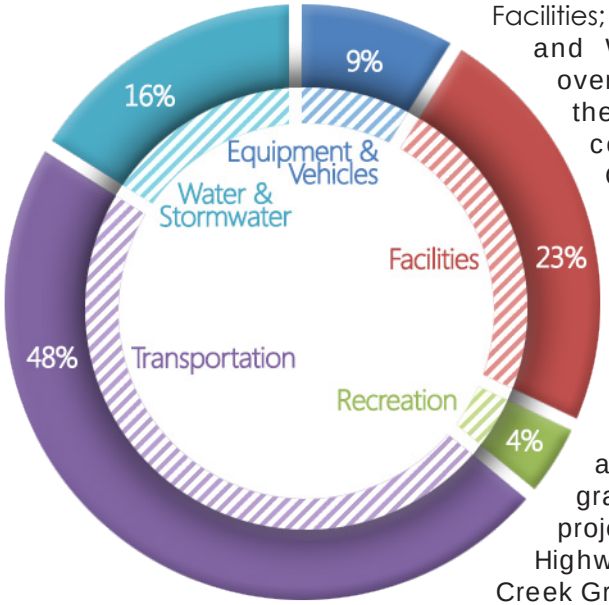
**Constitutes a legal mandate, i.e. court decision or regulatory requirement.*

PROJECT SCORING

PROJECT	SCORE	RANK
Sign Reflectivity Program	*	1
Water System Infrastructure Improvements	101	2
Buford Highway Corridor Improvements	98	3
Street Maintenance & Resurfacing	97	4
Stormwater Projects	95	5
Police Vehicles	92	6
Parking Projects	92	6
Public Safety Projects	83	8
Pedestrian Bicycle Plan Projects (various)	83	8
Railroad Bank Landscaping	82	10
Wayfinding Signage	77	11
Facility Maintenance	76	12
Recreation Project(s)	76	12
Public Works Equipment - Replacement	71	14
Town Center Electrical Project	70	15
Brushy Creek Greenway	70	15
Park Enhancement Projects	69	17
Road Improvement Projects	69	17
Street Banners	65	19
City Vehicles - Replacement	62	20
Facility Enhancement Projects	62	20
Public Works Equipment - New Purchases	59	22
Electronic Signs	59	22
Cemetery Improvements	55	24
Town Center Holiday Decorations	54	25
Caboose Holiday Decorations	52	26
City Vehicles - New	42	27
Lawrenceville Suwanee Road Landscape Project	41	28

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

Suwanee's 2014-2018 CIP includes 30 projects with a cumulative estimated total of $18,731,122. The projects are representative of five categories: Equipment and Vehicles; Facilities; Recreation; Transportation; and Water/Stormwater. At just over $9 million, the projects in the Transportation category constitute nearly half of the CIP. The Facilities category is also fairly significant, totaling approximately $4.2 million or 23% of the CIP.



The proposed CIP of $18,731,122 represents the City's funding obligations only. The City will leverage an additional $3.7 million in grant funding to complete projects such as the Buford Highway improvement and Brush Creek Greenway.

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

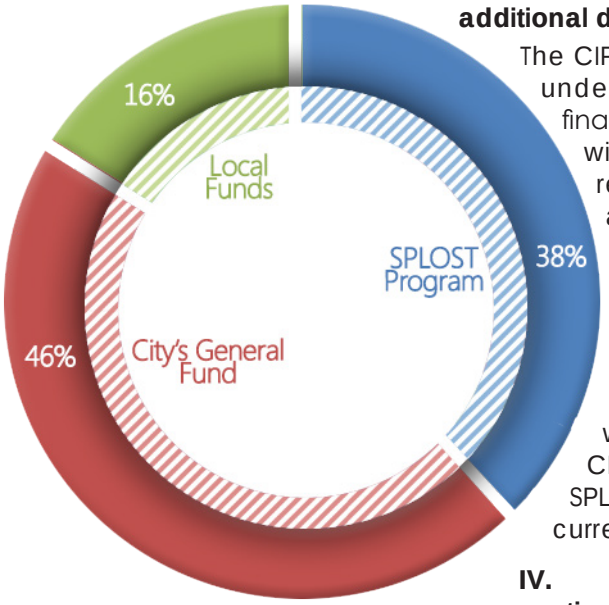
The CIP is a five-year plan with multiple funding sources and various types of projects that are often developed as part of a larger planning effort. As such, it has a lot of "moving parts," that all need to be considered in order to make the plan function as an effective planning tool. The 2014-2018 CIP has been developed with the following strategies and considerations:

I. Five "new projects" have been proposed for addition to the CIP.
The following projects are new to the CIP:

a. Street Banners: $30,000
b. Town Center Electrical Project: $15,000
c. Caboose Holiday Decorations: $10,000
d. Lawrenceville Suwanee Road Landscape Project: $14,000
e. Town Center Park Holiday Decorations: $52,500

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

The CIP has been structured to undertake "pay-as-you-go" financing. As such, projects will not be completed until resources are available and many projects rely on multiple funding sources.



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

The current SPLOST program will expire March 2014. The CIP does not include any SPLOST funding beyond the current program.

IV. Proposed 2009 SPLOST funds are estimates only.

To date, the City has received approximately $7.2 million from the current SPLOST program and anticipates receiving a total of $10.36 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.

V. Certain funding sources, such as SPLOST, are legally restricted.

Some funding sources in the CIP, including SPLOST and grants, 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.

VI. 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.

VII. The CIP proposes to leverage an additional estimated $3.7 million in grant funding.

The proposed CIP represents the City's funding obligations only. There are two projects in the CIP, the Brushy Creek Greenway and Buford Highway improvements, which have been awarded grants totaling approximately $3.7 million, which will supplement the City's contributions.

VIII. Transportation projects remain an important focus of the CIP.

Over $9 million of the CIP is proposed to be allocated for transportation. Notable projects include:

a. Buford Highway Corridor Improvements: $2.4 million
b. Street Maintenance & Resurfacing: $4 million.

IX. Over $1.6 million has been allocated to enhancing local transportation connections.

Approximately $1.68 million has been allocated for various sidewalk, trail, and pedestrian safety projects, which helps to advance the 20/20 Vision Plan strategy of enhancing local transportation connections. This amount does not include the pedestrian improvements that are incorporated into larger transportation projects, such as the Buford Highway project. Proposed connection projects are as follows:

a. Brushy Creek Greenway: $645,555
b. Buford Highway Sidewalks: $475,000
c. George Pierce Park/Ruby Forest Connector: $60,000
d. PIB Crossing Improvements: $305,000
e. Sidewalk Gap projects: $190,000

X. Proposed recreation projects include enhancements to existing parks.

Another important strategy of the 20/20 Vision Plan is to prioritize existing parks by adding amenities and enhancements. This is the focus of the recreation projects in the CIP.

XI. The City's facilities and infrastructure are aging and maintenance costs will continue to increase.

Approximately $8.3 million has been recommended for maintenance of the City's facilities (buildings and parks), as well as its streets and stormwater infrastructure. Proactively funding these needs on an annual basis ensures the City's infrastructure is well-maintained and minimizes the risk for extraordinarily high expenditures in any one year.

XII. Proposed project costs are estimates only.

The majority of the projects in the CIP is in concept-stage only and has not been designed or engineered. As such, project costs are estimated only and are 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

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	-	31,500	-	35,000	-	66,500
CIP-EV-002	City Vehicles - Replacement	-	191,500	66,500	70,000	73,000	401,000
CIP-EV-003	Police Vehicles	38,670	165,000	130,000	136,500	195,000	665,170
CIP-EV-004	Public Safety Projects	177,000	-	-	-	-	177,000
CIP-EV-005	Public Works Equipment - New Purchases	25,000	56,000	-	-	-	81,000
CIP-EV-006	Public Works Equipment - Replacement	35,000	65,250	94,000	20,000	75,550	289,800
		$ **275,670**	$ **509,250**	$ **290,500**	$ **261,500**	$ **343,550**	$ **1,680,470**
	Facilities						
CIP-FAC-001	Facility Enhancement Projects (pooled funding)	200,000	-	-	-	-	200,000
CIP-FAC-002	Facility Maintenance (pooled funding)	266,799	400,000	400,000	400,000	400,000	1,866,799
CIP-FAC-003	Caboose Holiday Decorations	10,000	-	-	-	-	10,000
CIP-FAC-004	Cemetery Improvements	71,290	45,000	-	-	-	116,290
CIP-FAC-006	Parking Project(s)	-	-	1,972,348	-	-	1,972,348
CIP-FAC-007	Street Banners	30,000	-	-	-	-	30,000
CIP-FAC-008	Town Center Park Electrical Project	15,000	-	-	-	-	15,000
CIP-FAC-009	Town Center Park Holiday Decorations	52,500	-	-	-	-	52,500
		$ **645,589**	$ **445,000**	$ **2,372,348**	$ **400,000**	$ **400,000**	$ **4,262,937**
	Recreation						
CIP-REC-001	Park Enhancement Projects	250,000	120,303	-	-	-	370,303
CIP-REC-002	Recreation Project(s)	-	407,507	-	-	-	407,507
		$ **250,000**	$ **527,810**	$ **-**	$ **-**	$ **-**	$ **777,810**
	Transportation						
CIP-TRS-001	Road Improvements (pooled funding)	252,509	90,000	90,000	90,000	60,618	583,127
CIP-TRS-002	Street Maintenance & Resurfacing (pooled funding)	850,000	775,000	775,000	800,000	825,000	4,025,000
CIP-TRS-004	Brushy Creek Greenway	400,000	254,555	-	-	-	654,555
CIP-TRS-005	Buford Highway Corridor Improvements	465,000	1,485,000	460,000	-	-	2,410,000
CIP-TRS-006	Lawrenceville Suwanee Rd. Landscape Project	14,000	-	-	-	-	14,000
CIP-TRS-007	PBP: Buford Highway Sidewalks	70,000	405,000	-	-	-	475,000
CIP-TRS-008	PBP: George Pierce Park/Ruby Forest Connector	60,000	-	-	-	-	60,000
CIP-TRS-010	PBP: PIB Crossing Improvements	305,000	-	-	-	-	305,000
CIP-TRS-011	PBP: Sidewalk Gap Projects	190,000	-	-	-	-	190,000
CIP-TRS-012	Railroad Bank Landscaping	48,200	-	-	-	-	48,200
CIP-TRS-013	Sign Reflectivity Program	55,000	55,000	55,000	50,023	-	215,023
CIP-TRS-014	Wayfinding Signage	50,000	-	-	-	-	50,000
		$ **2,759,709**	$ **3,064,555**	$ **1,380,000**	$ **940,023**	$ **$885,618**	$ **9,029,905**
	Water & Stormwater						
CIP-WSW-001	Stormwater Projects (pooled funding)	250,000	540,000	545,000	550,000	555,000	2,440,000
CIP-WSW-002	Water System Infrastructure Improvements	100,000	120,000	100,000	100,000	120,000	540,000
		$ **350,000**	$ **660,000**	$ **645,000**	$ **650,000**	$ **675,000**	$ **2,980,000**
	ANNUAL TOTALS:	$ **4,280,968**	$ **5,206,615**	$ **4,687,848**	$ **2,251,523**	$ **2,304,168**	$ **18,731,122**

PROPOSED ALLOCATIONS BY FUNDING SOURCE FOR 2014-2018 CIP

		4TH QUARTER FY 13 TRANSFER	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS	% OF TOTAL
GENERAL FUND	Cemetery Improvements	-	-	45,000	-	-	-	45,000	
	City Vehicles - New	-	-	31,500	-	35,000	-	66,500	
	City Vehicles - Replacement	-	-	191,500	66,500	70,000	73,000	401,000	
	Facility Maintenance (pooled funding)	165,000	-	400,000	400,000	400,000	400,000	1,765,000	
	Police Vehicles - Replacement	-	38,670	165,000	130,000	136,500	195,000	665,170	
	Public Works Equipment - New Purchases	-	25,000	56,000	-	-	-	81,000	
	Public Works Equipment - Replacement	-	35,000	65,250	94,000	20,000	75,550	289,800	
	Railroad Bank Landscaping	-	9,200	-	-	-	-	9,200	
	Stormwater Projects (pooled funding)	135,000	-	394,113	497,218	550,000	555,000	2,131,331	
	Street Banners	-	30,000	-	-	-	-	30,000	
	Street Maintenance & Resurfacing	-	-	127,025	775,000	800,000	825,000	2,527,025	
	Town Center Park Electrical Project	-	15,000	-	-	-	-	15,000	
	Water System Projects	100,000	-	100,000	100,000	120,000	120,000	540,000	
	TOTAL FOR GENERAL FUND	**$ 400,000**	**$ 152,870**	**$ 1,575,388**	**$ 2,062,718**	**$ 2,131,500**	**$ 2,243,550**	**$ 8,566,026**	45.73 %
2009 SPLOST	**Recreation**								
	Park Enhancements	-	236,326	37,506	-	-	-	273,832	
	Recreation Project(s)	-	-	407,507	-	-	-	407,507	
	2009 SPLOST RECREATION TOTAL	$ -	$ 236,326	$ 445,013	$ -	$ -	$ -	$ 681,339	
	Parking Facilities								
	Parking Project(s)	-	-	-	1,972,348	$ -	-	1,972,348	
	2009 SPLOST PARKING FACILITIES TOTAL	$ -	$ -	$ -	$ 1,972,348	$ -	$ -	$ 1,972,348	
	Roads, Streets, and Bridges								
	Brushy Creek Greenway	-	400,000	110,000	-	-	-	510,000	
	Buford Highway Corridor Improvements	-	465,000	638,860	-	-	-	1,103,860	
	PBP: Buford Highway Sidewalks	-	-	247,491	-	-	-	247,491	
	PBP: George Pierce Park/Ruby Forest Connector	-	60,000	-	-	-	-	60,000	
	PBP: PIB Crossing Improvements	-	305,000	-	-	-	-	305,000	
	PBP: Sidewalk Gap Projects	-	190,000	-	-	-	-	190,000	
	Road Improvement Projects	-	-	90,000	90,000	90,000	60,618	330,618	
	Sign Reflectivity Program	-	55,000	55,000	55,000	50,023	-	215,023	
	Stormwater Projects (pooled funding)	-	115,000	65,887	-	-	-	180,887	
	Street Maintenance & Resurfacing	-	850,000	77,744	-	-	-	927,744	
	2009 SPLOST ROADS, STREETS, AND BRIDGES TOTAL	$ -	$ 2,440,000	$ 1,284,982	$ 145,000	$ 140,023	$ 60,618	$ 4,070,623	
	TOTAL FOR 2009 SPLOST	**$ -**	**$ 2,676,326**	**$ 1,729,995**	**$ 2,117,348**	**$ 140,023**	**$ 60,618**	**$ 6,724,310**	35.9 %

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		4TH QUARTER FY 13 TRANSFER	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS	% OF TOTAL
2005 SPLOST	Park Enhancements	-	13,674	-	-	-	-	13,674	
	PBP: Buford Highway Sidewalks	-	70,000	82,509	-	-	-	152,509	
	Road Improvement Projects	-	252,509	-	-	-	-	252,509	
	TOTAL FOR 2005 SPLOST	$ **-**	$ **336,183**	$ **82,509**	$ **-**	$ **-**	$ **-**	$ **418,692**	2.24 %
LOCAL FUNDS	Brushy Creek Greenway - Fund 312	-	-	144,555	-	-	-	144,555	
	Buford Highway Corridor Improvements - Fund 311	-	-	846,140	460,000	-	-	1,306,140	
	Caboose Holiday Decorations - Fund 341	-	10,000	-	-	-	-	10,000	
	Cemetery Improvements - Fund 343	-	71,290	-	-	-	-	71,290	
	Facility Enhancement Projects - Fund 341	-	200,000	-	-	-	-	200,000	
	Facilities Maintenance - Fund 340	-	101,799	-	-	-	-	101,799	
	Lawrenceville Suwanee Rd. Landscape Project - Fund 341	-	14,000	-	-	-	-	14,000	
	PBP: Buford Highway Sidewalks - Fund 312	-	-	75,000	-	-	-	75,000	
	Railroad Bank Landscaping - Fund 341	-	39,000	-	-	-	-	39,000	
	Park Enhancements - Fund 316	-	-	82,797	-	-	-	82,797	
	Public Safety Projects - Fund 341	-	105,605	-	-	-	-	105,605	
	Public Safety Projects - Fund 346	-	71,395	-	-	-	-	71,395	
	Stormwater Projects (pooled funding) - Fund 345	-	-	80,000	47,782	-	-	127,782	
	Street Maintenance & Resurfacing - Fund 344	-	-	570,231	-	-	-	570,231	
	Town Center Park Holiday Decorations - Fund 341	-	52,500	-	-	-	-	52,500	
	Wayfinding Signage - Fund 341	-	50,000	-	-	-	-	50,000	
	TOTAL FOR LOCAL FUNDS	$ **-**	**715,589**	**1,798,723**	**507,782**	**-**	**-**	**3,022,094**	16.13 %
	TOTAL FOR 2014-2018 CIP							$ **18,731,122**	100 %

LEGEND

Future Funding: pending revenues

Existing Funding



EQUIPMENT AND VEHICLES

EQUIPMENT AND VEHICLES SUMMARY

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	$ -	$ 31,500	$ -	$ 35,000	$ -	$ 66,500
CIP-EV-002	City Vehicles - Replacement	-	191,500	66,500	70,000	73,000	401,000
CIP-EV-003	Police Vehicles	38,670	165,000	130,000	136,500	195,000	665,170
CIP-EV-004	Public Safety Projects	177,000	-	-	-	-	177,000
CIP-EV-005	Public Works Equipment - New Purchases	25,000	56,000	-	-	-	81,000
CIP-EV-006	Public Works Equipment - Replacement	35,000	65,250	94,000	20,000	75,550	289,800
		$ 275,670	**$ 509,250**	**$ 290,500**	**$ 261,500**	**$ 343,550**	**$ 1,680,470**

Projects in the Equipment & Vehicles category total $1,680,470 or approximately 9% 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 approximately $665,000 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

EQUIPMENT AND VEHICLES PROJECTS

Project: City Vehicles – New
Total Cost: $66,500
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 of anticipated needs for additional staff and vehicles for the five-year CIP program.

Project: City Vehicles – Replacement (CIP-EV-002)
Total Cost: $401,000
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 15: 1 administration vehicle ($28,500);
1 Inspections truck ($31,500);
1 dump truck ($68,250);
2 Public Works pickup trucks ($31,500 each)
FY 16: 2 pickup trucks ($33,100 each)
FY 17: 2 pickup trucks ($34,800 each)
FY 18: 2 pickup trucks ($36,500 each)

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

Project: Police Vehicles – Replacement (CIP-EV-003)
Total Cost: $665,170
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

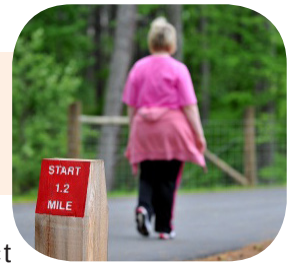


Project Description:
The Police Department has prepared a Fleet Retirement Schedule, assuming pursuit vehicles are retired around 125,000 miles. The schedule has been prepared to take into account each officer's average miles driven, mileage to his/her place of residence, etc. The department also has an internal policy of assigning each officer his/her own vehicle. Based on these assumptions, the department anticipates retiring the following vehicles:

FY 14: 1 vehicles
FY 15: 4 vehicles
FY 16: 3 vehicles
FY 17: 3 vehicles
FY 18: 4 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.

Project: Public Safety Projects (CIP-EV-004)
Total Cost: $177,000
Proposed Funding Year: FY 14
Proposed Funding Source: Local Funds



Project Description:
The purpose of this item is to fund and construct projects that will 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 (CIP-EV-005)
Total Cost: $81,000
Proposed Funding Year: FY 14, 15
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 14: generator and trailer for events, trail maintenance, etc. ($25,000)
FY 15: Wood chipper ($49,500); Snow Plow ($5,900)

Project: Public Works Equipment – Replacement (CIP-EV-006)
Total Cost: $289,800
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 14: 1 zero turn mower ($8,570);
1 walk behind-stand on mower ($4,200);
1 utility vehicle ($21,875)
FY 15: 2 zero turn mowers ($18,000);
1 utility tractor ($47,250)
FY 16: 2 zero turn mowers ($18,900);
1 backhoe tractor ($75,000)
FY 17: 2 zero turn mowers ($19,850);
FY 18: 2 zero turn mowers ($20,850);
1 utility tractor ($54,700)

The cost projections assume an annual inflator.

FACILITIES

FACILITIES SUMMARY

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Facilities						
CIP-FAC-001	Facility Enhancement Projects (pooled funding)	200,000	-	-	-	-	200,000
CIP-FAC-002	Facility Maintenance (pooled funding)	266,799	400,000	400,000	400,000	400,000	1,866,799
CIP-FAC-003	Caboose Holiday Decorations	10,000	-	-	-	-	10,000
CIP-FAC-004	Cemetery Improvements	71,290	45,000	-	-	-	116,290
CIP-FAC-006	Parking Project(s)	-	-	1,972,348	-	-	1,972,348
CIP-FAC-007	Street Banners	30,000	-	-	-	-	30,000
CIP-FAC-008	Town Center Park Electrical Project	15,000	-	-	-	-	15,000
CIP-FAC-009	Town Center Park Holiday Decorations	52,500	-	-	-	-	52,500
		$ **548,089**	$ **445,000**	$ **400,000**	$ **400,000**	$ **400,000**	$ **4,262,937**

Projects in the Facilities category are proposed to total $4,262,937 or 23% of the CIP. Noteworthy projects may include the implementation of various parking projects, as well as the City's 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.



FACILITIES PROJECTS



Project: Facility Enhancement Projects - pooled funding (CIP-FAC-001)
Total Cost: $200,000
Proposed Funding Year: FY 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. As specific needs are identified, projects and cost estimates will be determined. Funding will come from Fund 341, the Facilities Enhancement Fund.



Project: Facility Maintenance, pooled funding (CIP-FAC-002)
Total Cost: $1,866,799
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. It is anticipated that these expenditures will be covered by transfers from the General Fund to fund 340.

Project: Caboose Holiday Decorations (CIP-FAC-003)
Total Cost: $10,000
Proposed Funding Year: FY 14
Proposed Funding Source: Fund 341

Project Description:
One of the 2013 projects in the adopted Short Term Work Program is to evaluate enhanced holiday decorations for downtown. Staff estimates a cost of $10,000 to enhance the decorations on the caboose in Old Town.



Project: Cemetery Improvements (CIP-FAC-004)
Total Cost: $116,290
Proposed Funding Year: FY 14 & FY 15
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: Parking Project(s) (CIP-FAC-006)
Total Cost: $1,972,348
Proposed Funding Year: FY 16
Proposed Funding Source: SPLOST

Project Description:
The purpose of this project(s) is to construct needed parking improvements and facilities throughout the City – in Downtown, Suwanee Gateway, etc. The exact project(s), as well as their scope and cost estimates, will be further refined as implementation continues. This project is included on the STWP.

Project: Street Banners (CIP-FAC-007)
Total Cost: $30,000
Proposed Funding Year: FY 14
Proposed Funding Source: General Fund

Project Description:
This project includes the installation of banners on street light poles throughout the City. The current banners have been removed as they have become too weathered to display. The new banners will incorporate the City's new logo.



Project: T own Center Park Electrical Project (CIP-FAC-008)
Total Cost: $15,000
Proposed Funding Year: FY 14
Proposed Funding Source: General Fund

Project Description:
The City conducts and has a number of special events in Town Center Park each year. Electricity is available in certain areas of the park, but generators are typically rented to serve other areas of the park. This proposed project would expand the available electrical lines to accommodate more events.



Project: Town Center Park Holiday Decorations (CIP-FAC-009)
Total Cost: $52,500
Proposed Funding Year: FY 14
Proposed Funding Source: General Fund

Project Description:
One of the 2013 projects in the adopted Short Term Work Program is to evaluate enhanced holiday decorations for downtown. Staff estimates a cost of $52,500 for this project.



RECREATION

RECREATION SUMMARY

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Recreation						
CIP-REC-001	Park Enhancement Projects	250,000	120,303	-	-	-	370,303
CIP-REC-002	Recreation Project(s)	-	407,507	-	-	-	407,507
		$ **250,000**	$ **527,810**	$ **-**	$ **-**	$ **-**	$ **777,810**

Projects in the Recreation category total $777,810 or 4% 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.



RECREATION PROJECTS



Project: Park Enhancements (CIP-REC-001)
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:

- Adventure playground at Suwanee Creek Park ($150,000)
- -Boulderscape at Suwanee Creek Park ($15,000)
- -Disc 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) (CIP-REC-002)
Total Cost: $407,507
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.



TRANSPORTATION

TRANSPORTATION SUMMARY

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Transportation						
CIP-TRS-001	Road Improvements (pooled funding)	252,509	90,000	90,000	90,000	60,618	583,127
CIP-TRS-002	Street Maintenance & Resurfacing (pooled funding)	850,000	775,000	775,000	800,000	825,000	4,025,000
CIP-TRS-004	Brushy Creek Greenway	400,000	254,555	-	-	-	654,555
CIP-TRS-005	Buford Highway Corridor Improvements	465,000	1,485,000	460,000	-	-	2,410,000
CIP-TRS-006	Lawrenceville Suwanee Rd. Landscape Project	14,000	-	-	-	-	14,000
CIP-TRS-007	PBP: Buford Highway Sidewalks	70,000	405,000	-	-	-	475,000
CIP-TRS-008	PBP: George Pierce Park/Ruby Forest Connector	60,000	-	-	-	-	60,000
CIP-TRS-010	PBP: PIB Crossing Improvements	305,000	-	-	-	-	305,000
CIP-TRS-011	PBP: Sidewalk Gap Projects	190,000	-	-	-	-	190,000
CIP-TRS-012	Railroad Bank Landscaping	48,200	-	-	-	-	48,200
CIP-TRS-013	Sign Reflectivity Program	55,000	55,000	55,000	50,023	-	215,023
CIP-TRS-014	Wayfinding Signage	50,000	-	-	-	-	50,000
		$ **2,654,709**	$ **3,009,555**	$ **1,325,000**	$ **890,000**	$ **$885,618**	$ **9,029,905**

At $9,029,905, transportation projects constitute almost half of the CIP. A significant portion of the transportation funds are dedicated to the annual resurfacing program, estimated at just over $4 million over the five-year period. The largest single project includes proposed improvements to the Buford Highway corridor, which will require approximately $2.4 million in City funds. This category also includes construction of multiple projects in the Pedestrian Bicycle Plan. The SPLOST is an important funding source for transportation projects. In addition to the $9 million in City funds, Suwanee has been awarded approximately $3.7 million in grant funding for projects such as the Buford Highway corridor and Brushy Creek Greenway. The grants will supplement the City's contributions toward these projects



TRANSPORTATION PROJECTS



Project: Road Improvements (CIP-TRS-001)
Total Cost: $583,127
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST

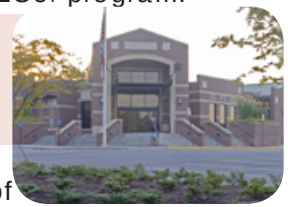
Project Description:
These funds will be used to construct various types of road improvement projects, including streetscaping, traffic signal improvements, traffic calming, etc.



Project: Street Maintenance & Resurfacing Program (CIP-TRS-002)
Total Cost: $4,025,000
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. The majority of these funds are from the SPLOST program.



Project: Brushy Creek Greenway (CIP-TRS-003)
Total Cost: $654,555
Proposed Funding Year: FY 14 & FY 15
Proposed Funding Source: SPLOST , Local

Project Description:
The Brushy Creek Greenway project consists of multiple parts: Brushy Creek Greenway, Brushy Creek Bridge, Suwanee Dam Road Sidewalks (to be constructed by Gwinnett County), PIB/Suwanee Dam Road Intersection Improvements (to be constructed by Gwinnett County) and Stonecypher Sidewalk (Phase I). The total cost of this project is $1,100,000. The City has been awarded a $450,000 TE grant, leaving the City's funding obligation at $650,000.



Project: Buford Highway Corridor Improvements (CIP-TRS-005)
Total Cost: $2,410,000
Proposed Funding Year: Multiple
Proposed Funding Source: SPLOST & Local

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 and the 20/20 Vision Plan.

The full scope of this project is currently estimated to cost $5.7 million. The Atlanta Regional Commission has awarded the City an LCI implementation grant of approximately $3.3 million, leaving the City's funding obligation at approximately $2.4 million. Current project cost estimates do not include the cost of burying overhead utilities or the cost of installing dry sewer lines as part of the project. Both of these are goals of the project.

Project: Lawrenceville-Suwanee Road Landscape Project (CIP-TRS-006)
Total Cost: $14,000
Proposed Funding Year: FY 14
Proposed Funding Source: Local

Project Description:
This purpose of this project is to landscape and improve the roadside bank of Lawrenceville Suwanee Road near KFC. The Public Works department is currently doing some maintenance of this bank to prevent it from becoming overgrown. The cost for this project has been estimated at $14,000.



Project: Pedestrian Bicycle Plan Implementation: Buford Highway Sidewalks (CIP-TRS-007)
Total Cost: $475,000
Proposed Funding Year: FY 14 & FY 15
Proposed Funding Source: SPLOST & Local

Project Description:
The Buford Highway sidewalk project consists of two 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 this project would complete sidewalks from the City limits line on Buford Highway to Town Center. The project is identified as a Tier 1 project in the Pedestrian and Bicycle Plan.

Project: Pedestrian Bicycle Plan Implementation: George Pierce Park to Ruby Forest Connector (CIP-TRS-008)
Total Cost: $60,000
Proposed Funding Year: FY 14
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. The project is identified as a Tier 1 project in the Pedestrian and Bicycle Plan.

Project: Pedestrian Bicycle Plan Implementation: PIB Crossing Improvements (CIP-TRS-010)
Total Cost: $305,000
Proposed Funding Year: FY 14
Proposed Funding Source: SPLOST

Project Description:
The Pedestrian and Bicycle Plan recommended crossing improvement projects at three intersections along Peachtree Industrial Boulevard: McGinnis Ferry Road, Eva Kennedy Road/Moore Road, and Suwanee Dam Road. These projects will upgrade the intersections to add countdown timers for pedestrians to all intersections, improve street lighting and add brick pattern accented crosswalks at each intersection. The three projects are proposed to be funded as following:

1) McGinnis Ferry Road - $75,000 contribution from the City, with Gwinnett County funding the remainder.
2) Eva Kennedy Road/Moore Road: $230,000, fully funded by the City
3) Suwanee Dam Road: incorporated into the Brushy Creek Greenway project (CIP-TRS-004).

Project: Pedestrian Bicycle Plan Implementation: Sidewalk Gap Projects (CIP-TRS-011)
Total Cost: $190,000
Proposed Funding Year: FY 14
Proposed Funding Source: SPLOST

Project Description:
The Pedestrian and Bicycle Plan (PBP) 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). The City has constructed some of these gap projects identified in the PBP and will continue construction with these funds.



Project: Railroad Bank Landscaping (CIP-TRS-012)
Total Cost: $48,200
Proposed Funding Year: FY 14
Proposed Funding Source: Local

Project Description:
The purpose of this project is to landscape the slopes along Main Street that abut the railroad tracks, as well as on the banks at both ends of the tunnel. 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: Sign Reflectivity Program (CIP-TRS-013)
Total Cost: $215,023
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. In addition to being mandated, it will create a safer street environment for motorist during night hours.



Project: Wayfinding Signage (CIP-TRS-014)
Total Cost: $50,000
Proposed Funding Year: FY 14
Proposed Funding Source: Fund 341

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.

WATER & STORMWATER

WATER AND STORMWATER SUMMARY

PROJECT NUMBER	PROJECT	FY 14	FY 15	FY 16	FY 17	FY 18	FUNDING OBLIGATIONS
	Water & Stormwater						
CIP-WSW-001	Stormwater Projects (pooled funding)	$ 250,000	$ 540,000	$ 545,000	$ 550,000	$ 555,000	$ 2,440,000
CIP-WSW-002	Water System Infrastructure Improvements	100,000	120,000	100,000	100,000	120,000	540,000
		$ **350,000**	$ **660,000**	$ **645,000**	$ **650,000**	$ **675,000**	$ **2,980,000**

The Water and Stormwater projects are essentially two annual recurring programs – the stormwater program and the water system infrastructure program. These projects total $2,980,000 – approximately 16% of the CIP



WATER AND STORMWATER PROJECTS

Project: Stormwater Projects (CIP-WSW-001)
Total Cost: $2,440,000
Proposed Funding Year: Recurring
Proposed Funding Source: SPLOST & Local



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: 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 2013-2014

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.

DOWNTOWN DEVELOPMENT AUTHORITY

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 2014 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 and flyers.

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 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Investment Income	$ 38	$ 45	$ 49	$ 100	$ 100
Contributions	11,612	4,270	2,781	12,500	11,200
Miscellaneous Revenues	-	-	200	-	1,200
Other Financial Sources	7,000	7,000	7,000	7,000	7,000
TOTAL	$ 18,650	$ 11,315	$ 10,030	$ 19,600	$ 19,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchased Professional & Technical	$ 2,040	$ 3,790	$ 525	$ 2,500	$ 3,000
Other Purchased Services	4,629	6,557	5,247	9,500	8,500
Supplies	190	-	-	600	1,000
Other Costs	-	-	-	7,000	7,000
TOTAL	$ 6,859	$ 10,347	$ 5,772	$ 19,600	$ 19,500


Rita's



STWP-SHORT TERM WORK PROGRAM

2013-2017

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 2013 will largely take place between January 1 and December 31, 2013.

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.



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 2013 to 2017. 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; 12 new projects were added in 2013.

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.

Organization of the STWP

In 2012, Suwanee adopted its first strategic plan, known as the 20/20 Vision. An extensive and collaborative year-long community engagement process culminated in the adopted plan, which will serve as a policy document to guide City decisions over the next decade. The plan includes 33 unique goals and 140 potential strategies that are organized into 7 driving principles.

In an effort to link the STWP with the 20/20 Vision plan, the STWP has been re-organized into seven sections that tie to the strategic plan's driving principles:

- **COMMUNICATIONS & ENGAGEMENT: How We Connect**
- **ECONOMIC DEVELOPMENT: How We Prosper**
- **PUBLIC SAFETY: What Provides Us Comfort**
- **PLANNING: How We Grow**
- **COMMUNITY CULTURE: What Makes Us Interesting**
- **PARKS + OPEN SPACE: How We Play**
- **TRANSPORTATION: How Me Move**

An eighth section – Operations: Everything Else We Do – captures the important, more administrative and tactical work the City does, which does not necessarily tie directly to the strategic plan.

Each of those 7 sections is then broken down into sub-sections to reflect the 33 goals of the 20/20 Vision. Thinking about the STWP in this way helps to keep the 20/20 Vision front-and-center and allows the Council to more easily evaluate whether the City's projects and strategies are helping to effectively advance the plan.

Each section of the STWP is then organized in the following way:

- **Strategy:** The first column on the STWP is entitled Strategy and offers a name and brief description of each project/item.
- **Type of Strategy:** The STWP contains two types of strategies: 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.
- **Schedule:** The next section is broken down into 5 columns, each representing one of the five years in the STWP. The anticipated completion dates for STWP 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:** Strategies and projects in the STWP 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 capital funds. 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.

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
CPA: Citizens Police Academy
CPM: ICMA's Center for Performance Measurement
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
NGAA: North Gwinnett Arts Association
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
S.E.E.: Suwanee Exceeds Expectations
SPLOST: Special Purpose Local Option Sales Tax
SUP: Special Use Permit
TAD: Tax Allocation District
URA: Urban Redevelopment Authority

The STWP is not…

Suwanee has an excellent track record of accomplishing its STWP projects; in 2012, the City either completed or made progress on 96% 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.

COMMUNICATIONS & ENGAGEMENT: How We Connect

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: CREATE OPPORTUNITIES FOR EVERYONE TO PARTICIPATE							
Citizen Engagement - Measure and track levels of citizen engagement.	Action Item	X	X	X	X	X	City
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	Action Item	X	X	X	X	X	City
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	Action Item	X	X	X	X	X	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board
SPLOST - Advance adopted community-developed strategic plans for inclusion in SPLOST list.	Action Item	X					City
Suwanee Citizen's College - Research and evaluate potential program**.**	Action Item	X					City
GOAL: ENCOURAGE YOUTH INVOLVEMENT							
GMA Essay Contest - Promote and support GMA's "If I Were the Mayor" essay contest for 6th grade students.	Action Item	X	X	X	X	X	City
GOAL: PROMOTE THE SUWANEE BRAND							
Awards - Seek awards from local and national organizations.	Policy Statement	X	X	X	X	X	City
City Services - Maintain high levels of City services.	Policy Statement	X	X	X	X	X	City Consultants Contractors Vendors, etc.
Marketing - Develop a document that highlights the value and benefits of being in the City.	Action Item	X					City
Strategic Anchor Points - Reinforce use of anchor points.	Policy Statement	X	X	X	X	X	Council Staff
Signage/Wayfinding - Evaluate oppportunities**.**	Action Item	X					City
GOAL: EMBRACE NEW ENGAGEMENT TECHNIQUES AND AUDIENCES							
Communications Technology - Evaluate a smartphone application for Suwanee.	Action Item	X					City
Online Service Requests - Improve the online service request system for citizens.	Action Item	X					City
National Citizen Survey - Participate in survey.	Action Item		X		X		City NRC
Website Enhancements - Enhance website to better interact with mobile devices.	Action Item	X					City
GOAL: SHARE INFORMATION EFFECTIVELY & REGULARLY							
Communications Technology - Produce videos, podcasts, etc. for City projects and initiatives.	Action Item	X	X	X	X	X	City

*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

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.
Staff Time	Local	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups.
Staff, Board & Council Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.
Staff & Council Time	Local	Engage citizens in the process for developing the project list for the 2013 SPLOST referendum.
Staff Time; TBD	Local	Staff will evaluate and report back to Council on ways to introduce citizens to City operations and further engage citizens, perhaps using the Citizens' Police Academy or the CPA Alumni Association.
Staff & School Time	Local	Promote the Georgia Municipal Association contest to local middle schools; support their participation to encourage involvement from Suwanee's youth.
Staff Time	Local	The City receives positive recognition.
Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
Staff Time	Local	Finalize and begin distributing document.
N/A	N/A	Reinforce the use of the anchor points adopted in 2011 when making strategic decisions: Suwanee Quality; Unique; Remarkable; Visionary.
Staff Time TBD	Local	Evalaute opportunities for new and replacement signage/wayfinding Citywide; construct as appropriate.
TBD	TBD	Evaluate the benefits, feasibility, and costs associated with developing and maintaining a Suwanee smartphone application; report to Council; fund and implement if appropriate.
TBD	Local	Improve or replace the current S.E.E. system so that citizens can more easily submit service requests; offer ability to submit from mobile devices.
$10,000/survey Staff Time	Local	Participate in survey every two years; distribute results.
TBD	Local	The City's website www.suwanee.com is up-to-date with current technology, including interaction with mobile devices.
TBD	Local	Use technology, such as video, podcasts, etc. to help communicate the story of various City projects and initiatives.

ECONOMIC DEVELOPMENT: How We Prosper

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: FOCUS ON QUALITY OF LIFE AS THE CORE ECONOMIC DEVELOPMENT STRATEGY							
Special Events - Continue City's involvement as Special Events Coordinator.	Policy Statement	X	X	X	X	X	City
GOAL: COMPETE FOR THE FUTURE							
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	Policy Statement	X	X	X	X	X	City Chamber
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	Policy Statement	X	X	X	X	X	City Board of Education
Foundation - Evaluate the role and value of a foundation to serve Suwanee	Action Item	X					City Others
Higher Education Recruitment - Work to recruit higher education institutions to Suwanee.	Policy Statement	X	X	X	X	X	City
Partnership Gwinnett - Financially support Partnership Gwinnett.	Policy Statement	X	X	X	X	X	City
GOAL: BECOME A JOBS CENTER							
GOAL: RECRUIT & DEVELOP A DIVERSE, HIGH-QUALITY COMMERCIAL BASE							
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	Policy Statement	X	X	X	X	X	City
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	Policy Statement	X	X	X	X	X	City
GOAL: ATTRACT & RETAIN KNOWLEDGE WORKERS							
GOAL: HELP SMALL BUSINESSES THRIVE							
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	Policy Statement	X	X	X	X	X	City

*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.

Estimated Cost*	Funding Source	Success Measure
$75,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.
Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.
Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
Staff Time	Local	Evaluate the value and feasibility of a single foundation to serve the City, i.e. a "Better Suwanee" foundation.
TBD	Local	Identify higher education needs; market local assets to assist in recruiting institutions.
TBD	Local	Allocate money annually in budget and contribute to Partnership Gwinnett.
Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Staff Time, plus costs TBD	Local, TBD	External entry rooms are reduced and the renovation or construction of internal entry rooms is encouraged.
		Continue support of Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and other organizations that promote local businesses.

PUBLIC SAFETY: What Provides Us Comfort

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: PARTNER WITH THE COMMUNITY							
Community Policing - Continue to implement and expand community oriented policing programs.	Policy Statement	X	X	X	X	X	City Neighborhood groups
Park Ambassador Program - Support program.	Policy Statement	X	X	X	X	X	City Volunteers
GOAL: EDUCATE & ENGAGE THE COMMUNITY							
Citizens Police Academy - Support program and participate in leadership component of Citizens Police Academy.	Action Item	X	X	X	X	X	City Staff City Council
Driver Speeding - Undertake education efforts to reduce driver speeding.	Policy Statement	X	X	X	X	X	City
GOAL: USE TARGETED POLICE VISIBILITY EFFORTS							
Police Substation & Training Facility - Promote as a regional facility	Policy Statement	X	X	X	X	X	City
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/ program (Selective Enforcement Unit).	Policy Statement	X	X	X	X	X	City
GOAL: EMBRACE NEW TECHNOLOGIES							

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Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Expand PACT program; increase citizen participation in PACT.
Staff & Volunteer 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.
Staff & Council Time	Local	Conduct 2 sessions per year; Council will participate in leadership component of each session.
Staff Time	Local	Reduce complaints/incidents of driver speeding and speed-related accidents. Hold P.R.I.D.E. meetings. Evaluate need and benefit for additional radar signs.
TBD	TBD	Promote the use of the facility as a regional training center for public safety education.
Staff Time	Local	Utilize directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: TRANSFORM SUWANEE GATEWAY							
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	Action Item	X					City
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	Action Item	X	X	X	X	X	City
Suwanee Gateway - Undertake multiple impactful efforts in the Gateway area	Policy Statement	X	X	X	X	X	City Others
Suwanee Gateway - Undertake targeted blight removal projects in Suwanee Gateway.	Action Item	X	X	X	X	X	City Others
Suwanee Gateway Code Enforcement - Enhance attention and efforts in Suwanee Gateway	Action Item	X	X	X	X	X	City
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	Action Item	X	X	X	X	X	City
Suwanee Gateway URA - Investigate options for a URA in this district.	Action Item	X					City
GOAL: INVEST IN DOWNTOWN SUWANEE'S FUTURE							
Downtown Holiday Decorations - Explore options for expanded holiday decorations in Downtown.	Action Item	X	X				City
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.	Policy Statement	X	X	X	X	X	City
Downtown Suwanee Master Plan - Implement projects in plan.	Action Item	X	X	X	X	X	City DDA
Downtown Suwanee Master Plan - Update master plan.	Action Item			X			City
Jackson Street Paving - Pave street.	Action Item	X	X	X	X	X	City Private Development
Main Street Program - Promote program in community.	Policy Statement	X	X	X	X	X	City DDA Citizens
Parking Facility(ies) - Monitor options, as appropriate.	Policy Statement	X	X	X	X	X	City
Pierce's Corner - Pursue Georgia & National Historic Register District for Pierce's Corner.	Action Item	X					City DDA
Town Center - Continue promotion and development of a mixed-use Town Center.	Policy Statement	X	X	X	X	X	City DDA Private Sector
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	Action Item	X	X	X	X	X	City
Water System Strategy - Develop long-term strategy for water system.	Action Item	X	X	X	X	X	City

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Estimated Cost*	Funding Source	Success Measure
Staf Time	Local	Explore viability of commercial/industrial annexation and, if appropriate, execute process.
TBD	Local, County, State of Georgia	Identify and complete projects.
TBD	Local TBD	The City will undertake a proactive, multi-pronged approach to efforts in the Suwanee Gateway.
TBD	"Local TBD"	Research potential projects; evaluate feasibility and costs; present to Council for consideration.
Staff Time; TBD	Local	Staff will take a concerted, proactive approach to code enforcement in the Suwanee Gateway, i.e. TEE program (Total Elimination of Eyesores).
Staff Time	Local	Identify and implement.
Staff Time, plus costs TBD	Local	Staff will research and report to Council on advantages, issues, etc.
TBD	TBD	Explore options and present concept to Council.
$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
Varies	Local, County, State	Incorporate projects in CIP; complete projects, as appropriate.
Staff Time plus consultant fees	Local	Update and adopt plan.
TBD (not City funded)	Private, Other	Work with private developer to ensure completion of project.
Staff Time	Local	Community is aware of program.
TBD	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
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.
Varies	Varies	Construct projects identified in Downtown Suwanee Master Plan and Town Center Master Plan; work with private developers for other projects, as appropriate; support Downtown Merchants Association.
Varies	Local	The infrastructure is well-maintained.
Varies	Local; Water Fund	Incorporate projects in CIP; complete projects, as appropriate.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: BALANCE GROWTH							
Annexation - Continue efforts to annex property in close proximity to the City limits.	Policy Statement	X	X	X	X	X	City
Code Enforcement - Effectively balance code enforcement with pragmatism.	Policy Statement	X	X	X	X	X	City
Community Aesthetics - Emphasize community aesthetics throughout the City.	Policy Statement	X	X	X	X	X	City
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	Policy Statement	X	X	X	X	X	City
Comprehensive Plan - Conduct annual review of comprehensive plan.	Action Item	X	X	X	X	X	City
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	Action Item	X	X	X	X	X	City
Design Guidelines - Explore form-based design guidelines.	Action Item	X					City
Land Use - Carefully monitor non-residential land use allocations.	Policy Statement	X	X	X	X	X	City
Land Use - Promote cooperation with Gwinnett County and surrounding cities regarding rezoning of properties near the City.	Policy Statement	X	X	X	X	X	City County Nearby municipalities
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	Policy Statement	X	X	X	X	X	City
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	Action Item	X	X	X	X	X	City
GOAL: ENSURE LIFETIME HOUSING							
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	Policy Statement	X	X	X	X	X	City
Senior Housing - Explore options for seniors' housing regulations.	Action Item	X					City
GOAL: GROW GREENER & CONSERVE RESOURCES							
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	Policy Statement	X	X	X	X	X	City
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	Action Item	X	X	X	X	X	City
Solid Waste Preferred Vendor Program - Evaluate a program.	Action Item		X				City
Water Regulations - Implement various water-related requirements.	Action Item	X	X	X	X	X	City

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Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
TBD	Local	The City's codes are enforced in an effective, fair, and professional manner.
Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Staff Time	Local	Undertake yearly update.
Staff Time	Local	Undertake yearly update.
Staff Time	Local	Review projects for conformance during zoning and development process.
Staff Time	Local	Research guidelines; present recommendation to Planning Commission and Council.
Staff Time	Local	Monitor as needed with rezoning and SUP applications and quarterly economic indicator reports.
Staff Time	Local	"Staff will review rezoning requests within Suwanee's sphere of influence for consistency with the City's land use and adopted policies. Ensure compliance with H.B. 489."
Staff Time	Local	Current issues and conditions of infrastructure are monitored, along with potential funding options, and reported to Council, as appropriate.
Staff Time	Local	Ongoing; identify and present amendments, as needed.
Staff Time	Local	Evaluate during zoning decisions.
Staff Time	Local	Research options; present recommendation to Planning Commission & Council.
Varies	Local	Purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet, when appropriate; seek additional opportunities to be environmental stewards.
$50,000/year	Local	Suwanee's parks, greenways, and road rights-of-way are maintained to be free of litter. Annual statistics are tracked as part of the ICMA CPM program.
Staff Time; TBD	Local	Evaluate feasibility and appropriateness of a program; report back to Council.
Unknown, Increased Staff Resources	Local	Maintain updated regulations, such as NPDES, Soil & Erosion Control, N. Ga. Water Planning District, etc.

COMMUNITY CULTURE: What Makes Us Interesting

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: OFFER A WIDE AND DIVERSE ARRAY OF LOCAL EVENTS							
PlayTown Suwanee Birthday Party - Plan and host a 10th birthday party for PlayTown Suwanee.	Action Item		X				City
GOAL: CAPITALIZE ON THE CITY'S RICH CULTURAL ASSETS							
200th Anniversary Celebration - Plan a 200th anniversary celebration of Suwanee's founding.	Action Item				X	X	City
GOAL: MAKE PUBLIC ART THE CITY'S ARTS NICHE							
Public Art - Make public art an important component of Suwanee.	Policy Statement	X	X	X	X	X	City
Public Art Ordinance - Evaluate ordinance requirements and processes	Action Item	X	X	X	X	X	City; Public Arts Commission
Public Art SculpTour - Continue program.	Action Item	X	X	X	X	X	City; Public Arts Commission; Suwanee Arts Partnership
GOAL: FOSTER LOCAL ARTS PROGRAMS AND VENUES							
NGAA Venue - Work with the North Gwinnett Arts Association to locate a permanent space for the group's activities.	Action Item	X					City; NGAA

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Estimated Cost*	Funding Source	Success Measure
Staff Time $4,000	Local	Plan a 10th birthday party for PlayTown Suwanee, to be held in June 2014; include on events schedule.
Staff Time; TBD	Local	Develop plans to celebrate the 200th anniversary of Suwanee's founding in 2017.
Staff Time; TBD	Local; Donations	Dedicate 1% of City construction projects to public art; support Public Arts Commission and other organizations; other initiatives TBD.
Staff Time	Local	Monitor and evaluate the effect of the public art ordinances and processes; report to Council.
Staff Time; TBD	Donations	Solicit donations and sculptures; install on a semi-annual basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
TBD	TBD	NGAA has a permanent space in Suwanee.

PARKS + OPEN SPACE: How We Play

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: VALUE PASSIVE RECREATION							
GOAL: PRIORITIZE EXISTING PARKS							
Delay Property - Masterplan the property.	Action Item	X					City
GOAL: ENSURE THE PARKS AND TRAILS ARE SAFE							
Parks Video Surveillance - Complete project.	Action Item	X					City
GOAL: EXPAND THE PARK CONNECTIONS & TRAIL NETWORK							
GOAL: CONTINUE TO PROGRAM TOWN CENTER AS SUWANEE'S FRONT PORCH							
City Hall Lawn Improvement - Improve the lawn area behind City Hall.	Action Item					X	City
Town Center Park Well - Complete feasibility study and design; construct project.	Action Item	X					City

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	Estimated Cost*	Funding Source	Success Measure
			Plan a 10th birthday party for PlayTown Suwanee, to be held in June 2014; include on events schedule.
	Staff Time Consultant Fees	TBD	A master plan is developed for the existing Delay property; funding for the master plan construction is included in the 2013 SPLOST referendum.
	$130,000	SPLOST	Complete phase 2 of project, including WiFi installation in certain areas.
			Solicit donations and sculptures; install on a semi-annual basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
	$75,000	TBD	Budget, design, and construct project.
	$250,000	SPLOST	Complete project.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
GOAL: IMPROVE TRAFFIC MANAGEMENT							
317 Realignment - Develop concept plan to realign Highway 317 at the I-85 interchange.	Action Item	X					City
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City.	Action Item	X	X	X	X	X	City
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	Policy Statement	X	X	X	X	X	City GwDOT GaDOT
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements.	Action Item	X	X	X	X	X	City
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	Policy Statement	X	X	X	X	X	City Gwinnett County Georgia DOT
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/ improve congestion.	Action Item	X	X	X	X	X	City
GOAL: MAKE LOCAL CONNECTIONS							
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.	Action Item	X	X	X			City
Buford Highway Sewer & Underground Utilities - Evaluate in association with the reconstruction project	Action Item	X	X				City
Pedestrian Bicycle Plan Implementation - Construct Tier 1 projects to create pedestrian connections.	Action Item	X	X	X	X	X	City
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.	Policy Statement	X	X	X	X	X	City County
GOAL: FOCUS ON DIFFERENT WAYS TO GET AROUND							
Commuter Rail - Promote commuter rail station in Suwanee.	Policy Statement	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others
Commuter Rail Station Concept Plan - Develop concept plan a commuter rail station in Suwanee Station.	Action Item	X	X				City
Rail - Remain informed of opportunities for rail service to/through Suwanee.	Policy Statement	X	X	X	X	X	City Gwinnett County Georgia DOT
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	Policy Statement	X	X	X	X	X	City
GOAL: DESIGN ATTRACTIVE ROADWAYS							
Branding - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.	Action Item		X				City
Peachtree Industrial Blvd. Medians - Construct project to landscape the medians along PIB in the City limits.	Action Item	X					City

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Estimated Cost*	Funding Source	Success Measure
Staff Time plus consultant fees	TBD	A master plan is developed that illustrates a concept plan to realign Highway 317 over the I-85 interchange in the Suwanee Gateway area; funding for plan construction is included in the 2013 SPLOST referendum.
Staff Time	Local	The City has an adequate road network.
TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
Varies depending on project	SPLOST Local funds	The infrastructure is safe and well-maintained; congestion is reduced on the local road network.
Unknown	"GwDOT GaDOT"	Remain informed of funding and construction opportunities; promote construction.
Staff Time	Local	Inform community on data related to traffic analysis and dangerous intersections in an effort to improve traffic conditions; use the website, newsletter, P.A.C.T. meetings, etc. Provide web-based traffic data through crimereports.com. Hold regular P.R.I.D.E. classes.
$5,700,000	SPLOST LCI Grant Local funds	Reconstruction promotes expansion of Town Center; the corridor is pedestrian-friendly.
Staff Time plus consultant fees	Local	In conjunction with the design of the Buford Highway reconstruction project, evaluate the feasibility and costs of extending sanitary sewer and burying utility lines as part of the overall project.
$1,430,000	SPLOST	Bid, design, and construct Tier 1 projects of the adopted PBP.
TBD	Local; Gwinnett County	Construct new facilities.
Staff Time	Varies	Project is included in State's Work Plan.
$20,000-$40,000 Staff Time	Local TBD	Develop and adopt plan.
TBD	TBD	Remain informed and examine opportunities as they arise.
Staff Time	Local	Transit extends to appropriate locations in City.
TBD	Local	The logo is included on street and other signs to further develop the Suwanee brand.
$275,000	Local	Complete project.

OPERATIONS: Everything Else We Do

Strategy	Type of Strategy	Calendar Year (Jan-Dec)					Responsibility
		2013	2014	2015	2016	2017	
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	Policy Statement	X	X	X	X	X	City
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	Policy Statement	X	X	X	X	X	City
Board Training - Enhance training and knowledge of Boards & Commissions.	Policy Statement	X	X	X	X	X	City Board Members
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	Action Item	X	X	X	X	X	City
City Properties Inventory - Maintain an inventory of all City-owned properties.	Action Item	X	X	X	X	X	City
Economic Indicators - Track economic indicators for the Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	Action Item	X	X	X	X	X	City
Facility Maintenance - Fund and implement the maintenance plan for City facilities.	Action Item	X	X	X	X	X	City
Facility Maintenance - Ensure long-term maintenance of City facilities.	Policy Statement	X	X	X	X	X	City
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	Policy Statement	X	X	X	X	X	City
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	Action Item	X	X	X	X	X	City
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	Policy Statement	X	X	X	X	X	City
Massage Establishment Regulations - Review and update regulations related to massage establishments.	Action Item	X					City
MS4 Operating Permit - Complete permit requirements and renew as necessary.	Action Item	X	X	X	X	X	City, Consultant
Online Bill Payments - Implement with new financial software.	Action Item	X	X				City
Pain Clinic Regulations - Review and update regulations related to pain clinics.	Action Item	X					City
Police CALEA - Maintain accreditation.	Action Item	X			X		City
Police Fleet, New Vehicles - As operating budget allows and needs arise, add vehicles to existing fleet to accommodate additional officers.	Policy Statement	X	X	X	X	X	City
Police Fleet, Replacement Vehicles - Retire and replace police fleet vehicles, as appropriate.	Policy Statement	X	X	X	X	X	City
Police State Certification - Maintain state certification.	Action Item	X			X		City
Public Works Equipment, New - Acquire additional equipment to supplement current inventory, as appropriate.	Policy Statement	X	X	X	X	X	City
Public Works Equipment, Replacement - Retire and replace existing equipment, as appropriate.	Policy Statement	X	X	X	X	X	City
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	Action Item	X	X	X	X	X	City Gwinnett County
Short Term Work Program - Update STWP annually.	Action Item	X	X	X	X	X	City
Software Upgrades - Complete installation of new financial software.	Action Item	X	X				City
SPLOST - Develop a list of potential SPLOST projects for a 2013 referendum	Action Item	X					City County
Staffing - Recruit and retain quality employees.	Policy Statement	X	X	X	X	X	City
Strategic Plan Implementation - Implement projects and initiatives in the adopted 20/20 Vision Plan.	Action Item	X	X	X	X	X	City Others

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Final cost will be determined for the actual project budget.

Estimated Cost*	Funding Source	Success Measure
$4,275,000	SPLOST Local	The infrastructure is safe and well-maintained.
$840,000	SPLOST Local	The infrastructure is safe and well-maintained.
$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).
Staff and Council Time; TBD	Local	Evaluate need for a mid-year planning retreat/meeting for discussing "big picture" strategic topics; hold, as appropriate.
Staff Time	Local	Maintain an inventory of all City-owned properties; update annually.
Staff Time	Local	Staff will present quarterly reports at workshops.
Varies	Local	Incorporate into CIP; fund in annual budget; complete projects.
Varies	Local	Incorporate needs into CIP; complete planned maintenance, as appropriate.
Varies	Local	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Staff & Council Time	Local	Legislators are invited to visit Suwanee and meet with Council and staff annually.
Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
Staff Time	Local	The City's regulations concerning massage establishments are reviewed and updated, as appropriate, to ensure they address current issues and any changes to the law.
$75,000/year	Local	Complete necessary requirements to maintain permit; receive new permit in 2014.
Unknown	Local	Launch in conjunction with new accounting software.
Staff Time	Local	The City's regulations concerning pain clinics are reviewed and updated, as appropriate, to ensure they address current issues and any changes to the law.
Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2013).
Varies	Local	Incorporate anticipated needs into CIP; continue one vehicle per officer policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible.
Varies	Local	Incorporate anticipated needs into CIP, aiming to retire pursuit vehicles at 125,000 miles; continue one vehicle per officer policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible
Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2013).
Varies	General Fund	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations.
Varies	General Fund	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance costs.
$3,000,000	SPLOST Local	Incorporate projects into CIP; annual program is conducted to maintain local roads.
Staff Time	Local	Undertake yearly update.
Staff Time $250,000	Local	Complete installation and train staff.
Staff Time	Local	Develop a list of projects that can be submitted if there is a 2013 SPLOST referendum.
Varies	Local	Turnover rate shall be at or below the mean for GA local governments. Employees shall receive positive ratings in National Citizen Survey. Complete regular Class & Compensation Studies.
TBD	TBD	Implement projects and initiatives; track and report on implementation.



GOAL: CREATE OPPORTUNITIES FOR EVERYONE TO PARTICIPATE



Action Item: **CITIZEN ENGAGEMENT**

Measure and track levels of citizen engagement.

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.

Action Item: **CITIZEN ENGAGEMENT**

Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.

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. It is the City's desire to actively work at enhancing citizen engagement both community-wide and for targeted groups like youth, seniors, minorities, and others.

Action Item: **JOINT MEETINGS**

Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.

The City Council invites each of its appointed boards to a designated Council workshop, 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.

Action Item: **SPLOST**

Advance adopted community-developed strategic plans for inclusion in SPLOST list.

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 based on adopted strategic plans that have been developed through public participation by the community.

Action Item: **SUWANEE CITIZEN'S COLLEGE**

Research and evaluate potential program.

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.

GOAL: ENCOURAGE YOUTH INVOLVEMENT

Action Item: **GMA ESSAY CONTEST (New Item for 2013)**

Promote and support GMA's "If I Were Mayor…" essay contest for 6th grade students.

The Georgia Municipal Association sponsors an annual essay contest each spring for 6th grade students as a way to help educate students about the role city government plays in their lives and community. The students are encouraged to think like city leaders by writing an essay on the topic of "If I Were Mayor, I Would…" Suwanee will promote the program and coordinate with the middle schools to encourage participation.

GOAL: PROMOTE THE SUWANEE BRAND

Policy Statement: **AWARDS**

Seek awards from local and national organizations.

The City actively seeks opportunities for recognition and awards 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 reinforce the City's brand, to be seen in a positive light by peers, and to assist in retention and recruitment.

Policy Statement: **CITY SERVICES**

Maintain high levels of City services.

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, and others on 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 is an important tool to assist in determining future services.

Action Item: **MARKETING**

Develop a document that highlights the value and benefits of being in the City.

The purpose of this item is for staff 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.

Policy Statement: **STRATEGIC ANCHOR POINTS**

Reinforce use of anchor points.

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.

Action Item: **SIGNAGE/WAYFINDING**

Evaluate opportunities.

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.

GOAL: EMBRACE NEW ENGAGEMENT TECHNIQUES & AUDIENCES

Action Item: **COMMUNICATIONS TECHNOLOGY**

Evaluate a smartphone application for Suwanee.

As part of an ongoing commitment to citizen engagement, Suwanee is interested in evaluating the launch of a smartphone application. Ideally, the application would enhance two-way communications between citizens and the City and offer another alternative for residents and businesses to easily stay informed. 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.

Action Item: **ONLINE SERVICE REQUESTS (New item for 2013)**

Improve the online service request system for citizens.

Suwanee has an online communications system on www.suwanee.com that allows citizens to submit requests for service, questions, etc. It is the City's desire to improve the current S.E.E. system so that citizens can use mobile devices to more easily submit requests.

Action Item: **NATIONAL CITIZEN SURVEY**

Participate in survey.

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 and 2012. Recognizing the value of the survey, Suwanee will continue participating in it every two years. Upon receipt of the results, they will be publicly distributed.

Action Item: **WEBSITE ENHANCEMENTS (New item for 2013)**

Enhance website to better interact with mobile devices.

Suwanee's website www.suwanee.com does not currently have a mobile interface, making it challenging for visitors on mobile devices to effectively use the site. The City will update the site so it is compatible with current technology.

GOAL: SHARE INFORMATION EFFECTIVELY & REGULARLY

Action Item: **COMMUNICATIONS TECHNOLOGY**

Produce videos, podcasts, etc. for City projects and initiatives.

The City has an interest in using technology, such as video and podcasts, which will help tell the story of various Suwanee projects and initiatives. For example, a video could be produced on Town Center to highlight the history and efforts that took place for this project. Staff should proactively video and photograph projects from their beginning stages so archived media will be available for future videos.



ECONOMIC DEVELOPMENT: How We Prosper

GOAL: FOCUS ON QUALITY OF LIFE AS THE CORE ECONOMIC DEVELOPMENT STRATEGY

Policy Statement: **SPECIAL EVENTS**

Continue City's involvement as Special Events Coordinator.

The City coordinates approximately 35 events annually, which includes City-sponsored events, co-sponsored events (primarily with various media outlets), and private events. Most events are held in Town Center Park. Suwanee Day is also coordinated by the City but 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 devoting resources to events as a way to enhance quality of life and Suwanee's sense of community.

GOAL: COMPETE FOR THE FUTURE

Policy Statement: **ECONOMIC DEVELOPMENT**

Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.

It is the City's policy to assist businesses, as appropriate, looking to locate in the city limits and to use Partnership Gwinnett as the primary business recruiting arm of Suwanee. Staff will actively participate on Partnership Gwinnett committees and initiatives.

Policy Statement: **EDUCATION**

Work with Gwinnett Board of Education to encourage construction of schools within our community.

Quality schools have a positive impact on the entire Suwanee community and they're particularly important in recruiting and retaining businesses. In the 2012 National Citizen Survey, 70% of residents who have moved to Suwanee in the past five years said the school system was "essential" or "very important" on their decision to select Suwanee. 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 and enhancements to existing schools, when appropriate.

Action Item: **FOUNDATION**

Evaluate the role and value of a foundation to serve Suwanee.

Suwanee makes regular visits to peer cities. In a number of these cities, a private foundation often helps the local governments implement large-scale projects. The City is interested in evaluating the feasibility and benefits of such a foundation in Suwanee, such as a "Better Suwanee" foundation.

Policy Statement: **HIGHER EDUCATION RECRUITMENT (New Item for 2013)**

Work to recruit higher education institutions to Suwanee.

The presence of a higher education institution helps to enhance a community as a thriving, sustainable, and livable community. With the many assets Suwanee can provide, recruiting a new or satellite educational institution would offer a mutually beneficial environment. The City will identify the needs of higher education institutions and market Suwanee's assets to recruit.

Policy Statement: **PARTNERSHIP GWINNETT**

Financially support Partnership Gwinnett.

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.

GOAL: RECRUIT & DEVELOP A DIVERSE, HIGH-QUALITY COMMERCIAL BASE

Policy Statement: **COMMERCIAL CENTERS**

Promote the development of planned commercial centers rather than strip development.

It is the City's policy to support coordinated master-planned commercial projects in lieu of independent, separate, and detached developments. Opportunities to promote this occur during zoning and development review, as appropriate.

Policy Statement: **HOTEL ROOMS**

Reduce the number of external entry hotel rooms in the City.

It is the City's desire that future hotels have interior access but it should be recognized that the hotel market, 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 will address it during zoning and development review, as appropriate.

GOAL: HELP SMALL BUSINESSES THRIVE

Policy Statement: **LOCAL BUSINESS INVOLVEMENT**

Continue to participate with local business development and other business and civic associations.

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 business community.



GOAL: PARTNER WITH THE COMMUNITY

Policy Statement: **COMMUNITY POLICING**

Continue to implement and expand community-oriented policing programs.

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. Some of 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).

Policy Statement: **PARK AMBASSADOR PROGRAM**

Support program.

In 2011, the City launched a Park Ambassador program which uses community volunteers to enhance City presence 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, while also providing another set of eyes to identify maintenance and safety concerns. The City is committed to providing the resources to continue growing this program.

GOAL: EDUCATE & ENGAGE THE COMMUNITY

Action Item: **CITIZENS POLICE ACADEMY**

Support program and participate in leadership component of Citizens Police Academy.

The Citizens Police Academy is an eight-week program that offers community participants a better understanding of the day-to-day functions, risks, and experiences of Suwanee police officers. The Academy is also an effective community policing tool, educating and building relationships with the citizens and businesses. The Academy is held twice each year with an average participation of 15-20 students per class. The City supports this program and the City Council has committed to participating in a leadership component of each session.

Policy Statement: **DRIVER SPEEDING**

Undertake education efforts to reduce driver speeding.

The police answer frequent complaints about driver speeding throughout the City. Through the use of directed patrols and educating the citizens through the media, web page, and PACT meetings about safer driving, the department aims to reduce incidents of driver speeding.

GOAL: USE TARGETED POLICE VISIBILITY EFFORTS

Policy Statement: **POLICE SUBSTATION & TRAINING FACILITY**

Promote as a regional facility.

Suwanee opened a new Police Substation and Training Facility in the Gateway area in late 2012. One of the goals of this facility is to serve as a training center, with instructional space and a firing range. 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.

Policy Statement: **TRAFFIC ENFORCEMENT**

Continue effective and proactive traffic enforcement efforts/ program (Selective Enforcement Unit).

It is the City's policy to have directed traffic enforcement in an effort to reduce incidents of speeding, seatbelt violations, DUI, and accident-causing violations. The overall intent of this proactive approach is to reduce the number of accidents, injuries, and fatalities each year.

GOAL: TRANSFORM SUWANEE GATEWAY

Action Item: **ANNEXATION**

Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.

The City is interested 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, and a targeted, proactive recruitment process.

Action Item: **I-85 BUSINESS DISTRICT ECONOMIC DEVELOPMENT PLAN**

Implement strategies identified by plan.

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 will continue to monitor each of the five areas and identify areas where the City can play a direct role, such as the Tax Allocation District (TAD), cooperative marketing/branding, streetscape plan implementation, etc.

Policy Statement: **SUWANEE GATEWAY**

Undertake multiple impactful efforts in the Gateway area.

During the 20/20 Vision process, community members clearly indicated that transforming the Gateway into an area that Suwanee can be proud of should be a top priority for the Ctiy in coming years. This item documents the City's commitment to this goal and the realization that a successful transformation will take a proactive and multi-tiered approach. The City aims to undertake impactful projects and make this area a primary focus in the coming years.

Action Item: **SUWANEE GATEWAY**

Undertake targeted blight removal projects in Suwanee Gateway.

The City is committed to redeveloping the Suwanee Gateway. In order to assist in those efforts, blight must be eliminated. The City will evaluate blighted properties for potential acquisition or other action.

Action Item: **SUWANEE GATEWAY CODE ENFORCEMENT**

Enhance attention and efforts in Suwanee Gateway.

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).

Action Item: **SUWANEE GATEWAY TAX ALLOCATION DISTRICT**

Implement bonding mechanism for TAD.

In order to implement a bonding mechanism for the Suwanee Gateway Tax Allocation District (TAD), the City must receive concurrence from Gwinnett County Board of Commissioners and the Board of Education. The City will continue to seek this concurrence, as well as monitor and proactively seek development and redevelopment opportunities in the area.

Action Item: **SUWANEE GATEWAY URA**

Investigate options for a URA in this district.

Georgia state law allows cities to establish an Urban Redevelopment Authority (URA) to help redevelop blighted or threatened areas of the community. Staff will evaluate the feasibility and appropriateness of creating an URA for the Gateway district, including the benefits, challenges, and costs and will likely need to consult with special legal counsel. Staff will report back to Council upon completing this evaluation.

GOAL: INVEST IN DOWNTOWN SUWANEE'S FUTURE

Action Item: **DOWNTOWN HOLIDAY DECORATIONS (NEW ITEM FOR 2013)**

Explore options for expanded holiday decorations in Downtown.

The City has an interest in adding more holiday decorations to the Downtown area to enhance its presence during this time of year. Staff will explore options and present a concept and pricing to Council for consideration in the budget.

Policy Statement: **DOWNTOWN PROMOTIONS**

Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.

The City seeks to promote Downtown (both Old Town and Town Center) using a variety of tools, including events, the CrossRoads 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. Lastly, this item includes encouraging Downtown businesses to capitalize on the Downtown website by adding coupons, business-sponsored events, property listings, and other items that are not published on the City website.

Action Item: **DOWNTOWN SUWANEE MASTER PLAN**

Implement projects in plan.

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 is an ongoing item as the City continues to implement recommendations of the Plan.

Action Item: **DOWNTOWN SUWANEE MASTER PLAN**

Update master plan.

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.

Action Item: **JACKSON STREET PAVING**

Pave street.

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.

Policy Statement: **MAIN STREET PROGRAM**

Promote program in community.

The City is a member of the national Main Street Program, a comprehensive four-point approach to downtown development that includes organization, design, economic restructuring, and promotion. The DDA, along with the downtown manager, oversees the program.

Policy Statement: **PARKING FACILITY(IES)**

Monitor options, as appropriate.

As needed, the City will monitor additional parking needs throughout the City and identify appropriate locations for those.

Action Item: **PIERCE'S CORNER**

Pursue Georgia & National Historic Register District for Pierce's Corner.

In 2012, the City entered into a lease-purchase agreement with a private buyer who intends to renovate the Pierce's Corner 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 in 2011 for the Old Town area. The City supports the area being part of a Historic Register District.

Policy Statement: **TOWN CENTER**

Continue promotion and development of a mixed-use Town Center.

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 is a long-lasting initiative, rather than a single project, and the City remains committed to dedicating resources to Town Center.

Action Item: **WATER SYSTEM INFRASTRUCTURE IMPROVEMENTS**

Complete projects identified by Water System Master Plan.

The City adopted a Water System Master Plan in 2009, which identifies needed upgrades to the Suwanee water system, located in downtown. As specific needs arise and funding allows, the City will continue to implement this plan.

Action Item: **WATER SYSTEM STRATEGY**

Develop long-term strategy for water system.

The item identifies the need to review and determine a long-range plan for Suwanee's Water System. Future options might include continuing 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.

GOAL: BALANCE GROWTH

Policy Statement: **ANNEXATION**

Continue efforts to annex property in close proximity to the City Limits.

This item acknowledges the City's philosophy of pursuing logical annexations that clarify the City boundaries, simplify service delivery, and do 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.

Policy Statement: **CODE ENFORCEMENT**

Effectively balance code enforcement with pragmatism.

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.

Policy Statement: **COMMUNITY AESTHETICS**

Emphasize community aesthetics throughout the City.

Suwanee 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 & Inspections Department will apply these standards to all appropriate development projects, as well as review opportunities to improve the existing regulatory framework.

Policy Statement: **COMPREHENSIVE PLAN**

Prepare and adopt amendments to the Plan as appropriate and timely.

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 Item: **COMPREHENSIVE PLAN**

Conduct annual review of comprehensive plan.

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.

Action Item: **DESIGN GUIDELINES**

Implement Comprehensive Plan Design Guidelines.

With new Planned Mixed-Use Development (PMUD) rezoning requests, the Planning & Inspections 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.

Action Item: **DESIGN GUIDELINES**

Explore form-based design guidelines.

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.

Policy Statement: **LAND USE**

Carefully monitor non-residential land use allocations.

As part of the annual Comprehensive Plan update, staff will evaluate the amount of industrial, office, and retail uses to identify areas of concern and to ensure an appropriate mix.

Policy Statement: **LAND USE**

Promote cooperation with Gwinnett County and surrounding cities regarding rezoning of properties near the City.

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.

Policy Statement: **STORMWATER FUNDING**

Continue to analyze funding options, including stormwater utility.

It is important to continue exploring options that can help fund future stormwater activities. Such options might include sharing costs of equipment or services (street sweeping, consulting services, etc.) with other municipalities, contracting with the County for services (such as monitoring), and evaluating a stormwater utility, if warranted. Staff will continue to research and analyze these options and report to Council as necessary.

Action Item: **ZONING ORDINANCE REVIEW**

Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.

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 that may need to be addressed. These are then presented to the Planning Commission and Council for consideration.

GOAL: ENSURE LIFETIME HOUSING

Policy Statement: **HOUSING AFFORDABILITY & CHOICES**

Continue to value housing affordability and housing choices when making zoning decisions.

The City values having a wide variety of housing choices – type of housing, cost, etc. When the Planning & Inspections 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.

Action Item: **SENIOR HOUSING**

Explore options for seniors' housing regulations.

The City is interested in evaluating options 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.

GOAL: GROW GREENER & CONSERVE RESOURCES

Policy Statement: **ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY**

Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.

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.

Action Item: **LITTER REMOVAL PROGRAM**

Remove litter from parks, greenways, road right-of-ways, etc.

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, volunteers, and the inmate crew (as available) participate in this effort.

Action Item: **SOLID WASTE PREFERRED VENDOR PROGRAM**

Evaluate a program.

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.

Action Item: **WATER REGULATIONS**

Implement various water-related requirements.

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 Metropolitan North Georgia Water Planning District, staff will prepare the necessary amendments and forward to Council for consideration.



GOAL: OFFER A WIDE & DIVERSE ARRAY OF LOCAL EVENTS

Action Item: **PLAYTOWN SUWANEE BIRTHDAY PARTY (NEW ITEM FOR 2013)**

Plan and host a 10th birthday party for PlayTown Suwanee.

PlayTown Suwanee is widely known as "the playground that my mommy and daddy built" after more than 1,200 volunteers cumulatively worked nearly 10,000 hours in June 2004 to build this playground. The City is interested in celebrating the community spirit that created PlayTown Suwanee by hosting a 10th birthday party in June 2014.

GOAL: CAPITALIZE ON THE CITY'S RICH CULTURAL ASSETS

Action Item: **200TH ANNIVERSARY CELEBRATION (NEW ITEM FOR 2013)**

Plan a 200th anniversary celebration of Suwanee's founding.

Suwanee began as an Indian village about 3 miles southwest of the current downtown area. Both Cherokee and Creek Indians referred to the area as Suwanee Old Town and it was first officially designated on a map in 1817 when land was ceded to the U.S. government by the Cherokee Indians. The year 1817 has become the designated founding date of Suwanee and the City is interested in celebrating the 200th anniversary in 2017.

GOAL: MAKE PUBLIC ART THE CITY'S ARTS NICHE

Policy Statement: **PUBLIC ART**

Make public art an important component of Suwanee.

The City is committed to continuing to brand itself for public art, which supports the local arts, creatively improves public spaces, and promotes Suwanee as a place for quality of life. 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, support for the North Gwinnett Arts Association and other organizations, etc.

Action Item: **PUBLIC ART ORDINANCE**

Evaluate ordinance requirements and processes.

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. Staff and the PAC will continue to monitor the various requirements and processes associated with this ordinance to ensure it is effective and is relative to emerging issues.

Action Item: **PUBLIC ART SCULPTOUR**

Continue program.

SculpTour launched in 2011 as a walkable outdoor exhibit of approximately 15 original sculptures loaned to the City. SculpTour is designed to be a public art encounter that serves as a quality of life enhancer, economic development tool, and community identifier; it has garnered positive recognition, awards, and regional attention for Suwanee. 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 every two years, with the City purchasing at least one piece from every SculpTour for permanent display.

GOAL: FOSTER LOCAL ARTS PROGRAMS & VENUES

Action Item: **NGAA VENUE (NEW ITEM FOR 2013)**

Work with the North Gwinnett Arts Association to locate a permanent space for the group's activities.

NGAA launched in 2010 as a way to join artists and art lovers together and has been an important catalyst in growing Suwanee's local arts scene. The organization does not have a permanent facility and currently operates from a vacant storefront in Town Center. During the 20/20 Vision process, the community expressed a desire to grow Suwanee's local arts venues. The City is interested in helping NGAA to secure a permanent facility in Suwanee.

GOAL: PRIORITIZE EXISTING PARKS

Action Item: **DELAY PROPERTY (NEW ITEM FOR 2013)**

Masterplan the property.

Suwanee acquired the tract commonly known as the "Delay Property" with funds from the 2001 voter-approved open space bonds. PlayTown Suwanee was constructed on a small portion of the property, with the remainder staying in a life estate, until it was recently released to the City. The City is interested in master planning the property and identifying funds to develop the remaining portion. If approved, the 2014 SPLOST could be a viable source of construction funding.

GOAL: ENSURE THE PARKS & TRAILS ARE SAFE

Action Item: **PARKS VIDEO SURVEILLANCE**

Complete project.

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. In early 2013, the City Council approved a contract to install additional surveillance at George Pierce Park, new systems at Town Center Park and Sims Lake Park, and WiFi for Town Center Park and a portion of Sims Lake Park. This second phase should be completed in 2013.

GOAL: CONTINUE TO PROGRAM TOWN CENTER AS SUWANEE'S FRONT PORCH

Action Item: **CITY HALL LAWN IMPROVEMENT**

Improve the lawn area behind City Hall.

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.

Action Item: **TOWN CENTER PARK WELL**

Complete feasibility study and design; construct project.

Town Center Park is currently irrigated using water purchased from Gwinnett County Department of Water Resources. Drilling a well for the park will offer a dependable and economical alternative. Construction of this project began in early 2013 and should be completed by mid-2013.



GOAL: IMPROVE TRAFFIC MANAGEMENT

Action Item: **317 REALIGNMENT (NEW ITEM FOR 2013)**
Develop concept plan to realign Highway 317 at the I-85 interchange.

Improving traffic flow at the I-85/Lawrenceville Suwanee Road interchange was an important strategy to come from the 20/20 Vision plan; many community members commented that traffic in that area is a challenge. The City has identified that realigning Highway 317, potentially to include the construction of an additional or enhanced bridge over I-85, could be an effective strategy to improve this situation. The City plans to develop a concept plan to further explore this option and include funding for the project in the 2013 SPLOST referendum.

Action Item: **COUNTY ROAD PROJECTS**
Coordinate with Gwinnett County on major road initiatives in the City.

This item memorializes the City's desire to coordinate with the County on any major road projects within Suwanee. Such coordination might include providing 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.

Policy Statement: **MCGINNIS FERRY ROAD HALF DIAMOND INTERCHANGE**
Promote construction.

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 new 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.

Action Item: **ROAD IMPROVEMENT PROJECTS**
Reconstruct existing roads and/or construct new roads and associated improvements.

It is 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.

Policy Statement: **SMITHTOWN ROAD BRIDGE**
Influence and promote construction of Smithtown Road bridge.

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 it could be a viable option to improve traffic management over I-85.

Action Item: **TRAFFIC REDUCTION EDUCATION**
Educate citizens on ways they can work to reduce traffic/improve congestion.

The purpose of this item is to memorialize the continuing commitment 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.

GOAL: MAKE LOCAL CONNECTIONS

Action Item: **BUFORD HIGHWAY RECONSTRUCTION & STREETSCAPING**

Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.

One of the "hot topics" in the 20/20 Vision process was how to improve local transportation connections so that residents can safely move around Suwanee as pedestrians, bicyclists, or motorists. Buford Highway serves as a major divide between Old Town and Town Center, which limits the potential of both districts and makes it challenging to move from one area to the other. The City intends to implement the Buford Highway Transportation Study, by reconstructing Buford Highway as a context-sensitive roadway to address these issues. Implementation will include environmental studies, concept plan refinement, road design, bidding, and construction. Full implementation is dependent on outside funding assistance.

Action Item: **BUFORD HIGHWAY SEWER & UNDERGROUND UTILITIES**

Evaluate in association with the reconstruction project.

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. The City will also evaluate conversion to underground utilities in this area.

Action Item: **PEDESTRIAN BICYCLE PLAN IMPLEMENTATION**

Construct Tier 1 projects to create pedestrian connections.

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 1 over the next five years, which has an estimated cost of approximately $1,500,000.

Policy Statement: **PEDESTRIAN PROJECTS**

Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.

The construction of additional sidewalks and multi-use trails along major arterials is an important tool to ensure that every resident has access to nearby parks, stores, and other amenities. The City's adopted Pedestrian Bicycle Plan (PBP), which identifies potential projects and provides recommendations for prioritization, will serve as the guide for project implementation. The City will work to advance these projects, coordinating with the County or GaDOT to promote construction, as appropriate.

GOAL: FOCUS ON DIFFERENT WAYS TO GET AROUND

Policy Statement: **COMMUTER RAIL**

Promote commuter rail station in Suwanee.

Suwanee Station is being developed as a transit-oriented community, which will ideally be anchored by a future commuter rail line. The City will continue to promote a commuter rail line through Suwanee, including Suwanee Station as a stop along the route.

Action Item: **COMMUTER RAIL STATION CONCEPT PLAN**

Develop concept plan for a commuter rail station in Suwanee Station.

The City is interested in developing a concept plan that illustrates what a future station could look like and how it would function within Suwanee Station.

Policy Statement: **RAIL**

Remain informed of opportunities for rail service to/through Suwanee.

Suwanee of today is home to a driving culture as there are realistically few other options for commuting to, from, and through the area. The City recognizes there may be opportunities in the future for rail service to serve Suwanee. The City is interested in remaining informed of those opportunities.

Policy Statement: **TRANSIT**

Coordinate with Gwinnett County on implementation of the County Transit System serving the City.

In citizen surveys, Suwanee scores very low on the availability of bus and transit service in the area. Gwinnett County provides local and commuter bus service but it does not currently extend to Suwanee. This item memorializes the City's support for the system as a way to offer transportation alternatives.

GOAL: DESIGN ATTRACTIVE ROADWAYS

Action Item: **BRANDING**

With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.

One of the projects in the CIP is a federal government mandated project 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 and enhance the aesthetics.

Action Item: **PEACHTREE INDUSTRIAL BLVD. MEDIANS**

Construct project to landscape the medians along PIB in the City limits.

In 2012, the City began a project to landscape the medians located on Peachtree Industrial Blvd. inside the City limits. This project is anticipated for completion in 2013 and will help to add value and improve the look and feel of the area. These medians were previously maintained by Gwinnett County, but the City will now need to assume both the costs and responsibility of all maintenance, including mowing.

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Policy Statement: **ANNUAL RESURFACING PROJECTS**

Complete projects based on needs assessment and infrastructure failures.

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. Second, the City will manage and construct projects identified from needs assessments, inspections, and infrastructure failures. Third, the City will coordinate with GaDOT and Gwinnett DOT for implementation of resurfacing projects.

Policy Statement: **ANNUAL STORMWATER PROJECTS**

Construct projects identified from needs assessment and infrastructure failures.

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.

Policy Statement: **BOARD TRAINING**

Enhance training and knowledge of Boards & Commissions.

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 organizations, as well as locally coordinated sessions.

Action Item: **CITY COUNCIL MID-YEAR PLANNING RETREAT**

Hold a mid-year strategic retreat.

In recent years, the City Council has held a second, mid-year work retreat for the purposes of planning for the annual retreat and discussing "big picture" strategic topics separate from tactical items. 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.

Action Item: **CITY PROPERTIES INVENTORY**

Maintain an inventory all City-owned properties.

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.

Action Item: **ECONOMIC INDICATORS**

Track economic indicators for the Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.

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.

Action Item: **FACILITY MAINTENANCE**

Fund and implement the maintenance plan for City facilities.

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, allowing updates and funding needs to be considered in the CIP.

Policy Statement: **FACILITY MAINTENANCE**

Ensure long-term maintenance of City facilities.

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 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.

Policy Statement: **FLEET REPLACEMENT**

Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.

This item addresses the 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.

Action Item: **HOMETOWN CONNECTION**

Host an annual Hometown Connection event for Suwanee's legislators.

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.

Policy Statement: **LEARNING OPPORTUNITIES**

Implement continual learning opportunities through visits to peer cities.

The City Council values visiting peer cities as an opportunity to learn about programs, projects, and best practices and to network with peers. 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.

Action Item: **MASSAGE ESTABLISHMENT REGULATIONS (NEW ITEM FOR 2013)**

Review and update regulations related to massage establishments.

The purpose of this item is to review the City's current regulations concerning massage establishments to ensure they are still effective, address current and emerging issues, and are consistent with any changes to State law. Staff will review these and propose any appropriate revisions.

Action Item: **MS4 OPERATING PERMIT**

Complete permit requirements and renew as necessary.

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. The 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.

Action Item: **ONLINE BILL PAYMENTS**

Implement with new financial software.

Other than citation payments to Municipal Court, the City's current software systems do not currently have functionality to process electronic payments via www.suwanee.com. With the implementation of the new financial software, underway in early 2013, this will allow the City to process online permits, payment for business licenses, pavilion rentals, property taxes, etc. Staff anticipates having this process complete and launched to the public in early 2014.

Action Item: **PAIN CLINIC REGULATIONS (NEW ITEM FOR 2013)**

Review and update regulations related to pain clinics.

The purpose of this item is to review the City's current regulations concerning pain clinics to ensure they are still effective, address current and emerging issues, and are consistent with any changes to State law. Staff will review these and propose any appropriate revisions.

Action Item: **POLICE CALEA**

Maintain accreditation.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) program is recognized internationally as a voluntary accreditation, allowing agencies to demonstrate their commitment to law enforcement excellence. The City initially received this accreditation in 2010 and must be re-certified 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.

Policy Statement: **POLICE FLEET, NEW VEHICLES**

As operating budget allows and needs arise, add vehicles to existing fleet to accommodate additional officers.

As the police department's staff grows in size (evaluated annually during the budget process), additional police vehicles will be needed. 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.

Policy Statement: **POLICE FLEET, REPLACEMENT VEHICLES**

Retire and replace police fleet vehicles, as appropriate.

The police department aims 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.

Action Item: **POLICE STATE CERTIFICATION**

Maintain state certification.

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. The department was re-certified in early 2013; the next re-ceritification process will occur in 2016.

Policy Statement: **PUBLIC WORKS EQUIPMENT, NEW**

Acquire additional equipment to supplement current inventory, as appropriate.

As the Public Works Department adds 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.

Policy Statement: **PUBLIC WORKS EQUIPMENT, REPLACEMENT**

Retire and replace existing equipment, as appropriate

Each year, the Public Works Department evaluates its current equipment inventory 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 Item: **ROAD MAINTENANCE**

Maintain up-to-date Road Maintenance Plan.

The City is committed 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, the City tries to resurface approximately three miles of local streets each year, based on the City's current number of streets. Funding for implementation of this Plan is evaluated in the CIP each year.

Action Item: **SHORT TERM WORK PROGRAM**

Update STWP annually.

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 and used as a tool for preparing the operating and capital budgets.

Action Item: **SOFTWARE UPGRADES**

Complete installation of new financial software.

The City's finance software is outdated, no longer supported, and does not effectively meet the City's current needs. The City Council approved a contract to purchase new software in early 2013. Staff anticipates completing this installation in late 2013 or early 2014.

Action Item: **SPLOST**

Develop a list of potential SPLOST projects for a 2013 referendum.

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 to succeed the current SPLOST when it ends. In order to prepare for that referendum, the City will evaluate and develop a list of projects/categories to be submitted.

Policy Statement: **STAFFING**

Recruit and retain quality employees.

Suwanee takes a two-pronged approach to ensuring a quality staff. First, the City works to ensure retention of quality employees – a high rate of current employees staying in their jobs. High retention has many benefits, such as continuing a strong sustainable corporate culture and maintaining the organizational knowledge and history. Second, when turnover does occur or new positions are created, the City will continue to recruit talent who will bring innovation and energy to the organization.

Action Item: **STRATEGIC PLAN IMPLEMENTATION**

Implement projects and initiatives in the adopted 20/20 Vision Plan.

In 2012, Suwanee adopted its 20/20 Vision Plan, which was developed through an extensive community-wide engagement process. This plan, the City's first-ever strategic plan, helps define strategies, policies, and goals to ensure Suwanee continues on a path consistent with the community's desires. The Council, staff, and community partners will work to implement projects and initiatives that are consistent with the plan.





20/20 VISION PLAN

SUWANEE, GEORGIA

COMMUNICATIONS & ENGAGEMENT: How We Connect

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: CREATE OPPORTUNITIES FOR EVERYONE TO PARTICIPATE						
Citizen Engagement - Measure and track levels of citizen engagement.	Action Item	X	X	X	X	X
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	Action Item	X	X	X	X	X
Community-Wide Strategic Plan - Develop and adopt plan.	Action Item	X				
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	Action Item	X	X	X	X	X
SPLOST - Involve citizens in developing project list	Action Item		X			
Suwanee Citizen's College - Research and evaluate potential program.	Action Item		X			
GOAL: ENCOURAGE YOUTH INVOLVEMENT						
GOAL: PROMOTE THE SUWANEE BRAND						
Awards - Seek awards from local and national organizations.	Policy Statement	X	X	X	X	X
City Services - Maintain high levels of City services.	Policy Statement	X	X	X	X	X
Strategic Anchor Points - Reinforce use of anchor points.	Policy Statement	X	X	X	X	X
Marketing - Develop a document that highlights the value and benefits of being in the City.	Action Item	X				
Signage/Wayfinding - Evaluate opportunities.	Action Item	X				
GOAL: EMBRACE NEW ENGAGEMENT TECHNIQUES AND AUDIENCES						
Communications Technology - Use technology, including video, to communicate City projects and initiatives.	Action Item	X	X			
National Citizen Survey - Participate in survey.	Action Item	X		X		X
GOAL: SHARE INFORMATION EFFECTIVELY & REGULARLY						
Communications Technology - Produce videos for City projects and initiatives.	Action Item	X	X	X	X	X
Strategic Plan - Develop video outlining the process of plan development, highlights of the plan, etc.	Action Item	X				

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Responsibility	Accomplishment
City	Ongoing. The Suwanee community engaged over 1.3 million hours during 2012.
City	**Social Media:** 6,169 Facebook followers (11% increase). 1,706 Twitter followers (60% increase). **City Communications:** Produced and distributed 6 issues of CrossRoads to all residences and businesses. 19% increase in CrossRoads distribution; now mailed to all businesses too. 93% of citizens report reading the newsletter (2012 draft NCS). 1,808 list serve followers (5% increase). **Website:** 517, 551 website visits (12% increase); average of 1,400+ daily visits. 79% of citizens visited at least once (2012 draft NCS). **Other:** 65 entries in 2012 Snap Suwanee contest (50% fewer entries than 2011). 7 entries in video competition. 249 inquiries through the website.
Citizens City Council City Staff Consultants	Plan completed and adopted June 2012.
City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board	All Boards presented as scheduled.
City	Staff held preliminary discussions on this at the staff retreat; to be discussed further at the Council retreat.
City	2013 project - needs further discussion.
City	Suwanee was recognized in 2012 by the Government Finance Officers Association, International City/County Managers Association, Southeast Festival & Events Association, ArtWorks! Gwinnett, Georgia Municipal Association, and Georgia Trend magazine.
City Consultants Contractors Vendors, etc.	Suwanee won multiple national and regional awards in 2012 for City services, including events, financial management, public art initiative, and performance measurement. Results from 2012 National Citizen Survey will be available in early 2013.
Council Staff	Ongoing. Some 2012 projects that applied the strategic anchors included: PIB medians; Brushy Creek Greenway; architectural review for new developments; rebranding of Finance documents; RFP for accounting software; staff recruitment; employee health benefits changes; Police training center; police mutual aid agreement; CodeRED, and 20/20 Vision video.
City	Research/analysis underway; document will be ready for distribution in 2013.
City	Ongoing, as appropriate.
City	CodeRED launched in October 2012, with a smartphone app for local weather alerts. Suwanee app needs further discussion.
City NRC	Suwanee participated in the 2012 survey; results are anticipated in early 2013.
City	Video produced for 20/20 Vision plan and 2012 Suwanee Day. Still photos taken and archived for future video of Suwanee Gateway.
City Staff Consultants	Video completed October 2012.

ECONOMIC DEVELOPMENT: How We Prosper

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: FOCUS ON QUALITY OF LIVE AS THE CORE ECONOMIC DEVELOPMENT STRATEGY						
Special Events - Continue City's involvement as Special Events Coordinator.	Policy Statement	X	X	X	X	X
GOAL: ENCOURAGE YOUTH INVOLVEMENT						
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	Policy Statement	X	X	X	X	X
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	Policy Statement	X	X	X	X	X
Partnership Gwinnett - Financially support Partnership Gwinnett.	Policy Statement	X	X	X	X	X
Foundation - Evaluate the value of a foundation to serve Suwanee	Action Item	X	X			
GOAL: BECOME A JOBS CENTER						
GOAL: RECRUIT & DEVELOP A DIVERSE, HIGH-QUALITY COMMERCIAL BASE						
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	Policy Statement	X	X	X	X	X
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	Policy Statement	X	X	X	X	X
GOAL: ATTRACT & RETAIN KNOWLEDGE WORKERS						
GOAL: HELP SMALL BUSINESSES THRIVE						
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	Policy Statement	X	X	X	X	X

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2012 REPORT OF ACCOMPLISHMENTS

Responsibility	Accomplishment
City	Held 16 City/co-sponsored events and coordinated 14 private events, in addition to 7 Toast @ Town Center events and Farmers Market (May through October). Won awards from SFEA for 2011 Suwanee Day Flash Mob and 9/11 Commemorative Event.
City Chamber	Staff participated in Partnership Gwinnett Redevelopment Forum, as well as ongoing Partnership Gwinnett and Chamber programs.
City Board of Education	Ongoing, as appropriate. No new schools opened in 2012.
City	Contributed $20,000 to Partnership Gwinnett.
City Others	Underway; to be discussed at 2013 Council retreat.
City	Ongoing. No new commercial centers in 2012.
City	Ongoing.
City	Ongoing. Staff works with Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and others. City continues to partner with SBA to host the annual State of the City event.

PUBLIC SAFETY: What Provides Us Comfort

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: PARTNER WITH THE COMMUNITY						
Community Policing - Continue to implement and expand community-oriented policing programs.	Policy Statement	X	X	X	X	X
Park Ambassador Program - Support program.	Policy Statement	X	X	X	X	X
GOAL: EDUCATE & ENGAGE THE COMMUNITY						
Driver Speeding - Undertake education efforts to reduce driver speeding.	Policy Statement	X	X	X	X	X
Citizens Police Academy - Participate in leadership component of Citizens Police Academy.	Action Item	X	X	X	X	X
Police Substation & Training Facility - Ensure visibility and awareness of facility.	Action Item	X				
GOAL: ATTRACT & RETAIN KNOWLEDGE WORKERS						
Police Substation & Training Facility - Promote as a regional facility	Policy Statement	X	X	X	X	X
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	Policy Statement	X	X	X	X	X
GOAL: EMBRACE NEW TECHNOLOGIES						

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2012 REPORT OF ACCOMPLISHMENTS

Responsibility	Accomplishment
City Neighborhood groups	Held 94 PACT meetings with 656 participants. There are currently 32 PACT neighborhoods. Began using new Training Center for PACT meetings.
City Volunteers	Continued support to the program that was launched in 2011. Ambassadors logged 543 visits, for a total of 716 hours of volunteer time.
City	Held 4 P.R.I.D.E. meetings with 60 participants. Budgeted for 2 additional radar signs, which are anticipated to be installed along PIB in early 2013. Accidents have increased 6.44% from 2011.
City Staff City Council	Held 2 sessions per year with 24 participants total. Began evaluating the feasibility of a CPA alumni organization.
City	Held community grand opening celebration and Hometown Connection in September. PACT meetings being held at facility. Ongoing enhancements to site to improve visibility/awareness.
City	Facility opened in September; used for fatality investigation, GITIPI Seatbelt Technician Training, and tours by Meggitt so far.
City	Ongoing. The department uses directed patrols based on traffic analysis, assigning officers to areas based on need.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: TRANSFORM SUWANEE GATEWAY						
Suwanee Gateway - Undertake multiple impactful efforts in the Gateway area	Policy Statement	X	X	X	X	X
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	Action Item	X				
Beautification Improvements to the I-85 Area – Streetscape local roads: construct project.	Action Item		X			
Community Stabilization Fund - Consider creating a community stabilization fund to handle costs associated with properties to be demolished and prevent blight.	Action Item	X				
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	Action Item	X	X	X	X	X
Suwanee Gateway - Undertake targeted blight removal projects in Suwanee Gateway.	Action Item	X	X	X	X	X
Suwanee Gateway URA - Investigate options for a URA in this district.	Action Item	X				
Suwanee Gateway Code Enforcement - Enhance attention and efforts in Suwanee Gateway	Action Item	X	X	X	X	X
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	Action Item	X	X	X	X	X
GOAL: INVEST IN DOWNTOWN SUWANEE'S FUTURE						
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park.	Policy Statement	X	X	X	X	X
Main Street Program - Promote program in community.	Policy Statement	X	X	X	X	X
Parking Facility(ies) - Monitor options.	Policy Statement	X	X	X	X	X
Town Center - Continue promotion and development of mixed-use Town Center.	Policy Statement	X	X	X	X	X
Downtown Suwanee Master Plan - Implement projects in plan.	Action Item	X	X	X	X	X
Downtown Suwanee Master Plan - Update master plan.	Action Item			X		
Jackson Street Paving - Pave street.	Action Item	X	X	X	X	X
Pierce's Corner - Pursue Georgia & National Historic Register District for Pierce's Corner.	Action Item	X				
Sewer Assistance Grant - Evalute a DDA grant program for providing sewer assistance.	Action Item	X	X			
Water System Strategy - Develop long-term strategy for water system.	Action Item	X	X	X	X	X
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	Action Item	X	X	X	X	X

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2012 REPORT OF ACCOMPLISHMENTS

Responsibility	Accomplishment
City Others	Redeveloped former BP station for Police Substation; opened in September. I-85 streetscape project underway. McGinnis Ferry Rd. extended to Gateway. Created Community Stabilization Fund to assist with blight removal. Multiple private developments underway or completed (QT, Ultra Carwash, apartments at Terraces).
City	**Analysis underway.**
City	Project underway; anticipated for completion in early 2013.
City	Fund opened in February 2012.
City	McGinnis Ferry Rd. extended to Gateway. Police Substation developed, eliminating formerly blighted property. I-85 streetscaping underway. Public art installed at multiple sites.
City Others	Former BP site redeveloped. Blighted property on Sawmill Drive rezoned for development. Hotel May Queen closed.
City	Analysis underway. Staff will report to Council.
City	Ongoing. Staff continues to proactively enforce violations such as extended parking of tractor trailers, tall grass, property maintenance, zoning, and building safety issues in the Gateway.
City	Staff to meet with Gwinnett County.
City	Continued support for Downtown website. Held 7 Toast @ Town Center events, Farmers Markets from May through October, and 30+ events in downtown. Numerous promotions for downtown.
City DDA Citizens	Ongoing. Continued support for Downtown website and events. Downtown gift certificate program discontinued in 2012.
City	Need will be evaluated as appropriate. Funding has been identified in CIP.
City DDA Private Sector	Ongoing. Two new commercial businesses (20/20 Optical and Artful Living) opened in Town Center during 2012, as well as four home-based businesses.
City DDA	Ongoing. Initial processes for Buford Highway reconstruction project are underway - scoping study completed; local certification for project management are being obtained, etc.
City	Scheduled for re-adoption in 2014.
City Private Development	The private lots have recently been purchased and the new owner has submitted development plans. The final topping will be required for final plat approval.
City DDA	Application submitted for the Georgia and National Register Historic Districts.
DDA	Initial analysis and discussions underway.
City	Ongoing. Operation of the water system as a City function continues to be monitored.
City	Long term projects are identified in the Water System Master Plan. The system is monitored and infrastructure improvements are planned in the CIP as appropriate. Recent improvements were made to the SCADA monitoring system.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: BALANCE GROWTH						
Annexation - Continue efforts to annex property in close proximity to the City Limits.	Policy Statement	X	X	X	X	X
Code Enforcement - Effectively balance code enforcement with pragmatism.	Policy Statement	X	X	X	X	X
Community Aesthetics - Emphasize community aesthetics throughout the City.	Policy Statement	X	X	X	X	X
Land Use - Carefully monitor non-residential land use allocations.	Policy Statement	X	X	X	X	X
Land Use - Promote cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City.	Policy Statement	X	X	X	X	X
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	Policy Statement	X	X	X	X	X
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	Action Item	X	X	X	X	X
Comprehensive Plan - Conduct annual review of comprehensive plan.	Action Item	X	X	X	X	X
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	Action Item	X	X	X	X	X
Design Guidelines - Explore form-based design guidelines.	Action Item	X				
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	Action Item	X	X	X	X	X
GOAL: ENSURE LIFETIME HOUSING						
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	Policy Statement	X	X	X	X	X
Senior Housing - Explore options for seniors housing regulations.	Action Item	X				
GOAL: GROW GREENER & CONSERVE RESOURCES						
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	Action Item	X	X	X	X	X
Solid Waste Preferred Vendor Program - Evaluate a program.	Action Item			X		
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water Planning District).	Action Item	X	X	X	X	X

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Responsibility	Accomplishment
City	Ongoing. North Gwinnett HS has approached the City about a possible annexation.
City	Ongoing.
City	Ongoing. Staff consults with an architect when new projects are submitted to the City.
City	Ongoing. Vacancy rates are monitored in quarterly economic indicators reports and developers notified as such.
City County Nearby municipalities	Ongoing. Staff reviews rezoning requests within Suwanee's sphere of influence for consistency with the City's land use and adopted policies.
City	Analysis underway; to be presented to 2013 Council retreat.
City	Ongoing.
City	Annual review to begin after City Council retreat.
City	Ongoing.
City	Staff to present overview and recommendation in 2013.
City	Ongoing. Annual update completed in December 2012.
City	Ongoing. No rezoning requests with a residential component in 2012.
City	Underway.
City	Public Works spent 876 hours removing litter in 2012.
City	Evaluation scheduled for 2014.
City	No new requirements were released in 2012. Revisions to the Flood Plan Ordinance are anticipated for 2013.

COMMUNITY CULTURE: What Makes Us Interesting

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: OFFER A WIDE AND DIVERSE ARRAY OF LOCAL EVENTS						
GOAL: CAPITALIZE ON THE CITY'S RICH CULTURAL ASSETS						
Local History Project - Create a video to document local history.	Action Item	X				
GOAL: MAKE PUBLIC ART THE CITY'S ARTS NICHE						
Public Art - Make public art an important component of Suwanee.	Policy Statement	X	X	X	X	X
Public Art - Evaluate ordinance requirements and processes	Action Item	X	X	X	X	X
Public Art SculpTour - Continue program.	Action Item	X	X	X	X	X
GOAL: FOSTER LOCAL ARTS PROGRAMS AND VENUES						

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Responsibility	Accomplishment
City	Project was not budgeted. Further discussion is warranted to see if this is still a priority.
City	Ongoing support to PAC and coordination with NGAA. Coordinated 2nd annual SculpTour. Purchased multiple pieces for City facilities - police substation, Town Center, etc.
City; Public Arts Commission	Received donation from QT; Ultra Carwash and Advanced Auto Parts installed public art during development.
City; Public Arts Commission; Suwanee Arts Partnership	Coordinated 2nd annual SculpTour and produced 2nd podcast. Purchased Mother and Child, the People's Choice winner from the 2011 SculpTour. Multiple other pieces from the 2011 Tour purchased.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: VALUE PASSIVE RECREATION						
GOAL: PRIORITIZE EXISTING PARKS						
Shade Structures - Construct architectural shade structures to serve Town Center Park and the playground at Sims Lake Park.	Action Item	X				
GOAL: ENSURE THE PARKS AND TRAILS ARE SAFE						
Parks Video Surveillance - Complete project.	Action Item	X				
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Suwanee Elementary School.	Action Item	X				
GOAL: EXPAND THE PARK CONNECTIONS & TRAIL NETWORK						
GOAL: CONTINUE TO PROGRAM TOWN CENTER AS SUWANEE'S FRONT PORCH						
City Hall Lawn Improvement - Improve the lawn area behind City Hall.	Action Item					X
Town Center Park Well - Complete feasibility study and design; construct project.	Action Item	X				

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Responsibility	Accomplishment
City	Structures installed at Sims Lake Park playground. Structures for Town Center Park fountain area have been purchased and will be installed in early 2013.
City	Project was bid in late 2012 and will be forwarded to Council for consideration in early 2013.
City	Phases 1 and 2 of the rehabilitation are completed. Final phase (widening underneath the Lawrenceville-Suwanee Rd. bridge) underway and will be completed in 2013. The extension is not planned at this time.
City	Project on hold; no funding currently identified.
City	Test drills completed in 2012 and water located; project to be completed in 2013.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
GOAL: IMPROVE TRAFFIC MANAGEMENT						
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	Policy Statement	X	X	X	X	X
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	Policy Statement	X	X	X	X	X
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City.	Action Item	X	X	X	X	X
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements.	Action Item	X	X	X	X	X
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion.	Action Item	X	X	X	X	X
GOAL: MAKE LOCAL CONNECTIONS						
Pedestrian Projects - Partner with Gwinnett County and GaDOT to identify and construct sidewalks and multi-use trails along major arterials.	Policy Statement	X	X	X	X	X
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.	Action Item	X	X	X		
Buford Highway Sewer - Evaluate in association with the reconstruction project	Action Item	X	X			
Pedestrian Bicycle Plan Implementation - Construct projects to create pedestrian connections.	Action Item	X	X	X	X	X
Transportation Investment Act (TIA) Projects - Allocate 60% of the City's TIA funds to resurfacing projects and 40% to sidewalk construction	Action Item	X	X	X	X	X
GOAL: FOCUS ON DIFFERENT WAYS TO GET AROUND						
Commuter Rail - Promote commuter rail station in Suwanee.	Policy Statement	X	X	X	X	X
Rail - Remain informed of opportunities for rail service to/through Suwanee.	Policy Statement	X	X	X	X	X
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	Policy Statement	X	X	X	X	X
Commuter Rail - Develop concept plan for Suwanee station.	Action Item		X	X		
Local Shuttle - Evaluate feasibility for local shuttle service	Action Item	X				
GOAL: DESIGN ATTRACTIVE ROADWAYS						
Branding - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.	Action Item			X		
Peachtree Industrial Blvd. Medians - Construct project to landscape the medians along PIB in the City limits.	Action Item	X				
Right-of-Way Trees - Evaluate condition of trees in City right-of-way.	Action Item	X				

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Responsibility	Accomplishment
City GwDOT GaDOT	Ongoing. Project was included in the regional project list for the 2012 T-SPLOST referendum.
City Gwinnett County Georgia DOT	Ongoing. Staff met with Gwinnett County DOT in late 2012 to discuss coordination of county road projects in the City limits.
City	Ongoing. Staff met with Gwinnett County DOT in late 2012 to discuss coordination of county road projects in the City limits.
City	Two projects were completed in 2012 - 1) improvement of the railroad crossing on Russell Street and 2) widening of a section of King Street.
City	Informed our P.A.C.T. groups during regular meetings of traffic analysis information and dangerous intersections. Continue to provide web-based traffic data through crimereports.com. Conducted 4 P.R.I.D.E. Classes with 60 participants.
City County	Working with Gwinnett County regarding the Suwanee Dam Rd. sidewalks. McGinnis Ferry Road extension completed, which included a multi-use path.
City	Scoping study approved in fall 2012. Project is proceeding as planned.
City	Will be evaluated during design of the Buford Highway reconstruction project.
City	Peachtree Industrial Boulevard gap project completed. Scales Road gap project completed. 4 sharrow projects completed. Suwanee Dam Road sidewalks designed by Gwinnett County and planned for construction in the next 12 months. Buford Highway sidewalk design nearly complete (awaiting GDOT signoff). Peachtree Industrial Boulevard/Suwanee Dam Road intersection improvements in design. Brushy Creek Greenway in design.
City	Allocation was planned for accordingly but referendum did not pass in July 2012 election.
City; Georgia Passenger Rail Authority; Others	Ongoing. Project was included in the regional project list for the 2012 T-SPLOST referendum, which failed. Concept plan completed for the Suwanee station in 2012.
City Gwinnett County Georgia DOT	Ongoing. No new developments in 2012.
City	Ongoing. No new developments in 2012.
City	Future project.
City	Analysis underway; to be presented at 2013 Council retreat.
City	Ongoing.
City	Project started in 2012; anticipated for completion in 2013.
City	Trees evaluated by arborist, who recommended removal. Trees to be removed in early 2013.

Strategy	Type of Strategy	Calendar Year (Jan-Dec)				
		2012	2013	2014	2015	2016
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	Policy Statement	X	X	X	X	X
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	Policy Statement	X	X	X	X	X
Board Training - Enhance training and knowledge of Boards & Commissions.	Policy Statement	X	X	X	X	X
Facility Maintenance - Ensure long-term maintenance of City facilities.	Policy Statement	X	X	X	X	X
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	Policy Statement	X	X	X	X	X
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	Policy Statement	X	X	X	X	X
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers.	Policy Statement	X	X	X	X	X
Police Fleet Replacement Vehicles - Retirement and replacement of police fleet vehicles, as appropriate.	Policy Statement	X	X	X	X	X
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate.	Policy Statement	X	X	X	X	X
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate.	Policy Statement	X	X	X	X	X
Staffing - Recruit and retain quality employees.	Policy Statement	X	X	X	X	X
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	Action Item	X	X	X	X	X
City Properties Inventory - Maintain an inventory of City-owned properties.	Action Item	X	X	X	X	X
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	Action Item	X	X	X	X	X
Employee Pension - Evaluate appropriate long-term pension contribution	Action Item	X				
Facility Maintenance - Fund and implement the maintenance plan for City facilities.	Action Item	X	X	X	X	X
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	Action Item	X	X	X	X	X
MS4 Permit - Complete permit requirements and renew as necessary.	Action Item	X	X	X	X	X
Online Bill Payment Options via Website - Explore and implement, if feasible.	Action Item	X	X			
Park Sites - Demolish obsolete buildings.	Action Item	X	X			
Park Sites - Remove obsolete signage.	Action Item	X				
Police CALEA - Maintain accreditation.	Action Item		X			X
Police State Certification - Maintain state certification.	Action Item		X			X
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	Action Item	X	X	X	X	X
Short Term Work Program - Update STWP annually.	Action Item	X	X	X	X	X
Software Upgrades - Investigate software upgrades for Financial and GIS systems	Action Item	X	X			
SPLOST - Develop a list of potential SPLOST projects for a 2013 referendum	Action Item		X			
Strategic Plan Implementation - Implement projects and initiatives in adopted plan.	Action Item	X	X	X	X	X

*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.

2012 REPORT OF ACCOMPLISHMENTS

Responsibility	Accomplishment
City	Resurfaced 3.2 miles of City streets: Namasco Drive; Pierce Arrow Circle; Porsche Court; Rolling Pin Lane; Russell Street; Sawmill Court; Treemont Lane; and Virginia Avenue, along with portions of King Street, Martin Farm Road, Settles Bridge Road, and Suwanee Avenue. Also resurfaced the parking lot at the Public Works facility.
City	Completed drainage projects at Settles Bridge Road, Dollar Circle, White Street, Windsor Park Drive, King Street/Davis Street, and others.
City Board Members	Staff makes the boards aware of training opportunities and encourages them to attend. The City has paid for board members to attend ARC training opportunities. PAC participated in a facilitated, goal-setting retreat. DDA attended a planning retreat in Greenville.
City	Recommended projects are evaluated annually as part of the CIP development. Projects are completed accordingly.
City	Replaced two Public Works trucks, as well as the truck for the bucket apparatus.
City	Council participated in a strategic learning visit/work retreat to Chattanooga in February 2012.
City	Ongoing
City	Ongoing, as needed. Purchased 2 replacement vehicles in FY 13. Reviewing replacement needs for FY 14.
City	Acquired a used forklift for use at the Public works facility.
City	Replaced two riding lawnmowers.
City	2012 turnover rate was 10%, increase of 1% from 2011. This rate is monitored as part of the ICMA benchmarking program to address any issues.
City	Mid-year retreat held in October 2012.
City	Completed. Updated as needed.
City	Staff presented four quarterly reports.
City	Analyzed during budget process and then adjusted the City's contribution.
City	Maintenance plan incorporated into CIP and work occurs throughout the year in accordance with approved budget, completed Facilities Maintenance Plan, and needs. Some 2012 projects included: replacement of sod in certain areas of Town Center Park; interactive fountain repairs; park restroom maintenance; HVAC and roof maintenance at City Hall; replacement of anti-slip materials along Greenway; ; HVAC work at Sims Lake Park cottage HVAC; painting and weatherizing of various infrastructure in the parks and buildings, etc.
City	Hosted the annual event in September at the new Police Substation.
City, Consultant	Completed the MS4 permit requirements; annual report approved by GaEPD.
City	New financial software has been budgeted and bid; options for on-line payments being explored with new software; anticipated for installation in mid-2013.
City	Demolition bid for Delay and Smithtown structures approved at December 18, 2012 Council meeting; structures will be removed in early 2013.
City	Signage removed from Delay Park and parts of the Greenway.
City	Internal work underway; on track for re-accreditation in late 2013.
City	Re-certification process underway; anticipate re-certification in early 2013.
City Gwinnett County	Ongoing, with regular analysis of pavement conditions.
City	Annual update adopted.
City	GIS and document management software upgraded; financial software budgeted and bid.
City County	Underway.
City Others	Plan adopted in June 2012. Implementation ongoing.


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live well
smile more



SUPPLEMENTAL INFORMATION

FISCAL YEAR 2013-2014

STATISTICAL INFORMATION

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.

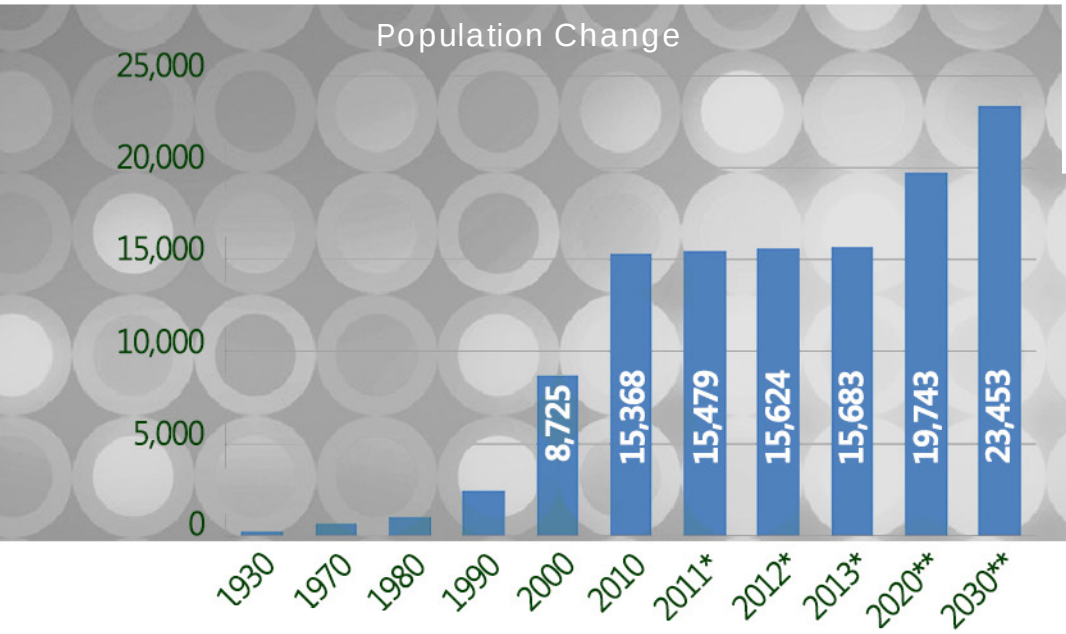
Form of Government:

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:



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 928

Parks:

Number of Park Sites: 15
Total Acreage of park sites, greenway and open space: 372

Year	Population
1930	214
1970	615
1980	1,026
1990	2,412
2000	8,725
2010	15,368
2011*	15,479
2012*	15,624
2013*	15,683
2020**	19,743
2030**	23,453

* *Estimated population 2011 - 2013 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%

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 346 metered customers. The current average consumption of water from the City's water system is approximately 45,863 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
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	174	11,134,554
2010	43	12,322,139	179	30,110,175
2011	62	15,110,337	238	27,974,876
2012	115	26,684,558	320	34,409,878

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:

- Best New Event, Gold, for 2012 Suwanee's Super Incredible Race, Southeast Festivals and Events Association. (2013)
- Best Sponsor, Gold, for Suwanee Day sponsor Lewis Expo and Logistics, Southeast Festivals and Events Association. (2013)
- Best Event Photo, Silver, Southeast Festivals and Events Association. (2013)
- Best T-Shirt, Bronze, Southeast Festivals and Events Association. (2013)
- Best Creative Idea, Bronze, for Suwanee Day volunteer pocket guide, Southeast Festivals and Events Association. (2013)
- Best Vendor/Supplier, Bronze, for Suwanee Day Vendor FunFare, Southeast Festivals and Events Association. (2013)
- Distinguished Budget Presentation Award for fiscal year 2013 budget, Government Finance Officers Association. (2013)
- Popular Annual Financial Reporting Award, Government Finance Officers Association, 2011 Annual Report (2012)
- Certificate of Distinction for Superior Performance Management efforts from the International City/County Management Association; one of only 15 jurisdictions throughout the country to receive such recognition. (2012)
- 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)
- 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)
- Best Green Government, Gwinnett Clean and Beautiful (2011)

TAXABLE PROPERTY

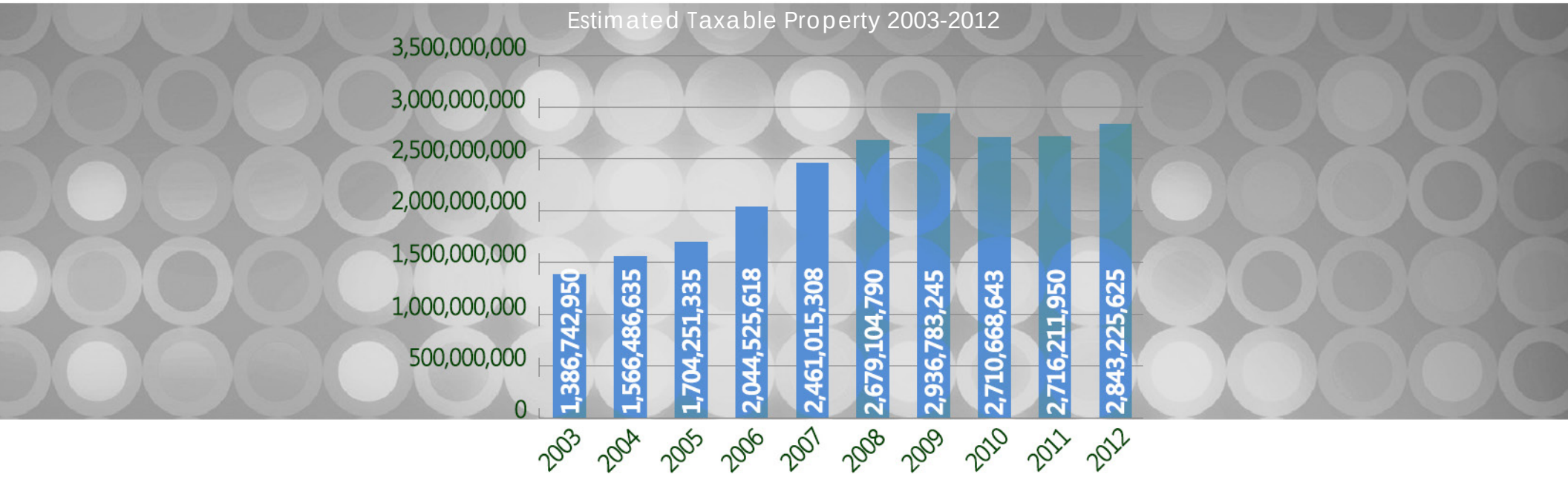
Assessed and Estimated Value of Taxable Property(1) - Last 10 years

Calendar Year	Real & Personal Property		Motor Vehicles		Total		Assessment Ratio
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	
2003	$ 517,682,520	$ 1,294,206,300	$ 37,014,660	$ 92,536,650	$ 554,697,180	$ 1,386,742,950	40%
2004	589,484,024	1,473,710,060	37,110,630	92,776,575	626,594,654	1,566,486,635	40%
2005	645,191,424	1,612,978,560	36,509,110	91,272,775	681,700,534	1,704,251,335	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	1,124,094,228	2,810,235,570	50,619,070	126,547,675	1,174,713,298	2,936,783,245	40%
2010	1,039,585,197	2,598,962,993	44,682,260	111,705,650	1,084,267,457	2,710,668,643	40%
2011	1,040,102,900	2,600,257,250	46,381,880	115,954,700	1,086,484,780	2,716,211,950	40%
2012	1,090,652,350	2,726,630,875	46,637,900	116,594,750	1,137,290,250	2,843,225,625	40%

NOTE:

(1) Tax digest gross values before exemptions.

Source: Consolidated Digest Reports provided by Gwinnett County Tax Commissioner's Office



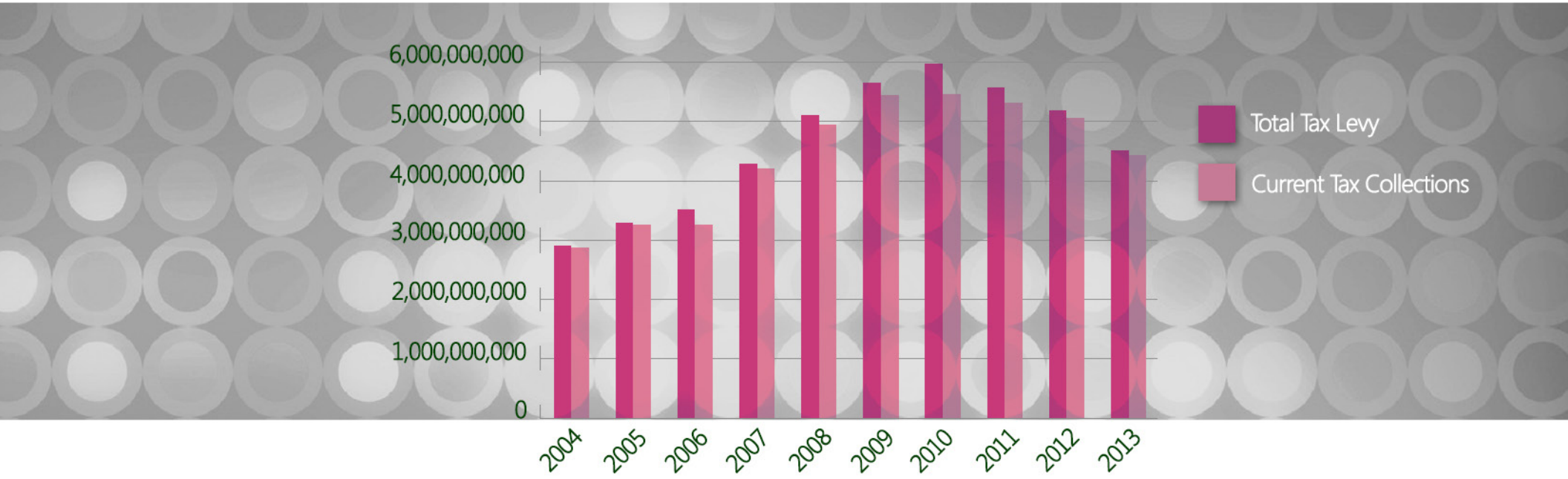
PROPERTY TAX LEVIES AND COLLECTIONS last ten fiscal years

Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date		Outstaning Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
					Amount	Percent of Levy		
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%	36,606	3,291,780	100%	132,844	4.0%
2006	3,518,199	3,266,243	92.8%	250,707	3,516,950	100%	354,740	10.1%
2007	4,296,745	4,201,861	97.8%	93,145	4,295,006	100%	272,965	6.4%
2008	5,113,824	4,948,534	96.8%	149,808	5,098,342	100%	247,824	4.8%
2009	5,655,551	5,441,113	96.2%	185,904	5,627,017	99%	311,371	5.5%
2010	5,972,640	5,467,352	91.5%	449,973	5,917,325	99%	739,476	12.4%
2011	5,568,361	5,323,252	95.6%	179,522	5,502,774	99%	592,526	10.6%
2012	5,192,082	5,056,083	97.4%	79,585	5,135,668	99%	547,264	10.5%
2013 [2]	4,509,284	4,427,001	98.2%	-	4,427,001	98%	306,602	6.8%

NOTES:

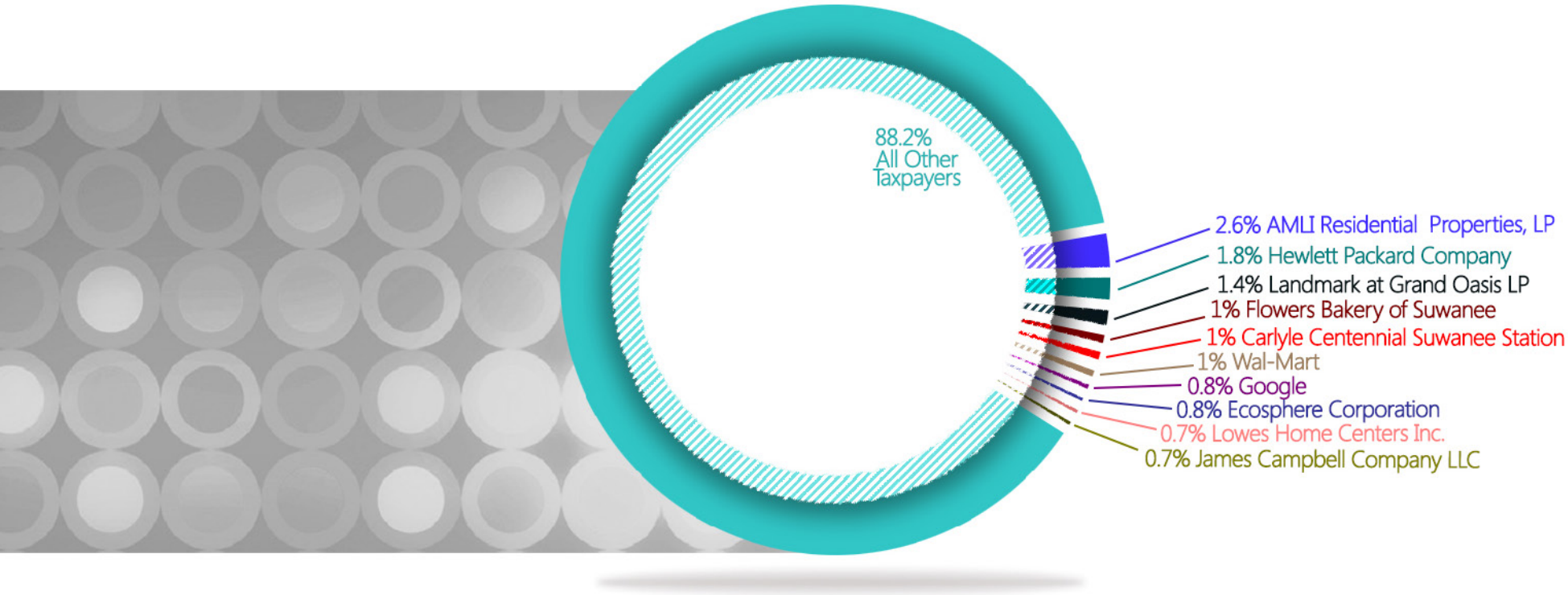
(1) Relates to preceding calendar year digest.

(2) Projected for fiscal year 2013. In fiscal year 2013, Suwanee lowered its millage rate from 5.65 to 4.93. The reduction in total tax levy is a result of the millage reduction and not a reduction in property tax values.



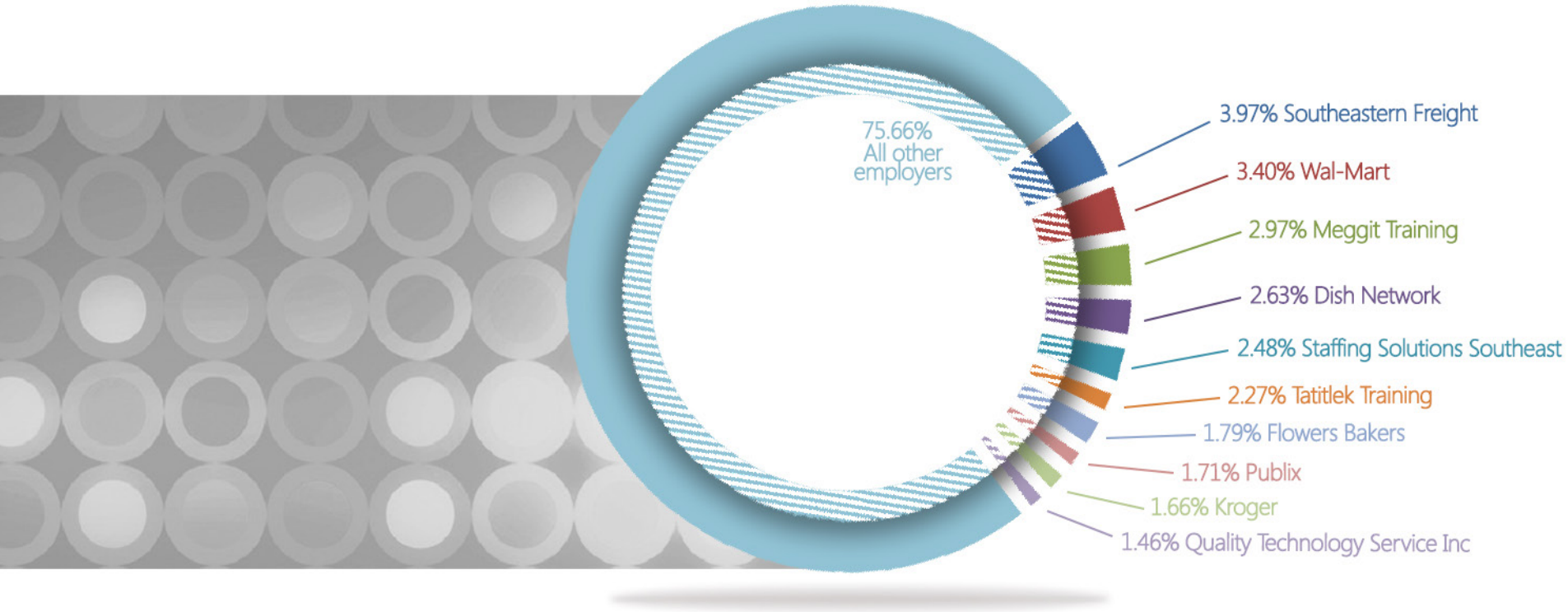
PRINCIPAL TAX PAYERS june 30, 2013

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	$ 27,720,080	2.6%	$ 136,660	3.1%
Hewlett Packard Company	Technology	18,927,100	1.8%	93,311	2.1%
Landmark at Grand Oasis LP	Apartments	15,144,180	1.4%	74,661	1.7%
Flowers Bakery of Suwanee	Bakery Products	11,297,840	1.0%	55,698	1.3%
Carlyle Centennial Suwanee Station	Apartments	10,842,920	1.0%	53,456	1.2%
Wal-Mart	Retail	10,735,650	1.0%	52,927	1.2%
Google	Technology	8,996,920	0.8%	44,355	1.0%
Ecosphere Corporation	Technology	8,244,890	0.8%	40,647	0.9%
Lowes Home Centers Inc.	Retail	7,334,930	0.7%	36,161	0.8%
James Campbell Company LLC	Office/Warehouse	7,308,000	0.7%	36,028	0.8%
All Other Taxpayers		950,068,560	88.2%	3,816,206	85.9%
		$ 1,076,621,070	100.0%	$ 4,440,110	100.0%



TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
Southeastern Freight	365	1	3.97%
Wal-Mart	313	2	3.40%
Meggit Training	273	3	2.97%
Dish Network	242	4	2.63%
Staffing Solutions Southeast	228	5	2.48%
Tatitlek Training Services Inc.	209	6	2.27%
Flowers Bakers	165	7	1.79%
Publix	157	8	1.71%
Kroger	153	9	1.66%
Quality Technology Service Inc	134	10	1.46%



BIG TICKET ITEMS

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 2014 that were included in the City Manager's proposed budget.

Big Ticket Items Included in the General Fund Budget

Function	Description	Amount	Function	Description	Amount
All	Salaries	$ 5,005,010	3261	Police sub-station operating costs	$ 54,100
All	Overtime	62,500	3270	Dispatch software fees	45,100
All	FICA	313,280	3270	CodeRed	11,800
All	M-Care	73,700	4100	Repairs (Public Works)	60,900
All	Retirement	392,490	4100	Electricity outdoor lighting (street lights)	216,510
All	Group health	1,039,350	4100	Inmate work crew (rights-of-way maintenance)	40,300
All	Wellness program	14,250	4100	Park water usage	31,450
All	Other employee benefits	74,360	4100	Mowers	12,770
All	Workers compensation	229,330	4100	Utility vehicle (replacement)	21,880
All	Gasoline fuel usage	177,030	4100	Portable generator and trailer	25,000
All	Property/casualty insurance	255,900	4221	Street sweeping (contracted)	20,040
1110	GWMA City contribution	30,000	4221	Landscape management rights-of-way (contracted)	103,830
1320	Suwanee App	17,600	4250	MS4 permit requirements	52,220
1500	Pension acturial and benefit attorney	34,000	6190	Events	120,000
1512	Annual audit	37,000	6190	Banners	30,000
1530	Annual attorney fees	55,000	6220	Town Center Park electric project	15,000
1535	Information technology consulting	115,000	6220	Park landscape management & tree removal	84,000
1535	Software annual license fees	57,450	6220	Park repairs	39,740
1535	New IT programs	13,500	6220	Park site improvements	22,000
1565	City Hall operating costs	164,500	7400	Professional services (planning)	33,000
1570	Newsletter production & printing	50,000	7400	Arbor Day	30,710
2650	Court operating cost	13,500	7510	Partnership Gwinnett	20,000
3223	Fleet repairs (Police)	56,600	7520	Downtown Suwanee funding	98,790
3223	1 Police vehicle (replacement)	38,670	9100	GO bond payment	1,118,810
3224	Police annual software fees	21,500	9100	URA bond payment	471,150
3260	Police station operating costs	75,550	9100	Facilities maintenance transfer	117,210

Total Big Ticket Items $ 11,313,380

Total Budget $ 12,164,990

% Summarized 93%

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GLOSSARY

FISCAL YEAR 2013-2014

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.

DEFINITIONS

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.

ACRONYMS

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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