

Budget

Fiscal year 2015

City of Suwanee, Georgia

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city of suwanee, georgia

ANNUAL BUDGET

FOR THE FISCAL YEAR
JULY 1, 2014 - JUNE 30, 2015



photo by **David Douglas**

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CITY COUNCIL



Jimmy **Burnette**
Mayor



Beth **Hilscher**
Mayor Pro-Tem



Dan **Foster**
Councilmember



Dick **Goodman**
Councilmember



Doug **Ireland**
Councilmember



Linnea **Miller**
Councilmember

MANAGEMENT TEAM



Marty **Allen**
City Manager



Elvira **Rogers**
Administrative Services Director



Jessica **Roth**
Business Services Director



Denise **Brinson**
Economic Development Director



Amie **Sakmar**
Financial Services Director



James **Miller**
Parks and Public Works Director



Josh **Campbell**
Planning Director



Mike **Jones**
Chief of Police



Janet **Moon**
Deputy Chief of Police

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Parker at Playtown

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Georgia

For the Fiscal Year Beginning

July 1, 2013

Executive Director

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Executive Summary

fiscal year 2014-2015

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.

To: **Mayor** & **Council**

From: **Marvin Allen,** City Manager

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

Date: July 23, 2014

Re: City Manager's Budget Message for FY 2015



The beginning of FY15 finds Suwanee in a position of being able to provide top-rated City services and an excellent quality of life. Suwanee remains one of the most desirable and vibrant communities in the country, as noted by several national publications and rankings.

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 grow modestly and are well-diversified among multiple sources. The City has a comprehensive approach to long-term capital and infrastructure needs, not only planning for future assets, but also ensuring the proactive maintenance and replacement of existing assets.

The City's overall fiscal health remains strong. The FY15 budget projects approximately $7.6 million in accumulated fund balance, i.e. savings. Earlier in 2014, Standard & Poor's rating service upgraded the City's bond rating from AA to AAA. This comes just one year after Fitch Rating Services re-affirmed Suwanee's AA+ bond rating.

During FY13, the community and City completed and adopted the Suwanee 20/20 Strategic Plan. This plan was a yearlong community-driven effort which established 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 a large 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 10-year financial projections, both for revenues and expenditures, which assist with long-range financial planning.

With this proposed approximately $11 million general fund budget for FY15, 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.

FY 15 Budget Executive Summary

Staff is proud to present a balanced General Fund budget of $11,179,880. The budget projects the same **4.93 millage rate** as in FY14. During FY 14 the City implemented a new accounting system which now receipts property tax collections based on operating and debt service millage rates into the general fund and debt service fund respectively. The resulting effect is that it makes the FY15 general fund revenues roughly $1.6 million less than FY14 which should be understood when comparing year-to-year (FY14 and FY15).

	FY14 (ADOPTED)	FY14 (AMENDED)	FY15 (PROPOSED)
Revenues	$ 12,164,990	$ 11,355,160	$ 11,179,880
Use of Fund Balance	$ 0	$ 1,000,000*	$ 0
TOTAL	$ 12,164,990	$ 12,355,160	$ 11,179,880
Expenditures	$ 12,164,990	$ 12,355,160	$ 11,179,880
Ending Fund Balance	$ 8,589,630	$ 7,589,630	$ 7,589,630

**In FY14, $1,000,000 was transferred from the city's fund balance to a capital project (Buford Highway reconstruction project).*

Major budgetary highlights for the upcoming year include:

a) The proposed $11,179,880 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 twelve years.

c) At $11,179,880, the proposed general fund budget is about 8.1% less than the adopted FY14 budget ($12,164,990). This is largely due to the change in accounting methods for collection of property tax receipts.

d) Revenues are relatively stable with some sources rising and others slightly declining. General fund revenues are expected to be lower by approximately 9.5% ($1,175,280) from $12,355,160 (FY14 amended) to $11,179,880 (FY15 proposed). This difference is largely due to the combination of changing in accounting methods and undertaking fourth quarter budget adjustments for capital funding (primarily Buford Highway reconstruction project).

e) The City expects to receive approximately $802,190 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 $4,657,100, and representing approximately 42% 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 $124,710 in capital transfers from the general fund to a paved streets 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 employee's 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 2014 SPLOST program is expected to provide about $6.6 million over the next three years for capital items and projects.

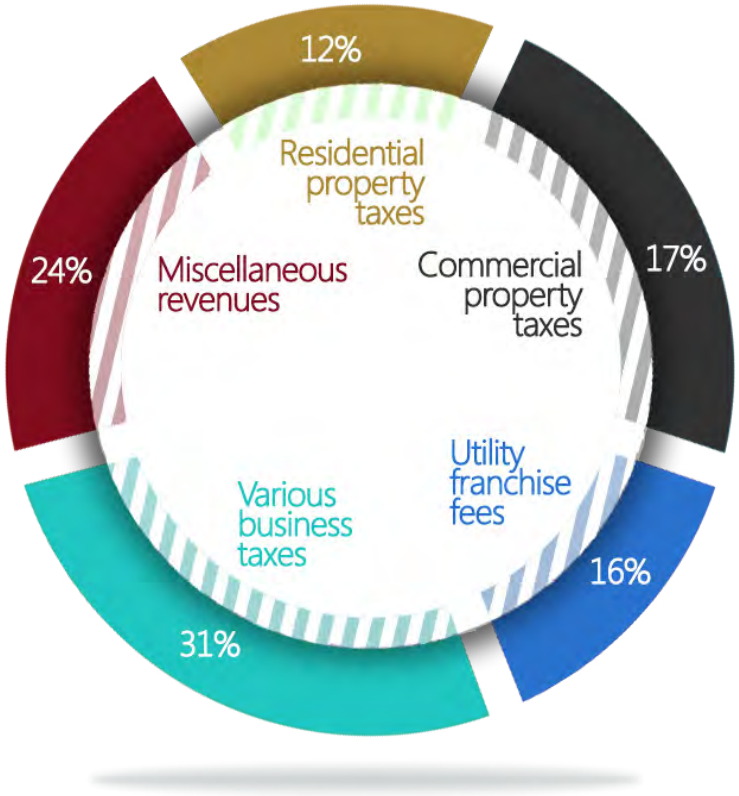
l) The budget provides funding for a new equipment operator position in Public Works, two new police vehicles, two mowers, Downtown Suwanee Master Plan and a Public Arts Master Plan.

SPLOST remains a significant source of revenue for the city. The **2014 Special Purpose Local Option Sales Tax** (SPLOST) program is a 3-year sales tax for specific capital purposes as approved by voters. SPLOST revenues fluctuate with the economy and local spending and revenue estimates are adjusted periodically. The first payment of the 2014 SPLOST was received in June. Current estimates are that the City will have received approximately $6.6 million by the time the 2014 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 FY15 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 $7.6 million** provides around eight 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 certain capital purposes through the 2014 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 rates 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. 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 $3,678,810, combined commercial and residential **property taxes** make up the largest category of City revenues. FY15 property taxes are anticipated to be about $223,340 higher than projected in the FY14 amended 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 twelve years.

Overall **business taxes** are expected to remain stable. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY15 budget projects a small increase to generate about $1,832,500.

At $1,764,000, **utility franchise fee payments** from electric, natural gas, cable television, and telephone providers remain a substantial revenue source and are expected to increase slightly from FY14. All four franchise taxes remain relatively stable.

Fines and forfeitures are expected to provide $1,200,000 to the general fund for FY15. This is approximately $97,000 more than FY14 adopted budget

Alcoholic beverage excise tax revenue also is anticipated to be similar to last year. At $865,900, the budget for these excise taxes ($775,000) is expected to remain stable while the mixed-drink tax ($90,900) is expected to be slightly higher than last year's budget.

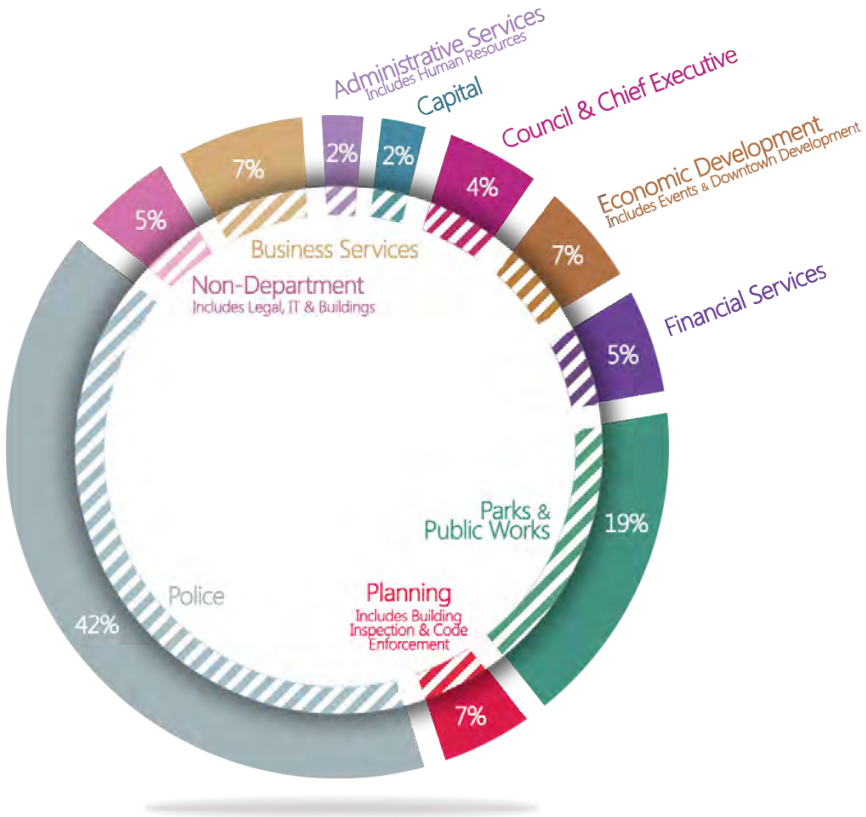
Given the relatively small size the city, annual **development permit fees** can vary significantly from one year to the next depending on local construction activities. Development permit fees collected in FY14 were about $70,000 less than the previous year. However, with the rebounding economy and staff knowledge of anticipated development projects, staff projects $375,000 for FY15.

General Fund Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. The FY15 budget projects **$11,179,880 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 $12,355,160 (FY14 amended) to $11,179,880 in FY15. However, like the revenue changes mentioned above, the difference is largely due to budget adjustment in FY14 to transfer $1,000,000 from fund balance to fund capital projects (Buford Highway reconstruction project). When this $1,000,000 is accounted for, the anticipated difference in revenues between FY14 and FY15 is just $175,280 ($11,355,160 vs. $11,179,880).

At $4,657,100, and representing about 42% 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 $2,137,130, **Parks and Public Works** is the City's second largest expenditure area (19%). This funding pays for 16 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.

As is the case in many places, **healthcare benefit costs continue to increase** for both the City and its employees. Costs are expected to increase roughly 10.5% ($73,500) from FY14. 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 three years has switched both healthcare and dental providers. The new healthcare plan, through Cigna, is in its third 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.

The FY15 Budget proposes $124,710 in **capital transfers** from the general fund to the City's paved streets fund. This capital fund funds the City's annual maintenance and repair of street surfaces, curbs, and gutters on streets paved with concrete, asphalt, or brick.

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 Fest (formerly Suwanee Day), Public Art, Confiscated Assets (Police), Community Garden, and Hotel/Motel Tax. These are largely stable and on-going funds. There are no new major issues or concerns with these funds for FY15.

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 $436,700, budgeted revenues and expenditures are 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.

In March 2014 the Council approved an increase in water rates and established a two-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. At $1,700,000, the FY15 budget projects an increase of about $75,400 over the FY14 adopted budget.

Municipal Court generates approximately $180,000 per month. About $118,000 of this amount is transferred to the general fund. About $62,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY14 were approximately $131,000.

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 $22,000 to support the DDA for FY15.

Capital Project Funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are 10 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), final proceeds from the 2009 SPLOST (expired), and the 2014 SPLOST (current). 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 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 increase nearly $3.2 million each year to accomplish the same goals (an increase of about 30%).

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

- street and road resurfacing
- general sidewalk construction
- road repairs and reconstruction
- storm drainage projects
- general park enhancements at Town Center and Sims Lake;
- Buford Highway Corridor Improvements (future project)
- various transportation-related enhancements

With a proposed three-year capital budget of more than $6.6 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

2014 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award.

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, Business Services Director, manages the Short-Term Work Program and Capital Improvements Program components. Paul Bara, Wendy Budd, 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.

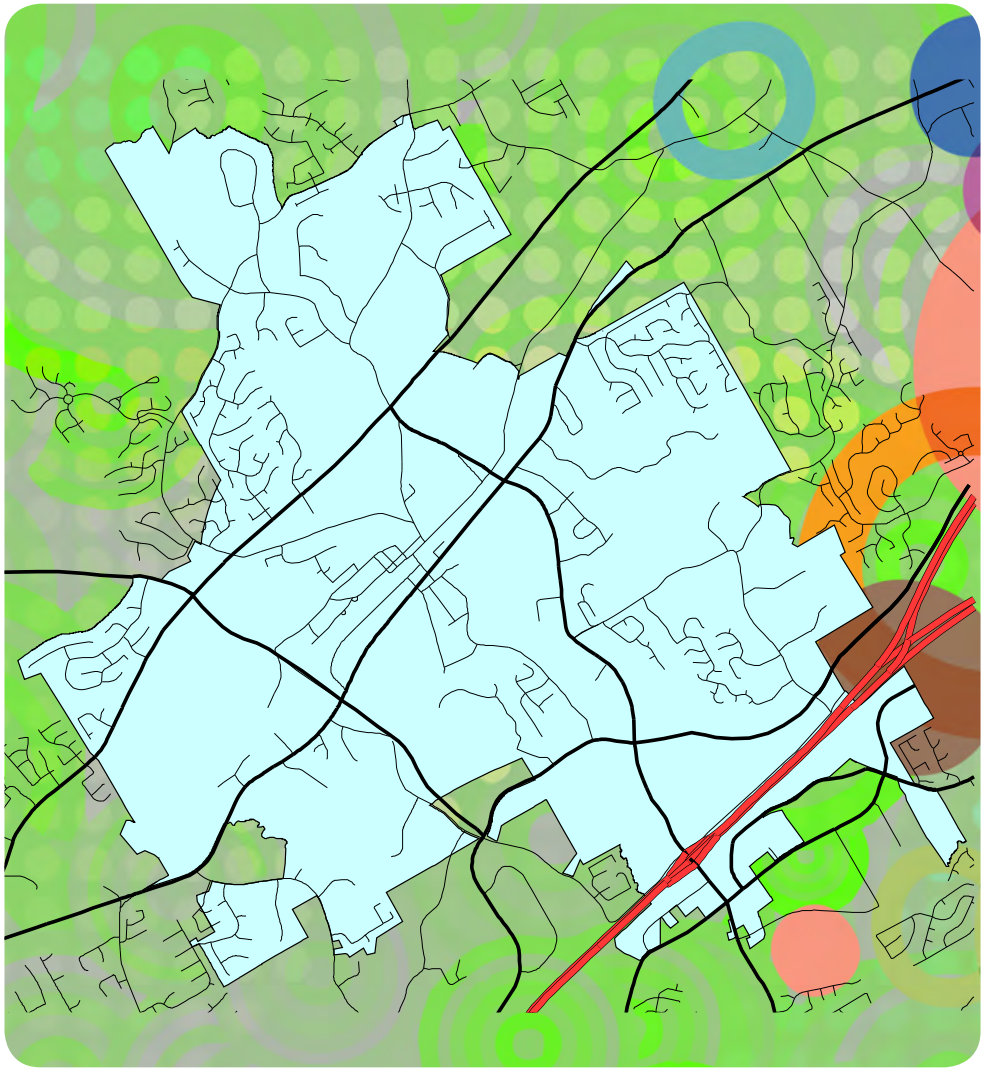
Please contact me if you have any questions or comments about this document.

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
- Community Stabilization
- Suwanee Tax Allocation District
- 2014 SPLOST

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 13.

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.



Millenials are the image nation by **Andrew Draper**

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.

2014

JANUARY 22	Department Head Planning Retreat
JANUARY 28	Proposed Budget Schedule Distributed to Department Heads
FEBRUARY 20-22	City Council Planning Retreat
MARCH 14	Department Head Requests Due to City Manager
MARCH 24	Capital Improvements Budget Projections Due to City Manager
APRIL 7	Revenue Forecasts Complete
APRIL 9	Post Workshop Notices on Front Door
APRIL 18	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 18	City Manager to Complete Review of All Expenditure Requests
APRIL 22	First Draft Presented to City Council for Review (Regular April Council Meeting)
MAY 1	**Special Workshop: Operating Budget Review @ 5:30 pm**
MAY 14	**Special Workshop: Capital Budget Review @ 5:30 pm**
MAY 15	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 27	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 28	Budget Available for Public Review
JUNE 12	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 24	**2ND Public Hearing on Budget and CIP @ 6:30 pm Public Hearing on Occupational Taxes @ 6:30 Scheduled Adoption of Budget @ 6:30 pm (Regular June Council Meeting)**
JULY 1	Begin Fiscal Year 2014 - 2015

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.



People at the park

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.

INVESTMENT POLICY

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.



Suwanee city hall has bright ideas by **Katja Wright**

FUND BALANCE POLICY

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

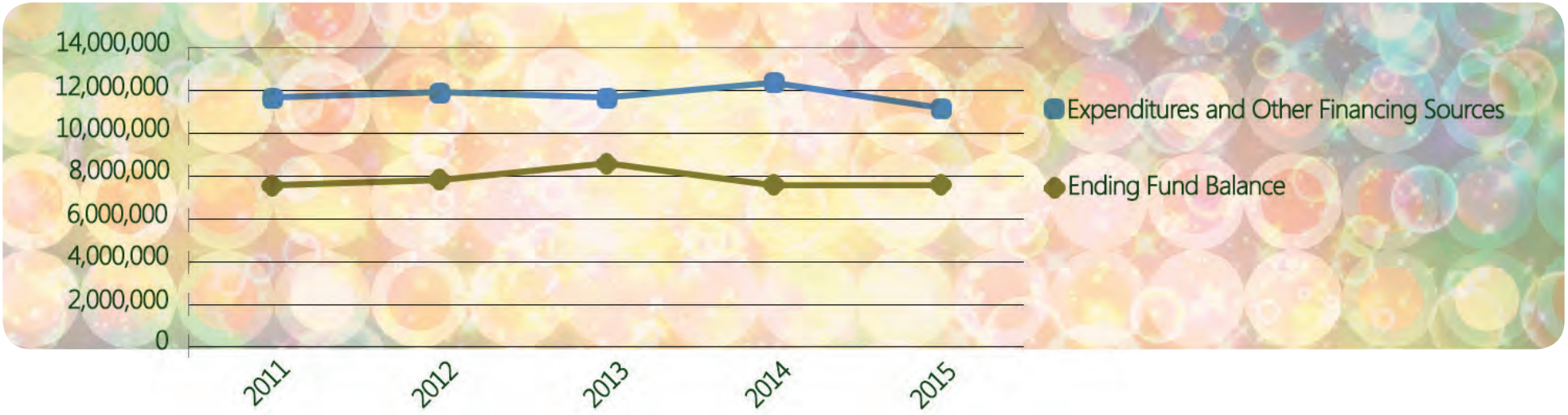
When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is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

ANALYSIS OF GENERAL FUND BALANCE

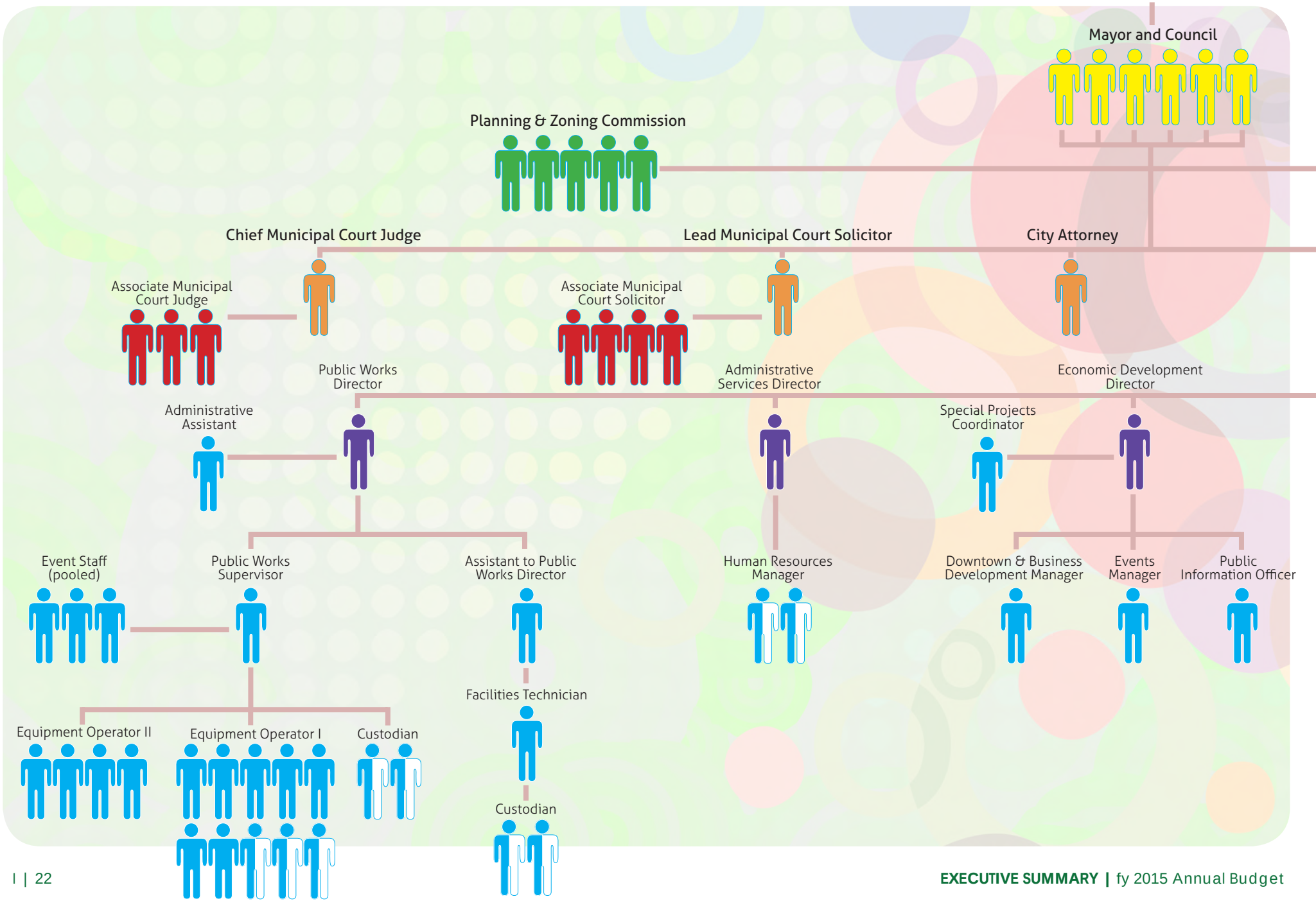
FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OF FUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2011	7,579,474	11,652,459	65.05%	7.81	3,948,073	222,520	3,408,881	4.00	0.23	3.51
2012[1]	7,826,693	11,904,997	65.74%	7.89	4,000,813	2,347,264	1,478,616	4.03	2.35	1.49
2013	8,589,630	11,656,002	73.69%	8.84	4,054,997		4,534,625	4.17	0.00	4.67
2014	7,589,630	12,355,160	61.43%	7.37	4,1118,387		3,471,235	4.00	0.00	3.37
2015[2]	7,589,630	11,179,880	67.89%	8.15	3,726,627		3,863,003	4.00	0.00	4.15

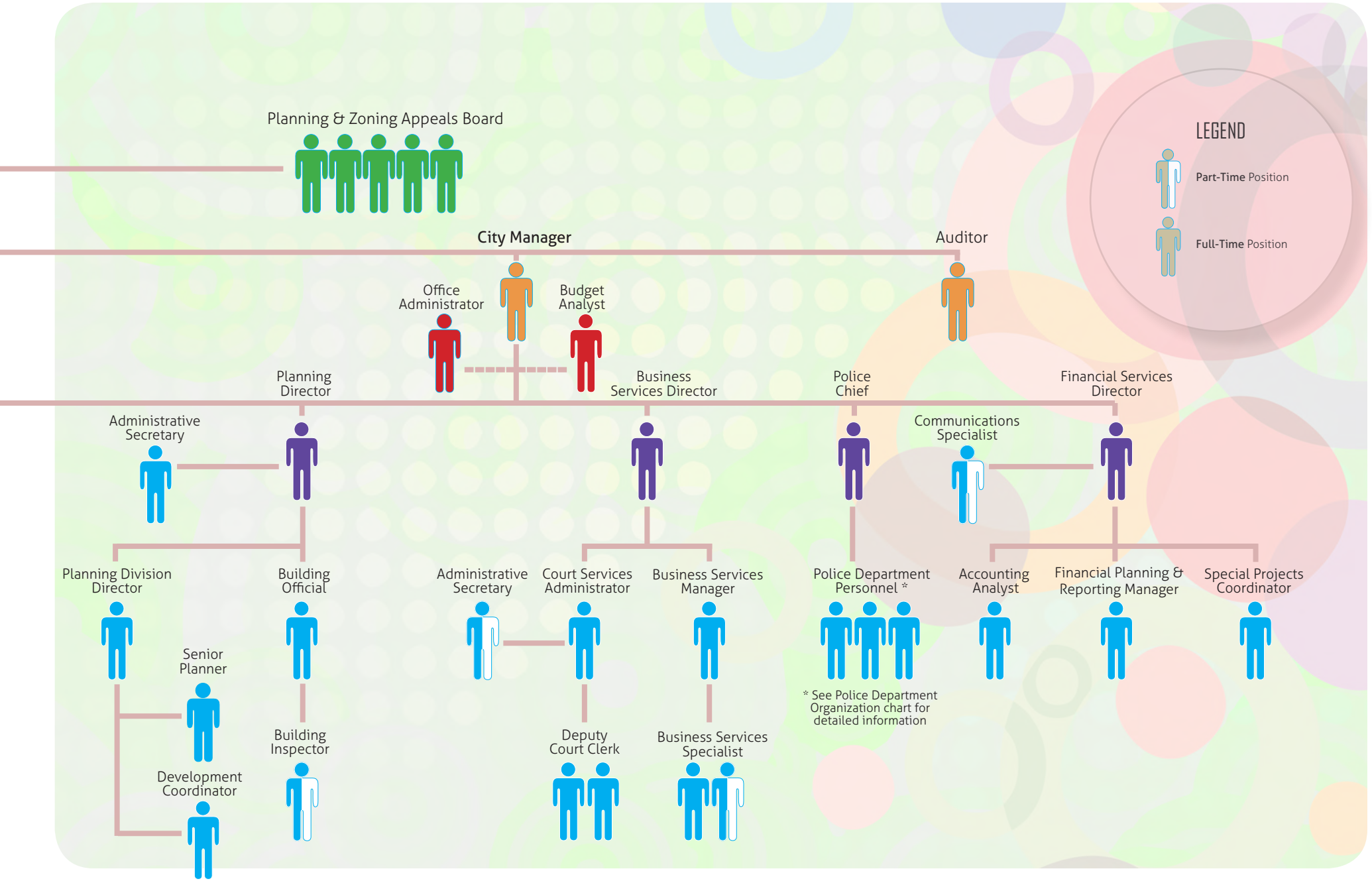
(1) Assigned fund balance at FY 2012 is restricted for legal purposes. This restriction was removed during FY 2013.
(2) Projected with no increases in ending FY 2014 fund balance.

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

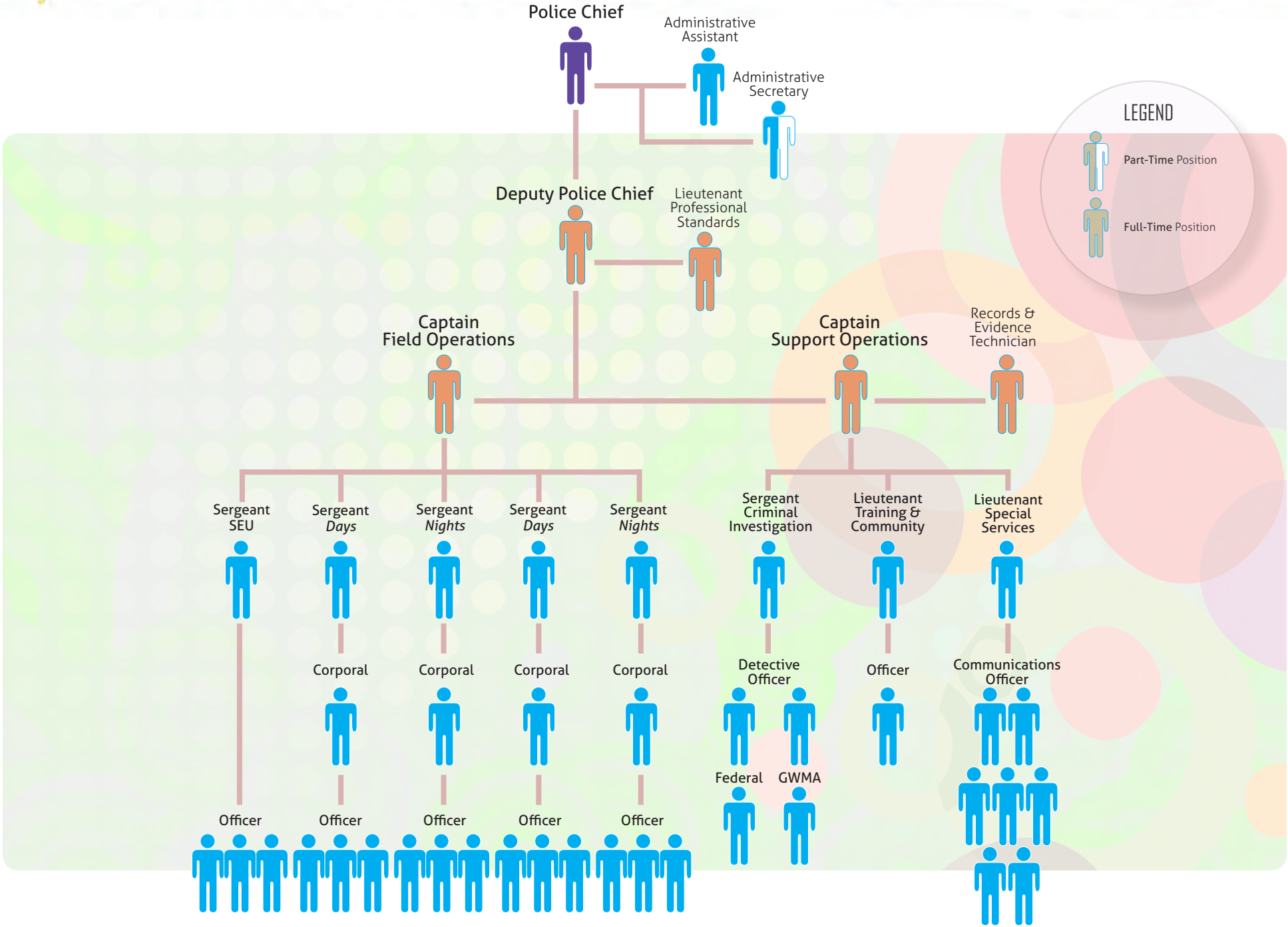


ORGANIZATIONAL CHART




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

POLICE DEPARTMENT ORGANIZATIONAL CHART



AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
		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(1)	23	1		1		1		1			
Budget Analyst(1)	18									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(1)	19	1		1		1		1			
Administrative Secretary(1)	10						1		1		
Deputy Court Clerk(1)	12	2		2		2		2			
Chief Judge(1)	Appointed		1		1		1		1		
Associate Judge(1)	Appointed		3		3		3		2		
Lead City Solicitor(1)	Appointed		1		1		1		1		
City Solicitor(1)	Appointed		6		5		5		4		
TOTAL ADMINISTRATIVE SERVICES		4	13	4	12	4	13	4	11	1	2
BUSINESS SERVICES(1)											
Business Services Director	24									1	
Business Services Manager	19									1	
Court Services Administrator	19									1	
Business Services Specialist	13									1	1
Deputy Court Clerk	12									2	
Administrative Secretary	10										1
Chief Judge	Appointed										1
Associate Judge	Appointed										3
Lead City Solicitor	Appointed										1
City Solicitor	Appointed										4
TOTAL BUSINESS SERVICES		-	-	-	-	-	-	-	-	6	11
ECONOMIC DEVELOPMENT											
Economic & Community Development Director	24	1		1		1		1		1	
Public Information Officer	20	1		1		1		1		1	
Downtown & Business Development Manager	19	1		1		1		1		1	
Events Manager	19			1		1		1		1	
Events Coordinator(2)	14	1									
Special Projects Coordinator	14	1		1		1		1		1	
TOTAL ECONOMIC DEVELOPMENT		5	-	5	-	5	-	5	-	5	-

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
FINANCIAL SERVICES											
Financial Services Director	25	1		1		1		1		1	
Accounting Manager(1)	19	1		1		1		1			
Budget Analyst(1)	18			1		1		1			
Financial Planning & Reporting Manager	18									1	
Special Projects Coordinator	14	1		1		1		1		1	
Communications Specialist	13		1		1		1		1		1
Accounting Analyst(1)	13	3	1	3	1	3	1	3	1	1	
TOTAL FINANCIAL SERVICES		6	2	7	2	7	2	7	2	4	1
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 (6)	21	1		1		1		1			
Public Works Supervisor (6)	16									1	
Equipment Operator II(5)	12	2		2		2		4		4	
Facilities Technician(3)	12	1		1		1		1		1	
Administrative Assistant	12	1		1		1		1		1	
Equipment Operator I(3) (5)	10	8		8		8	2	6	3	7	3
Custodian	7		3		3		4		4		4
Seasonal Laborer	PT		2		2						
Seasonal Park Attendant	PT		1		1						
Event Staff Pool(4)	7		1		1		1		1		1
TOTAL PARKS & PUBLIC WORKS		15	7	15	7	15	7	15	8	16	8
PLANNING											
Planning Director	24	1		1		1		1		1	
Planning Division Director	21	1		1		1		1		1	
Building Official	20							1		1	
Senior Planner (7)	19							1		1	
Planner (7)	17	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

	POSITION GRADE	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
		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		3		3	
Police Sergeant	18	7		7		7		6		6	
Police Corporal	16	4		4		4		4		4	
Police Officer	14	19		19		19		16		16	
Police Detective	14							4		4	
Communications Officer	12	6		6	1	6	1	7		7	
Administrative Assistant	12	1		1		1		1		1	
Records & Evidence Technician	11	1		1		1		1		1	
Administrative Secretary	10								1		1
Total Police		44	-	44	1	44	1	46	1	46	1
Total		**83**	**23**	**84**	**23**	**84**	**24**	**86**	**23**	**87**	**24**

(1) In fiscal year 2015, a new department, Business Services was created. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create the new department. No additional staff were added to create the new department.

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

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

(4) Event Staff Pool is comprised of a group of temporary staffing that provide 1,523 hours of pool labor a year.

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

(6) In fiscal year 2014, the Capital Assets Manager position was dissolved and a Public Works Supervisor position was created.

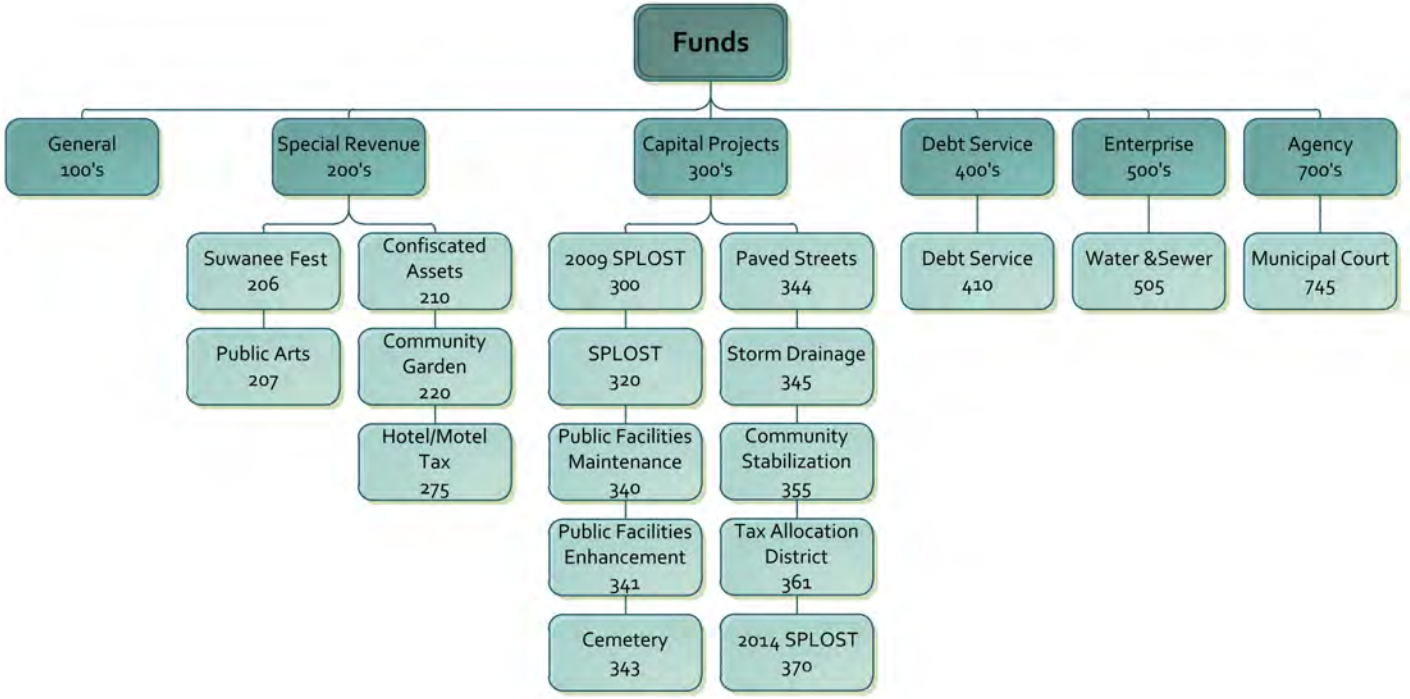
(7) In fiscal year 2014, the City Planner position was upgraded to Senior Planner.

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.

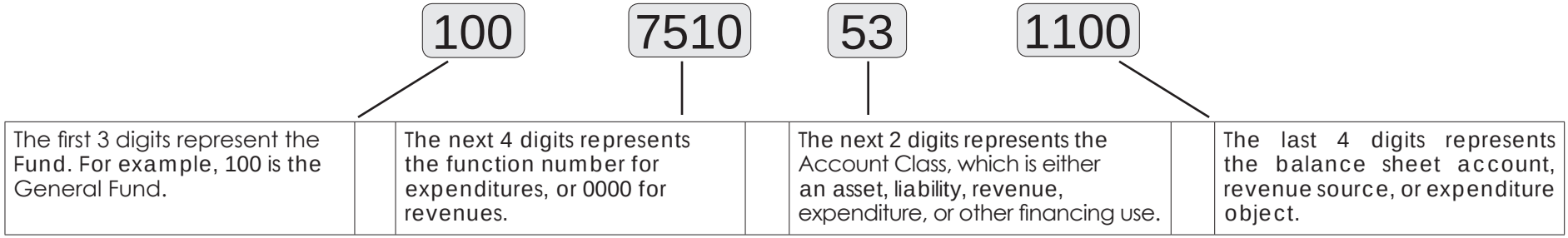
Other fund types are: Special Revenue, Capital Project, Debt Service, Enterprise and Agency Funds.

- **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 111 employees and only 8 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.
BUSINESS SERVICES	**1590**	Business Services	This function focuses on providing customer services for taxes, business licenses, water services, and alcohol licenses.
	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.
	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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 11,652,456	$ 11,904,997	$ 11,656,002	$ 12,355,160	$ 11,179,880	$ (1,175,280)	-9.5%
Special Revenue Funds:							
Suwanee Fest	74,529	92,263	102,551	122,950	130,750	7,800	6.3%
Public Arts	16,984	43,195	47,112	55,500	53,000	(2,500)	-4.5%
Confiscated Assets	81,116	25,029	19,574	100,250	115,250	15,000	15.0%
Community Garden	4,046	3,398	2,597	6,620	7,020	400	6.0%
Hotel/Motel Tax	365,930	381,867	413,232	532,000	436,700	(95,300)	-17.9%
Debt Service	1,605,878	1,597,171	1,587,290	1,593,970	1,591,260	(2,710)	-.02%
Enterprise	131,911	110,070	109,558	335,450	237,000	(98,450)	-29.3%
GROSS TOTAL	**13,932,850**	**14,157,990**	**13,937,916**	**15,101,900**	**13,750,860**	**(1,351,040)**	**-8.9%**
LESS INTERFUND TRANSFERS	(972,684)	(1,008,734)	(665,471)	(1,362,010)	(157,080)	1,204,930	n/a
NET TOTAL BUDGET	$ **12,960,166**	$ **13,149,256**	$ **13,272,445**	$ **13,739,890**	$ **13,593,780**	$ **(146,110)**	**-1.1%**

FY 2014 Current General fund budget includes fourth quarter capital improvement prefunding of $1,740,580. Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.



Super heroes at city hall by **City of Suwanee**

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

	FY 2011 ACTUAL			FY 2012 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,957,420		$ 5,957,420	$ 5,583,972		$ 5,583,972
Franchise Taxes	1,825,464		1,825,464	1,897,907		1,897,907
Alcoholic Beverage Taxes	836,438		836,438	881,679		881,679
Business Taxes	1,347,871		1,347,871	1,648,831		1,648,831
Hotel/motel Taxes	373,400		373,400	417,319		417,319
Other Taxes Penalties	91,172		91,172	17,024		17,024
Licenses and Permits	441,763		441,763	613,838		613,838
Intergovernmental Grants	31,311	$ 192,018	223,329	21,351		21,351
Charge for Services	72,456	97,113	169,569	106,324	$ 118,172	224,496
Fines and Forfeitures	1,257,886		1,257,886	1,147,017		1,147,017
Investment Income	100,118	667	100,785	52,745	77	52,822
Contributions and Donations	116,542		116,542	124,575		124,575
Miscellaneous Revenues	33,249		33,249	41,429		41,429
TOTAL REVENUES	12,485,090	289,798	12,774,888	12,554,011	118,249	12,672,260
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	588,846		588,846	622,226		622,226
Administrative Services	499,992		499,992	521,913		521,913
Business Services						
Economic Development	874,474		874,474	917,324		917,324
Financial Services	599,647		599,647	668,430		668,430
Parks & Public Works	1,632,429	117,383	1,749,812	1,767,296	110,070	1,877,366
Planning	519,590		519,590	570,699		570,699
Police	3,882,724		3,882,724	3,907,196		3,907,196
Non-Departmental	599,356		599,356	535,150		535,150
Debt Service	1,605,878	14,528	1,620,406	1,597,171		1,597,171
TOTAL EXPENDITURES/EXPENSES AND OTHER USES	10,802,936	131,911	10,934,847	11,107,405	110,070	11,217,475
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	1,682,154	157,887	1,840,041	1,446,606	8,179	1,454,785
Other Financing Sources (Uses)						
Sale of capital asset	1,815		1,815	2,455		2,455
Transfers in	1,875,319	150,000	2,025,319	1,781,781	150,000	1,931,781
Transfers out	(2,998,003)		(2,998,003)	(2,940,515)		(2,940,515)
TOTAL OTHER FINANCING SOURCES	(1,120,869)	150,000	(970,869)	(1,156,279)	150,000	(1,006,279)
Net change in fund balance/net position	561,285	307,887	869,172	290,327	158,179	448,506
Fund Balances/Net Position, beginning of year	8,523,302	2,167,478	10,690,780	9,084,587	2,475,365	11,559,952
Fund Balances/Net Position, end of year	$ 9,084,587	$ 2,475,365	$ 11,559,952	$ 9,374,914	$ 2,633,544	$ 12,008,458

** Chart spans two pages*

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

FY 2013 ACTUAL			FY 2014 CURRENT			FY 2015 BUDGET		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,120,259		$ 5,120,259	$ 5,278,460		$ 5,278,460	$ 5,267,990		$ 5,267,990
1,755,375		1,755,375	1,748,950		1,748,950	1,764,000		1,764,000
865,862		865,862	860,500		860,500	865,900		865,900
1,693,350		1,693,350	1,782,480		1,782,480	1,832,500		1,832,500
442,293		442,293	532,000		532,000	436,700		436,700
55,025		55,025	53,900		53,900	39,700		39,700
648,686		648,686	556,700		556,700	627,150		627,150
1,000,294		1,000,294	795,700		795,700	807,190		807,190
106,532	$ 153,714	260,246	107,500	$ 110,000	217,500	110,500	$ 136,000	246,500
970,895		970,895	1,624,610		1,624,610	1,315,000		1,315,000
27,909	357	28,266	49,520	500	50,020	47,600	500	48,100
137,701		137,701	187,350		187,350	195,500		195,500
36,822		36,822	16,000	500	16,500	15,000		15,000
12,861,003	154,071	13,015,074	13,593,670	111,000	13,704,670	13,324,730	136,500	13,461,230
532,963		532,963	595,470		595,470	560,020		560,020
537,126		537,126	661,520		661,520	272,680		272,680
						768,820		768,820
946,006		946,006	1,193,030		1,193,030	1,231,300		1,231,300
691,744		691,744	747,030		747,030	506,990		506,990
1,825,121	109,558	1,934,679	2,092,810	335,540	2,428,260	2,144,150	237,000	2,381,150
553,515		553,515	655,330		655,330	779,550		779,550
4,007,185		4,007,185	4,548,270		4,548,270	4,772,350		4,772,350
489,886		489,886	573,950		573,950	543,030		543,030
1,587,290		1,587,290	1,593,970		1,593,970	1,591,260		1,591,260
11,170,836	109,558	11,280,394	12,661,380	335,540	12,996,830	13,170,150	237,000	13,407,150
1,690,167	44,513	1,734,680	932,290	(224,950)	707,840	154,580	(100,500)	54,080
5,612		5,612	2,500		2,500	2,500		2,500
1,792,051	200,000	1,992,051	170,280	200,000	370,280	186,630		186,630
(2,657,522)		(2,657,522)	(2,105,070)		(2,065,070)	(343,710)		(343,710)
(859,859)	200,000	(659,859)	(1,932,290)	200,000	(1,732,290)	(154,580)	-	(154,580)
830,308	244,513	1,074,821	(1,000,000)	(24,950)	(1,024,950)	-	(100,500)	(100,500)
9,374,914	2,633,544	12,008,458	10,205,222	2,878,057	13,083,279	9,205,222	2,853,107	12,058,329
$ 10,205,222	$ 2,878,057	$ 13,083,279	$ 9,205,222	$ 2,853,107	$ 12,058,329	$ 9,205,222	$ 2,752,607	$ 11,957,829

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2011 Actual	GENERAL	SUWANEE FEST	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						$ 373,400		373,400
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	**11,914,141**	**73,616**	**31,331**	**83,491**	**6,307**	**373,440**	**2,764**	**12,485,090**
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	**3,099,909**	**(913)**	**14,347**	**2,375**	**2,261**	**167,289**	**(1,603,114)**	**1,682,154**
Other Financing Sources (Uses)								
Sale of capital asset	1,815							1,815
Transfers in	159,779						1,715,540	1,875,319
Transfers out	(2,838,224)					(159,779)		(2,998,003)
TOTAL OTHER FINANCING SOURCES	**(2,676,630)**	**-**	**-**	**-**	**-**	**(159,779)**	**1,715,540**	**(1,120,869)**
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 FEST	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						$ 417,319		417,319
Other Taxes Penalties	17,024							17,024
Licenses and Permits	613,838							613,838
Intergovernmental Revenues	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	**11,969,880**	**77,195**	**40,365**	**38,075**	**7,023**	**417,319**	**4,154**	**12,554,011**
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	**2,825,517**	**(15,068)**	**(2,830)**	**13,046**	**3,625**	**215,333**	**(1,593,017)**	**1,446,606**
Other Financing Sources (Uses)								
Sale of capital asset	2,455							2,455
Transfers in	179,881						1,601,900	1,781,781
Transfers out	(2,760,634)					(179,881)		(2,940,515)
TOTAL OTHER FINANCING SOURCES	**(2,578,298)**	**-**	**-**	**-**	**-**	**(179,881)**	**1,601,900**	**(1,156,279)**
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 Actual	GENERAL	SUWANEE FEST	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 5,120,259							$ 5,120,259
Franchise Taxes	1,755,375							1,755,375
Alcoholic Beverage Taxes	865,862							865,862
Business Taxes	1,693,350							1,693,350
Hotel/motel Taxes						$ 442,293		442,293
Other Taxes Penalties	55,025							55,025
Licenses and Permits	648,686							648,686
Intergovernmental Revenue	997,894		$ 2,400					1,000,294
Charge for Services	106,532							106,532
Fines and Forfeitures	916,625			$ 54,270				970,895
Investment Income	23,020			208	$ 8	5	$ 4,668	27,909
Contributions and Donations	3,936	$ 98,432	29,740		5,593			137,701
Miscellaneous Revenues	36,822							36,822
TOTAL REVENUES	**12,223,386**	**98,432**	**32,140**	**54,478**	**5,601**	**442,298**	**4,668**	**12,861,003**
Expenditures								
Council & Chief Executive	532,963							532,963
Administrative Services	537,126							537,126
Economic Development	573,052	102,551	47,112			223,291		946,006
Financial Services	691,744							691,744
Parks & Public Works	1,822,524				2,597			1,825,121
Planning	553,515							553,515
Police	3,987,611			19,574				4,007,185
Non-Departmental	489,886							489,886
Debt Service							1,587,290	1,587,290
TOTAL EXPENDITURES	**9,188,421**	**102,551**	**47,112**	**19,574**	**2,597**	**223,291**	**1,587,290**	**11,170,836**
Excess (deficiency) of revenues over (under) expenditures	**3,034,965**	**(4,119)**	**(14,972)**	**34,904**	**3,004**	**219,007**	**(1,582,622)**	**1,690,167**
Other Financing Sources (Uses)								
Sale of capital asset	5,612							5,612
Transfers in	189,941				10,000		1,592,110	1,792,051
Transfers out	(2,467,581)					(189,941)		(2,657,522)
TOTAL OTHER FINANCING SOURCES	**(2,272,028)**	**-**	**-**	**-**	**10,000**	**(189,941)**	**1,592,110**	**(859,859)**
Net change in fund balance	762,937	(4,119)	(14,972)	34,904	13,004	29,066	9,488	830,308
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	$ 8,589,630	$ (1,711)	$ 5,977	$ 147,427	$ 26,727	$ 89,307	$ 1,347,865	$ 10,205,222

FY 2014 Current	GENERAL	SUWANEE FEST	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,688,490						$ 1,589,970	$ 5,278,460
Franchise Taxes	1,748,950							1,748,950
Alcoholic Beverage Taxes	860,500							860,500
Business Taxes	1,782,480							1,782,480
Hotel/motel Taxes						$ 532,000		532,000
Other Taxes Penalties	53,900							53,900
Licenses and Permits	556,700							556,700
Intergovernmental Grants	793,200		$ 2,500					795,700
Charge for Services	107,500							107,500
Fines and Forfeitures	1,524,610			$ 100,000				1,624,610
Investment Income	45,000	$ 250		250	$ 20		4,000	49,520
Contributions and Donations	5,050	122,700	53,000		6,600			187,350
Miscellaneous Revenues	16,000							16,000
TOTAL REVENUES	**11,182,380**	**122,950**	**55,500**	**100,250**	**6,620**	**532,000**	**1,593,970**	**13,593,670**
Expenditures								
Council & Chief Executive	595,470							595,470
Administrative Services	661,520							661,520
Economic Development	692,860	122,950	55,500			321,720		1,193,030
Financial Services	747,030							747,030
Parks & Public Works	2,086,190				6,620			2,092,810
Planning	655,330							655,330
Police	4,448,020			100,250				4,548,270
Non-Departmental	573,950							573,950
Debt Service							1,593,970	1,593,970
TOTAL EXPENDITURES	**10,460,370**	**122,950**	**55,500**	**100,250**	**6,620**	**321,720**	**1,593,970**	**12,661,380**
Excess (deficiency) of revenues over (under) expenditures	**722,010**	**-**	**-**	**-**	**-**	**210,280**	**-**	**932,290**
Other Financing Sources (Uses)								
Sale of capital asset	2,500							2,500
Transfers in	170,280							170,280
Transfers out	(1,894,790)					(210,280)		(2,105,070)
TOTAL OTHER FINANCING SOURCES	**(1,722,010)**	**-**	**-**	**-**	**-**	**(210,280)**	**-**	**(1,932,290)**
Net change in fund balance	(1,000,000)	-	-	-	-	-	-	(1,000,000)
FUND BALANCE, BEGINNING OF YEAR	8,589,630	(1,711)	5,977	147,427	26,727	89,307	1,347,865	10,205,222
FUND BALANCE, END OF YEAR	$ 7,589,630	$ (1,711)	$ 5,977	$ 147,427	$ 26,727	$ 89,307	$ 1,347,865	$ 9,205,222

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2015 Budget	GENERAL	SUWANEE FEST	PUBLIC ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,678,810						$ 1,589,180	$ 5,267,990
Franchise Taxes	1,764,000							1,764,000
Alcoholic Beverage Taxes	865,900							865,900
Business Taxes	1,832,500							1,832,500
Hotel/motel Taxes						$ 436,700		436,700
Other Taxes Penalties	39,700							39,700
Licenses and Permits	627,150							627,150
Intergovernmental Grants	807,190							807,190
Charge for Services	110,500							110,500
Fines and Forfeitures	1,200,000			$ 115,000				1,315,000
Investment Income	45,000	$ 250		250	$ 20		2,080	47,600
Contributions and Donations	5,000	130,500	$ 53,000		7,000			195,500
Miscellaneous Revenues	15,000							15,000
TOTAL REVENUES	**10,990,750**	**130,750**	**53,000**	**115,250**	**7,020**	**436,700**	**1,591,260**	**13,324,730**
Expenditures								
Council & Chief Executive	560,020							560,020
Administrative Services	272,680							272,680
Business Services	768,820							768,820
Economic Development	797,850	130,750	53,000			249,700		1,231,300
Financial Services	506,990							506,990
Parks & Public Works	2,137,130				7,020			2,144,150
Planning	779,550							779,550
Police	4,657,100			115,250				4,772,350
Non-Departmental	543,030							543,030
Debt Service							1,591,260	1,591,260
TOTAL EXPENDITURES	**11,023,170**	**130,750**	**53,000**	**115,250**	**7,020**	**249,700**	**1,591,260**	**13,170,150**
Excess (deficiency) of revenues over (under) expenditures	**(32,420)**	**-**	**-**	**-**	**-**	**187,000**	**-**	**154,580**
Other Financing Sources (Uses)								
Sale of capital asset	2,500							2,500
Transfers in	186,630							186,630
Transfers out	(156,710)					(187,000)		(343,710)
TOTAL OTHER FINANCING SOURCES	**32,420**	**-**	**-**	**-**	**-**	**(187,000)**	**-**	**(154,580)**
Net change in fund balance	-	-	-	-	-	-	-	-
FUND BALANCE, BEGINNING OF YEAR	7,589,630	(1,711)	5,977	147,427	26,727	89,307	1,347,865	9,205,222
FUND BALANCE, END OF YEAR	$ 7,589,630	$ (1,711)	$ 5,977	$ 147,427	$ 26,727	$ 89,307	$ 1,347,865	$ 9,205,222



Arts in the park by **Bill Mahan**

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				
Title Ad Valorem Tax	211,776					
Investment Income	5,596	402,718	$ 500	$ 1,000	$ 250	$ 500
TOTAL REVENUES	**14,320,467**	**7,857,481**	**500**	**1,000**	**250**	**500**
Expenditures						
Purchased Professional and Technical Services	2,022,285	1,544,265	25,000	25,000	10,500	50,000
Supplies		5,000	10,000			
Capital Outlay	17,282,591	5,630,343	240,000	375,000	100,000	450,000
TOTAL EXPENDITURES	**19,304,876**	**7,179,608**	**275,000**	**400,000**	**110,500**	**500,000**
Excess (deficiency) of revenues over (under) expenditures	(4,984,409)	677,873	(274,500)	(399,000)	(110,250)	(499,500)
Other Financing Sources (Uses)						
Transfer In	5,110,884	114,875	274,500	399,000	110,250	499,500
Transfer Out	(126,475)	(792,748)				
TOTAL OTHER FINANCING SOURCES	**4,984,409**	**(677,873)**	**274,500**	**399,000**	**110,250**	**499,500**
Net change in fund balance	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	2014 SPLOST	TOTAL
			$ 6,584,700	$ 28,142,558
				211,776
$ 250	$ 500	$ 500		411,814
250	**500**	**500**	**6,584,700**	**28,766,148**
10,000	5,000	20,000	658,470	4,370,520
				15,000
240,000	30,000	130,000	5,926,230	30,404,164
250,000	**35,000**	**150,000**	**6,584,700**	**34,789,684**
(249,750)	(34,500)	(149,500)	-	(6,023,536)
249,750	34,500	149,500		6,942,759
				(919,223)
249,750	**34,500**	**149,500**	**-**	**6,023,536**
$ -	$ -	$ -	$ -	$ -

CAPITAL PROJECTS COMBINING STATEMENT

Project Balances as of June 1, 2014	2009 SPLOST	2005 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues						
Intergovernmental Grants	$ 3,686,951					
Investment Income	$ -	$ -	$ 500	$ 1,000	$ 250	$ 500
TOTAL REVENUES	**3,686,951**	**-**	**500**	**1,000**	**250**	**500**
Expenditures						
Purchased Professional and Technical Services	1,253,963		25,000	25,000	10,500	50,000
Supplies			10,000			
Capital Outlay	11,804,612	75,240	240,000	375,000	100,000	450,000
TOTAL EXPENDITURES	**13,058,575**	**75,240**	**275,000**	**400,000**	**110,500**	**500,000**
Excess (deficiency) of revenues over (under) expenditures	(9,371,624)	(75,240)	(274,500)	(399,000)	(110,250)	(499,500)
Other Financing Sources (Uses)						
Transfer In	1,532,200					124,710
TOTAL OTHER FINANCING SOURCES	**1,532,200**	**-**	**-**	**-**	**-**	**124,710**
Net change in fund balance	(7,839,424)	(75,240)	(274,500)	(399,000)	(110,250)	(374,790)
Fund Balance, beginning of year	7,839,424	75,240	274,500	399,000	110,250	374,790
Fund Balance, end of year	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	2014 SPLOST	TOTAL
			6,402,396	$ 10,089,347
$ 250	$ 500	$ 500	$	3,500
250	**500**	**-**	**6,402,396**	**10,092,847**
10,000	5,000	20,000	658,470	2,057,933
				10,000
240,000	30,000	130,000	5,926,230	19,371,082
250,000	**35,000**	**150,000**	**6,584,700**	**21,439,015**
(249,750)	(34,500)	(149,500)	(182,304)	(11,346,168)
		10,000		1,666,910
-	**-**	**10,000**	**-**	**1,666,910**
(249,750)	(34,500)	(139,500)	(182,304)	(9,679,258)
249,750	34,500	139,500	182,304	9,679,258
$ -	$ -	$ -	$ -	$ -

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Governmental Funds

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Revenues					
Property Taxes	$ 5,957,420	$ 5,583,972	$ 5,120,259	$ 5,278,460	$ 5,267,990
Franchise Taxes	1,825,464	1,897,907	1,755,375	1,748,950	1,764,000
Alcoholic Beverage Taxes	836,438	881,679	865,862	860,500	865,900
Business Taxes	1,347,871	1,648,831	1,693,350	1,782,480	1,832,500
Hotel/motel Taxes	373,400	417,319	442,293	532,000	436,700
Other Taxes Penalties	91,172	17,024	55,025	53,900	39,700
Licenses and Permits	441,763	613,838	648,686	556,700	627,150
Intergovernmental Grants	31,311	21,351	1,000,294	795,700	807,190
Charge for Services	72,456	106,324	106,532	107,500	110,500
Fines and Forfeitures	1,257,886	1,147,017	970,895	1,624,610	1,315,000
Investment Income	100,118	52,745	27,909	49,520	47,600
Contributions and Donations	116,542	124,575	137,701	187,350	195,500
Miscellaneous Revenues	33,249	41,429	36,822	16,000	15,000
TOTAL REVENUES	**12,485,090**	**12,554,011**	**12,861,003**	**13,593,670**	**13,324,730**
Expenditures					
Council & Chief Executive	588,846	622,226	532,963	595,470	560,020
Administrative Services	499,992	521,913	537,126	661,520	272,680
Business Services					768,820
Economic Development	874,474	917,324	946,006	1,193,030	1,231,300
Financial Services	599,647	668,430	691,744	747,030	506,990
Parks & Public Works	1,632,429	1,767,296	1,825,121	2,092,810	2,144,150
Planning	519,590	570,699	553,515	655,330	779,550
Police	3,882,724	3,907,196	4,007,185	4,548,270	4,772,350
Non-Departmental	599,356	535,150	489,886	573,950	543,030
Debt Service	1,605,878	1,597,171	1,587,290	1,593,970	1,591,260
TOTAL EXPENDITURES	**10,802,936**	**11,107,405**	**11,170,836**	**12,661,380**	**13,170,150**
Excess (deficiency) of revenues over (under) expenditures	1,682,154	1,446,606	1,690,167	932,290	154,080
Other Financing Sources (Uses)					
Sale of capital asset	1,815	2,455	5,612	2,500	2,500
Transfers in	1,875,319	1,781,781	1,792,051	170,280	186,630
Transfers out	(2,998,003)	(2,940,515)	(2,657,522)	(2,105,070)	(343,710)
TOTAL OTHER FINANCING SOURCES	**(1,120,869)**	**(1,156,279)**	**(859,859)**	**(1,932,290)**	**(154,580)**
Net change in fund balance	561,285	290,327	830,308	(1,000,000)	-
Fund Balances, beginning of year	8,523,302	9,084,587	9,374,914	10,205,222	9,205,222
Fund Balances, end of year	**$ 9,084,587**	**$ 9,374,914**	**$ 10,205,222**	**$ 9,205,222**	**$ 9,205,222**

General Fund

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Revenues					
Property Taxes	$ 5,957,420	$ 5,583,972	$ 5,120,259	$ 3,688,490	$ 3,678,810
Franchise Taxes	1,825,464	1,897,907	1,755,375	1,748,950	1,764,000
Alcoholic Beverage Taxes	836,438	881,679	865,862	860,500	865,900
Business Taxes	1,347,871	1,648,831	1,693,350	1,782,480	1,832,500
Other Taxes Penalties	91,172	17,024	55,025	53,900	39,700
Licenses and Permits	441,763	613,838	648,686	556,700	627,150
Intergovernmental Grants	31,311	21,351	997,894	793,200	807,190
Charge for Services	72,456	106,324	106,532	107,500	110,500
Fines and Forfeitures	1,174,621	1,109,122	916,625	1,524,610	1,200,000
Investment Income	97,006	48,403	23,020	45,000	45,000
Contributions and Donations	5,370		3,936	5,050	5,000
Miscellaneous Revenues	33,249	41,429	36,822	16,000	15,000
TOTAL REVENUES	**11,914,141**	**11,969,880**	**12,223,386**	**11,182,380**	**10,990,750**
Expenditures					
Council & Chief Executive	588,846	622,226	532,963	595,470	560,020
Administrative Services	499,992	521,913	537,126	661,520	272,680
Business Services					768,820
Economic Development	576,810	579,880	573,052	692,860	797,850
Financial Services	599,647	668,430	691,744	747,030	506,990
Parks & Public Works	1,628,383	1,763,898	1,822,524	2,086,190	2,137,130
Planning	519,590	570,699	553,515	655,330	779,550
Police	3,801,608	3,882,167	3,987,611	4,448,020	4,657,100
Non-Departmental	599,356	535,150	489,886	573,950	543,030
TOTAL EXPENDITURES	**8,814,232**	**9,144,363**	**9,188,421**	**10,460,370**	**11,023,170**
Excess (deficiency) of revenues over (under) expenditures	3,099,909	2,825,517	3,034,965	722,010	(32,420)
Other Financing Sources (Uses)					
Sale of capital asset	1,815	2,455	5,612	2,500	2,500
Transfer in	159,779	179,881	189,941	170,280	186,630
Transfers out	(2,838,224)	(2,760,634)	(2,467,581)	(1,894,790)	(156,710)
TOTAL OTHER FINANCING SOURCES	**(2,676,630)**	**(2,578,298)**	**(2,272,028)**	**(1,722,010)**	**32,420**
Net change in fund balance	423,279	247,219	762,937	(1,000,000)	-
Fund Balances, beginning of year	7,156,195	7,579,474	7,826,693	8,589,630	7,589,630
Fund Balances, end of year	**$ 7,579,474**	**$ 7,826,693**	**$ 8,589,630**	**$ 7,589,630**	**$ 7,589,630**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Special Revenue

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Revenues					
Hotel/motel taxes	$ 373,400	$ 417,319	$ 442,293	$ 532,000	$ 436,700
Intergovernmental Revenue			2,400	2,500	
Fines and Forfeitures	83,265	37,895	54,270	100,000	115,000
Investment Income	348	188	221	520	520
Contributions and Donations	111,172	124,575	133,765	182,300	190,500
TOTAL REVENUES	**568,185**	**579,977**	**632,949**	**817,320**	**742,720**
Expenditures					
Economic Development	297,664	337,444	372,954	500,170	433,450
Parks & Public Works	4,046	3,398	2,597	6,620	7,020
Police	81,116	25,029	19,574	100,250	115,250
TOTAL EXPENDITURES	**382,826**	**365,871**	**395,125**	**607,040**	**555,720**
Excess (deficiency) of revenues over (under) expenditures	185,359	214,106	237,824	210,280	187,000
Other Financing Sources (Uses)					
Transfer in	-	-	10,000	-	
Transfer out	(159,779)	(179,881)	(189,941)	(210,280)	(187,000)
TOTAL OTHER FINANCING SOURCES	**(159,779)**	**(179,881)**	**(179,941)**	**(210,280)**	**(187,000)**
Net change in fund balance	25,580	34,225	57,883	-	-
Fund Balances, beginning of year	150,039	175,619	209,844	267,727	267,727
Fund Balances, end of year	**$ 175,619**	**$ 209,844**	**$ 267,727**	**$ 267,727**	**$ 267,727**

Debt Service

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Revenues					
Property Taxes				$ 1,589,970	$ 1,589,180
Investment Income	$ 2,764	$ 4,154	$ 4,668	4,000	2,080
TOTAL REVENUES	**2,764**	**4,154**	**4,668**	**1,593,970**	**1,591,260**
Expenditures					
Debt Service-Principal	725,000	755,000	780,000	810,000	840,000
Debt Service-Interest	880,878	842,171	807,290	779,970	747,260
Fiscal Agent's Fees				4,000	4,000
TOTAL EXPENDITURES	**1,605,878**	**1,597,171**	**1,587,290**	**1,593,970**	**1,591,260**
Excess (deficiency) of revenues over (under) expenditures	(1,603,114)	(1,593,017)	(1,582,622)	-	-
Other Financing Sources (Uses)					
Transfer in	1,715,540	1,601,900	1,592,110		
TOTAL OTHER FINANCING SOURCES	**1,715,540**	**1,601,900**	**1,592,110**	**-**	**-**
Net change in fund balance	112,426	8,883	9,488	-	-
Fund Balances, beginning of year	1,217,068	1,329,494	1,338,377	1,347,865	1,347,865
Fund Balances, end of year	**$ 1,329,494**	**$ 1,338,377**	**$ 1,347,865**	**$ 1,347,865**	**$ 1,347.865**

STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET ASSETS

Proprietary Fund

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Revenues					
Water and Sewer Charges	$ 97,113	$ 118,172	$ 153,714	$ 110,000	$ 136,000
Intergovernmental Grant	192,018				
Investment Income	667	77	357	500	500
TOTAL REVENUES	**289,798**	**118,249**	**154,071**	**110,500**	**136,500**
Expenditures					
Administration	25,659	31,594	32,673	40,900	46,660
Supply	24,455	14,216	6,831	13,600	17,000
Distribution	67,269	61,050	69,556	74,350	86,000
System Improvements		3,210	498	206,600	87,340
Debt Service	14,528				
TOTAL EXPENSES	**131,911**	**110,070**	**109,558**	**335,450**	**237,000**
Excess (deficiency) of revenues over (under) expenditures	157,887	8,179	44,513	(224,950)	(100,500)
Other Financing Sources (Uses)					
Transfers in	150,000	150,000	200,000	200,000	
TOTAL OTHER FINANCING SOURCES	**150,000**	**150,000**	**200,000**	**200,000**	**-**
Net change	307,887	158,179	244,513	(24,950)	(100,500)
Total Net Assets, beginning of year	2,167,478	2,475,365	2,633,544	2,878,057	2,853,107
Total Net Assets, end of year	**$ 2,475,365**	**$ 2,633,544**	**$ 2,878,057**	**$ 2,853,107**	**$ 2,752,607**



City Manager Marty Allen & Councilmember Dan Foster by **City of Suwanee**

APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2014-2015 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 2014-2015 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 2014-2015; 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 2014-2015; 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 24th day of June 2014.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

General Fund

REVENUES AND OTHER SOURCES	
Property Taxes	$ 3,678,810
Franchise Taxes	1,764,000
Alcoholic Beverage Taxes	865,900
Business Taxes	1,832,500
Other Taxes Penalties	39,700
Licenses & Permits	627,150
Intergovernmental Revenues	807,190
Charge for Services	110,500
Fines & Forfeitures	1,200,000
Investment Income	45,000
Contributions & Donations	5,000
Miscellaneous Revenue	15,000
Other Financing Sources	189,130
TOTAL REVENUES AND OTHER SOURCES	$ 11,179,880

EXPENDITURES AND OTHER USES	
Council & Chief Executive	$ 560,020
Administrative Services	272,680
Business Services	768,820
Economic Development	797,850
Financial Services	506,990
Parks & Public Works	2,137,130
Planning	779,550
Police	4,657,100
Non-Departmental	543,030
Transfers-Capital	156,710
TOTAL EXPENDITURES AND OTHER USES	$ 11,179,880

FUND BALANCE	
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	$ 3,726,627

Special Revenue Funds

SUWANEE FEST FUND	
Revenues and Other Sources	
Investment Income	$ 250
Contributions and Donations	130,500
TOTAL REVENUES AND OTHER SOURCES	$ 130,750
Expenditures and Other Uses	
Special Activities	$ 130,750
TOTAL EXPENDITURES AND OTHER USES	$ 130,750

PUBLIC ART	
Revenues and Other Sources	
Contributions and Donations	53,000
TOTAL REVENUES AND OTHER SOURCES	$ 53,000
Expenditures and Other Uses	
Culture and Recreation	$ 53,000
TOTAL EXPENDITURES AND OTHER USES	$ 53,000

CONFISCATED ASSETS FUND	
Revenues and Other Sources	
Fines and Forfeitures	$ 115,000
Investment Income	250
TOTAL REVENUES AND OTHER SOURCES	$ 115,250
Expenditures and Other Uses	
Patrol	$ 115,250
TOTAL EXPENDITURES AND OTHER USES	$ 115,250

COMMUNITY GARDEN	
Revenues and Other Sources	
Investment Income	$ 20
Contributions and Donations	7,000
TOTAL REVENUES AND OTHER SOURCES	$ 7,020
Expenditures and Other Uses	
Culture and Recreation	$ 7,020
TOTAL EXPENDITURES AND OTHER USES	$ 7,020

HOTEL/MOTEL TAX FUND	
Revenues and Other Sources	
Selective Sales and Use Taxes	$ 436,700
TOTAL REVENUES AND OTHER SOURCES	$ 436,700
Expenditures and Other Uses	
Tourism	$ 436,700
TOTAL EXPENDITURES AND OTHER USES	$ 436,700

Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	19,431,351
Expenditures	$	19,431,351
2005 SPLOST Fund (Project Basis)		
Revenues	$	7,972,356
Expenditures	$	7,972,356
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	275,000
Expenditures	$	275,000
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	400,000
Expenditures	$	400,000
Cemetery Fund (Project Basis)		
Revenues	$	110,500
Expenditures	$	110,500
Paved Streets Fund (Project Basis)		
Revenues	$	500,000
Expenditures	$	500,000
Storm Drainage Fund (Project Basis)		
Revenues	$	250,000
Expenditures	$	250,000
Community Stabilization Fund (Project Basis)		
Revenues	$	35,000
Expenditures	$	35,000
Suwanee Tax Allocation District Fund (Project Basis)		
Revenues	$	150,000
Expenditures	$	150,000
2014 SPLOST Fund (Project Basis)		
Revenues	$	6,584,700
Expenditures	$	6,584,700

Other Funds

DEBT SERVICE FUND		
Revenues and Other Sources		
General Property Taxes	$	1,589,180
Investment Income		2,080
TOTAL REVENUES AND OTHER SOURCES	$	1,591,260
Expenditures and Other Uses		
Debt Service	$	1,591,260
TOTAL EXPENDITURES AND OTHER USES	$	1,591,260
WATER FUND		
Revenues		
Charges for Services	$	136,000
Investment Income		500
Other Financing Sources		100,500
TOTAL REVENUES	$	237,000
Expenses		
Water Administration	$	46,660
Supply		17,000
Distribution		86,000
System Improvements		87,340
TOTAL EXPENSES	$	237,000
MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	1,775,400
TOTAL REVENUES AND OTHER SOURCES	$	1,775,400
Expenditures and Other Uses		
Municipal Court	$	625,400
Other Financing Uses		1,150,000
TOTAL EXPENDITURES AND OTHER USES	$	1,775,400
COMPONENT UNIT		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		12,400
Other Financing Sources		22,000
TOTAL REVENUES AND OTHER SOURCES	$	34,500
Expenditures and Other Uses		
Economic Development	$	34,500
TOTAL EXPENDITURES AND OTHER USES	$	34,500

CITY OF SUWANEE, GEORGIA AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2014-2015.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year **2014-2015**; 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 2014-2015; 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
Budget Analyst	18
Office Administrator	12
ADMINISTRATIVE SERVICES	
Administrative Services Director	24
Human Resources Manager (PT) (2)	18
BUSINESS SERVICES	
Business Services Director	24
Business Services Manager	19
Court Services Administrator	19
Business Services Specialist	13
Business Services Specialist (PT)	13
Deputy Court Clerk (2)	12
Administrative Secretary (PT)	10
Chief Judge	Appointed
Associate Judge (3)	Appointed
Lead City Solicitor	Appointed
City Solicitor (4)	Appointed
ECONOMIC DEVELOPMENT	
Economic & Community Development Director	24
Public Information Officer	20
Downtown & Business Development Manager	19
Events Manager	19
Special Projects Coordinator	14
FINANCIAL ADMINISTRATION	
Financial Services Director	25
Financial Planning & Reporting Manager	18
Special Projects Coordinator	14
Accounting Analyst	13
Communications Specialist (PT)	13
PARKS & PUBLIC WORKS	
Public Works Director	25
Assistant to the Public Works Director	21
Public Works Supervisor	16
Administrative Assistant	12
Equipment Operator II (4)	12
Facilities Technician	12
Equipment Operator I (7)	10
Equipment Operator I (PT) (3)	10
Events Staff Pool (1,523 pooled hours)	7
Custodian (PT) (4)	7
PLANNING	
Planning Director	24
Planning Division Director	21
Building Official	20
Senior Planner	19
Building Inspector (PT)	16

AUTHORIZED POSITIONS RESOLUTION

	Salary Grade
Development Coordinator	12
Administrative Secretary	10
POLICE	
Police Chief	26
Deputy Police Chief	23
Police Captain (2)	22
Police Lieutenant (3)	20
Police Sergeant (6)	18
Police Corporal (4)	16
Police Officer (16)	14
Police Detective (4)	14
Communications Officer (7)	12
Administrative Assistant	12
Records & Evidence Technician	11
Administratice Secretary	10

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 City Manager has discretion granted by the City Council of Suwanee, Georgia, to make administrative interpretations regarding staff positions and the aforementioned documents.

Approved and adopted this 24th day of June 2014.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2015 is as follows:

FUND	TRANSFER IN	FUND	TRANSFER OUT		AMOUNT
100	General	745	Municipal Court	$	1,200,000
100	General	275	Hotel/Motel		186,630
344	Paved Streets	100	General		124,710
360	Downtown Development Authority	100	General		22,000
361	Tax Allocation District	100	General		10,000
				$	1,543,340



Suwanee downtown by **Patrick**


General
Fund
fiscal year 2014-2015
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

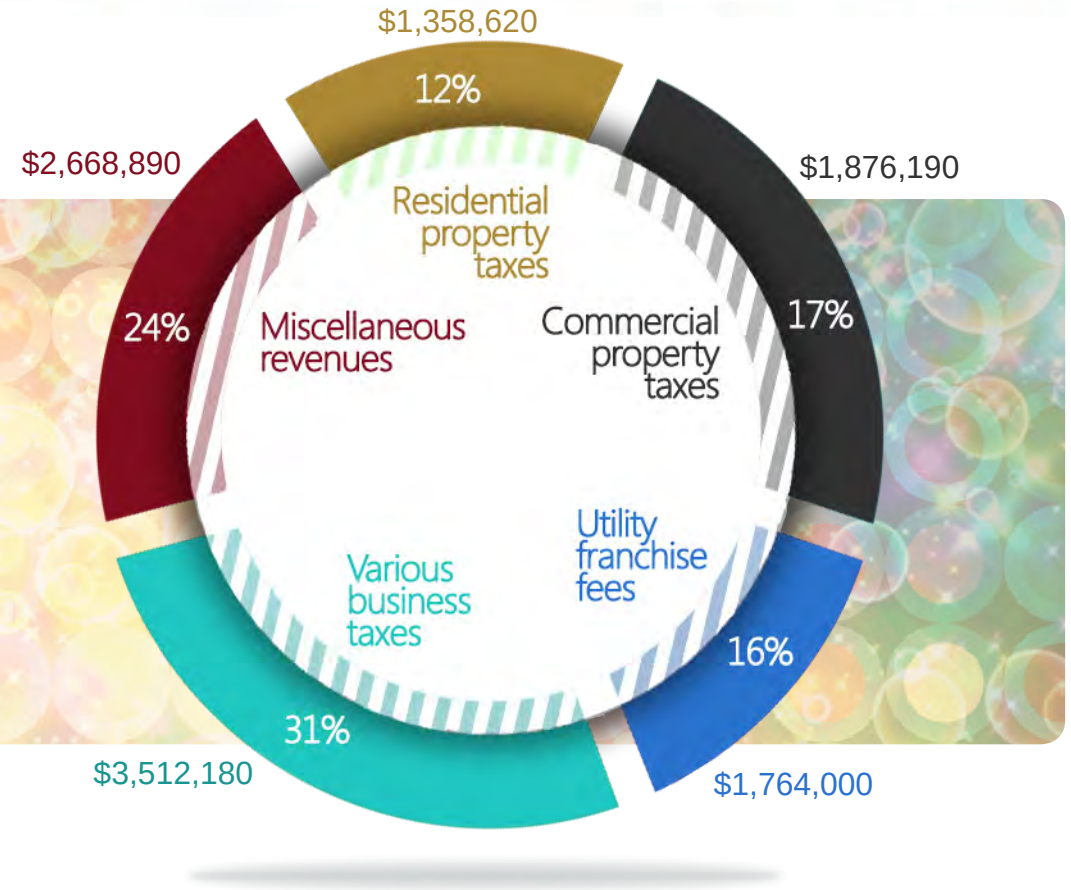
Description	Actual FY 2011	Actual FY 2012	Actual FY 2013	FY 2014 Current Budget	FY 2015 Adopted Budget	FY 2015 Change Amount	FY 2015 Change %
Property Taxes	$ 5,957,420	$ 5,583,972	$ 5,120,259	$ 3,688,490	$ 3,678,810	$ (9,680)	$ -.3%
Franchise Taxes	1,825,464	1,897,907	1,755,375	1,748,950	1,764,000	15,050	.9%
Alcoholic Beverage Taxes	836,438	881,679	865,862	860,500	865,900	5,400	.6%
Business Taxes	1,347,871	1,648,831	1,693,350	1,782,480	1,832,500	50,020	2.8%
Other Taxes & Penalties	91,172	17,024	55,025	53,900	39,700	(14,200)	-26.3%
Licenses & Permits	441,763	613,838	648,686	556,700	627,150	70,450	12.6%
Intergovernmental Revenues	31,311	21,351	997,894	793,200	807,190	13,990	1.8%
Charges for Services	72,456	106,324	106,532	107,500	110,500	3,000	2.8%
Fines & Forfeitures	1,174,621	1,109,122	916,625	1,524,610	1,200,000	(324,610)	-21.3%
Investment Income	97,006	48,403	23,020	45,000	45,000	-	0.0%
Contributions & Donations	5,370	-	3,936	5,050	5,000	(50)	-.1%
Miscellaneous Revenues	33,249	41,429	36,822	16,000	15,000	(1,000)	-.6%
Total Revenues	**11,914,141**	**11,969,880**	**12,223,386**	**11,182,380**	**10,990,750**	**(191,630)**	**-1.7%**
Other Financing Sources							
Sale of capital items	1,815	2,455	5,612	2,500	2,500	-	0.0%
Transfer In	159,779	179,881	189,941	170,280	186,630	16,350	9.6%
Budgeted fund balance	-	-	-	1,000,000	-	(1,000,000)	n/a
Total Other Financing Sources	**161,594**	**182,336**	**195,553**	**1,172,780**	**189,130**	**(983,650)**	**n/a**
Total Revenues and Other Financing Sources	**$ 12,075,735**	**$ 12,152,216**	**$ 12,418,939**	**$ 12,355,160**	**$ 11,179,880**	**$ (1,175,280)**	**-9.5%**

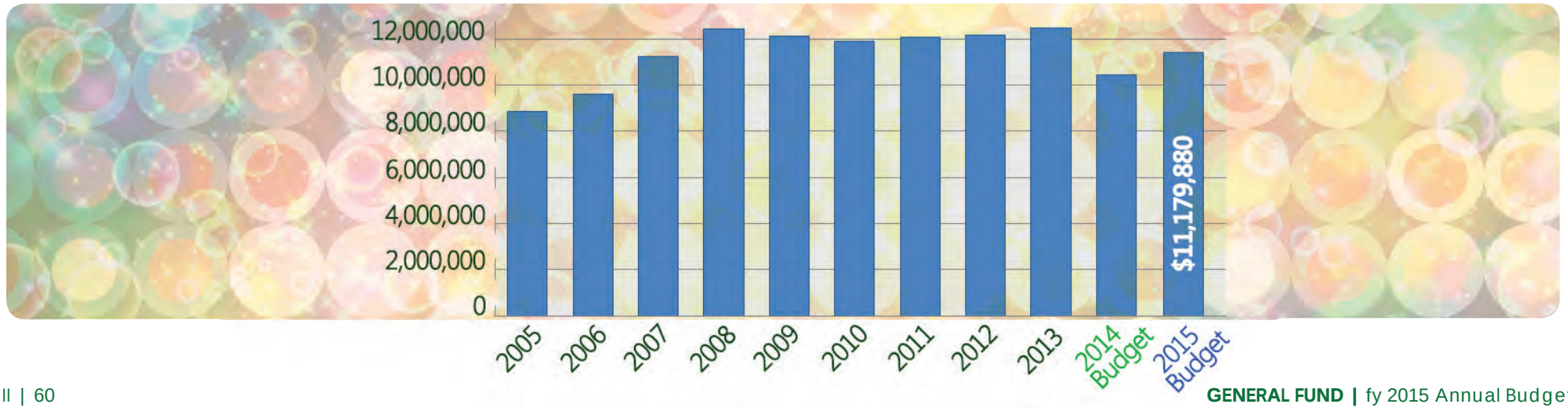
SUMMARY OF GENERAL FUND REVENUES

FY 2015 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**





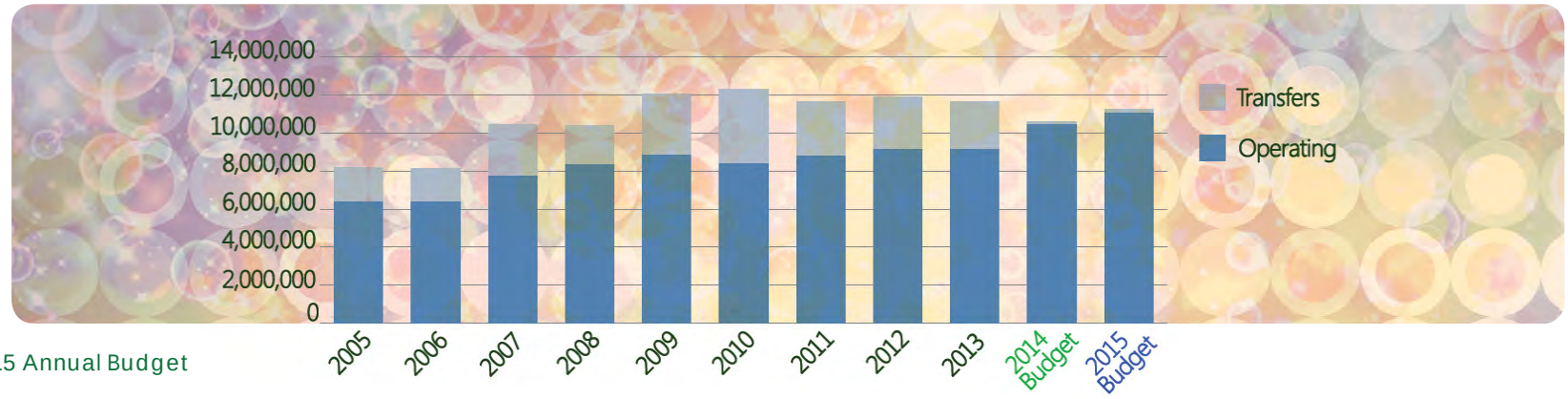
General Fund Expenditures by Department

	Actual			FY 2014 Budget		FY 2015 Adopted Budget	FY 2015 Change	
	FY 2011	FY 2012	FY 2013	Original	Current		Amount	%
Council & Chief Executive	$ 588,846	$ 622,226	$ 532,963	$ 595,470	$ 595,470	$ 560,020	$ (35,450)	-5.9%
Administrative Services	499,992	521,913	537,126	661,520	661,520	272,680	(388,840)	-58.8%
Business Services*	-	-	-	-	-	768,820	768,820	n/a
Economic Development	576,810	579,880	573,052	722,860	692,860	797,850	104,990	15.1%
Financial Services	599,647	668,430	691,744	747,030	747,030	506,990	(240,040)	-32.1%
Parks & Public Works	1,628,383	1,763,898	1,822,524	2,074,190	2,086,190	2,137,130	50,940	2.4%
Planning	519,590	570,699	553,515	655,330	655,330	779,550	124,220	18.9%
Police	3,801,608	3,882,167	3,987,611	4,445,470	4,448,020	4,657,100	209,080	4.7%
Non-Departmental	599,356	535,150	489,886	538,950	573,950	543,030	(30,920)	-5.4%
Total Operating	8,814,232	9,144,363	9,188,421	10,440,820	10,460,370	11,023,170	562,800	5.3%
Bond Payments**	1,715,540	1,601,900	1,592,110	1,589,960	-	-	-	n/a
Capital***	1,122,684	1,158,734	875,471	134,210	1,894,790	156,710	(1,738,080)	n/a
Transfers	2,838,224	2,760,634	2,467,581	1,724,170	1,894,790	156,710	(1,738,080)	n/a
Total Expenditures & Transfers	**$11,652,456**	**$ 11,904,997**	**$ 11,656,002**	**$12,164,990**	**$12,355,160**	**$ 11,179,880**	**$ (1,175,280)**	**$ -9.5%**

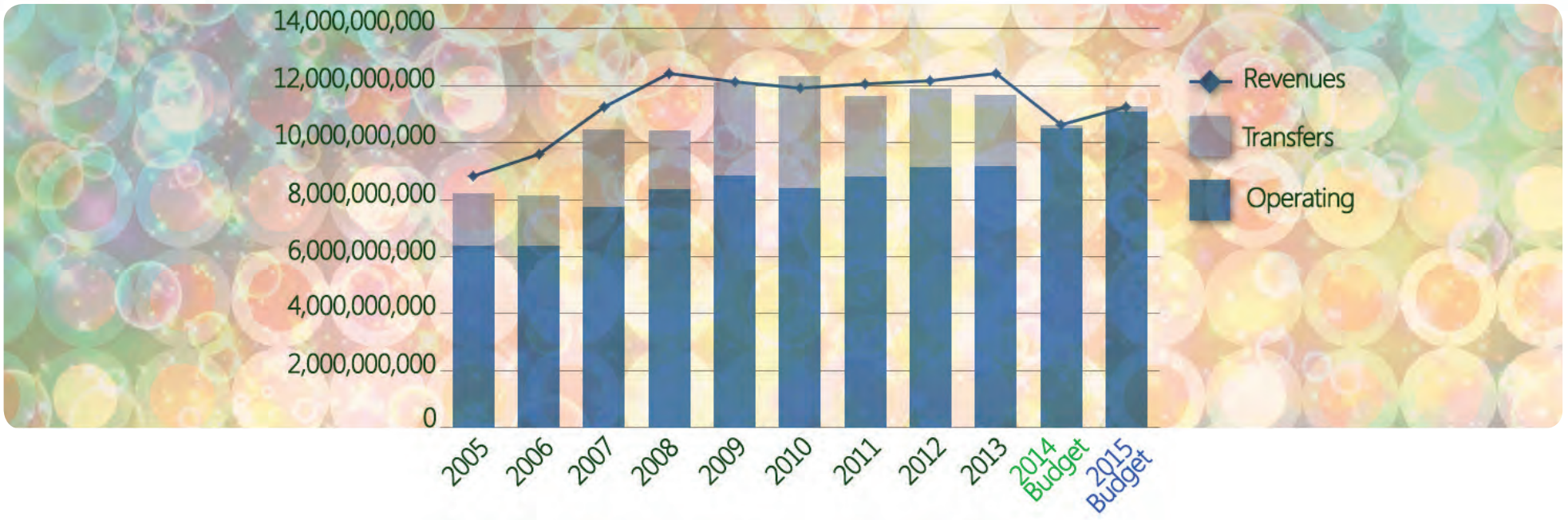
***Business Services** is a newly created department. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create this new department. No additional staff were added to create this new customer service focus department.

** **Change in accounting practice:** During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund. Based on this change in technology, fiscal year 2014 budget was amended to remove the debt service millage rate receipts and transfer to the debt service fund.

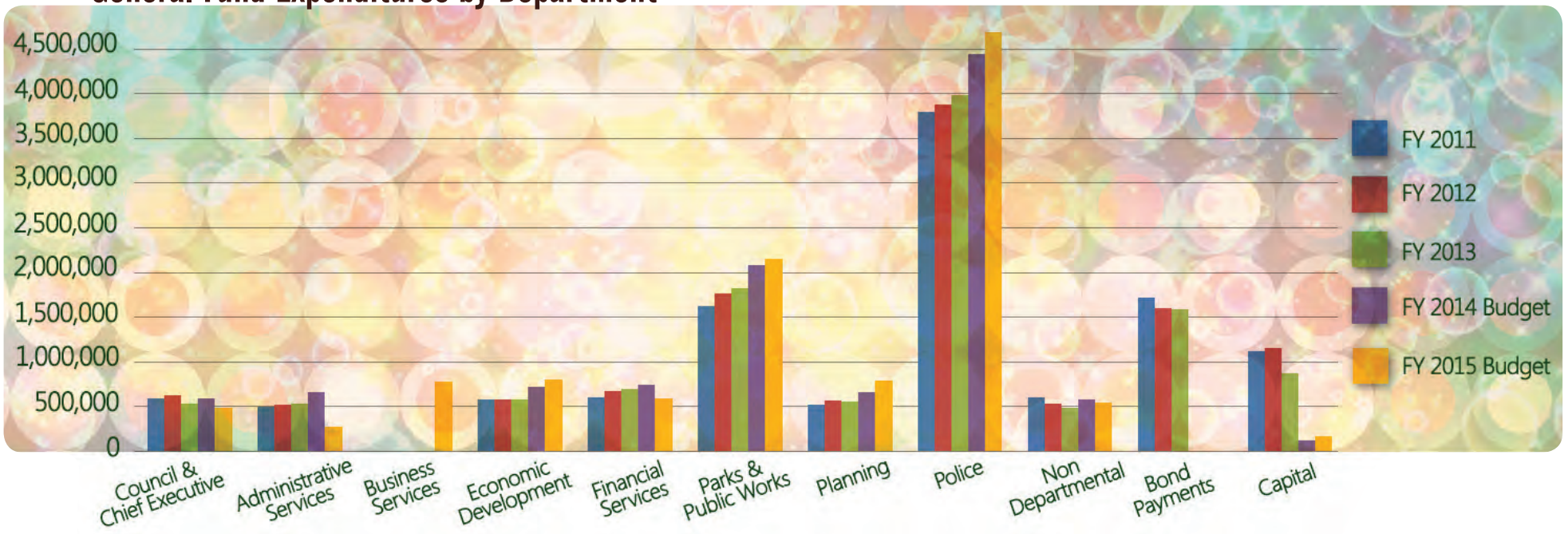
***The difference in FY 2014 Current Budget** and the FY 2015 Adopted Budget is due to fourth quarter FY 2014 capital improvement prefunding of $1,740,580. Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.



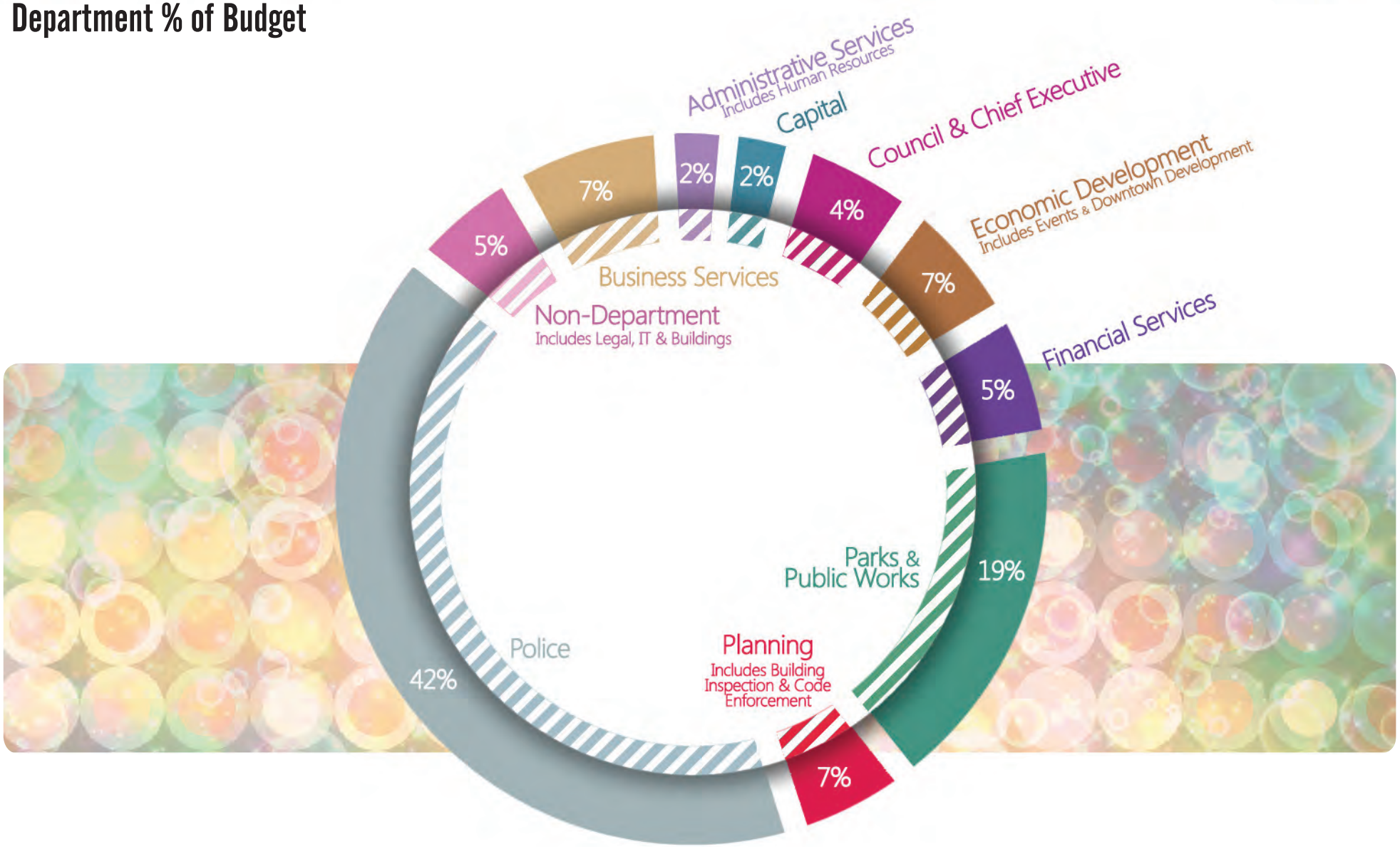
GENERAL FUND EXPENDITURES



General Fund Expenditures by Department



Department % of Budget



GENERAL FUND EXPENDITURES BY CATEGORY

General fund expenditures by category

Description	Actual FY 2011	Actual FY 2012	Actual FY 2013	FY 2014 Budget Original	FY 2014 Budget Current	FY 2015 Adopted Budget	FY 2015 Change Amount	FY 2015 Change %
Personal Services	$ 6,255,689	$ 6,339,538	$ 6,523,057	$ 7,282,110	$ 7,144,700	$ 7,639,460	$ 494,760	6.9%
Purchased Professional & Technical	419,923	396,216	428,505	547,330	529,830	710,480	180,650	34.1%
Purchased Property Services	234,479	207,804	213,190	260,400	260,050	256,240	(3,810)	-1.5%
Other Purchased Services	819,991	894,511	872,432	1,071,800	1,128,350	1,124,020	(4,330)	-.4%
Supplies	756,138	793,392	801,548	912,730	915,640	951,850	36,210	-3.9%
Capital Outlay	328,012	512,902	349,689	366,450	481,800	341,120	(140,680)	-29.2%
Other Financing Uses	2,838,224	2,760,634	2,467,581	1,724,170	1,894,790	156,710	(1,738,080)	n/a
Total	**$ 11,652,456**	**$ 11,904,997**	**$ 11,656,002**	**$ 12,164,990**	**$ 12,355,160**	**$ 11,179,880**	**$ (1,175,280)**	**-9.5%**



Revenue Definitions and Assumptions

Property Taxes
Utility Franchise Fees
Alcoholic Beverage Taxes
Business Taxes
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 33% of the total FY 2015 budgeted 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 property values increasing. Values have been increaseing due to rising property values (re-assessments) and growth due to new construction.

To determine the value due to re-assessments, fiscal year 2014 projected total collections was used as the base and then a 5% increase was applied on real property and 2.5% increase was applied to personal property.

To determine the value added due to new construction growth, calendar year 2013 building permit activity was reviewed. Based upon this review, $107,500 of assessed value was added to the current digest. In total, appoximately 9% increase in property taxes from projected current year collections has been predicted for fiscal year 2015.

Change in accounting practice: During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system appropriately receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund respectfully. Based on this change in technology, fiscal year 2014 budget was amended to remove the debt service millage rate receipts and transfer to the debt service fund. Comparisons to fiscal year 2005 - 2013 include both operating and debt service millage rates. The reduction noted in fiscal year 2014 and 2015 is due to the technology change and not a decline in property tax values.

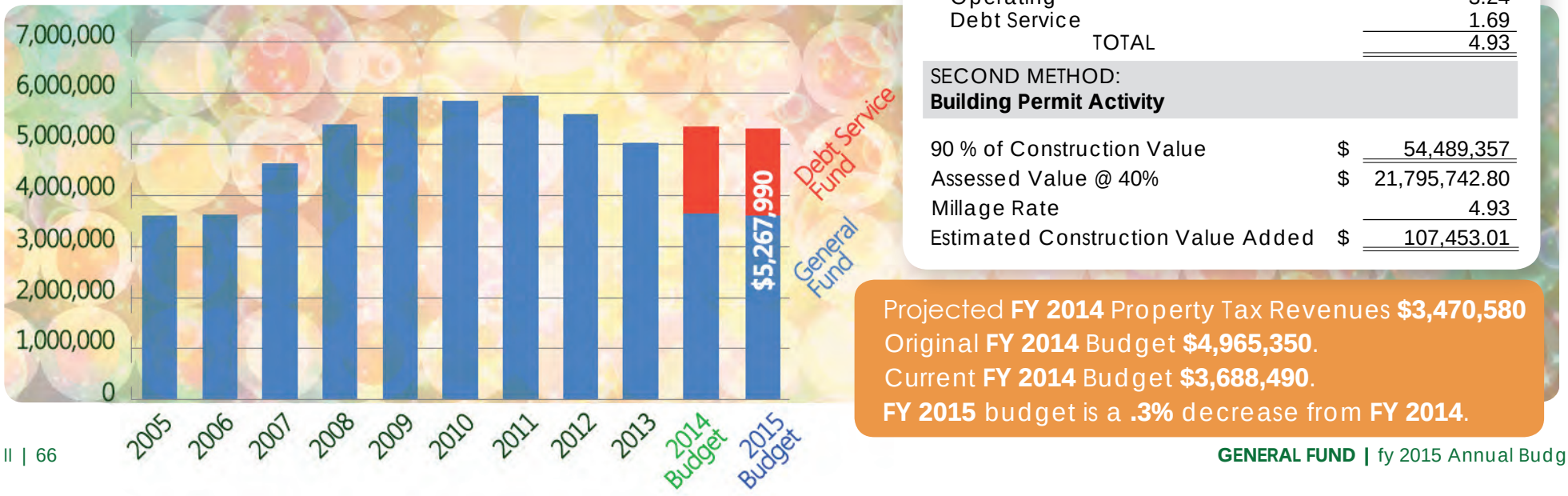
Real estate transfer tax revenues were projected using a rolling three-year average of change applied to the fiscal year 2014 collections. Motor vehicle used the lowest monthly collection value to predict a twelve month value. The new title tax, included in selective use taxes but combined with property taxes for budgeting, uses fiscal year 2014 as the base year. Motor vehicle taxes will continue to decline as new vehicle are purchased and the selective use tax is applied.

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

Projected FY 2014 Collection	$	4,340,234
Projected FY 2015:		
Real estate	$	3,963,178
Personal property		684,864
TOTAL FY 2015 PROJECTION	$	4,648,042
Increase	$	307,808
% Increase from PY collection		7%
Assumed Millage Rate		
Operating		3.24
Debt Service		1.69
TOTAL		4.93

SECOND METHOD:
Building Permit Activity

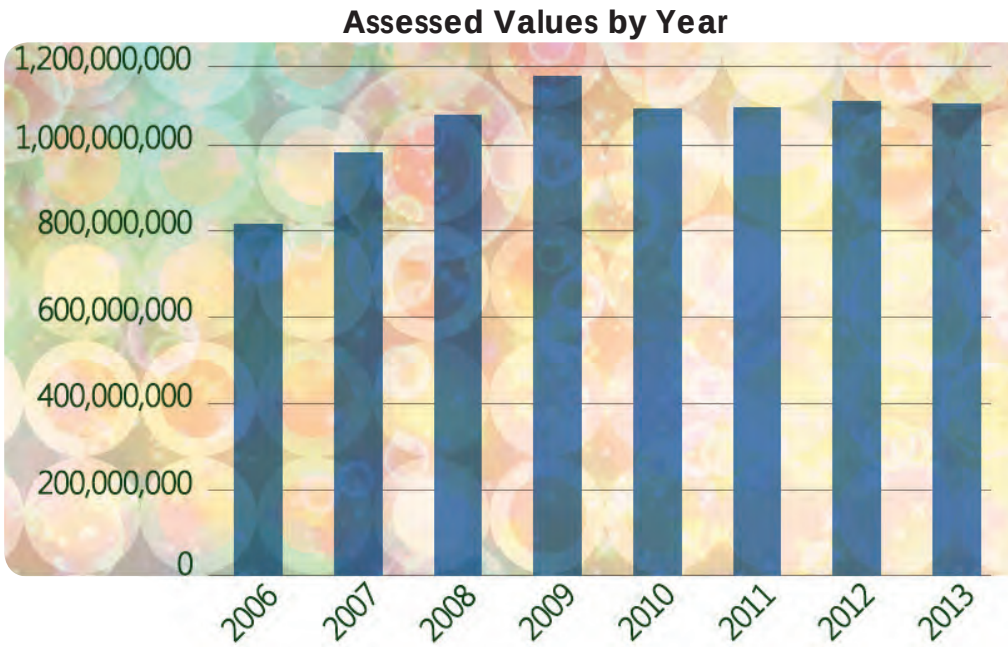
90 % of Construction Value	$	54,489,357
Assessed Value @ 40%	$	21,795,742.80
Millage Rate		4.93
Estimated Construction Value Added	$	107,453.01

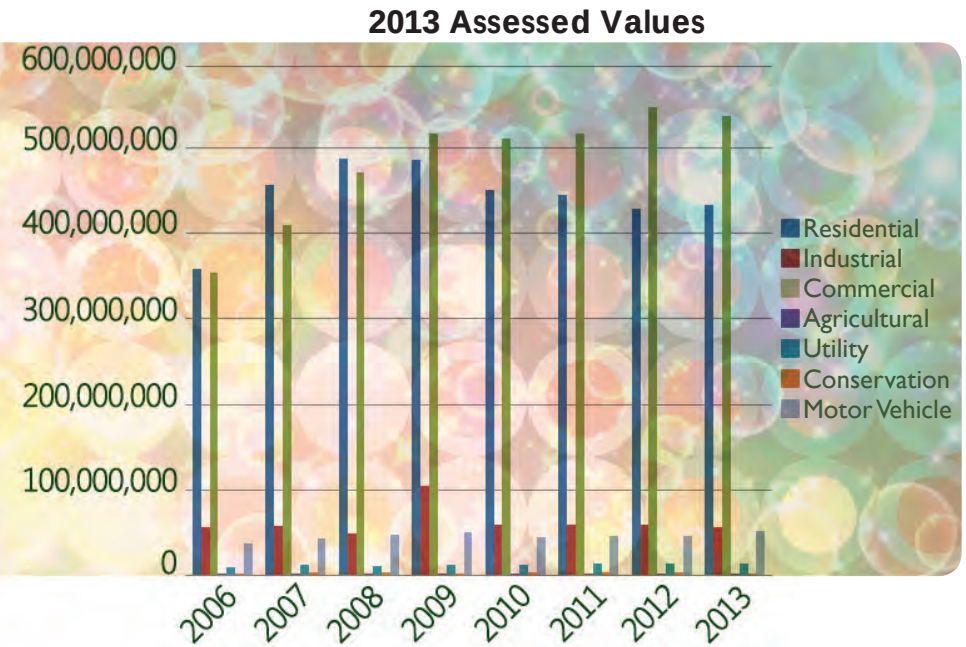


Projected **FY 2014** Property Tax Revenues **$3,470,580**
Original **FY 2014** Budget **$4,965,350**.
Current **FY 2014** Budget **$3,688,490**.
FY 2015 budget is a **.3%** decrease from **FY 2014**.

Assessed Values by Year

	2006	2007	2008	2009	2010	2011	2012	2013
Residential	$ 358,454,950	$ 457,212,920	$ 488,117,714	$ 486,439,880	$ 451,799,790	$ 445,584,730	$ 429,759,170	$ 434,045,300
Industrial	55,903,790	57,336,610	48,620,230	105,077,530	59,192,480	58,949,530	59,583,750	56,428,330
Commercial	354,041,707	410,537,343	471,717,632	516,909,258	511,108,207	517,133,040	547,739,480	537,608,150
Agricultural	797,040	1,275,320	1,587,200	1,164,800	1,355,920	1,285,920	1,034,760	881,040
Utility	9,712,340	12,059,680	11,265,240	11,989,000	12,001,880	13,491,200	13,839,840	13,839,840
Conservation	2,010,040	2,906,200	2,963,880	2,472,280	4,079,360	3,643,120	3,321,960	2,344,400
Motor Vehicle	36,890,380	43,078,050	47,370,020	50,660,550	44,682,260	46,381,880	46,640,940	51,772,470
TOTAL	**$ 817,810,247**	**$ 984,406,123**	**$ 1,071,641,916**	**$ 1,174,713,298**	**$ 1,084,219,897**	**$ 1,086,469,420**	**$ 1,101,919,900**	**$ 1,096,919,530**

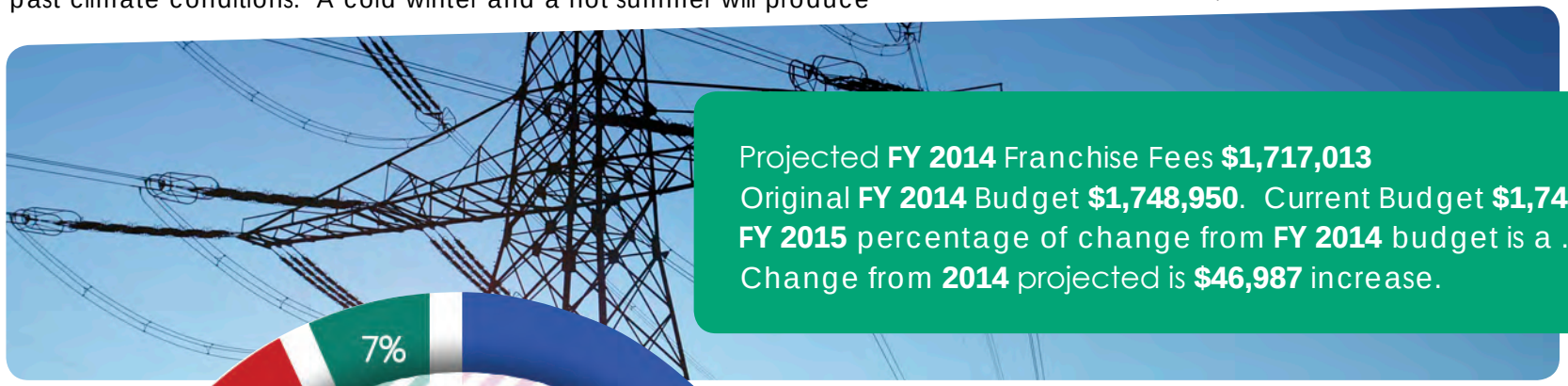




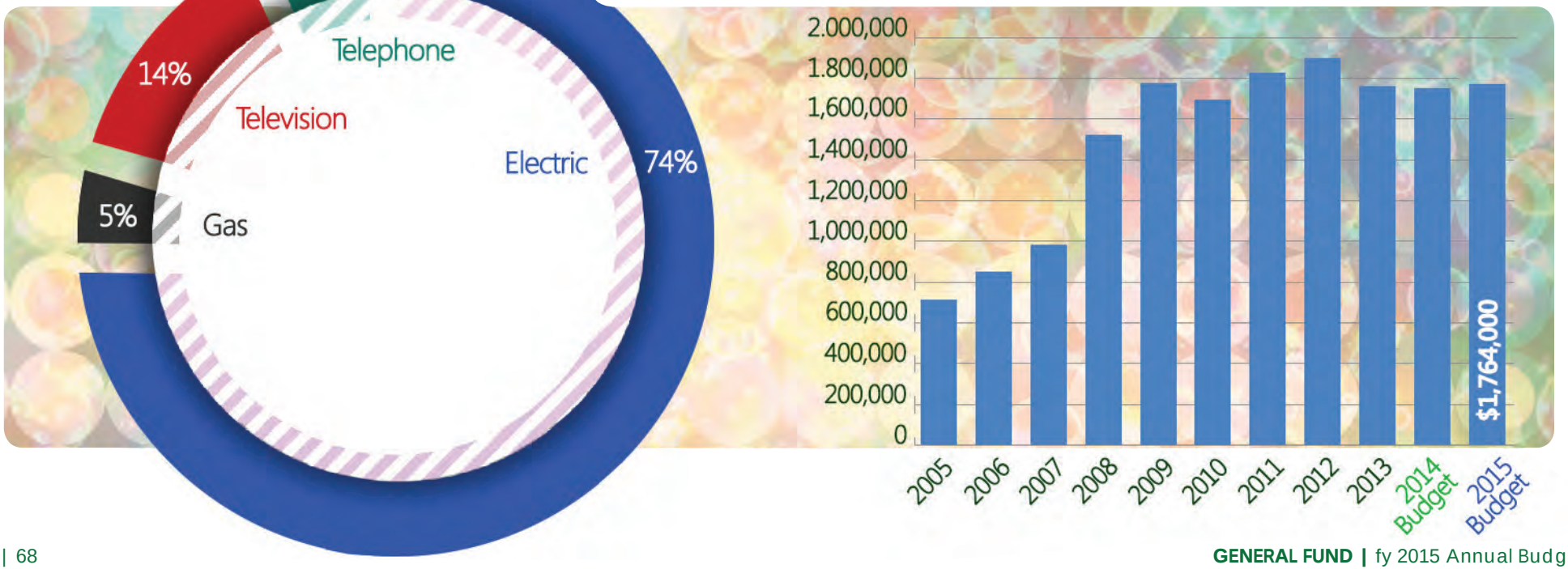
Utility franchise fees

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.



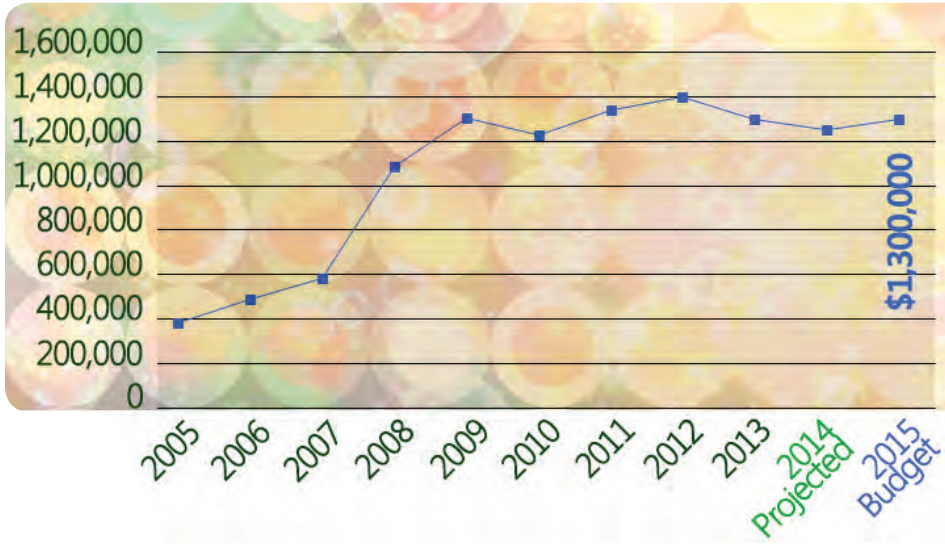
Projected **FY 2014** Franchise Fees **$1,717,013**
Original **FY 2014** Budget **$1,748,950**. Current Budget **$1,748,950**.
FY 2015 percentage of change from **FY 2014** budget is a .9**%** increase.
Change from **2014** projected is **$46,987** increase.



Franchise Fees

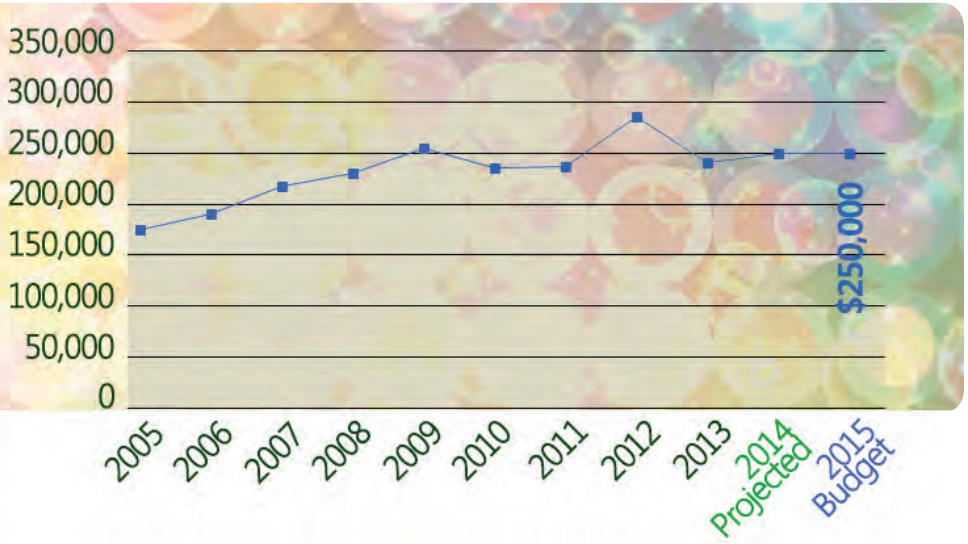
ELECTRIC

Electric franchise fees were projected using fiscal year 2014 actual (flat line).



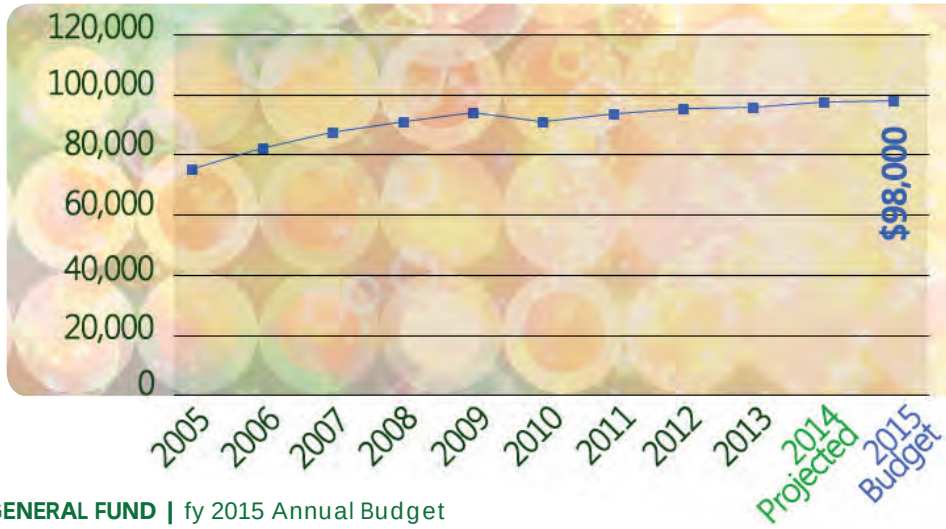
CABLE TELEVISION

Cable television franchise fees were projected based on 2014 projected collections flat lined.



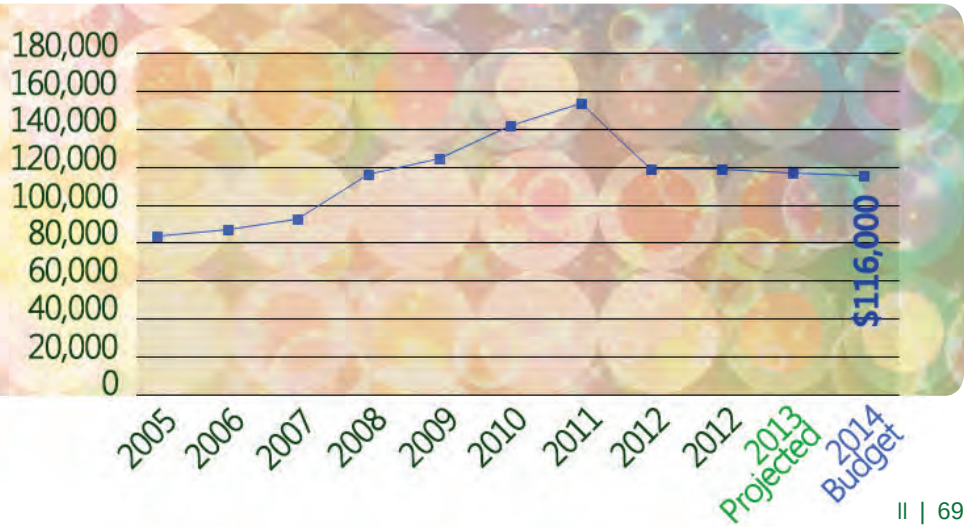
GAS

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 2014 projected collections flat lined.

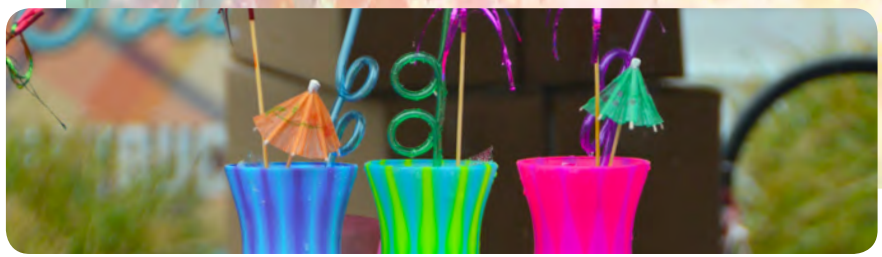


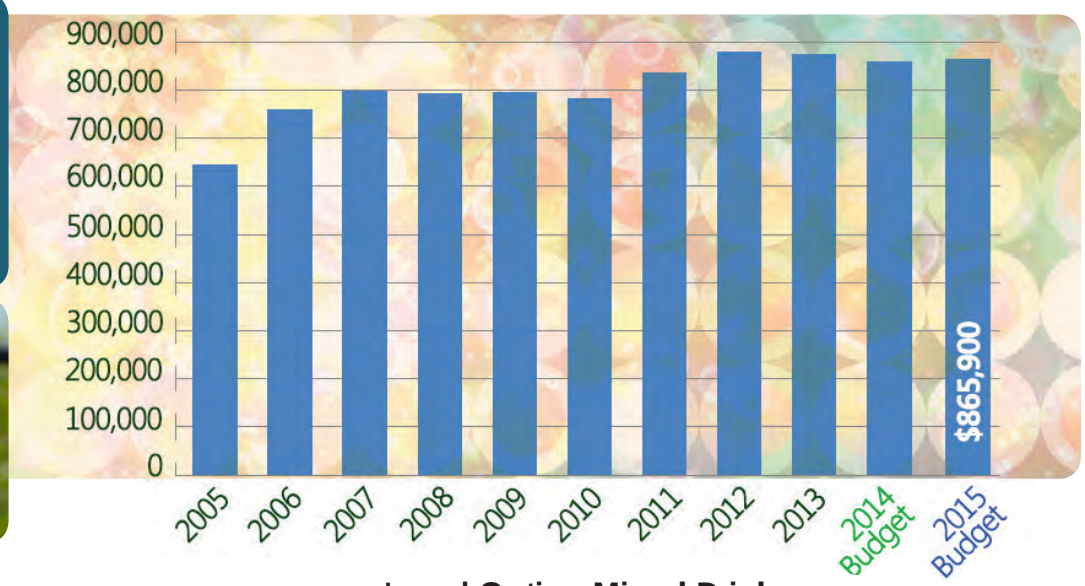
Alcoholic beverage taxes

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 8% of the total FY 2015 general fund revenues.

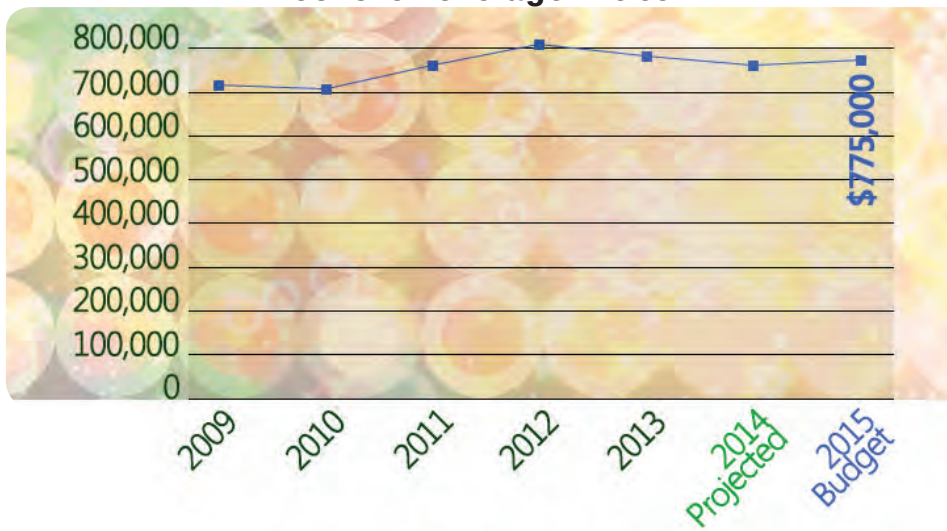
Revenue projections are based on historical trends in conjunction with current economic indicators. Current economic trends have noted a stabilization of these revenue sources. Based on current trends,these revenues were projected to increase by 1% from 2014 projected actuals.

Projected **FY 2014** Alcoholic Beverage Taxes **$852,864**
Original **FY 2014** Budget **$860,500**.
Current Budget **$860,500**.
FY 2015 percentage of change from **FY 2014** budget is a **.6%** increase.

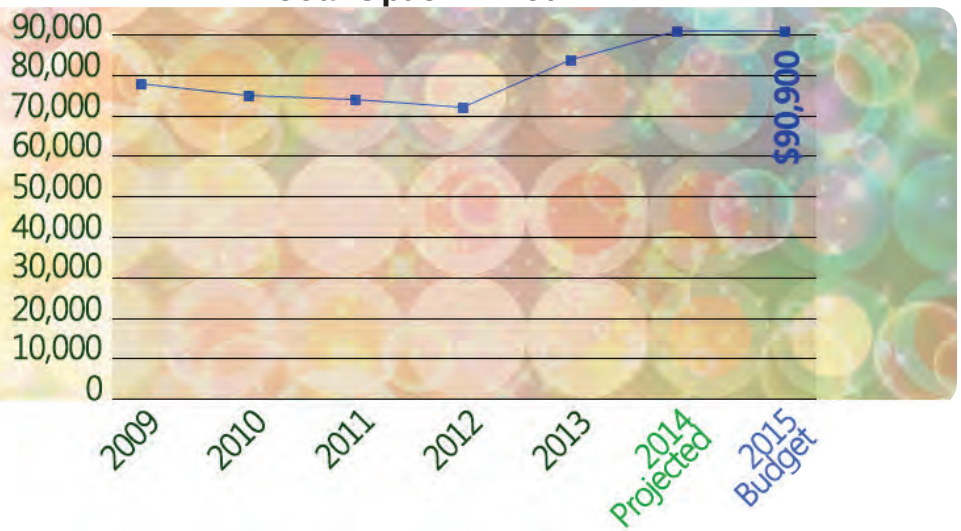




Alcoholic Beverage Excise



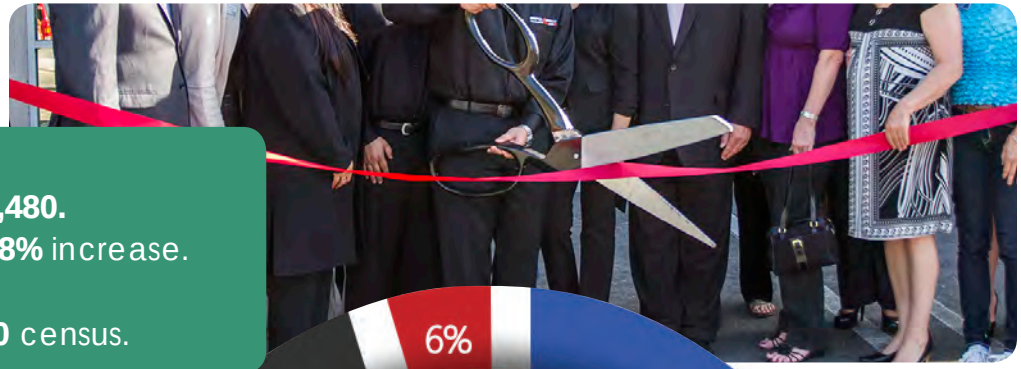
Local Option Mixed Drink



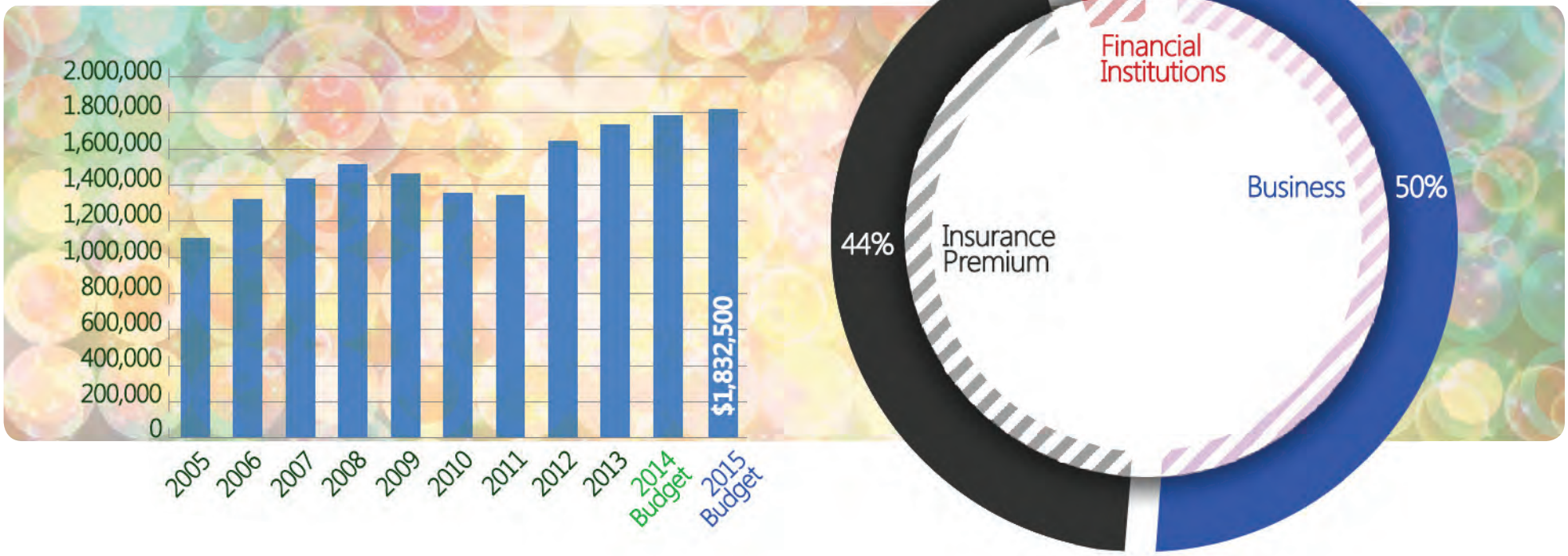
Business taxes

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 16% of the total FY 2015 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% growth based on projected FY 2014 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 grow at a modest 2.5% until the next official census.

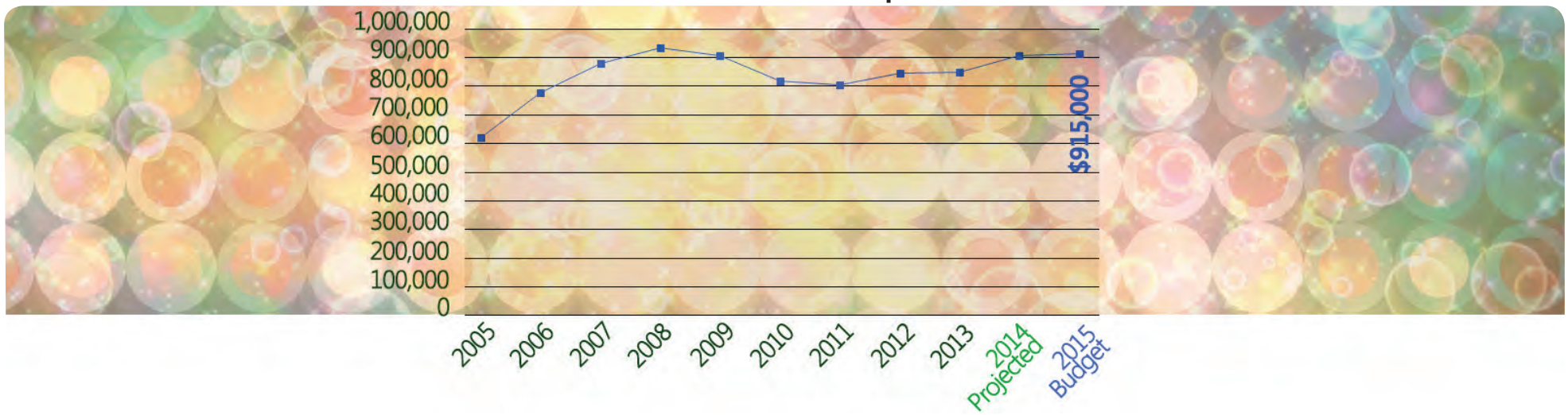


Projected **FY 2014** Business Taxes Revenue **$1,799,001**
Original **FY 2014** Budget **$1,765,480.** Current Budget **$1,782,480.**
FY 2015 percentage of change from **FY 2014** budget is a **2.8%** increase.
FY 2012 revenues include a one-time anticipated increase from the state insurance premium tax as a result of the **2010** census.

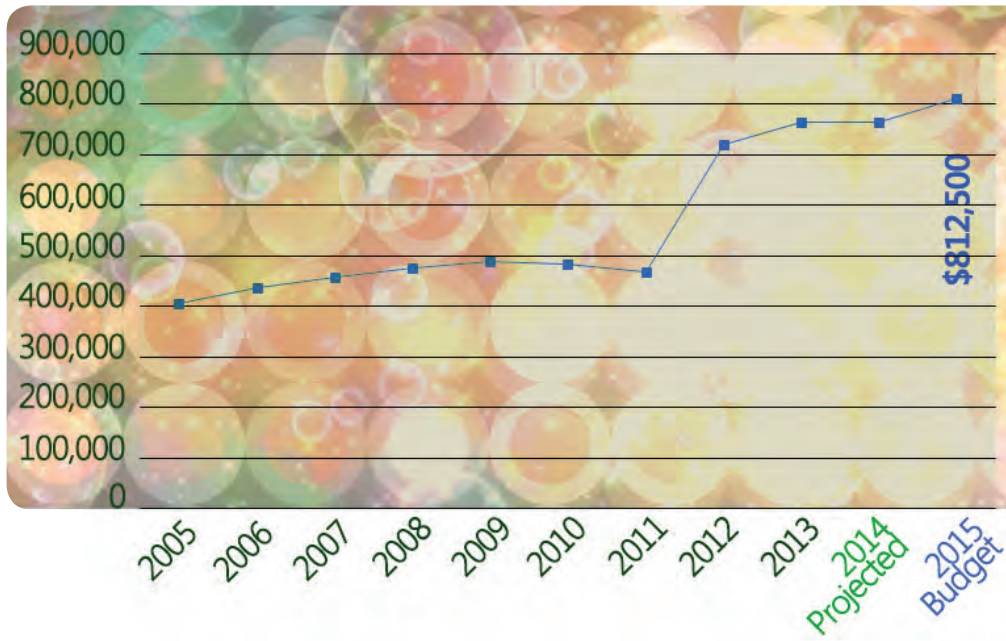


REVENUE DEFINITIONS AND ASSUMPTIONS

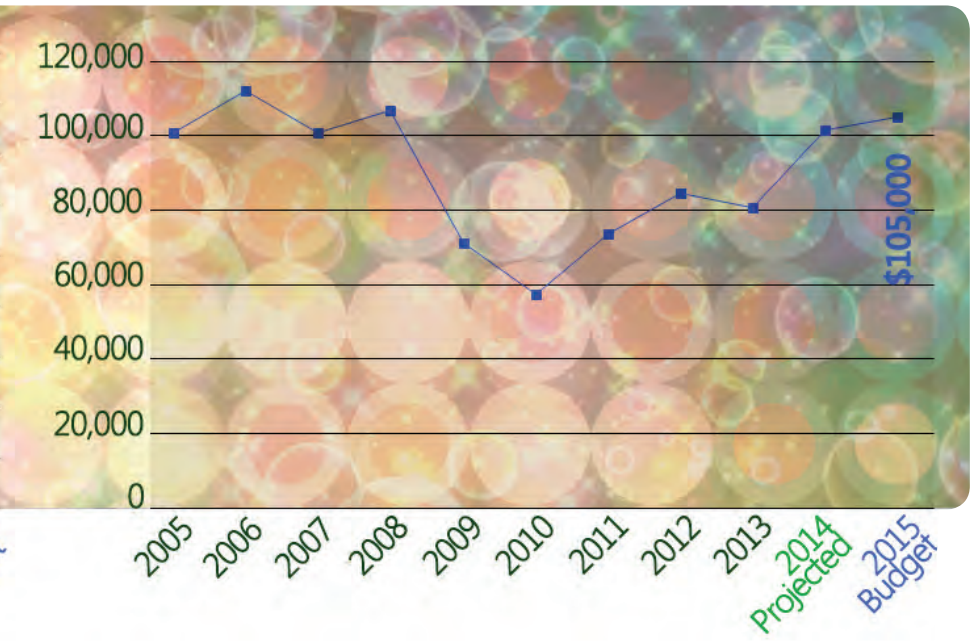
Business & Occupation



Insurance Premium



Financial Institutions

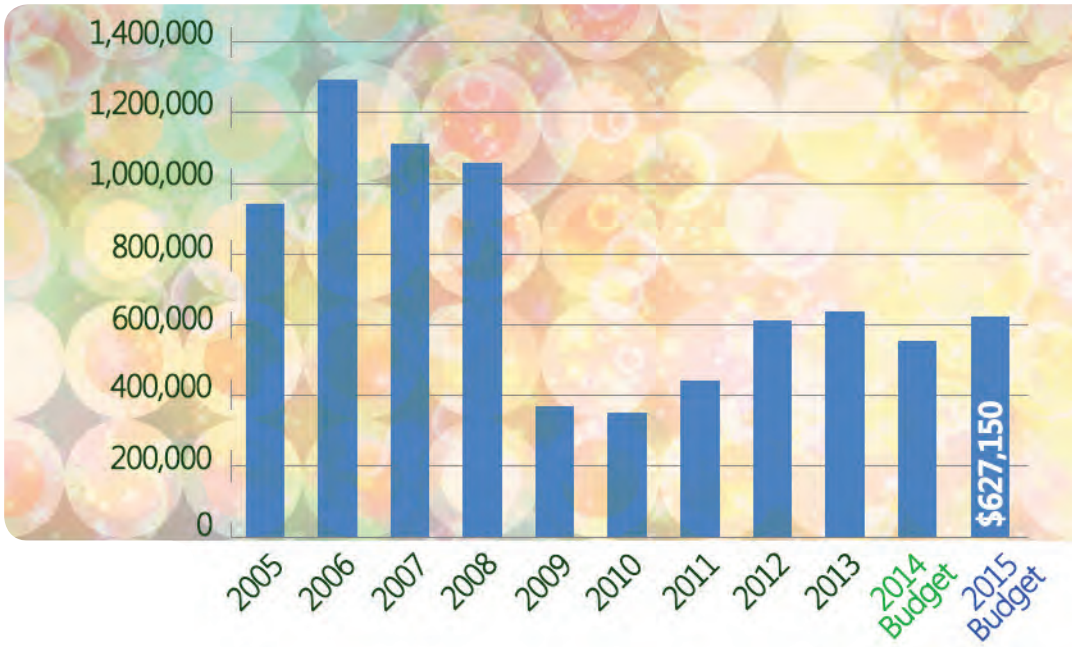


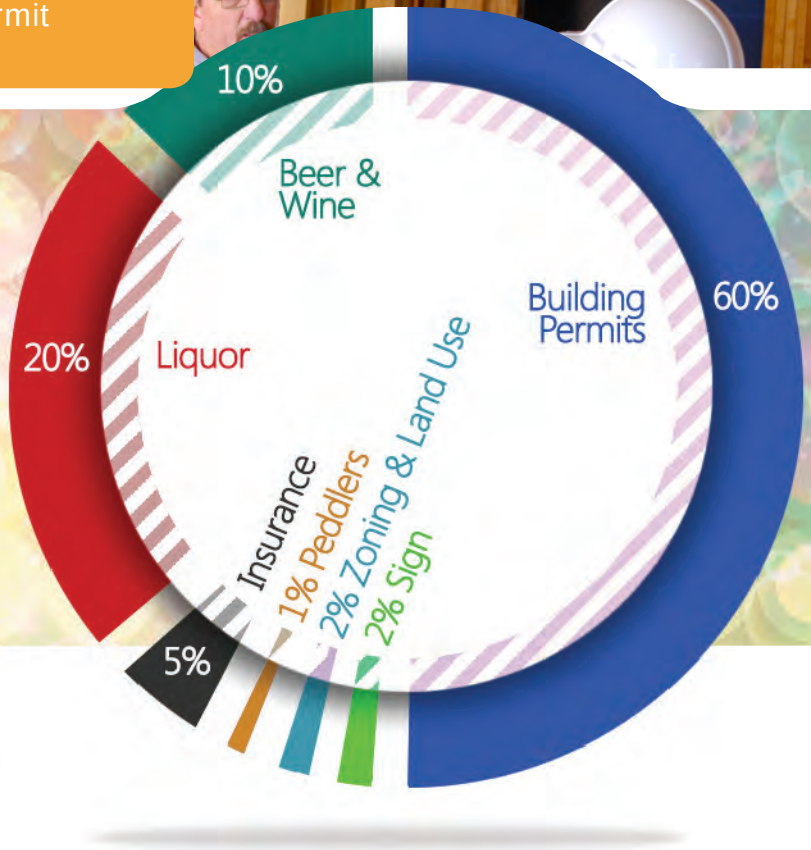
Licenses and permits

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 5% of the total FY 2015 general fund revenues.



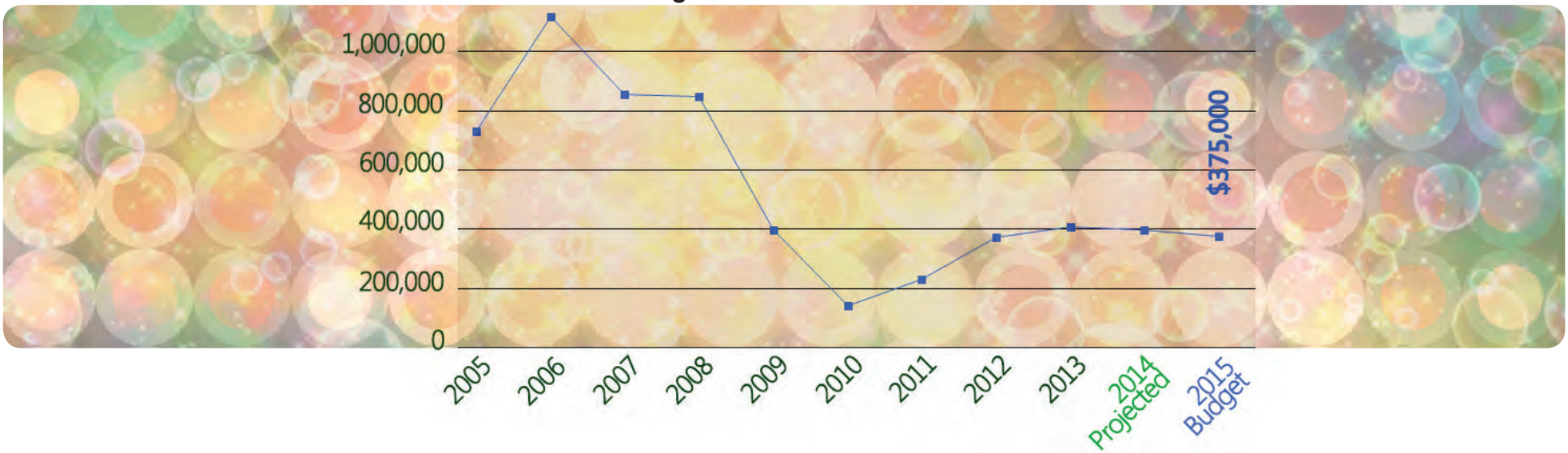
Projected **FY 2014** Licenses and Permits Revenues **$643,315.**
Original **FY 2014** Budget **$486,700.** Current **FY 2014** Budget **$556,700.**
FY 2015 percentage of change from **FY 2014** budget is a **13%** increase.
This increase is due to a proposed data center interior expansion permit expected to be pulled during FY 2015.



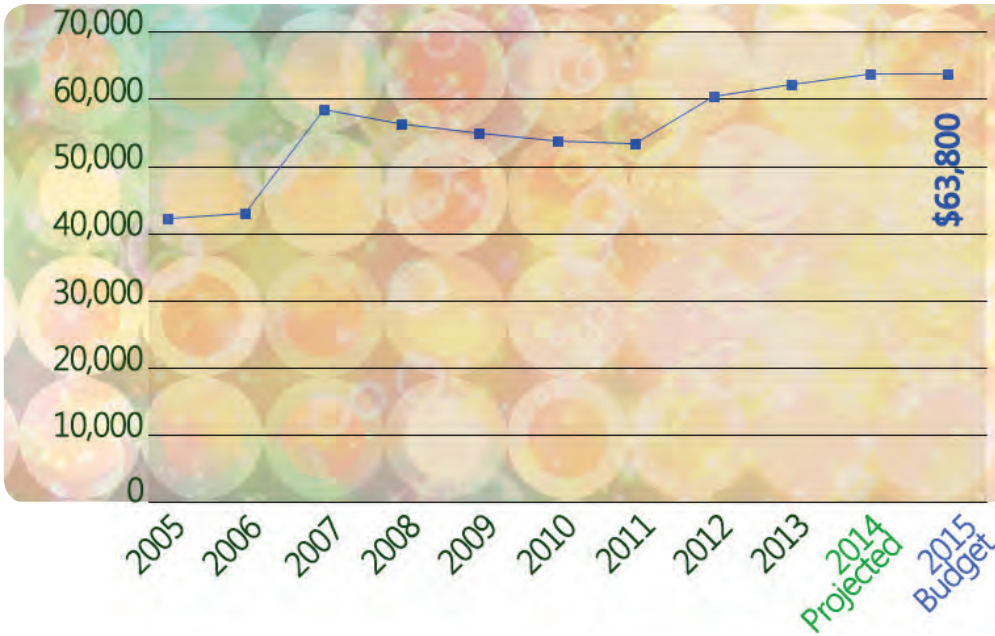


REVENUE DEFINITIONS AND ASSUMPTIONS

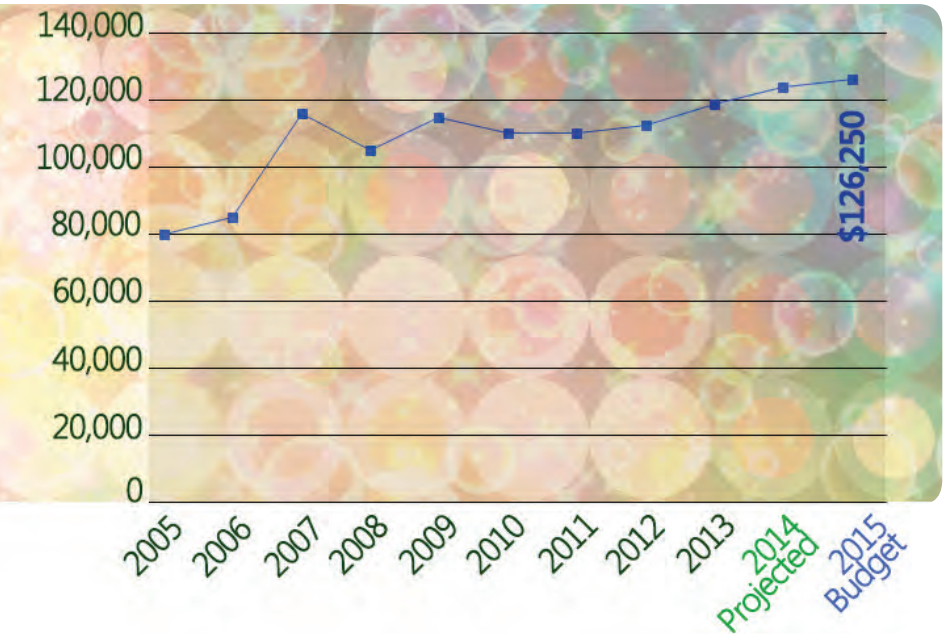
Building Permits



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 $807,190 represents .85 mills. This calculation was used to offset the fiscal year 2015 proposed millage rate.

This category represents 7% of the total FY 2015 general fund revenues.



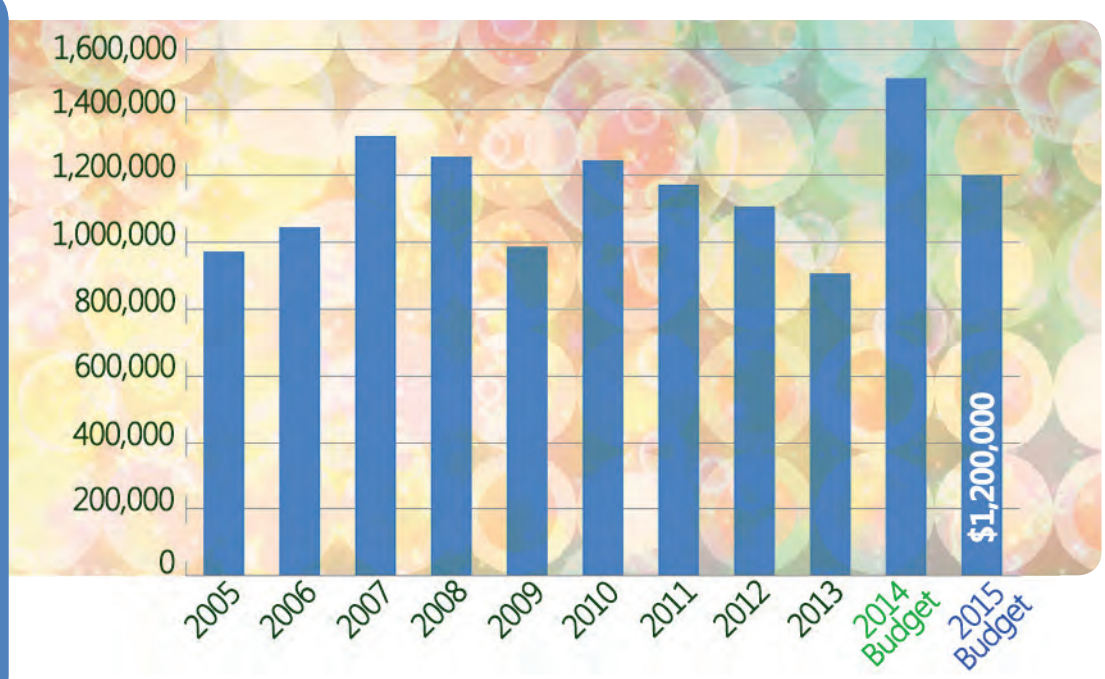
Fines and forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 11% of the total FY 2015 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 2015 projections used a rolling five year average of receipts received from fiscal year 2010 thru 2014.

In fiscal year 2007, the City added a new red light camera program. The increase in fines in fiscal year 2007 and 2008 was due to this program. In fiscal year 2009, the City stopped this program, resulting in a decrease of fine revenues. The rate structure was changed in fiscal year 2010 to include a technology fee to cover police software cost. Calendar year 2012 state sanctions were in place regarding the use of radar for traffic control resulting in a decline in revenues.

Projected **FY 2014** Fines and Forfeitures **$1,524,610**
Original **FY 2014** Budget **$1,103,030**.
Current **FY 2014** Budget **$1,524,610**.
FY 2015 percentage of change from **FY 2014** budget is a **21.3%** decrease.



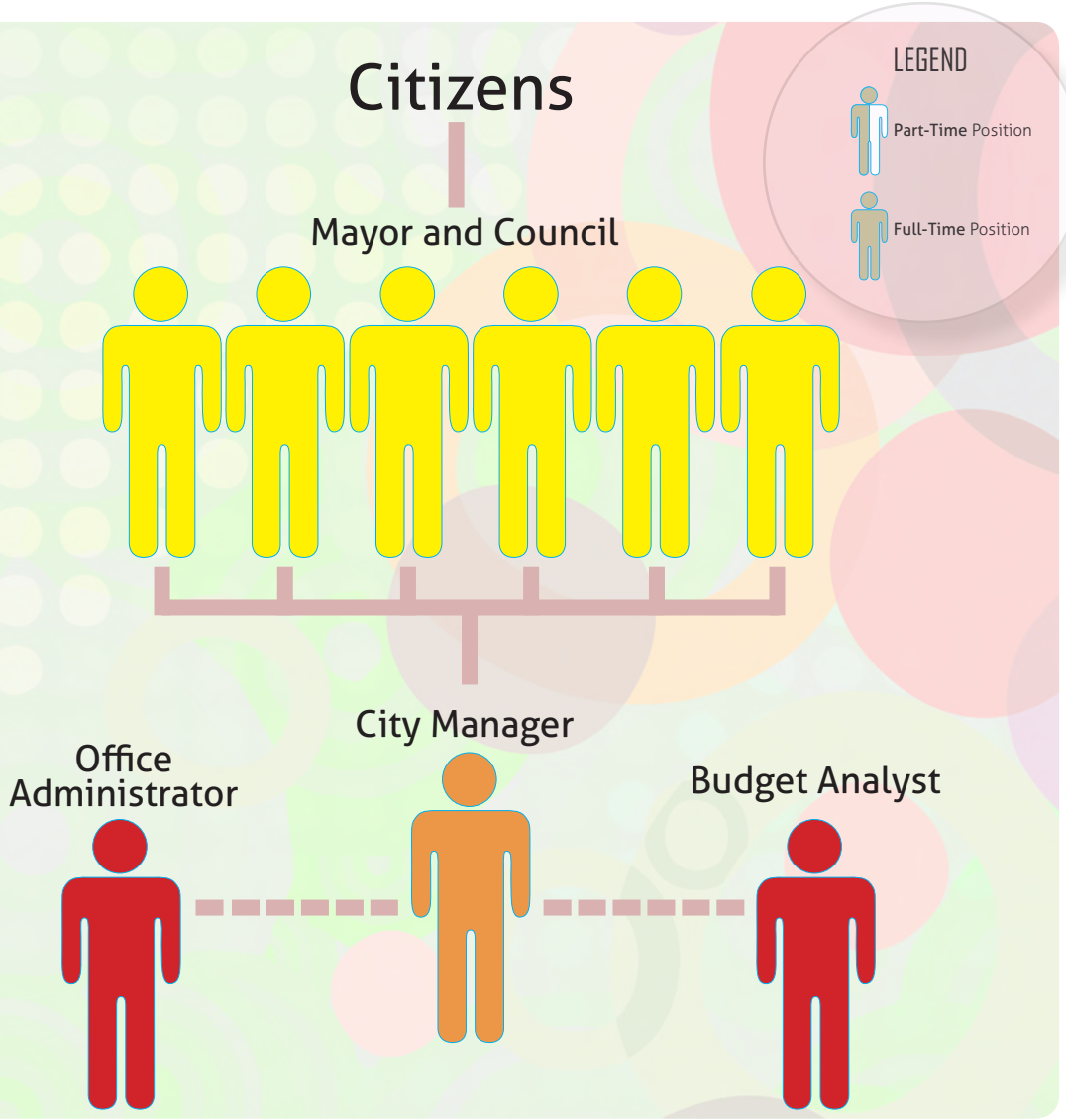
Expenditure Summary

Council and Chief Executive
Administrative Services
Business 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 2015 Budget Items	Gwinnett Municipal Association dues $30,000. Funding for 16 weeks summer intern $10,340 and $10,000 for branding of the new Suwanee logo.
Current FY 2014 Budget	$595,470
Adopted FY 2015 Budget	$560,020
Change from PY Budget	($35,450)
Reason for Change	New department created, Business Services. The Assistant to City Manager position has been upgraded to a department head position and moved to function 1590. The Budget Analyst position has been re-located to the City Manager's Office.





FY 2014 CURRENT BUDGET	**$595,470**	
Changes:		
Council Travel	1,000	Addition based on current year usage
Council Education	1,000	Addition based on current year usage
Council Machinery & Equipment	2,500	Funding for purchase of one iPad, removed FY 2015
Assistant to City Manager position upgraded to a Department Head position and moved to 1590		
Salaries	(67,090)	
Benefits	(29,940)	
Travel	(1,500)	
Education	(2,000)	
Budget Analysts moved to City Manager's Office		
Salaries	50,450	
Benefits	22,980	
Travel	500	
Education	750	
Reduction in Suwanee App	(10,100)	FY 2014 budget included funding to create App. Funding in FY 2015, $5,600.
Reduction in Branding	(4,000)	2 year of implementation, $10,000 in funding FY 2015
FY 2015 Proposed Budget	**$560,020**	

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 2015

- 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 Fest, 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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Council Meetings	12	12	12	12	12	12
Work Sessions	15	14	14	14	14	14
Ordinances Effected	12	6	7	8	7	8
Resolutions Adopted	4	10	1	4	5	5
Specially Called Meetings	7	8	8	6	5	7
Public Hearings	12	11	10	12	11	10
Executive Sessions	12	14	11	12	9	10
Council Work Retreat	2	1	2	1	1	1

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

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 66,292	$ 65,475	$ 66,851	$ 66,950	$ 66,800
Other Purchased Services	79,766	61,107	55,316	60,750	61,900
Supplies	10,262	8,181	10,785	8,250	9,000
Capital Outlay	2,094	-	-	250	3,000
TOTAL	$ 158,414	$ 134,763	$ 132,952	$ 136,200	$ 140,700



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.

GOALS

1. Implement the goals of the Mayor and Council.
   - ***STWP, Comprehensive Plan, Strategic Anchor Points, Strategic Plan Implementation, City Services, pages 316-326***
   - ***CIP, Equipment & Vehicles Projects, Facilities, and Transportation, pages 299-300 & 307-308***
2. Ensure smooth day-to-day operations of the City.
3. Maintain high quality staff and high morale.
   - ***STWP, City Services, Staffing, Strategic Anchor Points, pages 322-326***
4. Provide adequate maintenance to existing capital facilities.
   - ***STWP, Facility Maintenance, page 324***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
5. Provide staff with direction and assistance in implementation of their duties, assignments and projects.
   - ***STWP, City Services, Staffing, Strategic Anchor Points, pages 322 & 326***
6. Manage annual and capital budgets.
   - ***STWP, City Services, Staffing, pages 322-326***
   - ***CIP, Equipment & Vehicles Projects, Parks & Facilities Projects and Transportation Projects, pages 299-308***
7. Continue to work to provide quality services to citizens, residents, business operators, property owners, visitors and others within fiscal constraints.
8. Respond to Council's day-to-day needs.
   - ***STWP, City Services, Staffing, Strategic Anchor Points, pages 322-326***
9. Reinforce City's culture. Empower employees to make decisions and be creative.
   - ***STWP, Strategic Anchor Points, Strategic Plan Implementation, City Services, Staffing, pages 318-326***
10. Remain a regional leader.
    - ***STWP, Strategic Anchor Points, Awards, Board Training, City Services, Citizen Engagement, Comprehensive Plan, Downtown Suwanee Master Plan, National Citizen Survey, Public Arts Master Plan, Staffing, pages 314-326***

OBJECTIVES FOR FISCAL YEAR 2015

1. Evaluate and implement, as needed, organizational structuring to create a Business Services Department.
   - ***STWP, Business Services Department, City Services, pages 314-322***
2. Evaluate and implement, as needed, daytime court proceedings.
3. Successfully issue RFP for probation services.
   - ***STWP, Municipal Court Sessions, City Services, pages 314-322***
4. Oversee Capital Project implementation for:
   - Buford Highway Reconstruction implementation.
   - Pedestrian Bike Plan implementation.
   - Brushy Creek Greenway implementation.
   - Wayfinding Signage implementation.
   - ***CIP, Transportation Projects, Buford Highway Corridor Improvements, Pedestrian Bicycle Plan Projects, Brushy Creek Greenway, and Wayfinding Signage, pages 307-308***
5. Conduct the 2014 National Citizen Survey©.
   - ***STWP, National Citizen Survey, Citizen Engagement, and Strategic Plan Implementation, pages 314-318***
6. Develop project list and begin implementing 2014 SPLOST program.
   - ***STWP, Comprehensive Plan, Downtown Suwanee Master Plan, Park Enhancements, Road Improvement Projects, Strategic Plan Implementation, pages 314-318***
   - ***CIP, Transportation Projects, Stormwater Projects, Park Enhancement Projects, pages 303-308***
7. Other projects identified by the Mayor and Council.
   - ***STWP, Comprehensive Plan, Strategic Plan Implementation, City Services, pages 316-322***
   - ***CIP, Equipment & Vehicles, Parks & Facilities, and Transportation Projescts, pages 299-308***

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

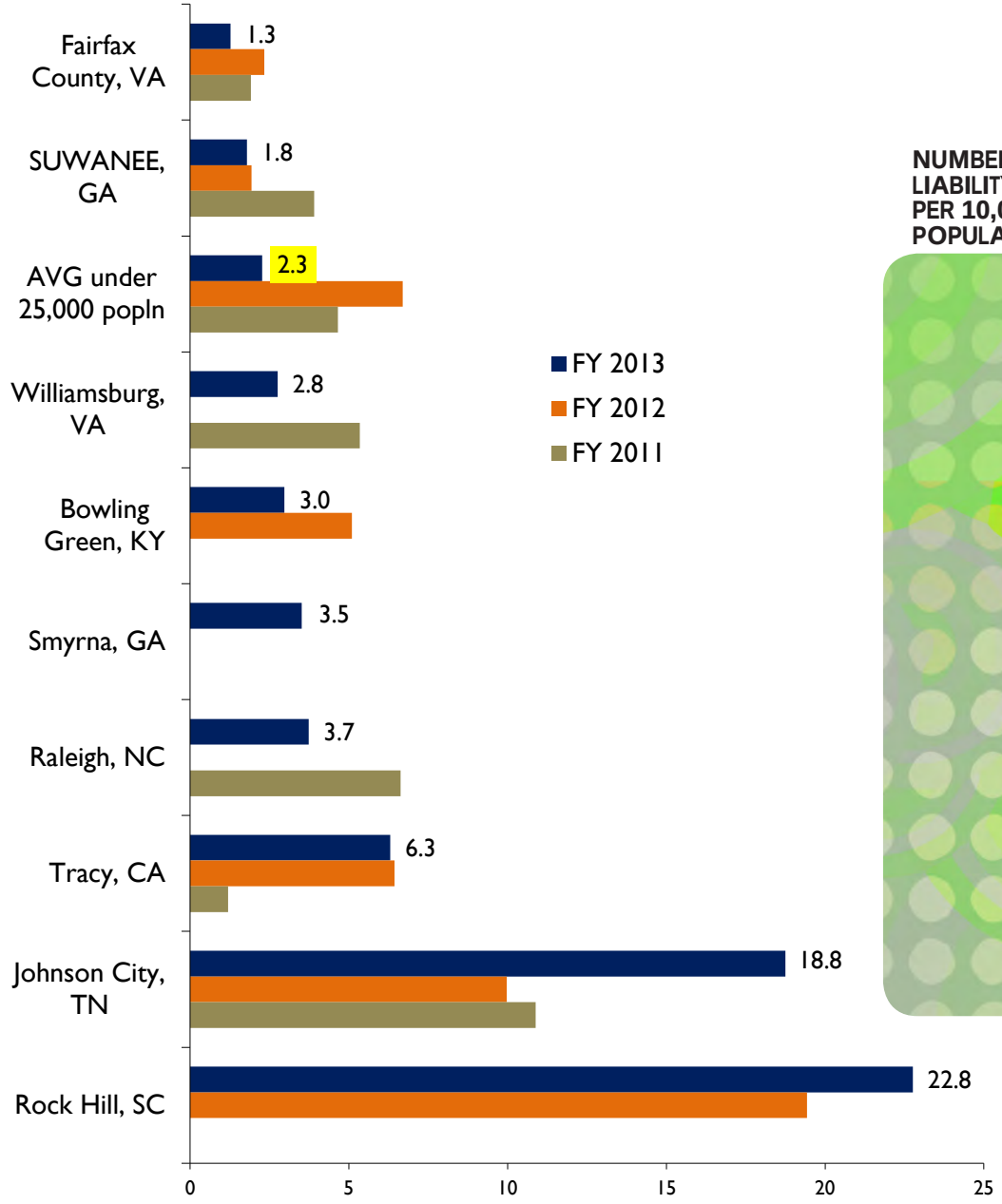
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Council Agenda Packages	24	24	24	24	24	24
Council Meetings	12	12	12	12	12	12
Council Work Sessions	15	14	14	14	14	14
Department Head Meetings	22	12	12	12	12	12
Staff Meetings	22	12	12	12	12	12
Q2 Leadership Tasks and Functions Meetings	5	9	10	10	0	4
Staff Work Retreat	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of requests for information responded to within 72 hours	100%	100%	100%	100%	100%	100%

	MISSION:	**Carry out City Council's Policy Decisions**		
	INPUTS	• City Manager • City Council • Staff	• Mayor • City Council goals and vision statement • Facilities	• Funding
	ACTIVITIES	• Acting liaison between Council and Staff • Council workshops • Council meetings • Management of Staff	• Department Head meetings • Staff meetings • Compliance with local, state, and federal regulations	
	OUTPUTS	• Number of Department Head Meetings • Number of Staff Meetings	• Number of Council Agenda packages • Citizen survey	
OUTCOMES	**INITIAL**	Day to day operations of the City managed successfully City programs and systems operating efficiently		
	INTERMEDIATE	Citizens aware of Council's Goals and Vision Capital projects are well-managed and fiscally sound		
	LONG-TERM	Enable City management team to be successful and accomplish goals set by Council Citizens participate in Council meetings		

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	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 - 2013 Data Report Summary



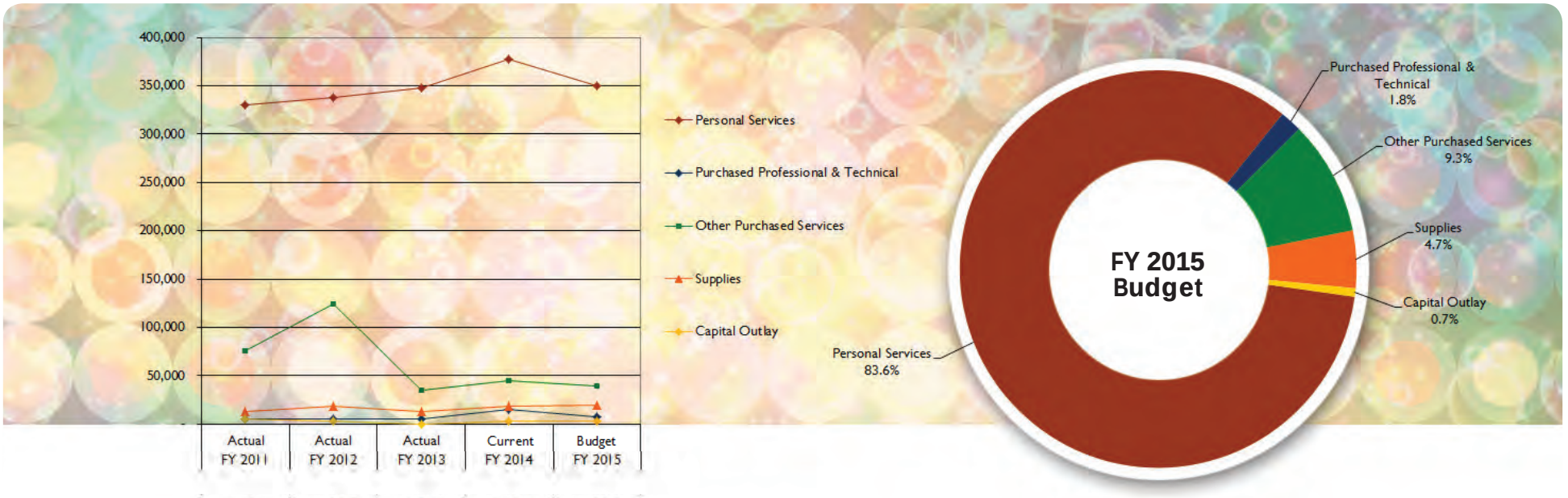
NUMBER OF GENERAL LIABILITY CLAIMS PER 10,000 POPULATION SERVED

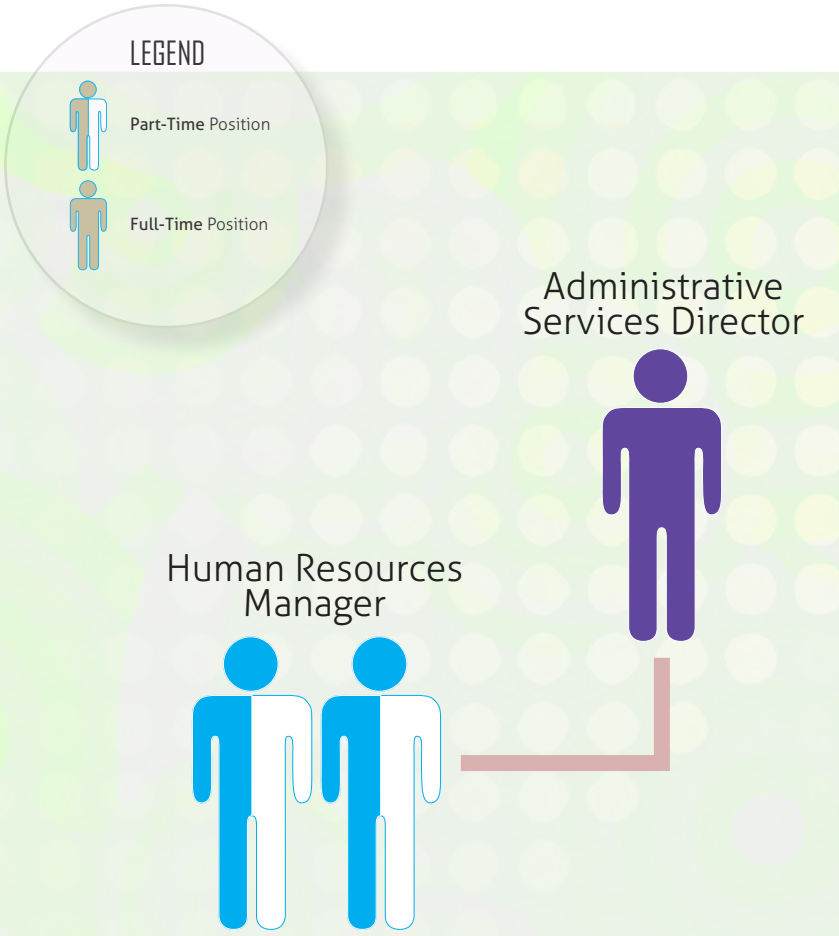
1320 CHIEF EXECUTIVE

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager (1)	23	1	1	1	1	0
Budget Analyst (1)	18	0	0	0	0	1
Office Administrator	12	1	1	1	1	1
TOTAL		3	3	3	3	3

(1) In fiscal year 2015, a new department, Business Services was created. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create the new department. No additional staff were added to create the new department.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 330,416	$ 337,428	$ 347,304	$ 378,150	$ 350,350
Purchased Professional & Technical	5,400	5,400	5,600	15,100	7,500
Other Purchased Services	76,135	123,645	34,643	45,300	39,050
Supplies	13,018	17,888	12,464	17,900	19,600
Capital Outlay	5,463	3,102	-	2,820	2,820
TOTAL	$ 430,432	$ 487,463	$ 400,011	$ 459,270	$ 419,320





Administrative Services

Functions	Includes the operations of Adminstrative Services
Positions	1 full-time, and 2 part-time
Role	This department is responsible for City Clerk and Human Resources operations.
Notable FY 2015 Budget Items	$34,000 funding for Actuarial and Pension Attorney services used for the retirement plans and Municode expenditures which include publication of the Code of Ordinances. $21,000 for drug screens, background checks, language line, and employee service awards.
Current FY 2014 Budget	$661,520
Adopted FY 2015 Budget	$272,680
Change from PY Budget	($388,840)
Reason for Change	The majority of the change, $381,770, is due to the municipal court function moving from Administrative Services to the new Business Services Department.



FY 2014 CURRENT BUDGET	**$661,520**	
Changes:		
Part-time Administrative Secretary moved to Municipal Court		Position budgeted in Administrative Services but filled in Municipal Court
Salaries & benefits	(14,024)	
Salary and benefit change due to 4% raises	4,914	
Group Health Insurance 10.5% increase	260	
Workers Compensation increase 15%	180	
Reduction in communication request	(500)	Department request, BS&A software electronic notification will reduce postage costs.
Reduction in printing request	(1,000)	Department request, reduced due to electronic means of providing documents.
Education	2,600	Increased to cover on-site training for staff city wide. $5,000 total request.
Food	500	Increased from $2,500 to $3,000 to cover quarterly employee lunch & learn sessions and on-site training.
Municipal Court function	(381,770)	Municipal Court function moved to the new Business Services Function
FY 2015 Proposed Budget	**$272,680**	

STATEMENT OF SERVICE

General Administration consists of the Human Resources division as well as the City Clerk. These core values are fundamental to success: support; integrity; professionalism; employee advocacy; staff development; and service delivery.

- 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. The office of the City Clerk is firmly committed to excellence in public service by providing Elected Officials, the public and City departments accessible records and archives.

GOALS - General Administration

1. Continue to maintain a high level of customer service to the citizens of Suwanee and co-workers.
   - ***STWP, City Services, Strategic Anchor Points, pages 322-326***
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 City Clerk in coordination with Ethics Commission to comply with Council Reporting.
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; New Hire E-Verify, DOAA Reporting.
6. Monitor the City's Safety Committee and advise City Manager of progress, challenges and initiatives.
7. 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); currently working on Masters Certification.
   - ***STWP, Learning Opportunities, page 324***
8. Monitor Title II ADA Compliance.
9. Monitor Title VI Compliance.
10. Semi-Annual update of Code of Ordinances.
11. Department Retreat.
    - ***STWP, Staffing, page 326***

OBJECTIVES FOR FISCAL YEAR 2015 - 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 stay well informed on employment law changes and Healthcare Reform.
2. Continue to provide recruitment, selection, hiring and retention assistance to City departments.
   - ***STWP, Staffing, page 326***
3. Continue to work with PD in CALEA National certification compliance in the areas of Human Resources to include recruiting, promotional process, policies, etc.
   - ***STWP, Police CALEA, page 320***
4. Continue to collect data and participate in the ICMA Performance Measures initiative.
5. Redefine recruiting strategy to decrease time to fill.
6. Work with Benefits Broker to maintain and review employee benefit package.
7. RFP for drug free workplace screening.
8. Work with Wellness Team and broker (Ascension) to encourage employees to participate in the Wellness program to create a culture of personal wellness and maximize professional productivity citywide.
9. Begin utilizing BS&A application tracking for recruiting.
10. Use BS&A software as HRIS system. Continue to monitor employee benefits, etc.
11. 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.
    - ***STWP, Staffing, page 326***
12. Develop PowerPoint orientation for 6 months post hire.
13. 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)
    - Employemnt Law Training for Supervisors
14. Track prior purchase years by enrollment date for GMEBS.
15. Continue training through GLGPA – at least one conference per year.
16. Continue to scan/purge records and files in accordance with retention schedule.
17. Annual Review of the Employee Handbook.
    - ***STWP, Staffing, page 326***

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Applications/resumes processed	375	717	572	500	504	500
Positions filled	15	13	11	10	14	10
Employee separations	8	10	6	8	6	8
Employee drug tests conducted	40	45	47	50	46	50
Employee training workshops conducted (hrs)	32	24	23	25	32	5*
Supervisory training conducted (hrs)	13.5	24	24	25	6*	10

**Reduction in H.R. training hours due to the addition of Q2 meetings.*

PRODUCTIVITY MEASURES - Human Resources	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	51/66/94	90/45/90	90/95/90	90/45/90	195/71/113	90/45/90
Turnover rate (excluding seasonal) /sworn	9%/0.3%	7%/17%	10%/0%	6%/15%	5%/1%	6%/15%
Employee relations issues resolved	100%	100%	100%	100%	100%	100%

	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 2015 - 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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Council Workshops attended	12	12	12	12	12	12
Council meetings attended/Called Meetings	12/6	12/7	12/8	12/8	12/4	12/2
Action Minutes prepared within 3 days	18	19	20	20	16	14
Council Minutes recorded & transcribed w/in two weeks	18	19	24	24	16	14
Open Records Requests processed	14	36	70	20	56	40
Ethics Complaints Received	0	0	4	0	0	0
Provide information regarding elections to candidates*	0	5	0	3	3	0

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

PRODUCTIVITY MEASURES - City Clerk	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	75%	100%	100%	100%	100%
Percent of action minutes of Council meetings transcribed & distributed within three days	100%	100%	100%	100%	100%	100%
Percent of Minutes of Council meetings recorded & transcribed within two weeks	100%	95%	100%	100%	100%	100%
Percent of requests for information responded to within three days of receipt	100%	100%	100%	100%	100%	100%
Percent of Ethics Complaints resolved	100%	n/a	100%	100%	100%	100%

	MISSION:	**City Clerk: Record and transcribe Council Minutes within 2 weeks; Conduct Municipal Elections.**			
	INPUTS	• City Clerk • City Council	• Mayor • Facilities	• Secretary of State • GA Government Transparency and Campaign Finance Commission	
	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 - 2013 Data Report Summary

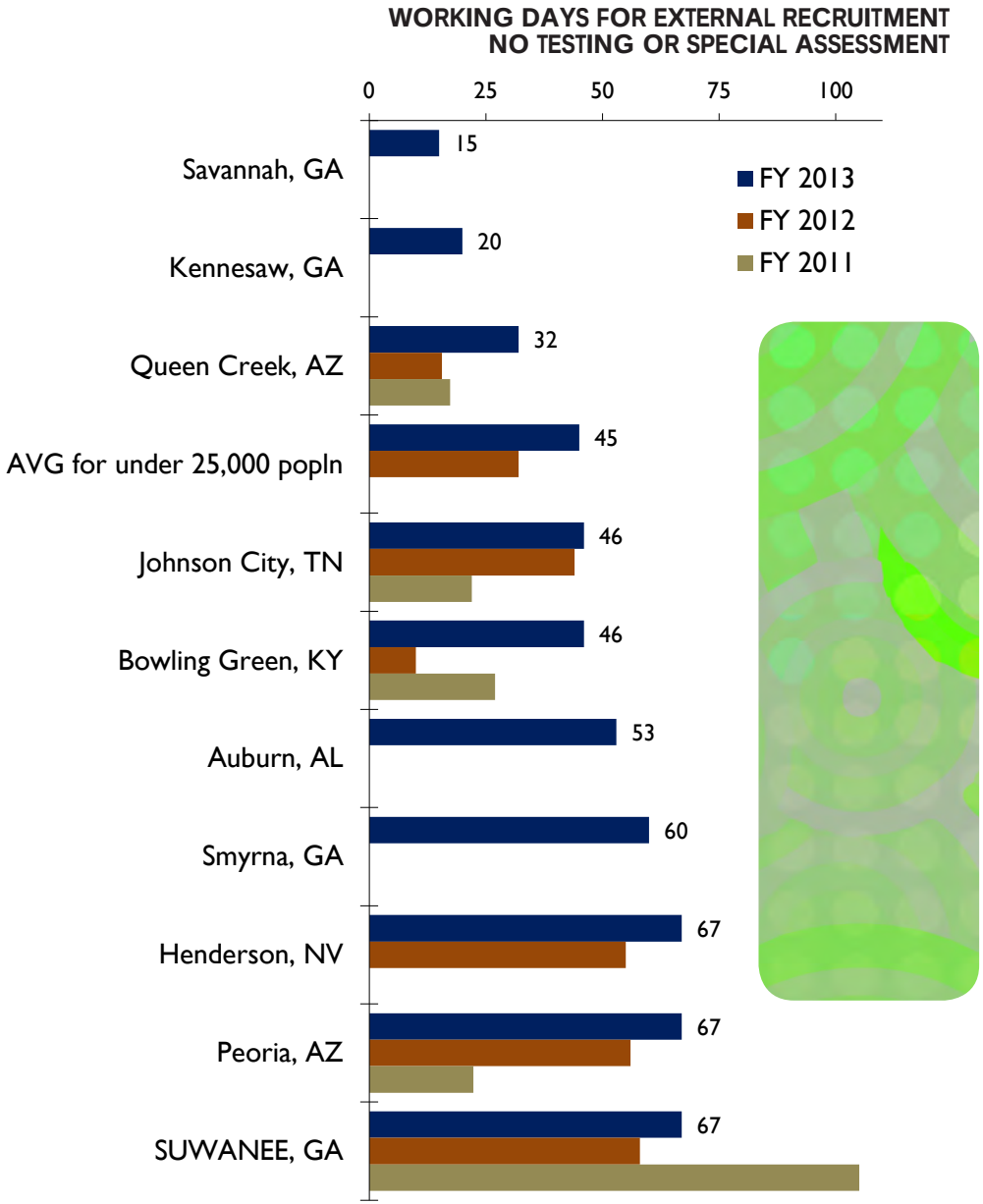
Some of the factors that influence the comparability of Human Resources data are:
- Recruitment Process – Some jurisdictions decentralize the recruitment process, with larger departments conducting their own hiring.
- Staffing – Jurisdictions that contract for more services or have broader job classifications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

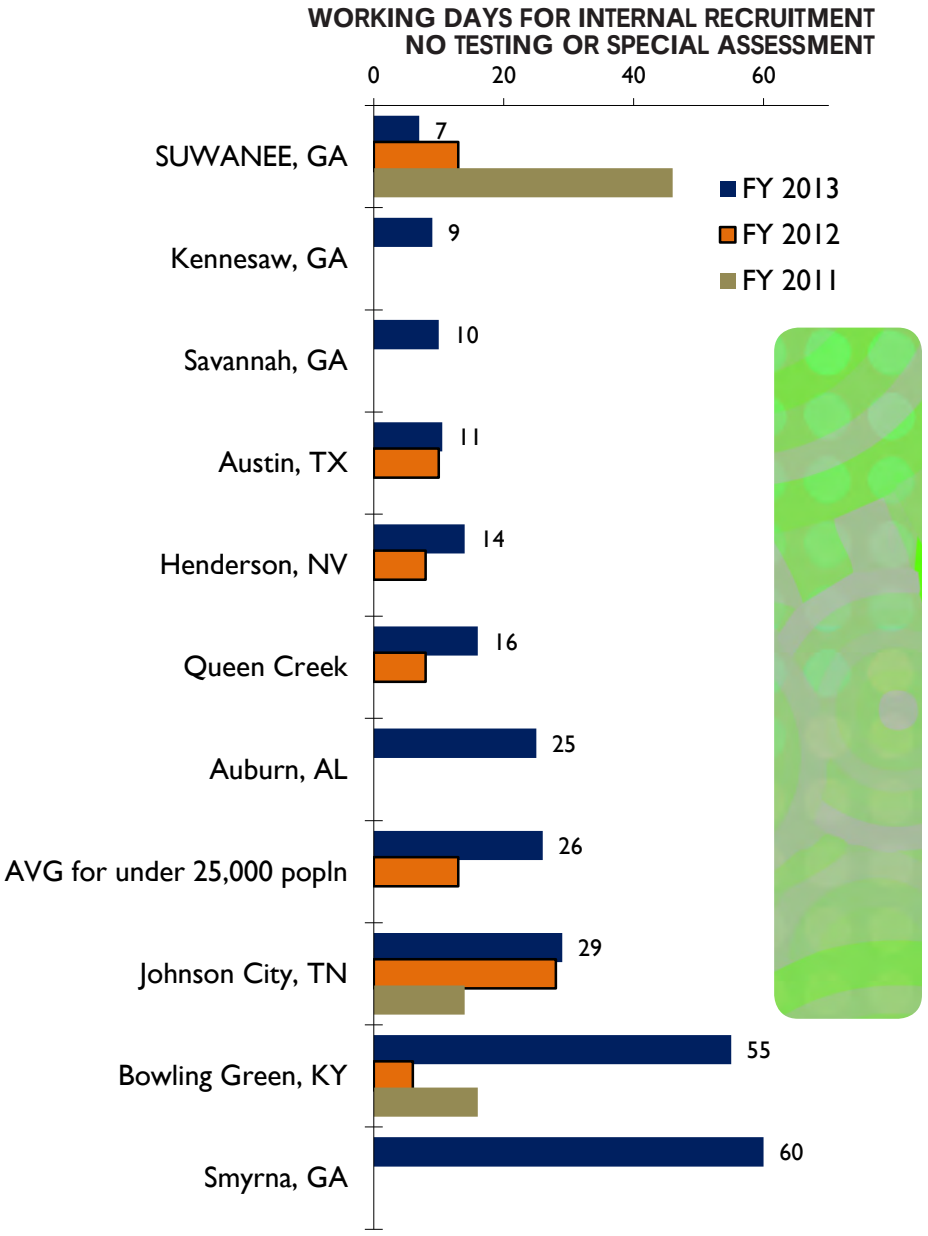
For the 2013 Data Report, 39 jurisdictions provided human resources data.

Descriptive information for the Human Resources services is as follows:

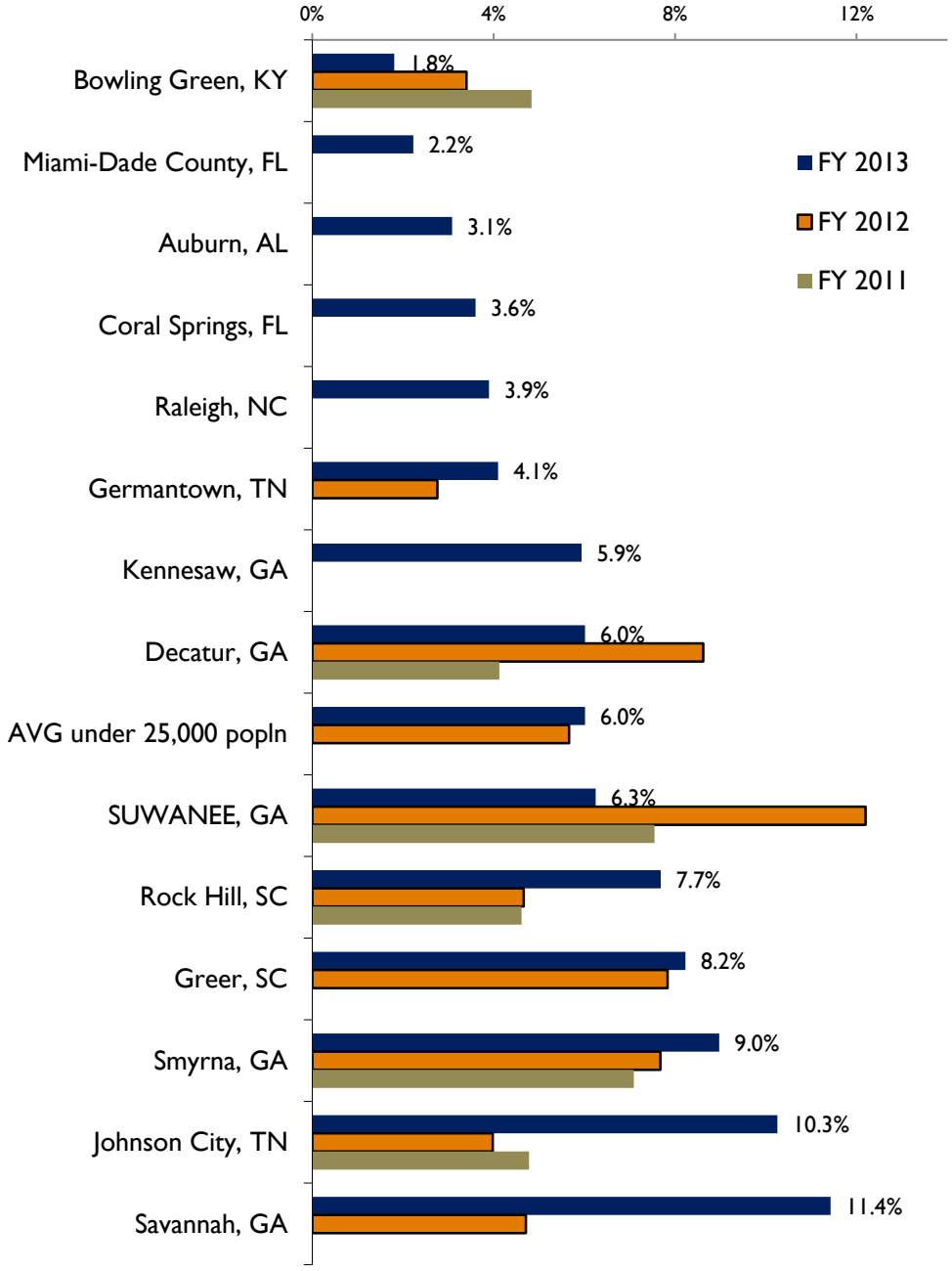
JURISDICTIONS-POPULATION	POPULATION	CENTRALIZED HUMAN RESOURCES STAFF FTES	LARGEST NUMBER OF EMPLOYEES AT ANY GIVEN TIME	EMPLOYEE BENEFITS AS PERCENTAGE OF TOTAL EMPLOYEE COMPENSATION	RECLASSIFICATION REQUESTS FOR OCCUPIED POSITIONS
ALL					
Mean		10.7	2,118	27%	13
Under 25,000					
Mean		1.7	231	28%	4
GEORGIA JURISDICTIONS					
Cartersville	20,041	-	351	-	-
Decatur	19,853	2.7	389	24%	19
Smyrna	51,271	4.0	462	23%	5
Suwanee	16,788	2.8	108	28%	4

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)





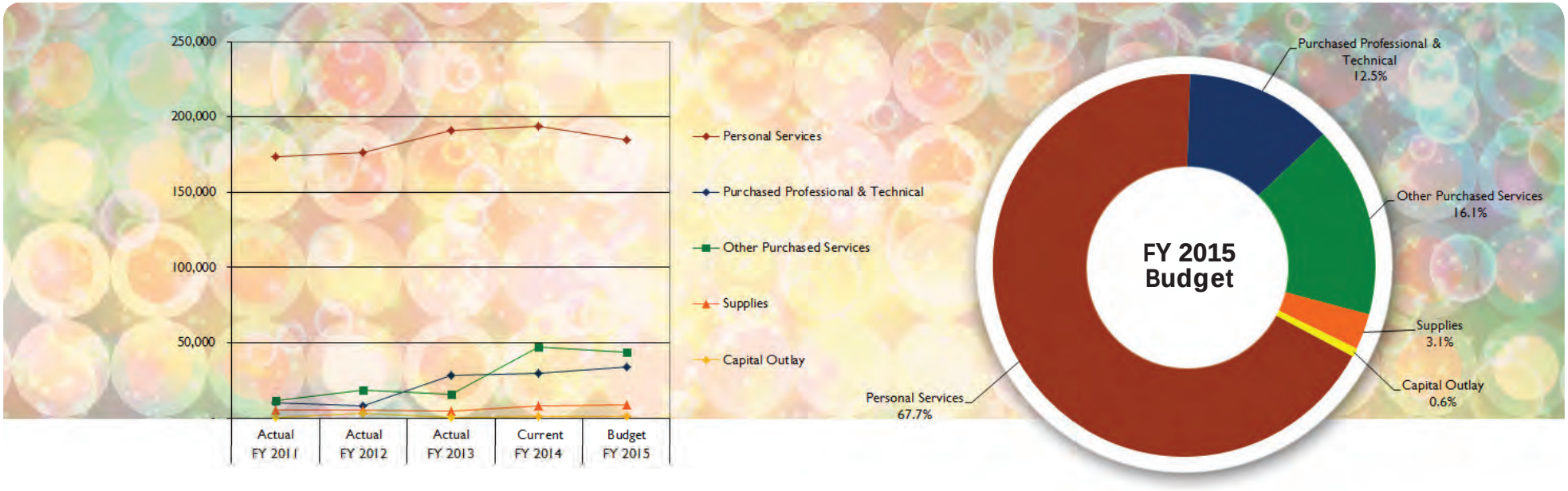
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

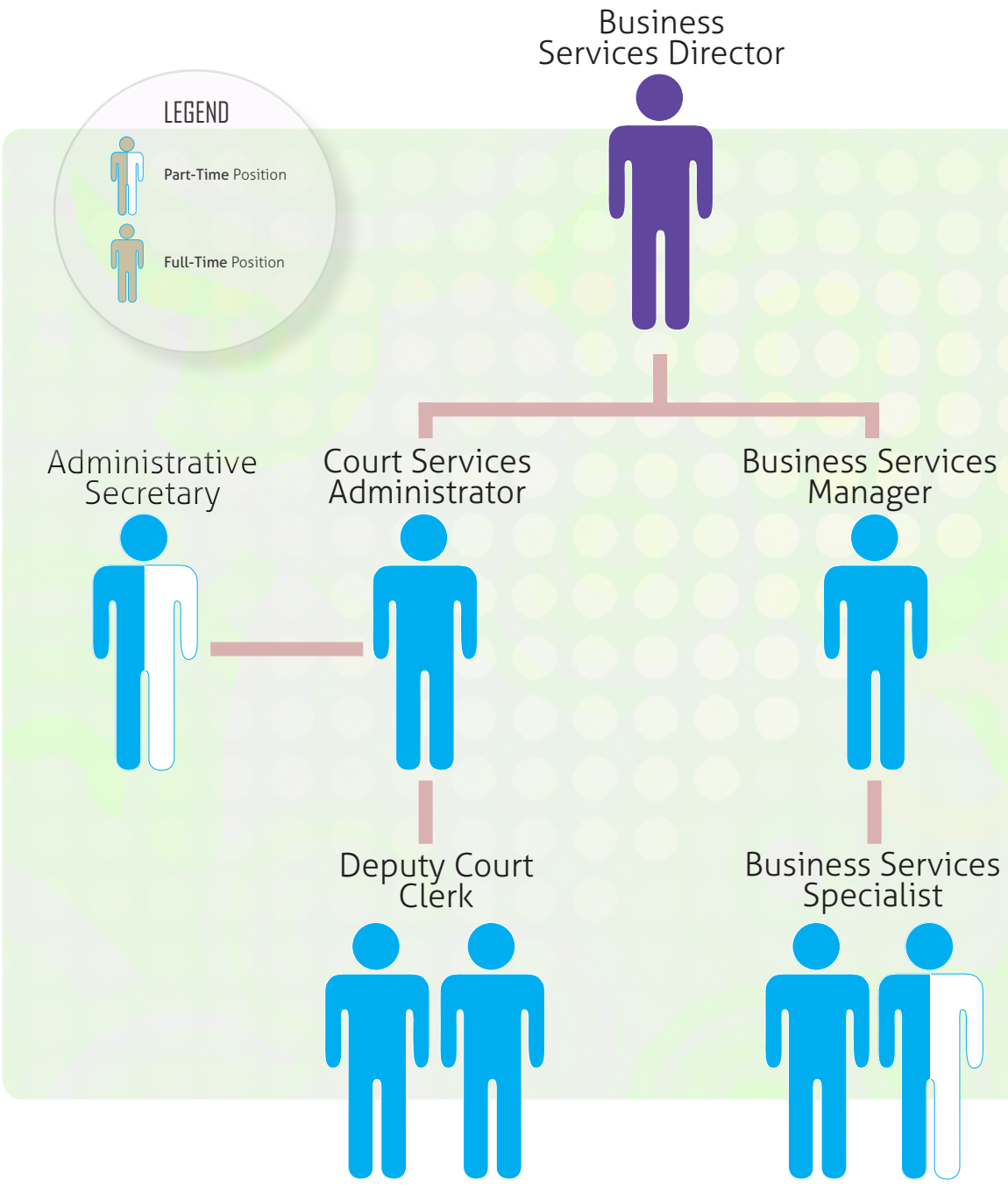


EMPLOYEE TURNOVER RATE

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 173,251	$ 176,596	$ 190,733	$ 193,600	$ 184,680
Purchased Professional & Technical	10,515	8,095	28,434	29,500	34,000
Other Purchased Services	11,954	18,572	15,703	47,150	44,000
Supplies	5,097	5,125	4,320	8,000	8,500
Capital Outlay	349	3,435	490	1,500	1,500
TOTAL	$ 201,166	$ 211,823	$ 239,680	$ 279,750	$ 272,680





Business Services

Functions	Includes the operations of Business Services Administration and Municipal Court.
Positions	6 full-time, 2 part-time, 4 Judges, and 5 Solicitors.
Role	This department is responsible for Customer Service and Municipal Court operations.
Notable FY 2015 Budget Items	The FY 2015 budget is proposing to create a new department that will focus on customer service relations citywide and Municipal Court operations. This new department does not add additional staffing, but moves current employees from the Chief Executive, Administrative Services and Financial Services departments.
Current FY 2014 Budget	n/a (new department)
Adopted FY 2015 Budget	$768,820
Reason for Change	n/a (new department)



FY 2014 CURRENT BUDGET	**$ -**	
Changes:		
Business Services Salary	223,800	Moved salary and benefits from Chief Executive and Financial Services Department for staff moving to the new department. Includes 4% raises and 10.5% group health insurance projected increase.
Business Services Benefits	82,900	
Professional Services	2,500	Professional services GMA (specialized services)
Communications	10,880	Postage and other mailings (moved from Financial Srv)
Advertisement	500	Funding for legal ads (portion moved from Financial Srv)
Printing	2,000	Applications and other printed materials
Travel	5,750	Moved from Financial Services & Chief Executive
Dues & Fees	5,000	Moved from Financial Services
Education	6,000	Moved from Financial Services & Chief Executive
Contract Services	2,500	Funding for part-time temporary help
Supplies	6,000	Moved from Financial Services
Food	1,000	Moved from Financial Services
Books & Periodicals	1,000	
Computers	2,820	Replace or add one computer with software
MUNICIPAL COURT FY 2014 CURRENT BUDGET	**$381,770**	
Part-time Administrative Secretary moved to Municipal Court		Position budgeted in Administrative Services but filled in Municipal Court
Salaries & benefits	14,024	
Salary and benefit change due to 4% raises	6,516	
Group Health Insurance 10.5% increase	12,970	Includes part time employee single coverage for 12 months instead of 6 months.
Workers Compensation increase 15%	190	
Reduction in Purchase Contract Srv	(500)	Reduction rated to language line usage
Removed disposal	(600)	Included with government buildings
Reduction in Rental	(500)	
Travel	2,000	Includes travel for judges, solicitors and court staff
Dues & fees	300	Monthly service charge for internet (credit cards) and memberships
Education	400	Includes training for judges, solicitors and court staff
Water & Sewer	(450)	Based on current charges
Food	50	
FY 2015 Proposed Budget	**$768,820**	

STATEMENT OF SERVICE

The mission of Suwanee's Business Services Department is to provide high quality customer service in an efficient, professional, and fair manner. We will maintain the public's respect and confidence while accurately billing and receiving revenues owed to the City. We will support our business community by providing information and guidance on acquiring licenses and understanding the regulations for operating a business in Suwanee.

GOALS

1. Operations - Ensure that Suwanee's business services functions are administered in an efficient, professional, and fair manner.
   - ***STWP, Business Services Department, City Services, Staffing, pages 314-326***
2. Customer Service - Provide customer service that is consistent with the employee mission statement, "Suwanee Exceeds Expectations."
3. Education - Provide training opportunities for staff to ensure all personnel is fully trained on job functions and capable of providing "Suwanee Quality" services.
   - ***STWP, Strategic Anchor Points, Learning Opportunities, City Services, Staffing, pages 322-326***
4. Internal - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, City Services, Staffing, pages 322-326***

OBJECTIVES FOR FISCAL YEAR 2015

1a. Evaluate and update procedures and applicant info for business licenses.
1b. Implement business license module for BS&A software.
1c. Train new staff and ensure a successful transition of former department functions, i.e.- fixed assets, bank reconciliations, risk management, etc.
1d. Fully implement delinquent tax module for BS&A software.
1e. Strive to collect 98% of property taxes owed in current fiscal year.
1f. Audit one-third of hotels/motels to ensure revenues are calculated and submitted correctly.
1g. Audit one-third of liquor-by-the-drink licensees to ensure revenues are calculated and submitted correctly.
1h. Evaluate, and if appropriate, outsource revenue discovery and recovery services.
1i. Scan all archived paper records older than 24 months.

2a. Launch online payment capacity for business license renewals.
2b. Evaluate, and if feasible, implement online reporting and payment for alcohol excise taxes.
2c. Evaluate, and if feasible, implement online reporting and payment for motel/hotel taxes.

3a. Ensure all staff members are fully trained on BS&A modules.
3b. Cross train department staff, as well as other staff, who provide coverage in the department.
3c. Prepare/update daily operations manual for:
   1) Water billing & collections
   2) Business licenses - new & renewals
   3) Hotel/motel taxes – reporting & audits
   4) Alcohol beverage permits - new & renewal
   5) Alcohol excise taxes – reporting & audits
   6) Real estate & property tax collections.
3d. Each staff member attends annually at least one external continuing education course/conference related to their function area(s).

4a. Hold team building events, monthly department meetings, an annual department retreat, and a holiday social event.
4b. Business Services Manager participates in the City's Q2 program and monthly staff meetings.
4c. Strive to have 100% employee participation in the wellness program.
4d. Evaluate the feasibility of installing a treadmill desk in the Business Services/ Finance area.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Commercial property tax bills processed annually	*	*	*	*	6,354	6,400
Residential property tax bills processed annually	*	*	*	*	1,234	1,300
Commercial business license applications processed annually	*	*	*	*	1,076	1,100
Home business license applications processed annually	*	*	*	*	270	280
Alcohol licenses issued	53	54	59	67	61	63
Compliance audits for hotels/motels	*	*	*	*	8	8
Compliance audits for alcohol excise taxes	*	*	*	*	21	21
Water bills processed monthly	*	*	*	*	355	355
Continuing education classes attended per employee*	*	*	*	*	*	1

*new measure

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of property tax accounts collected	98%	98%	98%	98%	98%	98%
Percent of tax penalties assessed	2%	2%	2%	2%	2%	2%
Percent of F.I.F.A.'s filed by July 31 for prior fiscal year tax delinquencies	*	*	*	*	100%	100%
Percent of F.I.F.A.'s released within 30 days of payment	*	*	*	*	95%	100%
Percent of business license renewal payments collected by June 30	*	*	*	*	92%	94%
Percent of business license renewals submitted online	*	*	*	*	*	35%

*new measure

MISSION: **To properly receipt and record all financial resources received by the City.**

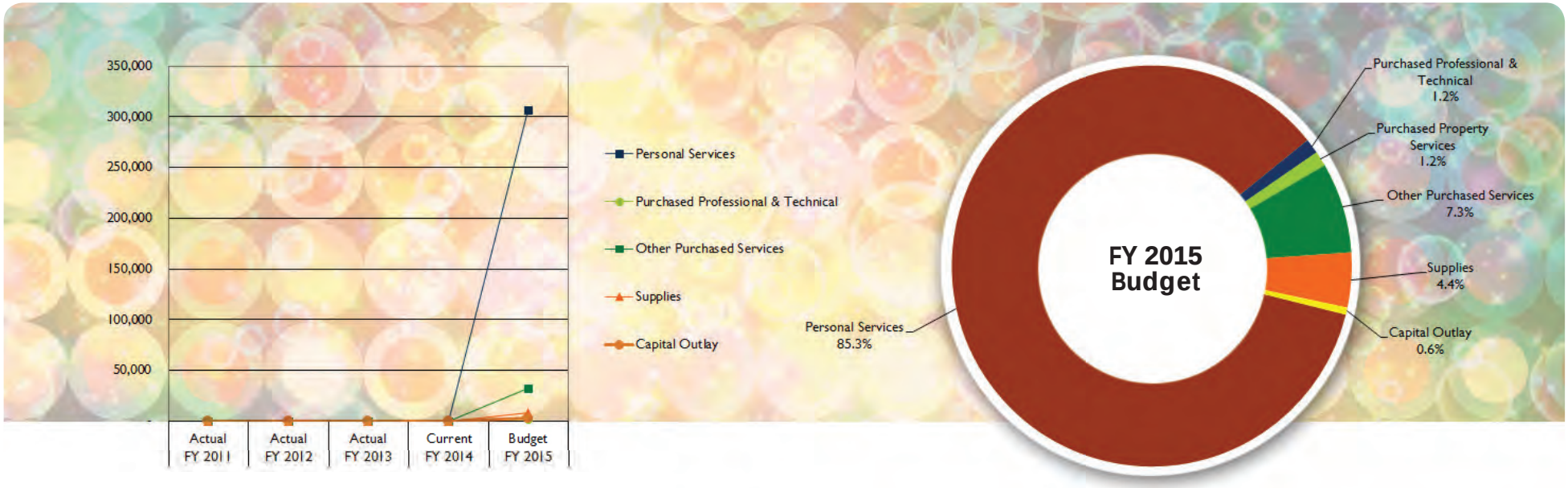
Inputs	• Staff • Bank accounts	• Cash receipts from customers funding • Cash received from other departments	• Accounting software • Deposit slips
Activities	• Enter cash receipts into the financial system • Verify proper customer account is credited for funds received • Balance cash on hand to daily 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		

1590 BUSINESS SERVICES

AUTHORIZED POSITIONS*	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Business Services Director	24	0	0	0	0	1
Business Services Manager	19	0	0	0	0	1
Business Services Specialist	13	0	0	0	0	1
Business Services Specialist	PT-13	0	0	0	0	1
TOTAL		0	0	0	0	4

** In fiscal year 2015, a new department, Business Services was created. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create the new department. No additional staff were added to create the new department.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ -	$ -	$ -	$ -	$ 306,700
Purchased Professional & Technical	-	-	-	-	2,500
Other Purchased Services	-	-	-	-	32,630
Supplies	-	-	-	-	8,000
Capital Outlay	-	-	-	-	2,820
TOTAL	$ -	$ -	$ -	$ -	$ 352,650



STATEMENT OF SERVICE

The mission of Suwanee's Municipal Court is to provide high quality customer service in an efficient, professional, and fair manner. We seek to maintain the public's respect, confidence, and satisfaction while accomplishing the duties incumbent on our court by the City Charter and laws of the State of Georgia. We strive to use available tools and programs to reduce instances of recidivism and make the Suwanee community safer. Maintaining and preparing all of the Municipal dockets.

GOALS - Municipal Court

1. Operations - Ensure that justice is administered in a fair, impartial, professional, and efficient manner.
   - ***STWP, Municipal Court Sessions, City Services, pages 314-322***
2. Customer Service - Provide customer service that is consistent with the employee mission statement, "Suwanee Exceeds Expectations."
3. Education - Provide training opportunities for court personnel to ensure mandated training is completed and the court is providing "Suwanee Quality" services. Offer educational programs to defendants, as appropriate, in order to reduce rates of recidivism.
   - ***STWP, Strategic Anchor Points, Municipal Court Sessions, City Services, Learning Opportunities, Staffing, pages 314-326***
4. Internal - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, City Services, Staffing pages 322-326***
5. 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, City Services, Learning Opportunities, Staffing, pages 322-326***

OBJECTIVES FOR FISCAL YEAR 2015

- Transition from evening to day sessions.
- Appoint two new associate judges.
- Appoint a new chief judge.
- Complete review of proposals from probation providers and execute contract.
- Reduce average number of defendants per arraignment session from 175 to 150 or less.
- Dispose no less than 94% of cases on a monthly basis.
- Reduce the length of the average arraignment session from 2.7 hours to 2.5 hours or less.
- Transition from two solicitors per arraignment session to one solicitor, if feasible.
- Update operating procedure manuals after transition to day sessions.
- Convert all archived records from paper to electronic files.
- Earn an overall average customer rating of no less than 4 on the annual survey.
- Evaluate, and if feasible, implement contracted services for phone payments.
- Improve web payment system by reducing service fee and installing self-service kiosks.
- Complete an annual customer service survey.
- Work with police to update customer service information provided to defendants.
- Work with probation provider to reduce fees for payment-only defendants.
- Train staff in City Hall to accept court payments.
- Ensure newly appointed personnel complete all mandated training.
- Train newly appointed personnel on Suwanee procedures and culture.
- Cross train all clerks on new procedures for day court sessions.
- Continue Teen Drivers program and Pre-Trial Diversion Program.
- Send court staff to one of the following classes: Word, Excel or Publisher.
- Send Court Administrator to annual conference of the National Association for Court Management.
- Develop a program outline to educate visiting court colleagues.
- Hold team building events, including weekly staff meetings, quarterly department meetings, an annual department retreat, and a holiday social event.
- Court Administrator participates in the City's Q2 program.
- Strive to have 100% employee participation in the wellness program.
- Evaluate the feasibility of installing a treadmill desk in the court building.

2650 MUNICIPAL COURT

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Cases processed	14,883	13,089	9,858	11,400	12,300	13,500
Jury trials	220	370	355	408	198	210
Non-jury trials	319	462	154	177	200	210
Jail arraignments	60	95	59	68	70	75
Warrants issued	236	297	212	244	240	250
Juvenile (under 17) cases referred to Gwinnett County	80	56	75	87	87	89
Fine and fee payments collected	1,765,670	1,871,175	1,825,841	1,800,000	1,663,732	1,800,000
Monthly cases on probation	290	378	268	279	265	275
Monthly average of cases on Pre-Trial Diversion Program	9	12	7	9	6	8
Average number of cases processed by the prosecutors per court session	85	108	70	85	85	90
Total of community service hours ordered by the court	5,486	5,968	7,722	8,150	4,726	5,150
Fingerprint applicants	95	95	111	122	175	185
Notice of suspension cases	*	648	278	320	420	440

** new measure*

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of cases disposed (monthly)	86%	95%	94%	94%	93%	94%
Percent of warrants issued (monthly)	2.0%	2.4%	2.2%	2.5%	1.9%	1.9%
Length of court docket (hours)	4.5	4.0	3.0	3.5	2.7	2.5
Failure to appear	14.0%	4.8%	11.8%	12.5%	10.4%	10.8%
Percent of active cases on probation	24%	32%	33%	34%	48%	49%
Percent of new monthly cases placed on probation	*	7.7%	8.2%	8.9%	6.0%	6.5%

** new measure*

SUWANEE MUNICIPAL COURT TRENDS

During the month of February 2014, the Suwanee Municipal Court set out on a new initiative that will continue throughout the coming years. The court will attempt to see the progress it has made in 2014 by year end and attempt to make the system better by analyzing the data accumulated from its surveys.

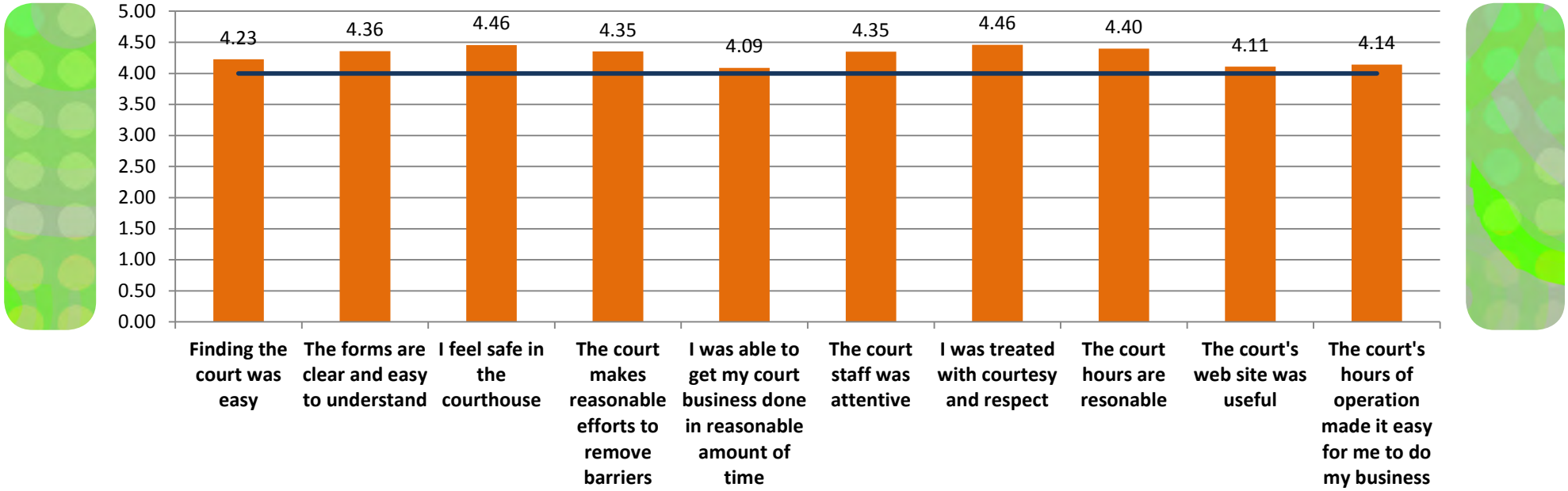
- The 2014 report contains five of the ten court measures regarding court performance. The results obtained through these measures highlight the court's successes as well as its deficiencies. Strategic recommendations will be provided from the results to help facilitate the continued success and improvement of the Court in the years to come. These trends and changes will then be assessed in order to define the Court's success in meeting its performance goals and objectives.
- **"CourTools"** are performance measures introduced by The National Center for State Courts. CourTools enables courts to collect and present evidence of the court success and what are the expectations of the stakeholders; these are necessary ingredients for accountability.
- **CourTools** supports efforts toward improved court performance by helping:
  - o Clarify performance goals
  - o Develop a measurement plan
  - o Document success

COURTOOLS MEASURE 1: Access and Fairness

The access and fairness measure is composed of Court users' ratings of the Court's accessibility and its treatment of customers in terms of fairness, equality and respect.

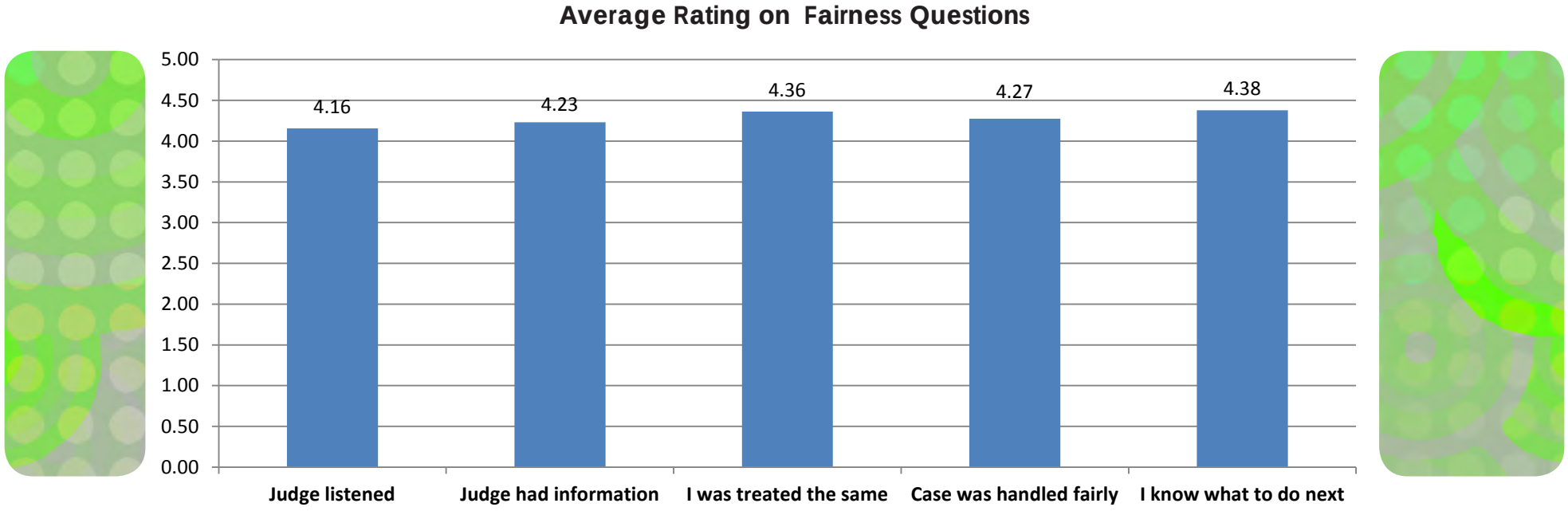
PERFORMANCE GOAL: It is a goal of the Suwanee Municipal Court that those surveyed should rate all Access and Fairness measures at a 4 or 5 (agree/strongly agrees). The scale is 0.00-5.00.

- The surveys were given on February 5, 10, 19, 24 and 26, 2014. All of these dates were classic days at the courthouse. One hundred and sixty seven (167) surveys were collected as individuals exited the courthouse.



COURTOOLS MEASURE 1: Access and Fairness

The overall index score for the Access portion of the Survey was 100%. The Court has visible met its goal or obtaining an average rating of 4 or 5 on Access Measures in all survey areas. However, **"I was able to get my court business done in a reasonable time;" "The court's web site was useful;"** and **"The Court's hours of operation made it easy for me to do business"** are areas that the Court needs attention to make sure they won't fall below. The overall index score for the Fairness portion of the survey was 100%. The Court met its goal of receiving an average rating of 4 or 5 on Fairness Measures in all survey areas.



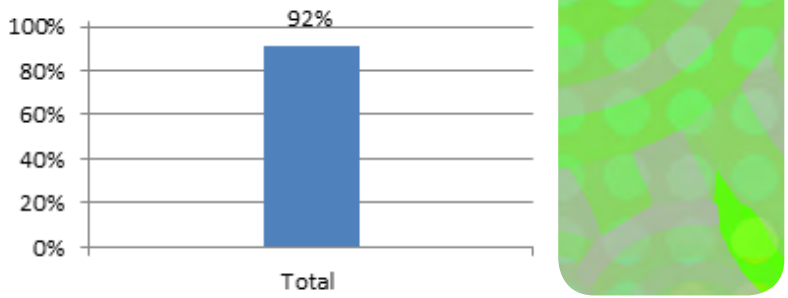
Survey Comments ...

- Quick and easy.
- Thanks keep doing good work.
- You all do a good job! I'm an attorney in a bunch of courts and I look forward to coming here.
- Good prosecutor; judge o.k. – moody.
- Prompt service and friendly staff!
- Fingerprinting-awesome staff.
- The best judge.
- I was treated very well! Thank you.
- Best court I've ever dealt with!
- It's too small needs more room and more parking!
- I like the night hours because I can come after work.
- One of the nicest City courts in Georgia.
- Everyone was very helpful.

COURTOOLS MEASURE 2: Clearance Rates

Definition: The Clearance rate measures whether the court is keeping up with its incoming caseload. This tool measures the number of outgoing cases as a percentage of the number of incoming cases.

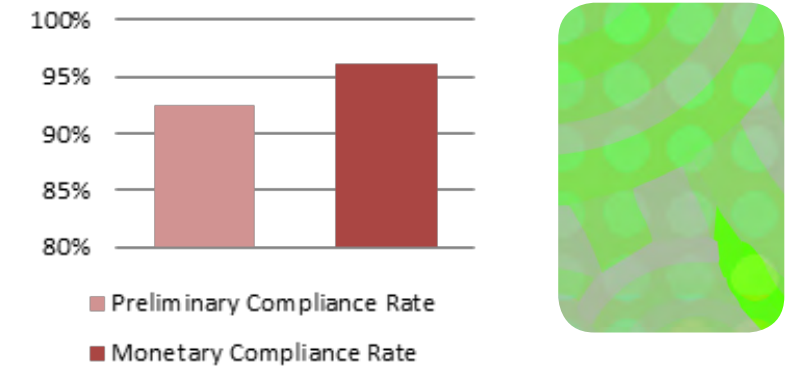
As Illustrated by the graphical representation of the 2013 Case Clearance, rates were at 92 percent. The Suwanee Municipal court will continue to work hard to reach its objective of 100% clearance rate.



COURTOOLS MEASURE 3: Collection of Monetary Penalties

Definition: The collection of Monetary Penalties measure the payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases. The data utilized for this report are cases disposed From July1, 2013 to April 23, 2014.

Preliminary Compliance Rate is **92%** plus the 4% Conversion credit collected (jail time) gives the **96%** total **Monetary Compliance Rate**.



COURTOOLS MEASURE 4: Cost per Case

Definition: The average cost of processing a single case. We have 7,660 cases disposed as February 2014 and $194,319 YTD expenses.

Case Type	2013 Cost per Case
Disposed	$25

COURTOOLS MEASURE 5: Court Employee Satisfaction

Definition: Rating of court employees assessing the quality of the work environment and relations between staff and management.

Court Employee Satisfaction Survey	Average Response on 0-5 scale	Converted to 100 pt scale
1. My work unit looks for ways to improve processes and procedures.	5.0	100
2. I am kept informed about matters that affect me in my work place.	5.0	100
3. As I gain experience, I am given responsibility for new and exciting challenges at work.	4.7	93
4. The court is respected in the community.	4.3	87
5. The people I work with can be relied upon when I need help.	5.0	100
6. I have an opportunity to develop my own special abilities.	4.3	87
7. I understand how my job contributes to the overall mission of the court.	5.0	100
8. I am treated with respect.	4.7	93
9. When I do my job well, I am likely to be recognized and thanked by my supervisor.	4.7	93
10. My working conditions and environment enable me to do my job well.	4.7	93
11. I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	5.0	100
12. My court leaders communicate important information to me in a timely manner.	5.0	100
13. I enjoy coming to work.	4.3	87
14. The people I work with take a personal interest in me.	4.3	87
15. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	4.7	93
16. My meetings with my supervisor are useful and meaningful.	4.7	93
17. When appropriate, I am encouraged to use my own judgment in getting the job done.	4.3	87
18. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	4.7	93
19. On my job, I know exactly what is expected of me.	5.0	100
20. I am proud that I work in the court.	4.7	93
21. The court uses my time and talent well.	5.0	100
22. I get eh training I need to do the job well.	4.7	93
23. I know what it means for me to be successful on the job.	5.0	100
24. My supervisor is available when I have questions or need help.	5.0	100
25. Communication within my division is good.	4.7	93
26. My co-workers work well together.	5.0	100
27. I have opportunities to express my opinion about how things are done in my division.	4.7	93
28. In the last 6 months, a supervisor manager has talked with me about my performance/ career development.	4.7	93
29. The court and its leaders are dedicated to continuous improvement.	5.0	100
30. I am treated with respect by the public.	3.3	67
Overall Survey Average Response	**4.7**	**94**

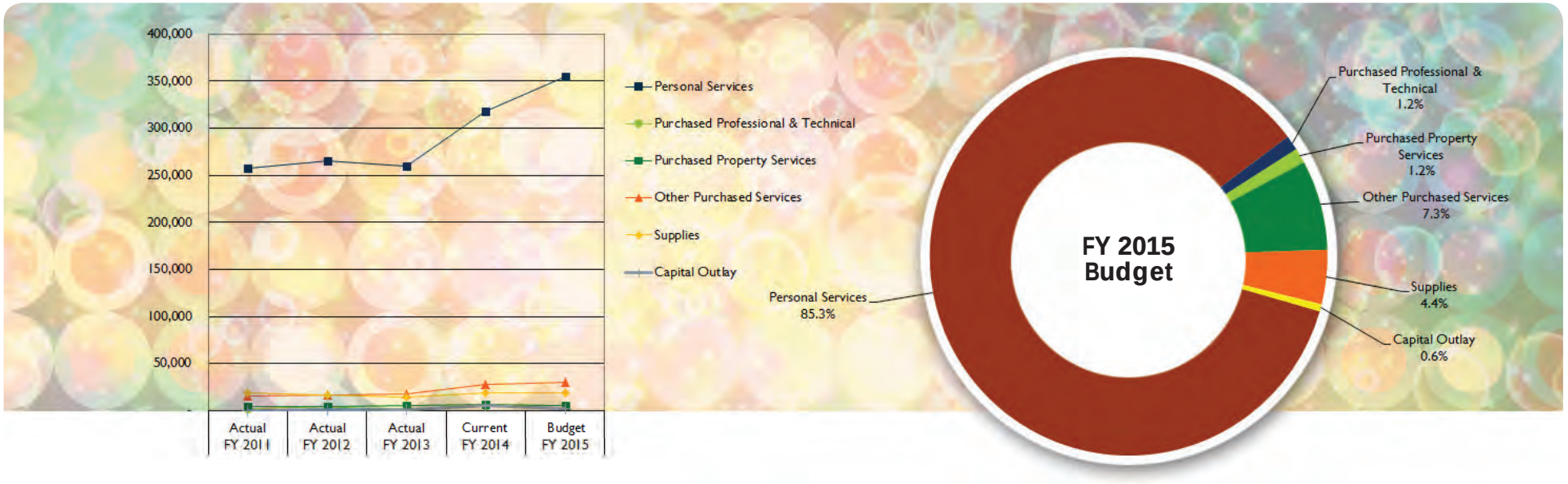
	MISSION:	**Process all City citations handled through Municipal Court.**			
	INPUTS	• Staff • Judge • Prosecutors	• Officer • Defendants • Attorneys	• Citizens • Other Agencies • Probation	• Jail • Bonding Companies
	ACTIVITIES	• Receive citations from Police Department, City code enforcement officers, and other agencies (animal control, state patrol and Gwinnett County Sheriff) • Assist Judge, Prosecutors, 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 • CourTools	• 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	3	3	2	3
Lead City Solicitor	Appointed	1	1	1	1	1
City Solicitor	Appointed	6	5	5	4	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	1	1	1
TOTAL		14	13	14	12	13

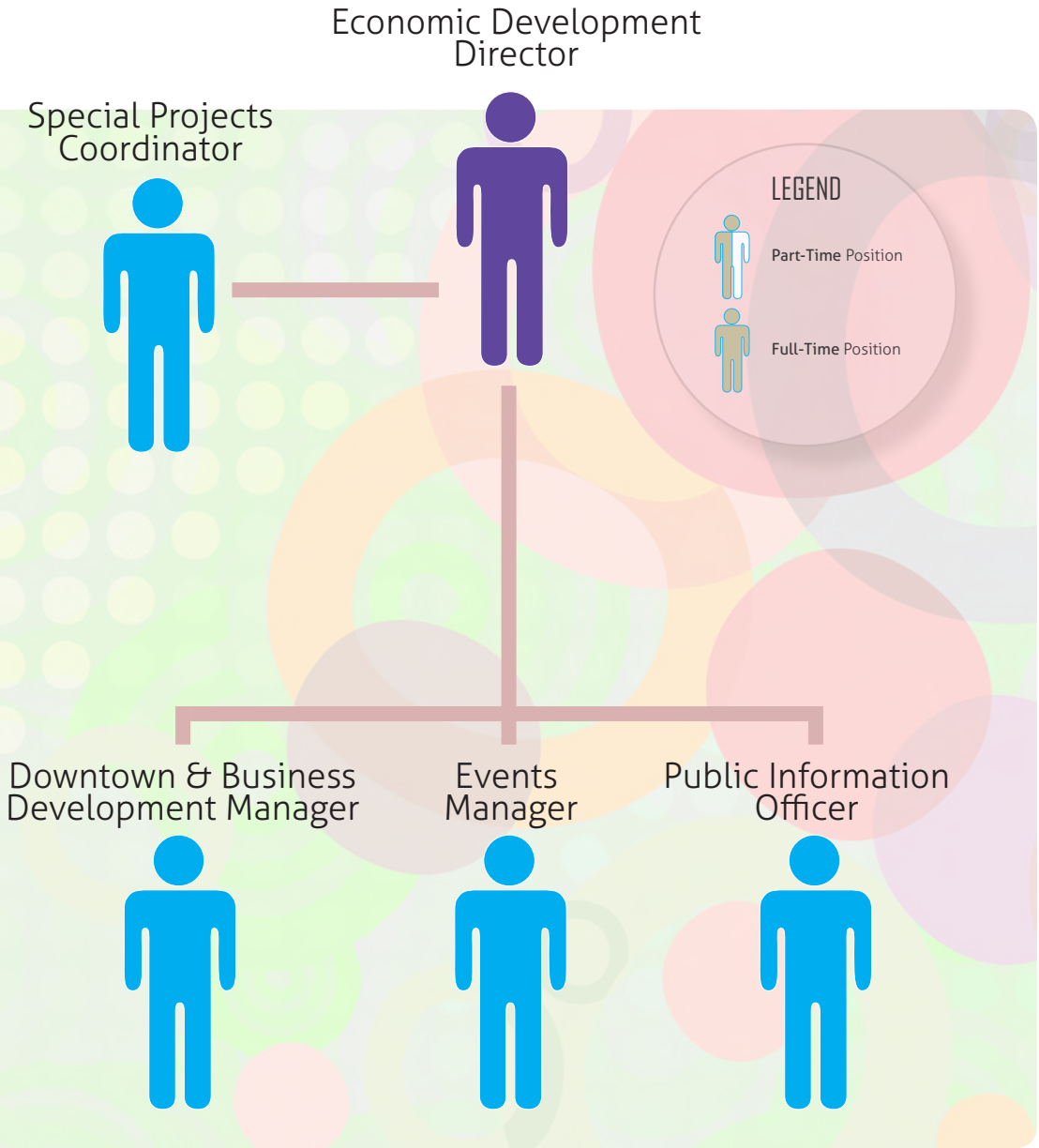
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 257,594	$ 265,736	$ 260,037	$ 317,970	$ 355,070
Purchased Professional & Technical	2,392	4,237	(601)	5,500	5,000
Purchased Property Services	4,619	4,807	5,223	6,100	5,000
Other Purchased Services	15,449	16,921	17,484	27,700	30,400
Supplies	18,772	17,068	14,104	18,900	18,400
Capital Outlay	-	1,321	1,199	5,600	2,300
TOTAL	$ 298,826	$ 310,090	$ 297,446	$ 381,770	$ 416,170



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 2015 Budget Items	Funding for 16 weeks summer intern, $10,340. Public Art Master plan, $50,000.
Current FY 2014 Budget	$692,860
Adopted FY 2015 Budget	$797,850
Change from PY Budget	$104,990
Reason for Change	4% salary adjustments and 10.5% group health insurance increase. $50,000 for a Public Art Master Plan and replacement of City logo tents $8,000.





FY 2014 CURRENT BUDGET	**$692,860**	
Changes:		
Salary & benefit changes due to 4% raises	17,690	
Reduction in Overtime	(5,400)	
All employees with phone & data	3,720	
Group Health Insurance 10.5% increase	(1,220)	Budget changed from family coverage to single
15% increase in workers compensation	450	
Newsletter	6,000	Public Information
Travel -new employee request	1,200	Public Information
Dues & Fees-Rotary dues	1,300	Public Information
Education	1,000	Public Information
Caboose Lighting	(500)	Events
Large Pop - 10th Anniversary VIP area	12,000	Events
Other Events	2,000	Events
Four new tents with logo	8,000	Events
Public Arts Master Plan	50,000	Economic Development
Suwanee Youth Leadership funding	2,000	Economic Development
Education-ARC Regional Leadership Institute	2,000	Economic Development
Supplies - Food	1,000	Economic Development
Contract management system	3,000	Economic Development
Water & Sewer	(250)	Downtown Suwanee
Electricity	(1,000)	Downtown Suwanee
New Computer	2,000	Downtown Suwanee
FY 2015 Proposed Budget	**$797,850**	

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 Fest).
   - Manage advertising messages, design, and placement.
2. Handle citizen inquiries.
   - ***STWP, City Services, page 322***
3. Develop plan to communicate City's economic development message/strategy (using "Suwanee Approach" sheets as a basis).
4. Create new publications including the visitor guide (pending available funding) and cut-sheets for major projects and iniative.
5. Make website mobile-friendly and update all information on all internal pages.
6. Totally re-vamp Economic Development pages on Suwanee.com to include resources available for small businesses, City's new incentive ordinance, etc.
7. Advertising-Ongoing evaluation and maintenance of advertising efforts.
8. Evaluate and implement alternatives for more effectively using social media. Increase Twitter use and add on Vine Video App.
9. Investigate the possibility of creating a "Suwanee Tube" –type video series or adding video as a more prominent component of City website.
   - ***STWP, Communications Technology, page 316***
10. Update all internal Suwanee.com website pages.
11. Update Suwanee Fest website.
12. Develop film policy.
13. Continue new logo implementation as opportunities arise to replace old logo.
14. Re-do the lamp-post banners for Town Center, Main Street and Suwanee Gateway incorporating new logo.
    - ***CIP, Parks & Facilities Projects, Facility Enhancement, page 303***
15. Implement a "tagable" photo-sharing system for city-wide use.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6
Number of newsletters distributed	34,400	38,300	40,302	40,200	42,400	42,000
Number of press releases generated	84	90	82	80	81	75
Number of website updates	32	37	27	24	28	24
Number of list-serve notices	21	18	12	15	11	10
Number of publications produced	2	5	3	5	5	4
Number of website-generated queries and requests	323	281	245	225	248	225
Average number of website visitors per day	1,240	1,264	1,414	1,250	1,691	1,400
Number of Facebook/Twitter employee posts	255/43	229/32	252/94	225/75	312/174	300/175
Number of Facebook fans/Twitter followers	4,458/761	5,534/1,068	6,181/1,941	6,500/2,200	7,394/2,827	8,000/3,500
E-mail List-Serve audience	1,665	1,722	1,820	1,850	1,927	1,950

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Media inquiries responded to within 24 hrs	98%	98%	98%	98%	98%	98%
Citizen inquiries responded to within 48 hrs	98%	99%	98%	98%	99%	98%
Generated media placements	244 *	316	328	290	410	325

** Loss of Gwinnett Herald, 96 placements*

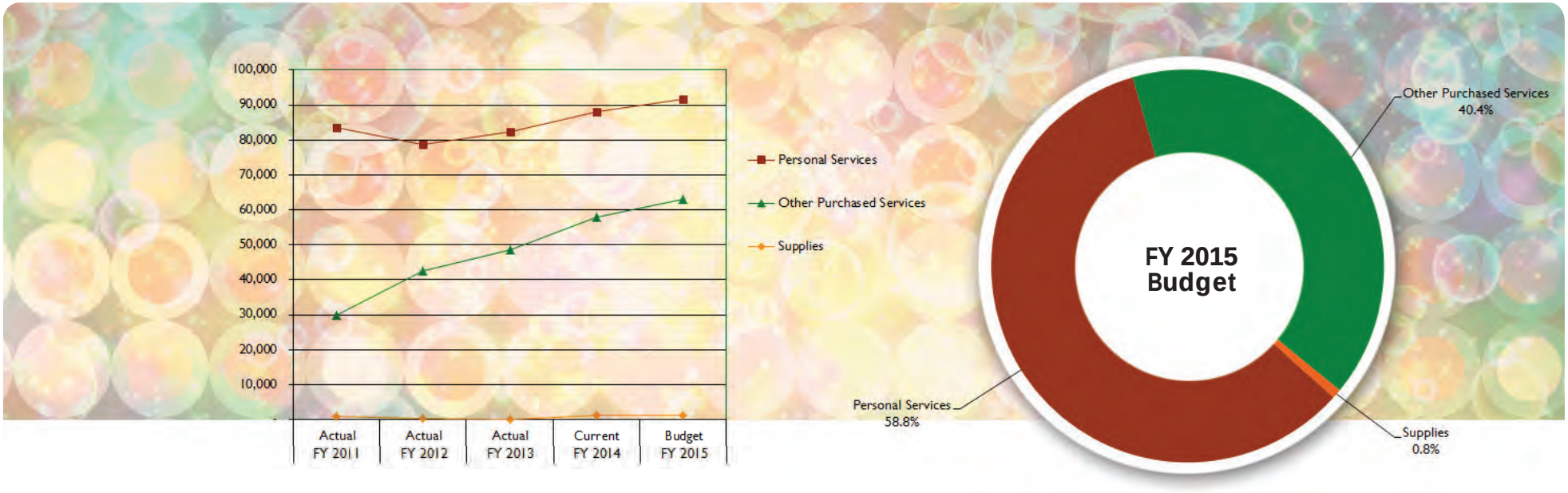
1570 PUBLIC INFORMATION

	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 2011 ACTUAL**	**FY 2012 ACTUAL**	**FY 2013 ACTUAL**	**FY 2014 CURRENT**	**FY 2015 BUDGET**
Public Information Officer	20	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 83,506	$ 78,684	$ 82,372	$ 88,140	$ 91,620
Other Purchased Services	29,953	42,482	48,591	57,900	62,950
Supplies	1,065	340	159	1,200	1,200
Capital Outlay	-	1,900	-	-	-
TOTAL	$ 114,524	$ 123,406	$ 131,122	$ 147,240	$ 155,770



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.)

GOALS

1. Produce and manage City and non-City events best utilizing City resources.
   - ***STWP, Special Events, page 326***
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; coordinate annual meeting for organizations hosting private events at Town Center Park.
5. Re-vamp Memorial Day event and Auguslt Concert creating an enhanced experience for attendees.
6. Implement decision to make Suwanee Fest a 2-day festival.
7. Manage vendors and patrons of growing farmers market.
8. Events Manager on target for CFEE (Certified Festival & Events Executive) designation in 2014.
9. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
   - ***STWP, Special Events, Staffing & Citizen Engagement, pages 316-326***
10. Incorporate a VIP tent at the August concert for City to host executives from our larger businesses and sponsors/partners of City initiatives.

OBJECTIVES FOR FISCAL YEAR 2015

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

PROPOSED 2014 CALENDAR OF EVENTS (* private event)

MONTH	DATE	DAY	TIME	EVENT
January	11	Sa	8 am	NGHS Soccer Sprint*
February	8	Sa	9 am	Suwanee's Sweetheart Sprint*
March	4	Tu	6:30 pm	Big Peach Running Club*
March	15	Sa	7:30 am	Suwanee Kiwanis Shamrock Run*
March	15	Sa	12 pm	Suwanee Beer Festival*
March	22	Sa	7 am	Georgia SPCA Run for the Rescues*
March	29	Sa	9 am	Spring into Color 5K Dash*
April	4	Fr	5 pm	Food Truck Friday
April	19	Sa	3 pm	Suwanee's Super-Incredible Day

PROPOSED CALENDAR OF EVENTS (* private event) - continued

MONTH	DATE	DAY	TIME	EVENT
April	20	Su	6:30 am	Community Sunrise Service*
April	24	Th	5 pm	Big Peach Running Club*
April	26	Sa	9 am	March of Dimes Gwinnett County Walk*
May	2	Fr	7 pm	Food Truck Friday (Night of Jazz)
May	3	Sa	12 pm	Star 94's Woofstock
May	10	Sa	8 pm	Town Center Movie with Radio Station
May	17	Sa	11 am	Arts in the Park
May	23	Fr	7 pm	Memorial Day Event
May	31	Sa	4 pm	Braves Game on the Green
June	3	Tu	6:30 pm	Big Peach Running Club*
June	6	Fr	7 pm	Food Truck Friday
June	7	Sa	8 pm	Movies Under the Stars
June	21	Sa	8 am	Shemoves Atlanta Suwanee 5K*
July	25 & 26	Fr/Sa	7 pm	Suwanee Performing Arts Broadway in the Park
August	1	Fr	7 pm	Food Truck Friday
August	16	Sa	8 am	Gwinnett Road Race and Skylar's Run*
August	16	Sa	5 pm	August Concert and Wing Festival
August	23	Sa	8 pm	Movie Under the Stars
September	5	Fr	7 pm	Food Truck Friday
September	6	Sa	6 pm	Homerun for the Cure*
September	13	Sa	8 am	Suwanee Fest Race
September	20 & 21	Sa/Su	10 am	Suwanee Fest
October	3	Fr	7 pm	Food Truck Friday
October	4	Sa	1 pm	Suwanee Wine Fest*
October	10 & 11	Fr/Sa	7 pm	Terror on the Trail (Sims Lake Park)
October	11	Sa	12 pm	Taste of Suwanee*
October	14	Tu	6:30 pm	Big Peach Running Club*
October	17 &18	Fr/Sa	7:00 pm	Terror on the Trail (Sims Lake Park)
October	18 & 19	Sa/Su	11:00 am	Korean Festival*
October	24 & 25	Fr/Sa	7:00 pm	Terror on the Trail (Sims Lake Park)
October	25	Sa	11 am	Trek or Treat (Suwanee Creek Park)
November	9	Su	10 am	Suwanee Classic Car Show*
December	5	Fr	6:30 pm	Caboose Lighting (Old Town)
December	12 & 13	Fr/Sa	5:30 pm	Christmas in the Park*

6190 SPECIAL FACILITIES AND ACTIVITIES



WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Number of annual City-sponsored and co-sponsored events	21	17	16	18	22	18
Number of annual non-City sponsored events	16	16	14	14	14	18
Suwanee Fest (formerly Suwanee Day) attendance	40,000	45,000	55,000	40,000	8,500*	60,000**
Suwanee Fest Booths/Vendors	200/185	200/186	210/189	220/185	220/189	200/185
City event attendees (not including Suwanee Fest)	65,000	60,000	95,000	60,000	91,000	75,000

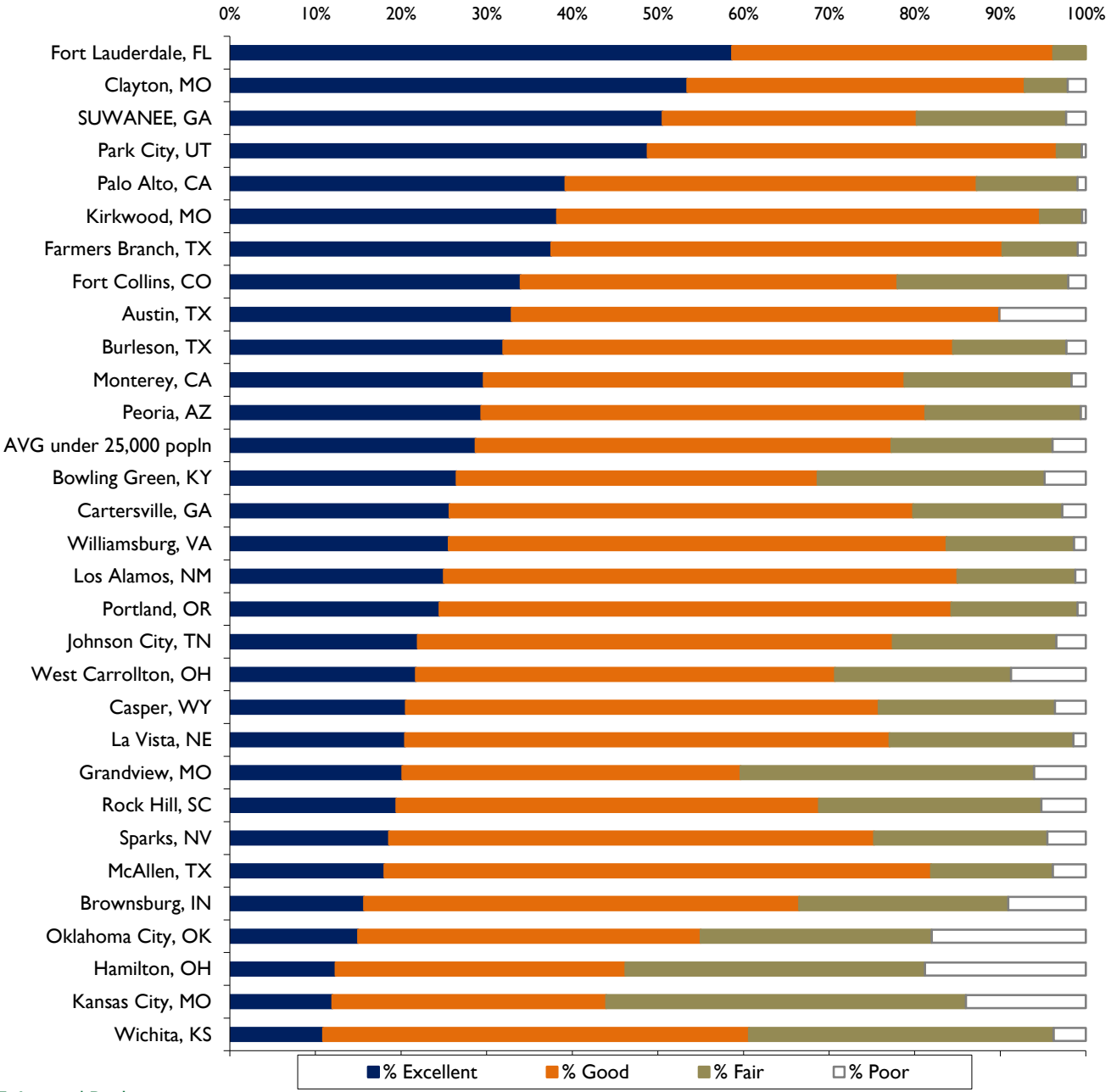
**low attendance due to inclement weather*

***Suwanee Fest (formerly Suwanee Day) will be a 2 day event starting FY 2015*

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percentage increase in sponsorship for Suwanee Fest	-10%	0%	26%	0%	12%	0%
Volunteer hours generated for Suwanee Fest	846	870	960	900	800	1,000

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

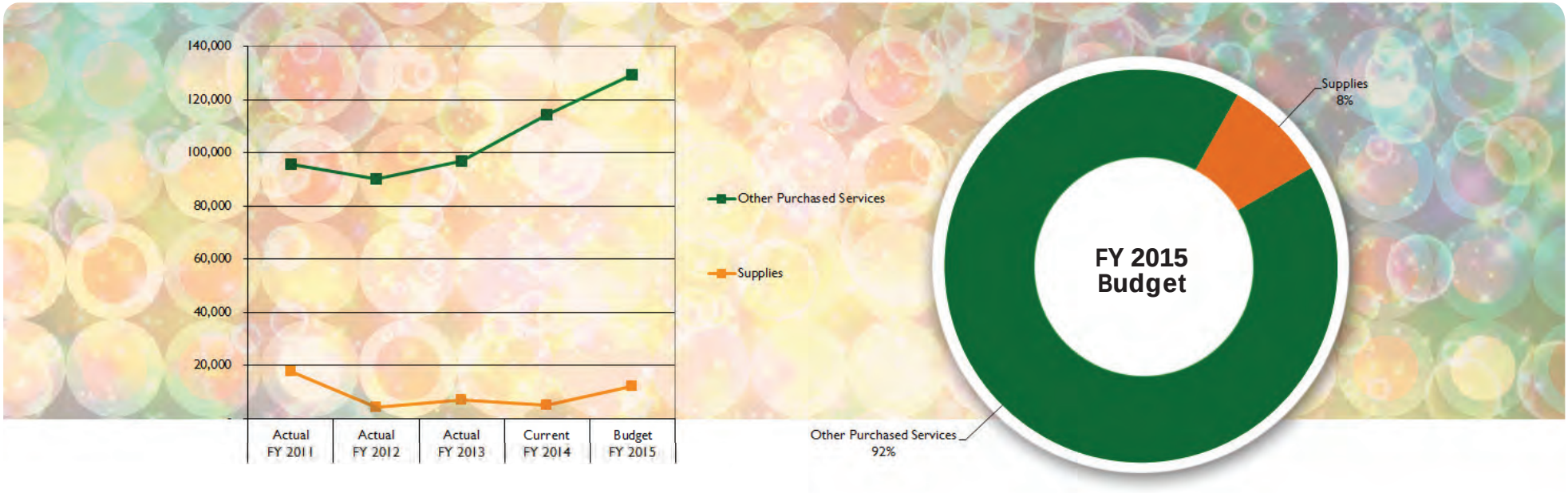
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary



CITIZEN SURVEY RATINGS FOR QUALITY OF RECREATION PROGRAMS

6190 SPECIAL FACILITIES AND ACTIVITIES

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services	$ 95,699	$ 90,253	$ 96,876	$ 114,300	$ 129,500
Supplies	17,840	4,090	6,883	5,000	12,000
TOTAL	$ 113,539	$ 94,343	$ 103,759	$ 119,300	$ 141,500



STATEMENT OF SERVICE

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

Specific responsibilities of Economic and Community Development include:

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

GOALS

1 Manage general Economic and Community Development Activities.
2. Manage DDA and other downtown initiatives.
   - ***STWP, Downtown Promotions, page 322***
3. Manage hotel fund expenditures.
4. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Learning Opportunties, page 324***
5. Continue to monitor TADs in area. e-initiate conversations with Gwinnett County and School Board if needed.
6. Evaluate existing TEE program and implement as needed.
7. Continue Gateway PACT program/participation through active conversation with business owners and bringing in guest speakers (3 meetings to be offered in 2014; 3 meetings held in 2013).
   - ***STWP, Local Business Involvement, page 324***
   - ***STWP, Community Policing, page 322***
8. 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.
   - ***STWP, Economic Development, page 322***
9. Participate in Partnership Gwinnett's Redevelopment Forum. (Sponsored event in 2010, 2011 and 2013); coordinated a Suwanee site in the "Top redevelopment sites for Gwinnett County" promotional piece.
10. Continue to coordinate 2nd-year participation in the "Southern Circuit Tour of Independent Filmmakers" 6-part film series (utilizing the Movie Tavern location in Suwanee Gateway). Evaluate future participation.
11. Monitor "Terraces at Suwanee Gateway" site and other development opportunities.
    - ***STWP, Suwanee Gateway, page 326***
    - ***STWP, Citizen Engagement, page 316***
12. Implement (dependent on funding) directional signage for the Gateway area as part of the overall City plan (planning department taking lead role).
    - ***STWP, Branding, page 314***
    - ***CIP, Parks & Facilities Projects, Facility Enhancement Projects, page 303***
13. Develop a one-page introduction to the Gateway initiative to hand out to Gateway businesses during ongoing visits; include recent Gateway improvements.
    - ***STWP, Suwanee Gateway, page 326***
14. Evaluate, prioritize and implement Strategic Plan initiatives that come out of the 2014 Council Retreat.
15. Visit a minimum of 10 Gateway businesses per month.
16. Contact a minimum of 5 large employers in Suwanee per month.
17. Incorporate "shop local" messages in promotional materials as appropriate.
18. Continue to support Partnership Gwinnett activities (staff currently serves on four committees through Partnership Gwinnett); Partnership Gwinnett is our primary traditional economic development recruiting organization.
19. Coordinate community meeting highlighting Suwanee's participation in Partnership Gwinnett's Urban3 study.
20. Manage Suwanee Youth Leadership Program.
21. Continue to develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech) and Peachtree Ridge High School; continue ongoing communication with North Gwinnett High and Peachtree Ridge High Schools.
22. 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 Technology, page 316***
23. 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.
24. Manage public arts initiative.
    - ***STWP, Community Aesthetics, page 322***
25. SculpTour Program – prepare for fourth exhibit to be installed in 2015 (including fundraising, promotion, and artist RFP).
    - ***STWP, Public Art SculpTour, page 320***
26. Continue refining developer component of the public arts initiative; promote private investment in public art.
    - ***STWP, Public Art, page 326***
27. Host regional public art seminar in cooperation with Artworks! Gwinnett highlighting SculpTour.
28. Support and provide guidance to the Public Arts Commission (PAC). Following are selected PAC goals that came out of their 2014 planning sessions:
    - ***Expand the circle of involvement and support for public arts initiatives in the City. Supporting strategies include:***
      1) Develop partnerships with and build leadership capacity of groups

GOALS (continued)

(including, but not limited to: schools, colleges and universities, churches, non-profits, senior groups, and civic organizations) that will engage in public arts initiatives.
2) Engage the North Gwinnett Arts Association (NGAA) in PAC iniatives.
3) Initiate co-op meetings with DDA, Harvest Farm Board, City Council and other city groups that may have related/allied goals.
4) Continue existing program encouraging new developments to spend 1% of construction cost on public art.

- ***Integrate PAC work into the City's larger vision. Supporting strategies include:***

1) Create and implement a Public Art Master Plan for the City (PAMP).
2) Communicate PAC purpose and goals to other City staff, boards, committees and groups..
3) Advance "community culture" goals set forth in City's Strategic Plan.
4) Support and advocate for other art-related City goals/initiatives.

- ***Enhance the brand/identity of key City areas and points of entry through public art. Supporting strategies include:***

1) Continue SculpTour program. Evaluate expanding efforts to the core historic 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) Evaluate programs to work with exisitng businesses to add public art to sites.
7) Create and fund a maintenance plan for City's permanent public art pieces; long-term goal.
8) Consider extending art into the Gateway area.

- ***Identify Fundraising opportunties to sustain public art iniative.***

1) Identify recruit and engage a group of patrons who tangible and actively support and advocate for the arts.
2) Develop overall short term and long range fundraising plan.
3) Short term fundraising; create a list of local persons and businesses to approach for SculpTour funding.
4) Plan and organize a "Who's coming to dinner" fundraiser/event. Two goals of this event are to fundraise and create awareness.

- ***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 Aesthetics, page 322***
   - ***STWP, Downtown Promotions, page 322***

OBJECTIVES FOR FISCAL YEAR 2015

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.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Individual meetings with I-85 Gateway stakeholders	75	60	65	24	60	48
Attend/participate in local business association meetings	12	15	16	12	11	12
Attend/participate in regional/County/State Government associations	20	20	24	18	33	24
Attend/Participate in Public Arts Commission (PAC) Meetings	16	10	8	8	7	8
Public presentations on I-85 Gateway Plan	4	4	3	4	3	4

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of identified objectives completed	100%	94%	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
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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.*

7510 ECONOMIC DEVELOPMENT AND ASSISTANCE

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 216,944	$ 228,583	$ 247,981	$ 275,330	$ 279,000
Purchased Professional & Technical	2,181	5,916	9,548	14,500	68,000
Other Purchased Services	21,407	10,941	10,767	22,000	26,000
Supplies	5,625	12,467	8,987	8,850	9,600
Capital Outlay	4,620	1,900	81	2,500	5,500
Other Costs	20,000	20,000	20,000	20,000	20,000
TOTAL	$ 270,777	$ 279,807	$ 297,364	$ 343,180	$ 408,100



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 2015

- 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. Evaluate downtown priorities and initiatives with new manager in place.
2. Evaluate options to capitalize on newly acquired National Historic Register District designation; create signage for individual contributing historic resources and area entrance signs.
3. Develop a list of available properties in downtown.
   - ***STWP, Downtown Promotions, page 322***
4. Continue to market Pierce's Corner to prospective tenants.
5. Complete revolving loan fund applications (through DCA and Georgia Cities Foundation) for the DDA for Pierce's Corner.
6. Continue regular communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
   - ***STWP, Economic Development, page 322***
7. Coordinate meetings with downtown merchants at least every other month and before major events for a minimum of 6 per year.
8. Complete a downtown brochure.
   - ***STWP, Downtown Promotions, page 322***
9. Coordinate DDA planning retreat.
10. Contact minimum of 15 business "prospects" per month (net new cold calls or follow-up calls; once new manager in place).
    - ***STWP, Economic Development, page 322***
11. Evaluate best approaches for creating commercial/industrial real estate database for City use.
    - ***STWP, Commercial Centers, page 322***
    - ***STWP, Communications Technology, page 316***
12. Evaluate cost/benefit of façade grant program; if kept – evaluate funding, raise funds as needed, promote program, and award grants.
13. Explore ways to assist with relocation of Metal Products Company facility.
14. Visit four well-established DDA/downtown program managers. op a list of available properties in downtown.

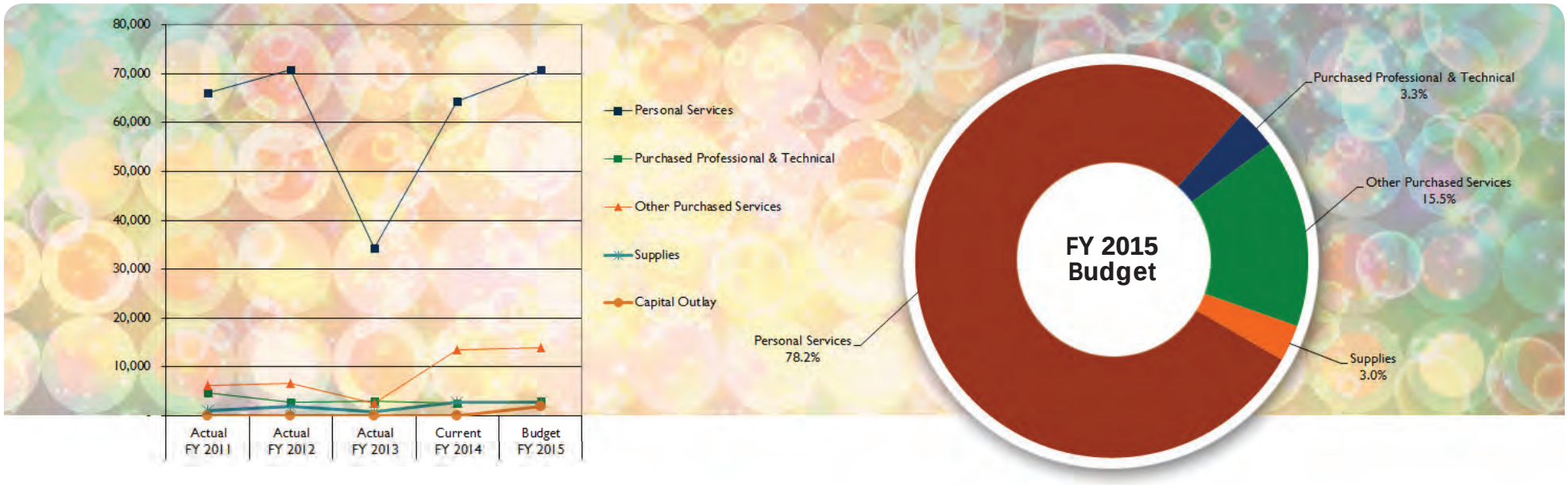
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Monthly DDA meetings	11	10	8	8	5	10
Other organizational meetings	10	12	8	8	8	10
Number of funding applications submitted	0	0	0	2	1	2
Number of regional meetings and trainings attended	4	4	4	6	2	6
Number of meetings w/Downtown stakeholders	45	51	48	48	40	48

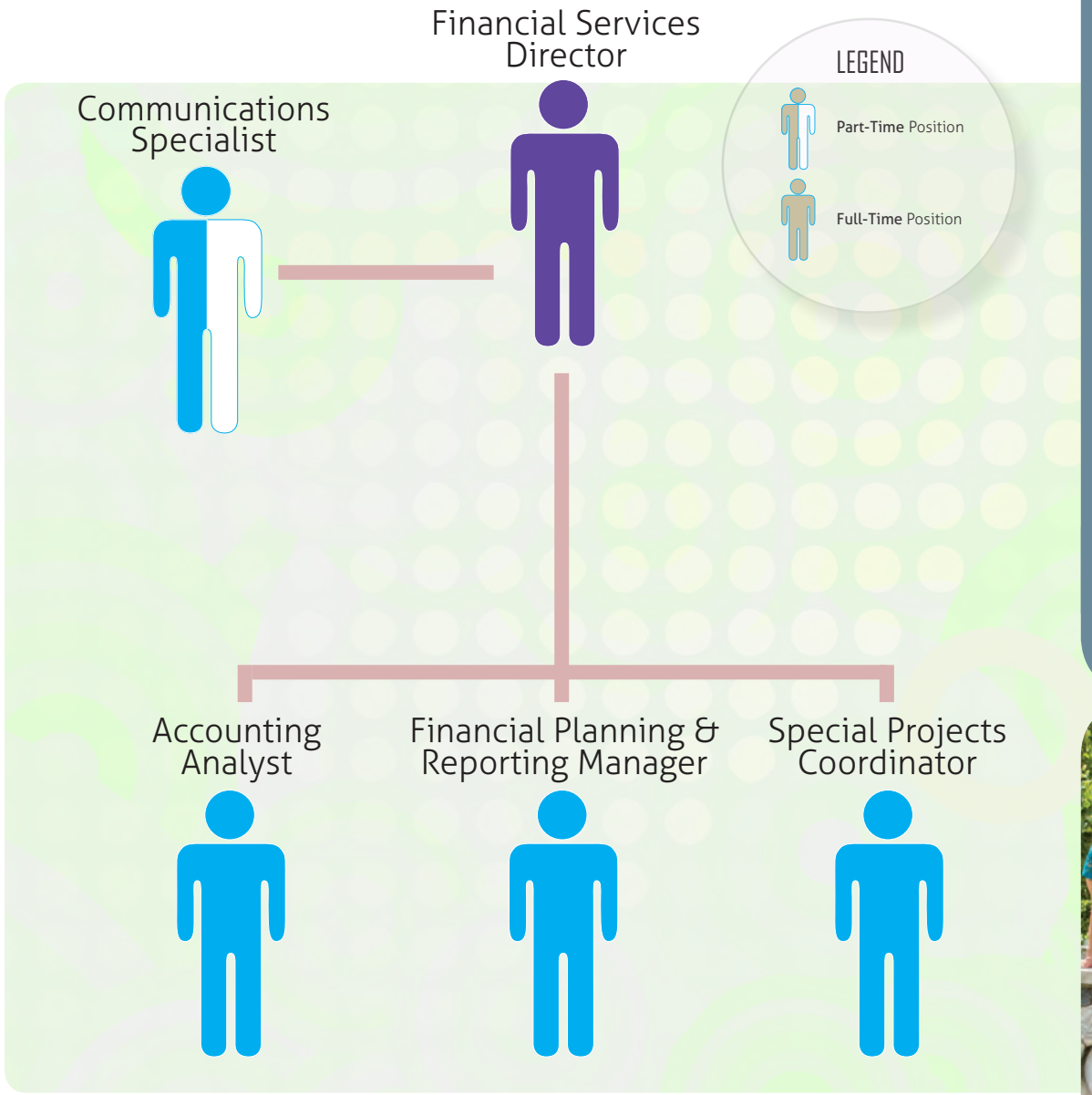
PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	5%	20%	0%	75%	0%	25%

7520 DOWNTOWN SUWANEE

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Downtown & Business Development Manager	19	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 65,985	$ 70,816	$ 34,311	$ 64,340	$ 70,780
Purchased Professional & Technical	4,680	2,865	3,000	2,500	3,000
Other Purchased Services	6,125	6,696	2,534	13,600	14,000
Supplies	1,180	1,947	962	2,700	2,700
Capital Outlay	-	-	-	-	2,000
TOTAL	$ 77,970	$ 82,324	$ 40,807	$ 83,140	$ 92,480





Financial Services

Functions	Includes the operations of Financial Administration and Accounting.
Positions	4 full-time and 1 part-time
Role	Provides the accounting and financial reporting for all City operations, accounts payable, payroll, issuance of debt, fixed assets, and risk management.
Notable FY 2015 Budget Items	Includes funding, $11,700, for the National Citizen Survey. $40,000 for the annual audit.
Current FY 2014 Budget	$747,030
Adopted FY 2015 Budget	$506,990
Change from PY Budget	($240,040)
Reason for Change	The majority of this reduction is due to transferring 2 full time and one part time position to the new Business Services Department and transferring one full time position to the City Manager's office.



FY 2014 CURRENT BUDGET	**$747,030**	
Changes:		
Business Services Salary	(126,020)	Accounting Manager, one full-time & one part-time accounting analyst benefits and salary to 1590.
Business Services Benefits	(41,030)	
Budget Analysts moved to City Manager's Office		
Salaries	(50,450)	
Benefits	(22,980)	
Travel	(500)	
Education	(750)	
Financial Planning & Reporting Manager	11,950	Position reclassified, part of the re-structuring
Salary & benefit changes due to 4% raises	11,160	
Group Health Insurance 10.5% increase	2,420	Includes part time employee 6 months expense for 12 months.
National Citizen Survey	11,700	Every other year
Reduction in printing	(8,000)	
Moved to Business Services		
Communications	(10,870)	Postage and other mailings
Advertisement	(250)	Funding for legal ads (alcohol licenses)
Travel	(2,250)	$750 per person moved
Dues & Fees	(5,000)	SAVE for business licenses, finger printing
Education	(2,600)	$1,850 move to 1590
Supplies	(6,000)	Half of budget moved to 1590
Food	(1,000)	Half of budget moved to 1590
Computers	(3,270)	Funding for replacement of one machine plus soft-ware, $2,820
Accounting - Annual Audit Fees	3,700	Annual audit fees total budget $40,700.
FY 2015 Proposed Budget	**$506,990**	

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.

GOALS

1. Report the financial position and economic condition of the City in an accurate, timely, consistent, reliable manner, leading to the publication of a Comprehensive Annual Financial Report (CAFR) that receives an unmodified audit opinion.
2. Respond efficiently to requests by elected officials and Suwanee team members for financial information and analysis. Increase availability of financial reports to management team.
3. Maintain or upgrade bond ratings by Standard and Poor's (AA) and Fitch Rating Services (AA+).
4. Provide technical support to Gwinnett Municipal Association (GwMA).
5. Review and revise the City's budget practices to ensure that the City continues to receive the Distinguished Budget Presentation Award from GFOA and to strive for special recognition for policy communication.
   - ***STWP, Communication Technology, City Services, Staffing, pages 316-326***
6. Issue payments to vendors, for goods and services delivered, in a timely and accurate manner.
7. Review, enhance and/or implement operational internal controls, process, and procedures, which includes updating the operating and internal control policies and procedures manual.
8. Analyze the cash reserve, investment, procurement, and debt policies to ensure they are within the established guidelines.
9. Prepare and analyze the various monthly financial statements and monitor projected budgets and capital reporting. Distribute monthly financial reports by the 10th working day of the month. Complete monthly bank reconciliations by the 25th of each month.
10. Calculate and distribute payroll payments to employees and ensure that payroll tax liabilities are paid in a timely manner.
11. Maintain current inventory of fixed assets.
    - ***STWP, City Services, Staffing, pages 322-326***
12. Cross-Train department staff to provide assistance, back-up coverage, and enhanced customer service in daily operations. Continue staff professional and technical development.
13. Improve internal and external customer communications.
    - ***STWP, Learning Opportunities, City Services, Staffing, pages 322-326***
    - ***STWP, Citizen Engagement, page 316***
14. Conduct the biennial National Citizen Survey and communicate survey results, which provides a means to measure Council and departmental goals outcomes and to provide a benchmark/score card of Suwanee's performance.
    - ***STWP, National Citizen Survey, Citizen Engagement, Communications Technology, pages 314-316***
15. Provide the accounting structure and funding for sustainability of City facilities, capital assets, and infrastructure at accepted conditions levels.
    - ***STWP, Facility Maintenance, Fleet Replacement, City Services, pages 322-326***
    - ***CIP, Parks & Facilities Projects, Equipment & Vehicles Projects, Transportation Projects, pages 299-308***

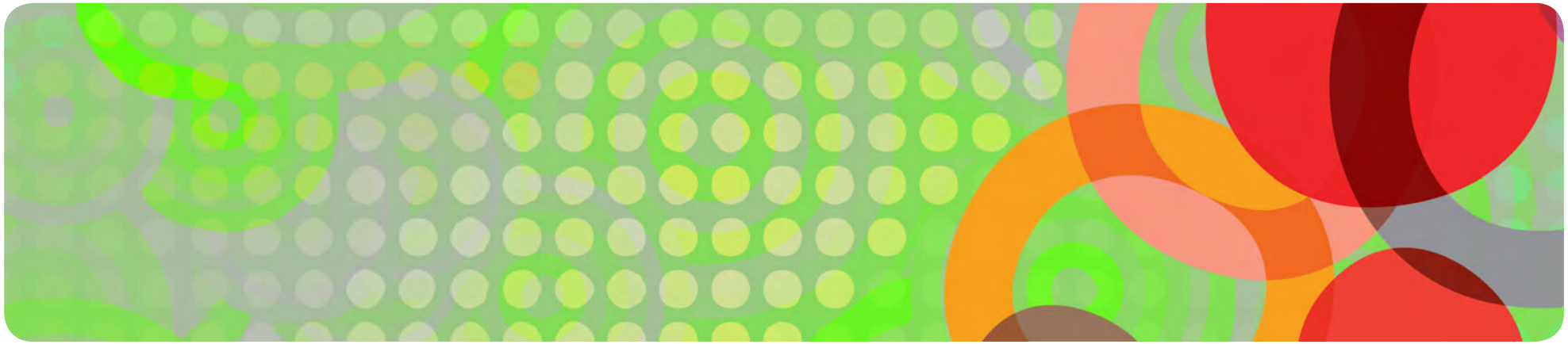
OBJECTIVES FOR FISCAL YEAR 2015

- Continue a fiscally sound approach to Suwanee's finances to ensure that expenditures do not exceed the resources available and a balanced budget is maintained.
- Ensure the integrity of departmental work products and the continued use of best practices through the professional development of finance team members.
- Focus on long-term financial planning, which includes preparation of ten year projections of general fund revenues and expenditures.
- Continue operating to best practices standards and gauge success by receiving awards of excellence from the Government Finance Officers Association (GFOA) for the Popular Annual Financial Report (PAFR), Comprehensive Annual Financial Report (CAFR), and the Budget document.
- Enhance the use of technology for performance and program measurements in the budget and operational decision making process
- Administer the investment portfolio of the City in a manner consistent with prudent financial practices and maintain a high level of safety through ongoing review.
- Improve coordination and consistency of procurement activities among all departments to increase efficiency through utilization of technology.

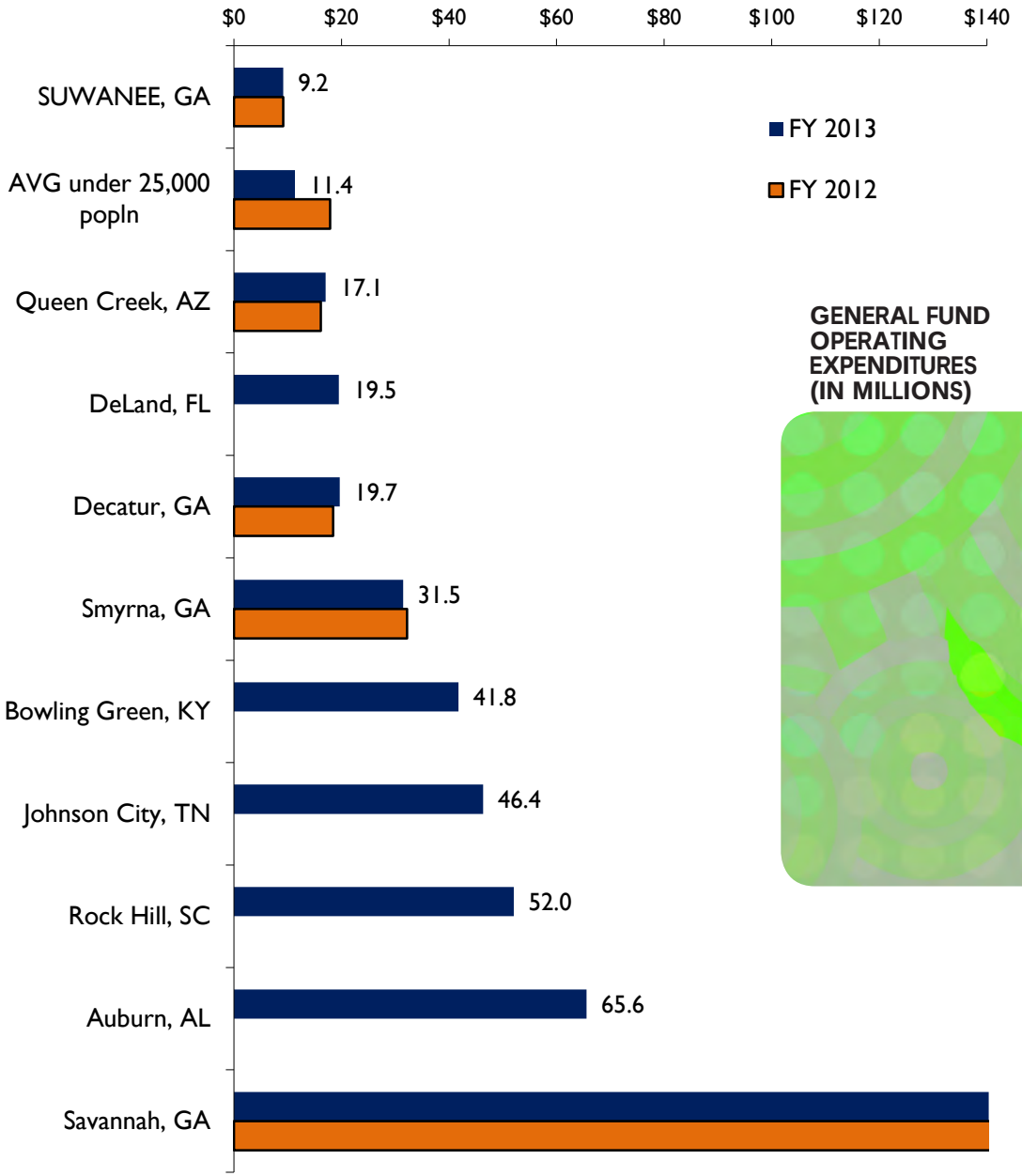
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Accounts payable checks issued	2,515	2,832	3,172	3,200	3,126	3,150
Payroll checks issued	2,450	2,420	2,709	2,720	2,762	2,780
Documents produced and published	10	10	11	12	11	10

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of vendor invoices processed within 30 days	98%	98%	99%	99%	99%	100%
Percent of monthly operations reports distributed within 7 working days	50%	100%	91%	100%	82%	100%
Percent of monthly closings completed within 5 days	100%	100%	100%	100%	100%	100%

	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 2013 Data Report Summary



GENERAL FUND OPERATING EXPENDITURES (IN MILLIONS)

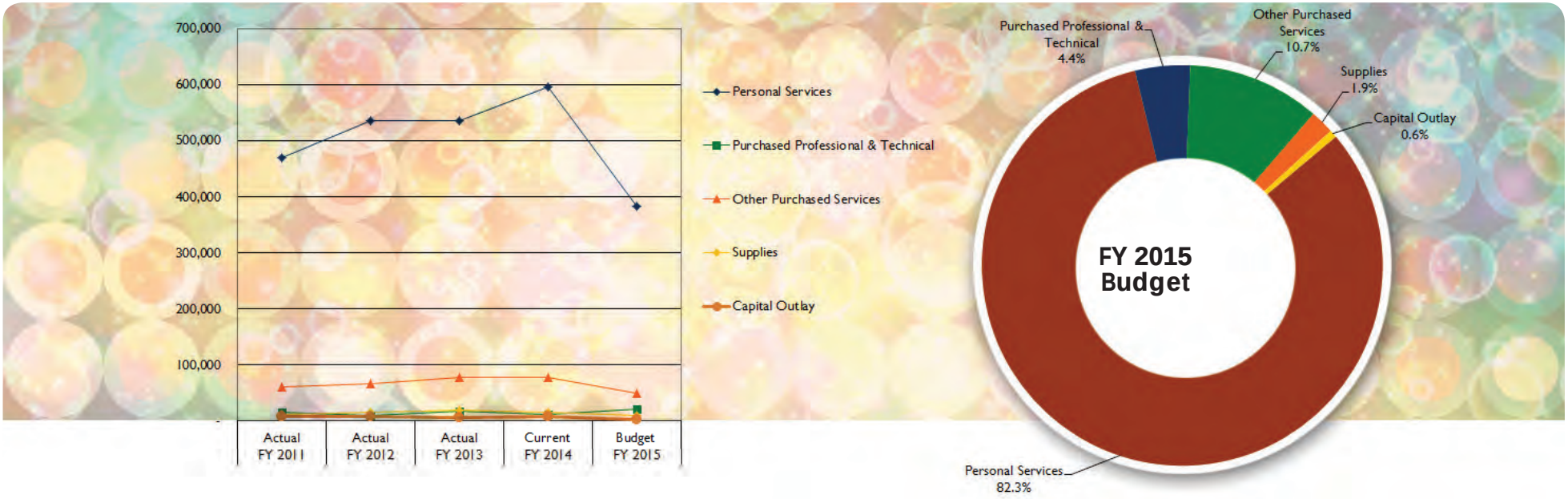
1511 FINANCIAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Financial Services Director	25	1	1	1	1	1
Accounting Manager	19	1	1	1	1	0
Budget Analyst(1)	18	0	1	1	1	0
Financial Planning & Reporting Manager(2)	18	0	0	0	0	1
Special Projects Coordinator	14	1	1	1	1	1
Communications Specialist	PT-13	1	1	1	1	1
Accounting Analyst(1)	13	3	3	3	3	1
Accounting Analyst(1)	PT-13	1	1	1	1	0
TOTAL		8	9	9	9	5

(1) In fiscal year 2015, a new department, Business Services was created. Team members from Financial Services were transferred to the new department & Chief Executive.

(2) In fiscal year 2015, the position of financial planning & reporting manager was created.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 470,662	$ 535,766	$ 536,721	$ 595,590	$ 383,840
Purchased Professional & Technical	14,900	10,063	16,900	12,100	20,700
Other Purchased Services	60,837	65,413	77,904	77,650	49,930
Supplies	11,113	15,174	18,450	16,000	9,000
Capital Outlay	7,635	7,014	6,269	8,690	2,820
TOTAL	$ 565,147	$ 633,430	$ 656,244	$ 710,030	$ 466,290



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.

GOALS

1. To continue to receive the certificate of excellence in financial reporting from the Government Finance Officers Association (GFOA).
2. Participate in Government Finance Officers Association (GFOA) Popular Annual Financial Reporting Awards Program (PAFR).

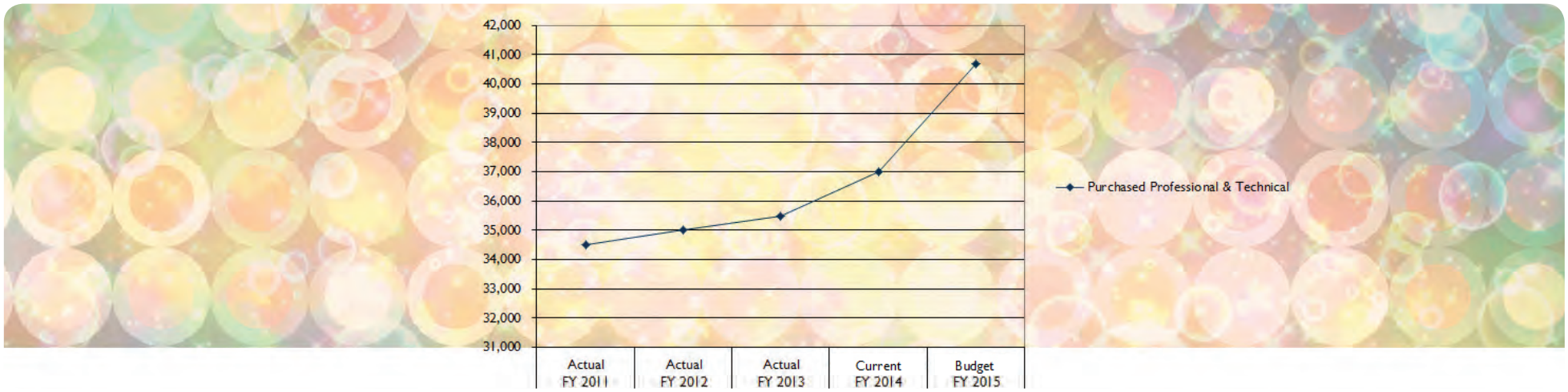
OBJECTIVES FOR FISCAL YEAR 2015

- 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.

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Annual audit fieldwork completed within state law guidelines	9-16-2010	9-08-2011	9-14-2012	10-15-2013	9-13-2013	10-01-2014
Publish financial information no later than 120 days after fiscal year end as required by State law	12-29-2010	12-21-2011	12-28-2012	12-31-2013	12-20-2013	12-31-2014

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	

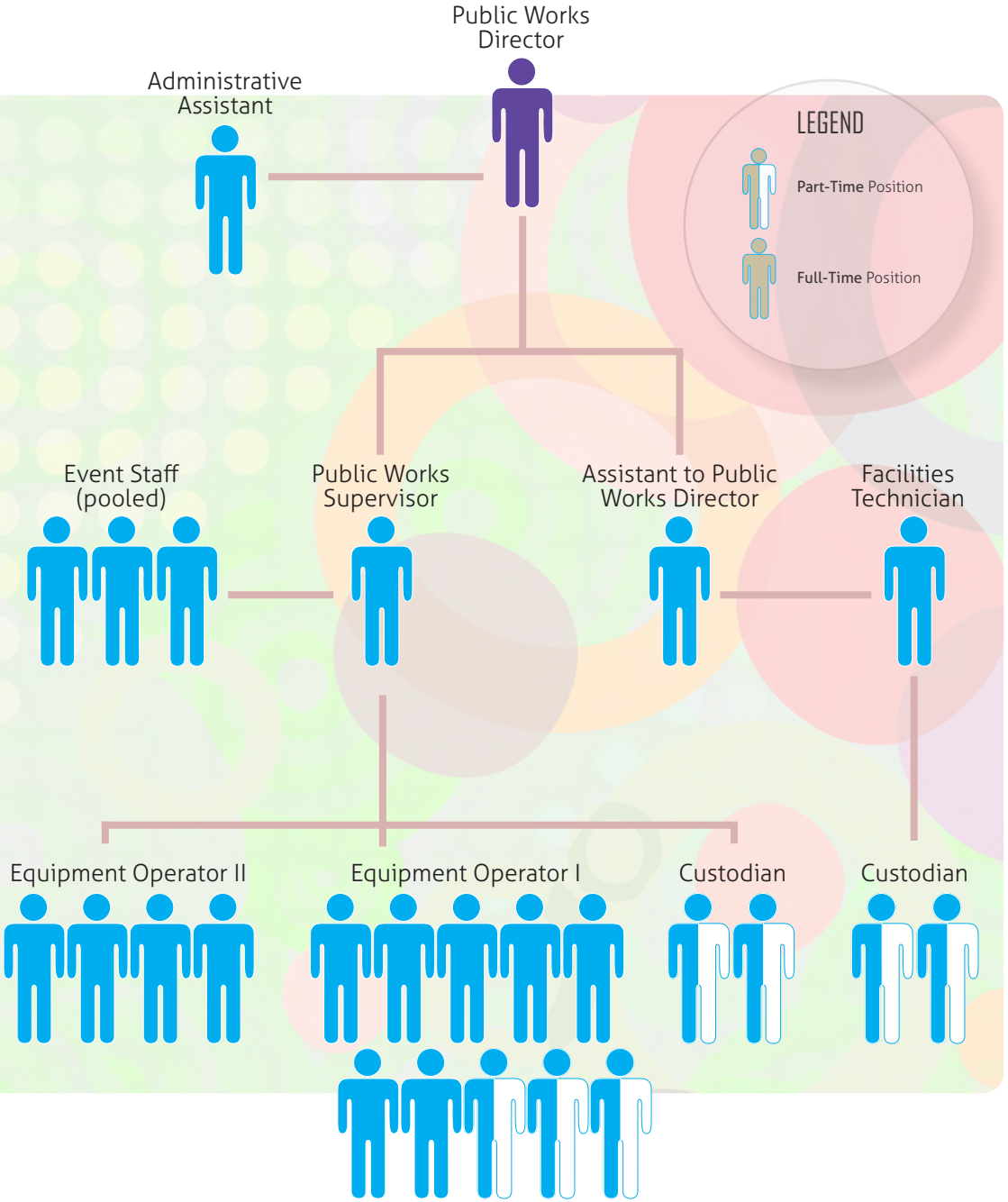
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 34,500	$ 35,000	$ 35,500	$ 37,000	$ 40,700



Parks & Public Works

Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	16 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 2015 Budget Items	Includes funding for one new equipment operator I for six months, two riding mowers, snow plow attachment, and geese police contracted services
Current FY 2014 Budget	$2,086,190
Adopted FY 2015 Budget	$2,137,130
Change from PY Budget	$50,940
Reason for Change	Increase in FY 2015 budget is due to a new equipment operator position (six months), salary adjustments 4%, and 10.5% group health insurance increase.





FY 2014 CURRENT BUDGET	**$2,086,190**	
Changes:		
New Position Request (full time 1/2 year)	28,630	(salary, benefits, and equipment)
Salary & benefit changes due to 4% raises	40,130	
Reduction in Overtime	(15,500)	
Group Health Insurance 10.5% increase	25,450	Includes part-time employees funding for 12 months instead of 6 months.
15% increase in workers compensation	3,800	
Repairs	1,100	PW
Rental	(800)	PW
Communications	560	PW
Dues & Fees	(1,250)	PW
Contract Services	8,750	Storage of Christmas tree
Solid Waste	1,500	Expanding recycling program
General Supplies	7,700	Additional spray for the disc golf course. Altosid larvicies ($2,000) for disc golf & Suwanee Creek Greenway.
Uniforms	(2,370)	PW (prior year included set up fees for new company)
Janitorial	340	PW
Water & Sewer	(5,250)	
Natural gas	380	PW
Electricity	3,090	PW
Small Equipment	2,000	Purchasing welding machine, plasma cutter, chain saws, pole saw, weed eaters, blowers, vacuums.
Zero Turn mowers	3,930	Request for two new zero turn, rear discharge
Utility Vehicle	(21,880)	FY 2014 request
Town Center generators and trailers	(25,000)	FY 2014 request
Snow plow attachment	5,600	PW
Computers	(3,170)	
Street Sweeping	(1,540)	Paved Streets
I85 Landscape	320	Total request $44,200
PIB Landscape	1,750	Total request $58,200
Railroad bank	(9,200)	Prior year installation
Railroad bank chemical spraying	3,000	
MS4 monitoring	(1,920)	
Park Areas -Professional Services	7,700	Increase for Contractual Geese Police service program
Park Repairs	3,160	
Park Rental	30	
Park Supplies	900	
Parks Site improvements	4,000	Increase - mulch disc golf course
Town Center electrical project	(15,000)	prior year project
FY 2015 Proposed Budget	**$2,137,130**	

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.

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.
   - ***STWP, Staffimg, page 326***
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.
   - ***STWP, City Services, page 322***
4. Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
5. Via the utilization of the Go! Suwanee app, improve communications with citizens on service request needs.
   - ***STWP, Communications Technology, page 316***
6. Continue efforts to maximize efficiency and effectiveness of community service workers.
7. 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.
8. Continue training programs, certification, and/or recertification for Water System Operators, Water System Distribution Operators, soil erosion and sedimentation control, pesticide applicators, professional turf grass, etc. for Public Works employees.
9. Work with Public Works staff to attain additional CDL, pool operator, and back flow device license holders within the department.
10. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
11. Continue management efforts of staff and City of Suwanee consultant, Warren Tingle in managing manganese sequestration.
12. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
13. 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, City Services, page 322***
    - ***STWP, Staffing, page 326***
14. Continue to 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 new software and equipment communication monitoring system.
15. 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.
16. 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.
    - ***STWP, Communications Technology, page 316***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
17. 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.
    - ***STWP, Facility Maintenance, page 316***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
18. Use the Facilities Master Plan for Building and Park Facilities to assist in a proactive planning and budgeting process to facilitate short and long term building and park facilities needs, to inform various departments of upcoming facilities needs, and assist in the scheduling of activities.
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
19. Investigate HVAC at Crossroads Building, develop a plan of action such as RFP, and make appropriate corrections as necessary to provide adequate level of service for the Courtroom side of the building.
20. Modify Public Works staff duties and responsibilities as needed to accommodate management of additional assigned Capital Projects.
21. Continue and improve maintenance of existing parks, greenways, rights-of-ways, highway medians, sidewalks, roads, and City facilities.
    - ***STWP, Community Aesthetics, page 322***

GOALS (continued)

- ***STWP, Park Enhancements, page 316***

22. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
    - ***STWP, Facility Maintenance, page 316***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
23. 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, Public Works Equipment, New & Replacement, page 326***
    - ***CIP, Equipment & Vehicles Projects, Public Works Equipment – Replacement and New Purchases, page 300***
24. Develop and manage the second phase of railroad bank landscape project.
25. Continue management of consultant in an ongoing on-site pole camera, etc. study of existing corrugated metal drainage pipes and development of condition and prioritization of corrugated metal drainage infrastructure replacement or relining projects.
26. Repair, replace, or reline identified prioritized deteriorated corrugated metal drainage pipe projects.
27. Continue updating process of the water system map via ESRI ArcMap software.
28. Provide training to insure proficiency in operating the wells and the SCADA system, for all water operators.
    - ***STWP, City Services, page 322***
    - ***STWP, Staffing, page 326***
29. Study our water rate structure and operational cost and determine recommendations on water rates beyond the July 2013 water rate structure and submit recommendations to Council and implement accordingly.
    - ***STWP, Water System Structure, page 318***
30. 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.
31. Develop RFP, recommend award of Contract, and complete installation of an approximately 800 feet section of 2 inch water line with an 8 inch water line along Eva Kennedy Road from Stonecypher Road to existing cross county water line that extends to Stonecypher s/d.
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.
    - ***STWP, Water Regulations, page 318***
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.
    - ***STWP, Water System Strategy, page 318***
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.
    - ***STWP, Water System Infrastructure Improvements, page 318***
    - ***STWP, Water System Strategy, page 318***
    - ***CIP, Transportation Projects, Stormwater Projects, page 303***
36. Continue with implementation and management of the first and second phase recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries master planning document, including community outreach.
    - ***STWP, Citizen Engagement, page 316***
    - ***STWP, Land Use, page 324***
    - ***CIP, Parks & Facilities Projects, Cemetery Improvements, page 303***
37. Manage installation of the dynamic driver speed feedback (radar) signs.
    - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, Radar Signs, pages 299-300***
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.
    - ***STWP, Citizen Engagement, page 316***
    - ***STWP, Driver Speeding, page 322***
    - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, Radar Signs pages 299-300***
    - ***CIP, Transportation Projects, Transportation Enhancement Projects, Sign Reflectivity Program, page 308***
39. Conduct study of implementation program to promote Suwanee Branding on street name signage.
    - ***STWP, Branding, page 314***
    - ***STWP, Signage/Wayfinding, page 314***
    - ***STWP, Community Aesthetics, page 322***
    - ***CIP, Parks & Facilities Projects, Facilitiy Enhancement Projects, page 303***

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

4100 PUBLIC WORKS ADMINISTRATION

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Number of work orders completed	3,685*	5,294	5,175	5,200	5,371	5,400
Number of times parks are mowed during the growing season	32	32	31	32	35	32
Number of work orders completed on playground equipment	28*	31	21	30	29	30
Number of work orders completed for City buildings	566*	1,552 **	1,374	1,400	1,481	1,480
Hours of litter pick-up services provided	605	985	868	875	947	950
Number of street lights maintained	855	922	960	969	981	999
Number of special events requiring special detail services	43	50	47	44	44	53

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

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

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percentage of work orders completed in 30 days	98%	99%	99%	99%	99%	99%
Work orders completed per FTE	369*	481	470	473	488	450

**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		
OUTCOMES – **INTERMEDIATE**	Citizens experience consistently clean park area conditions		
OUTCOMES – **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 2013 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.

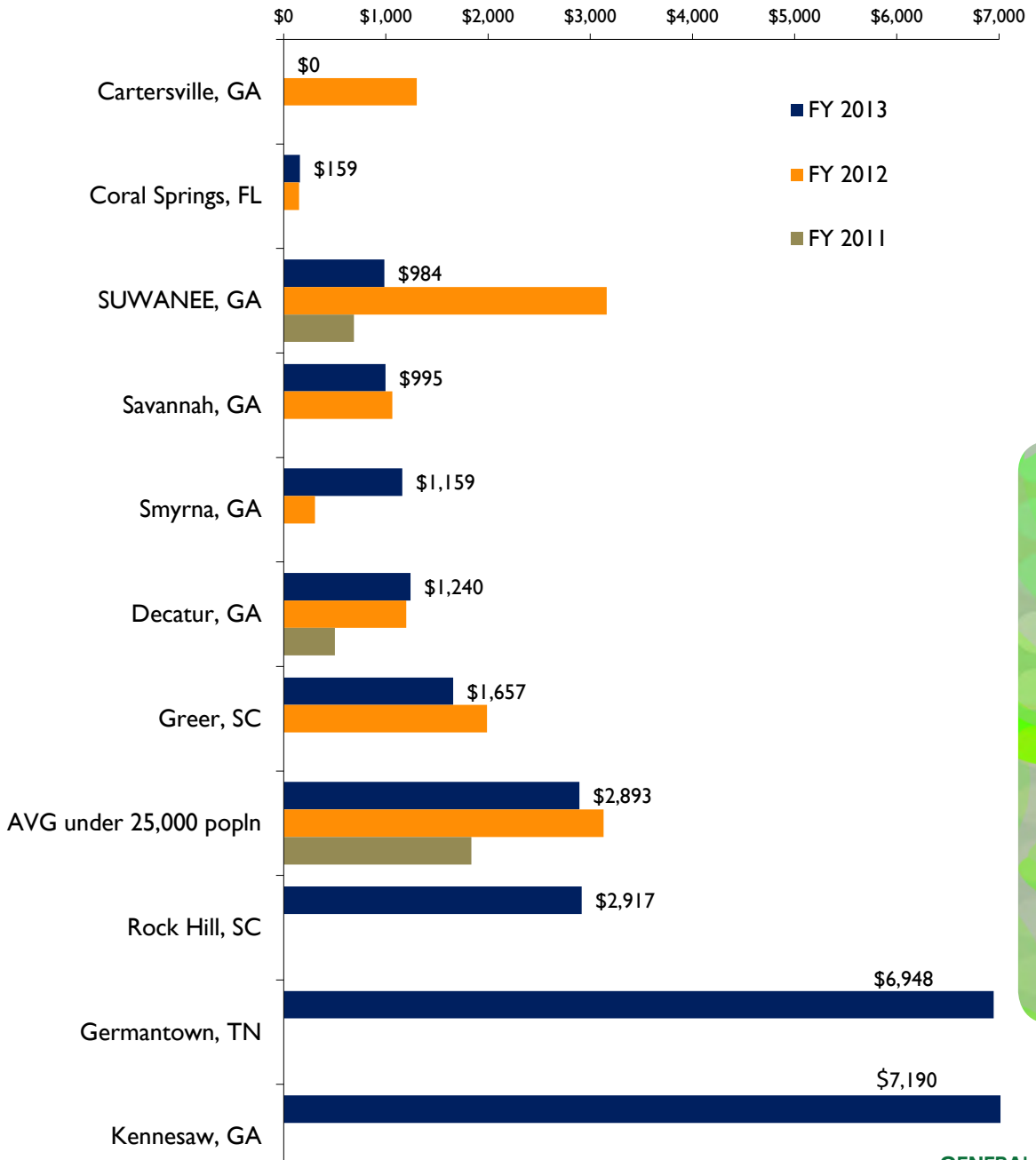
Some jurisdictions attribute expenditure differences to extreme weather conditions that sometimes cause road damage. In addition, expenditures may vary greatly from one year to the next owing to the addition of a large capital improvement project or the deferment of routine maintenance.

For the FY 2013 Fiscal Year Data Report, 122 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 2013	ROAD REHAB. EXPENDITURES PER PAVED MILE FY 2012	ROAD REHAB. EXPENDITURES PER PAVED MILE FY 2011
Cartersville	30.0	265	100.0%	-	$1,300.69	-
Decatur	4.3	121	100.0%	$1,239.67	$1,199.69	$501.08
Kennesaw	7.5	100	100.0%	$ 7,190.33	-	-
Savannah	108.1	1,531	90.0%	$994.99	$1,061.33	-
Smyrna	15.2	493	100.0%	$1,159.27	$306.95	-
Suwanee	10.9	129	100.0%	$984.12	$3,160.80	$686.84
Under 25,000 population						
Median	**5.6**	**164**	**100.0%**	**$2,893.47**	**$3,875.54**	**$1,836.94**

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



ROAD REHABILITATION EXPENDITURES PER PAVED LANE MILE

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

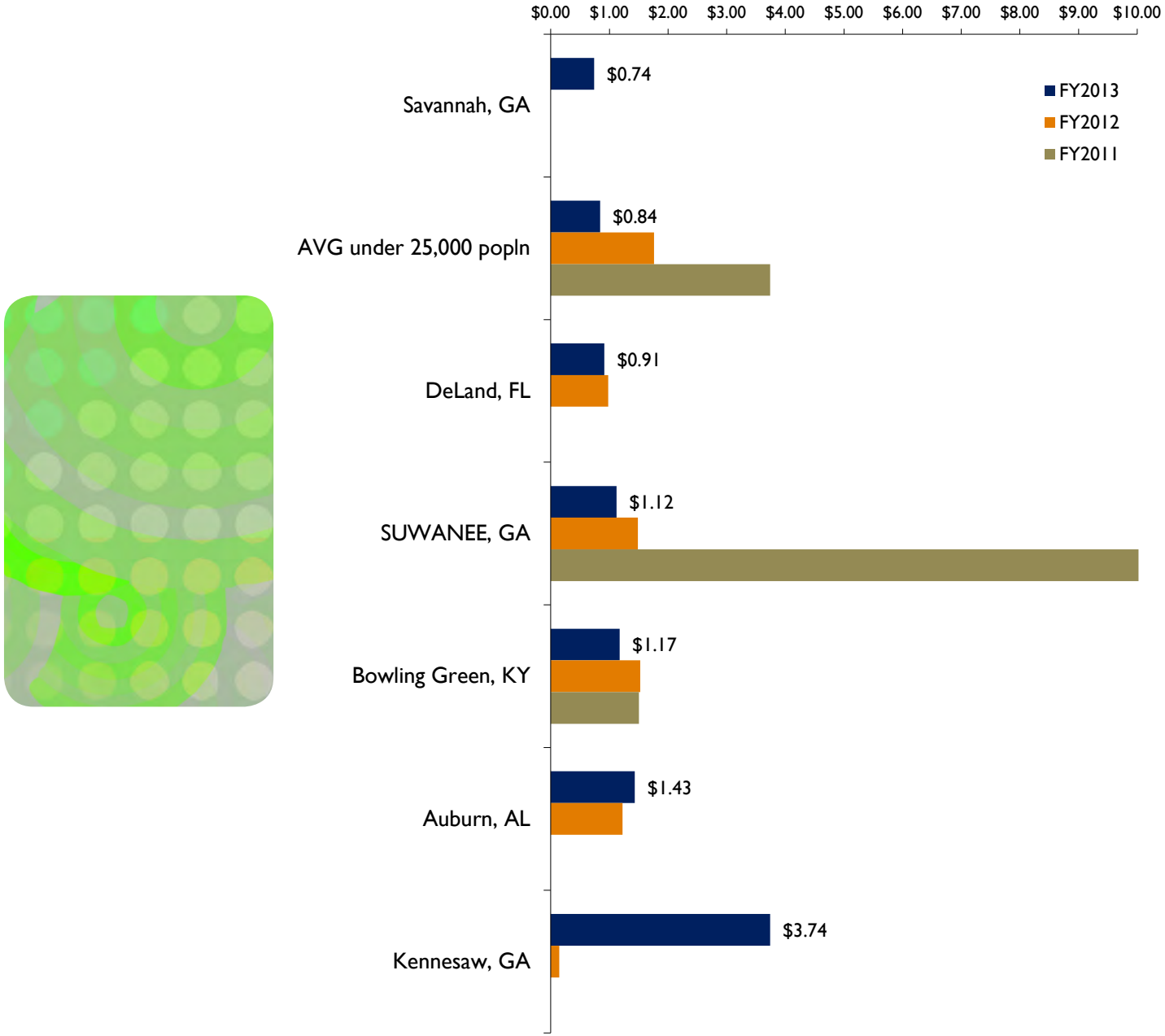
FY 2013 marks the fourth year the City of Suwanee contributed to the Facilities Management data chapter; 118 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

- **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					
Average	-	27.9	58	1,083,048	$5,177,662
50,000-99,000					
Average	-	6.4	22	341,889	$766,710
25,000-49,999					
Average	-	2.8	7	250,706	$281,488
Under 25,000					
Average	-	2.1	5	125,574	$240,682
GEORGIA JURISDICTIONS					
Decatur	Centralized	9.8	9	113,395	$846,000
Kennesaw	Centralized	3.4	9	163,911	$970,061
Savannah	Centralized	-	21	316,722	-
Suwanee	Centralized	3.5	6	65,567	$545,664

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



CUSTODIAL EXPENDITURES PER SQUARE FOOT - ADMINISTRATIVE / OFFICE FACILITIES

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

FY 2013 marks the fourth year the City of Suwanee contributed to the Fleet Management data chapter. One hundred seventeen (117) other jurisdictions provided data as well. Some of the factors that influence the comparability of fleet management data are:

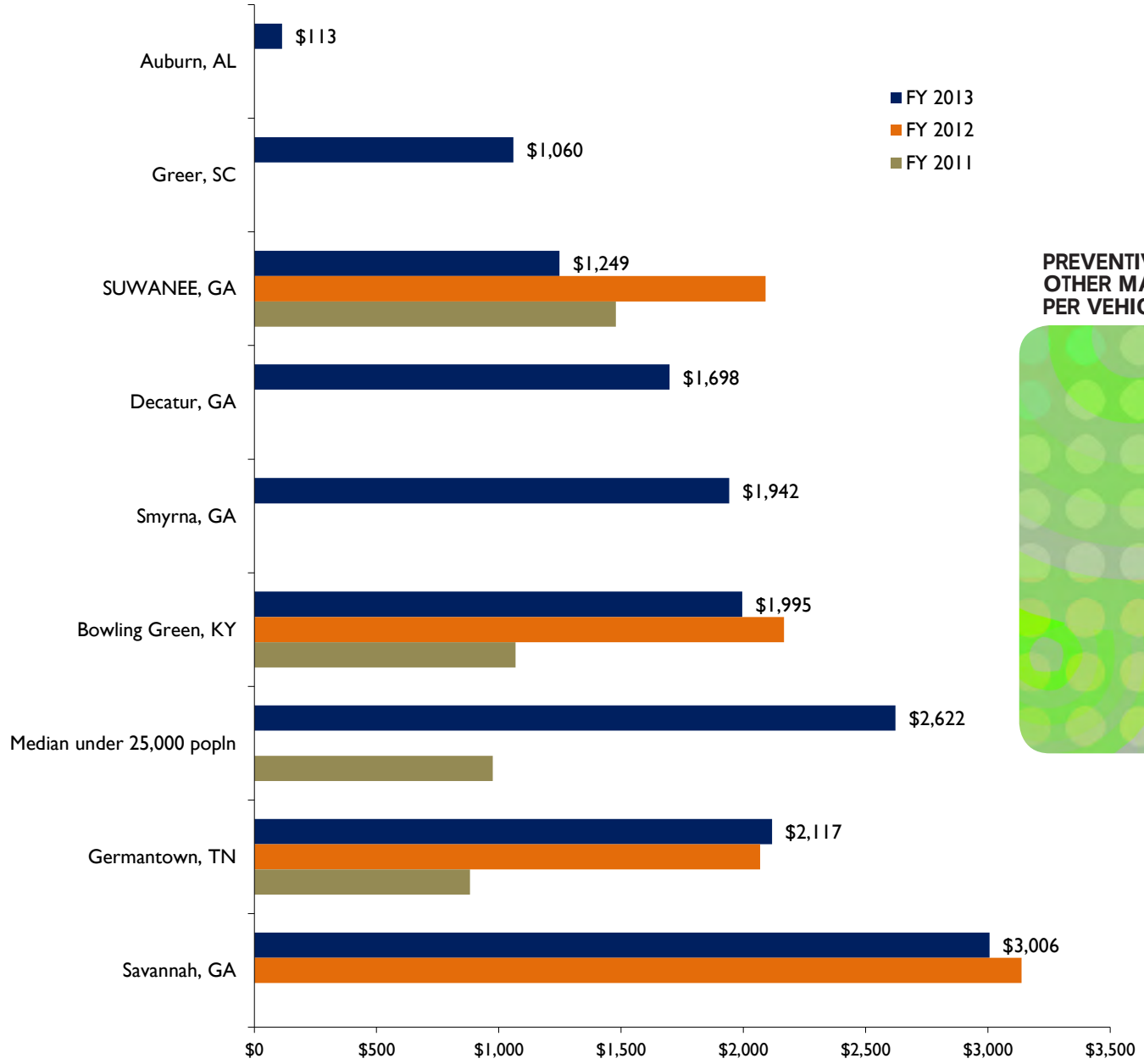
- Policies may influence vehicle use and care, such as those that affect or prefer vehicle allowances, mileage reimbursements, designated versus pool cars, driver preventive maintenance checks, and personal use of vehicles (e.g., marked patrol cars that may be driven home).
- Communities that have a broad range of services (e.g., utilities, human services, jails); these communities may have more vehicles and, thus, be less affected by a few vehicles or subclasses of vehicles with high maintenance costs.

Fleet Management Characteristics

JURISDICTIONS	RESIDENTIAL POPULATION	TOTAL VEHICLES INCLUDING POLICE	LIGHT DUTY VEHICLES*	MEDIUM DUTY VEHICLES**	VEHICLES USING ALTERNATIVE FUEL
ALL					
Mean	47,068	222	148	26	4
Under 25,000					
Mean	15,957	35	24	6	1
Georgia Jurisdictions					
Decatur	19,335	113	20	13	4
Kennesaw	30,990	151	43	10	0
Savannah	142,022	1,229	579	63	1
Smyrna	51,271	226	89	18	2
Suwanee	16,788	67	32	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 2013 Data Report Summary (continued)



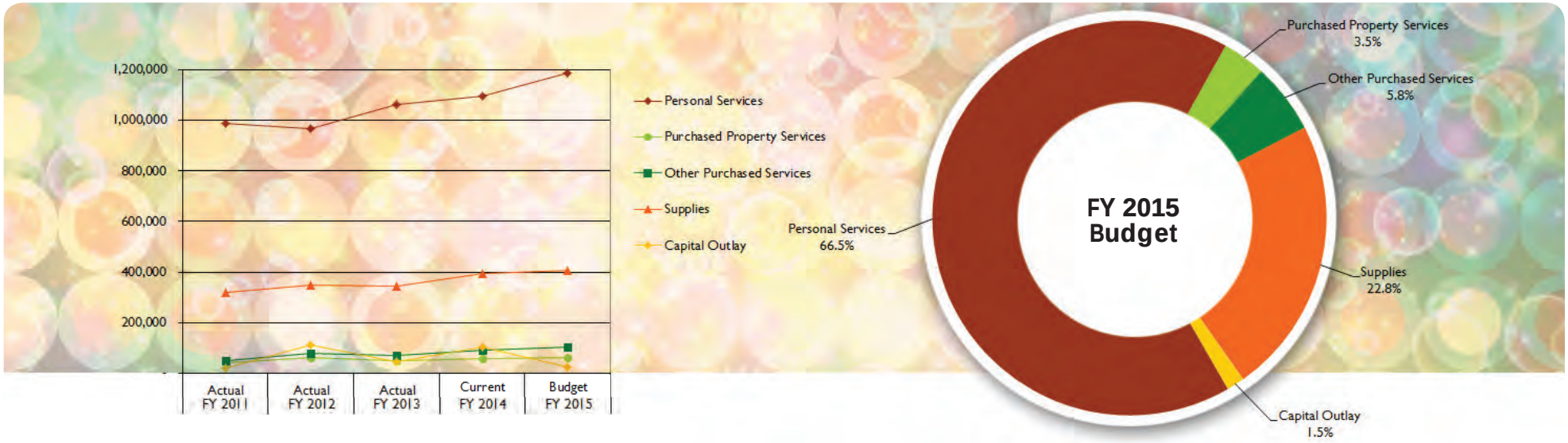
PREVENTIVE AND OTHER MAINTENANCE PER VEHICLE

4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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 (1)	21	1	1	1	1	0
Public Works Supervisor (1)	16	0	0	0	0	1
Equipment Operator II (2)	12	2	2	2	4	4
Facilities Technician (3)	12	1	1	1	1	1
Administrative Assistant	12	1	1	1	1	1
Equipment Operator I (2), (3), (4)	10	8	8	8	9	10
Custodian (5)	PT-7	3	3	4	4	4
Seasonal Laborer(4)	PT	1	1	1	0	0
Seasonal Park Attendant (5)	PT-7	1	1	0	0	0
Event Staff Pool (6)	PT-7	1	1	1	1	1
Total		22	22	22	23	24

(1) In fiscal year 2015, the capital asset manager position was desolved and a public works supervisor position was created.
(2) In fiscal year 2014, two equipment operator level I positions were upgraded to equipment operator level II positions..
(3) In fiscal year 2011, one equipment operator position was reclassed to facilities technician.
(4) In fiscal year 2013, the two part time seasonal laborer positions were reclassed to two part time equipment operators level I.
(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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 989,367	$ 966,357	$ 1,063,808	$ 1,093,480	$ 1,185,330
Purchased Property Services	41,069	63,556	47,616	56,100	63,200
Other Purchased Services	51,397	79,687	68,769	92,490	102,690
Supplies	318,608	349,749	345,342	392,420	406,380
Capital Outlay	22,334	111,689	44,549	101,770	26,000
TOTAL	$ 1,422,775	$ 1,571,038	$ 1,570,084	$ 1,736,260	$ 1,783,600



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.

GOALS

1. Re-inspect City's roads to update road conditions in the pavement management system.
2. Implement the City's road maintenance contracts.
3. Update and expand traffic control mapping and continue with management and implementation of year one and begin year three of multi-year program to meet FHWA Traffic Control Sign Reflectivity requirements.
   - ***STWP, Road Improvement Projects, page 318***
   - ***STWP, Annual Resurfacing Projects, page 322***
   - ***STWP, Road Maintenance, page 318***
   - ***CIP, Transportation Projects, Street Maintenance & Resurfacing Program, page 308***
   - ***CIP, Transportation Projects, Transprotation Enhancement Projects, Sign Reflectivity Program, page 308***
4. Manage Contract and Russell Landscape Group in completion of punch list/item warranty for the Peachtree Industrial Boulevard planted medians project.
   - ***STWP, Peachtree Industrial Blvd. Medians, page 314***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects: PIB Crossing Improvements, page 307***
5. Continue enhanced right-of-way/grounds maintenance program of the 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.
   - ***STWP, Suwanee Gateway, I-85 Business District Economic Development Plan, pages 316-326***
   - ***STWP, Road Improvement Projects, Branding, pages 314-318***
   - ***STWP, Community Aesthetics, page 322***
6. Bid and recommend award to a Vendor to be Named for the Peachtree Industrial Boulevard medians and right-of-way maintenance.
7. Complete GaDOT audit process for 2012 LMIG resurfacing program.
8. Bid, recommend award of Contract to Council, and complete 2013 LMIG Resurfacing Street Resurfacing Projects.
9. Develop Program, submit 2014 LMIG priority list to GaDOT, receive GaDOT approval and LMIG check, prepare RFP and bid projects, recommend award of Contract, and complete resurfacing projects.

OBJECTIVES FOR FISCAL YEAR 2015

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

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Street repair work orders completed	25	39	16	35	29	32
Pothole repair work orders completed	34	46	30	45	21	40
Street overlay (lane miles)	0	3.88	6.63	5.20	3.67	5.75
Number of damaged or missing street signs replaced	38	75	50	50	51	50

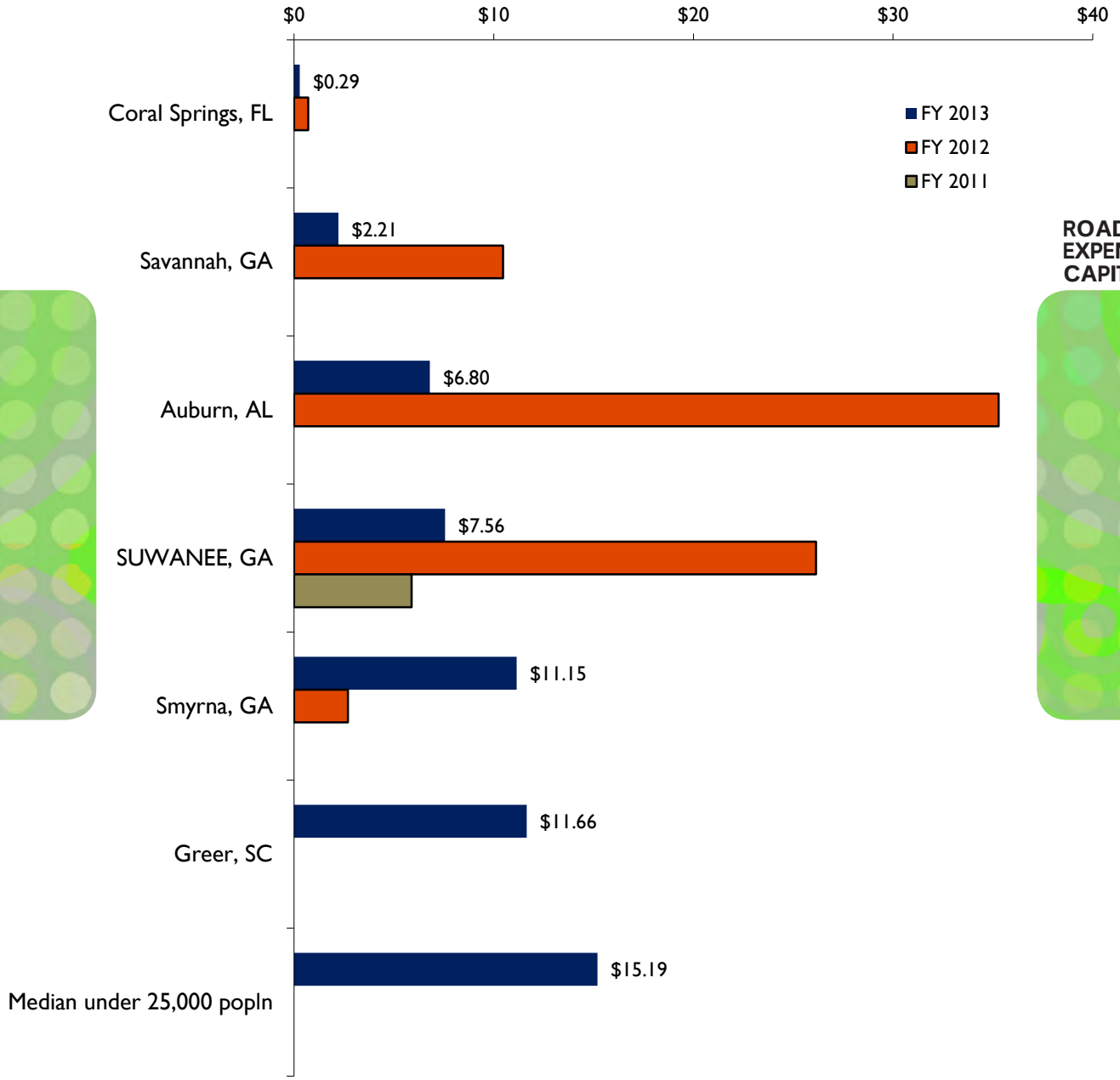
PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of potholes repaired within 30 days of receipt	79%	83%	87%	87%	86%	87%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	91%	90%	91%	92%	92%

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	

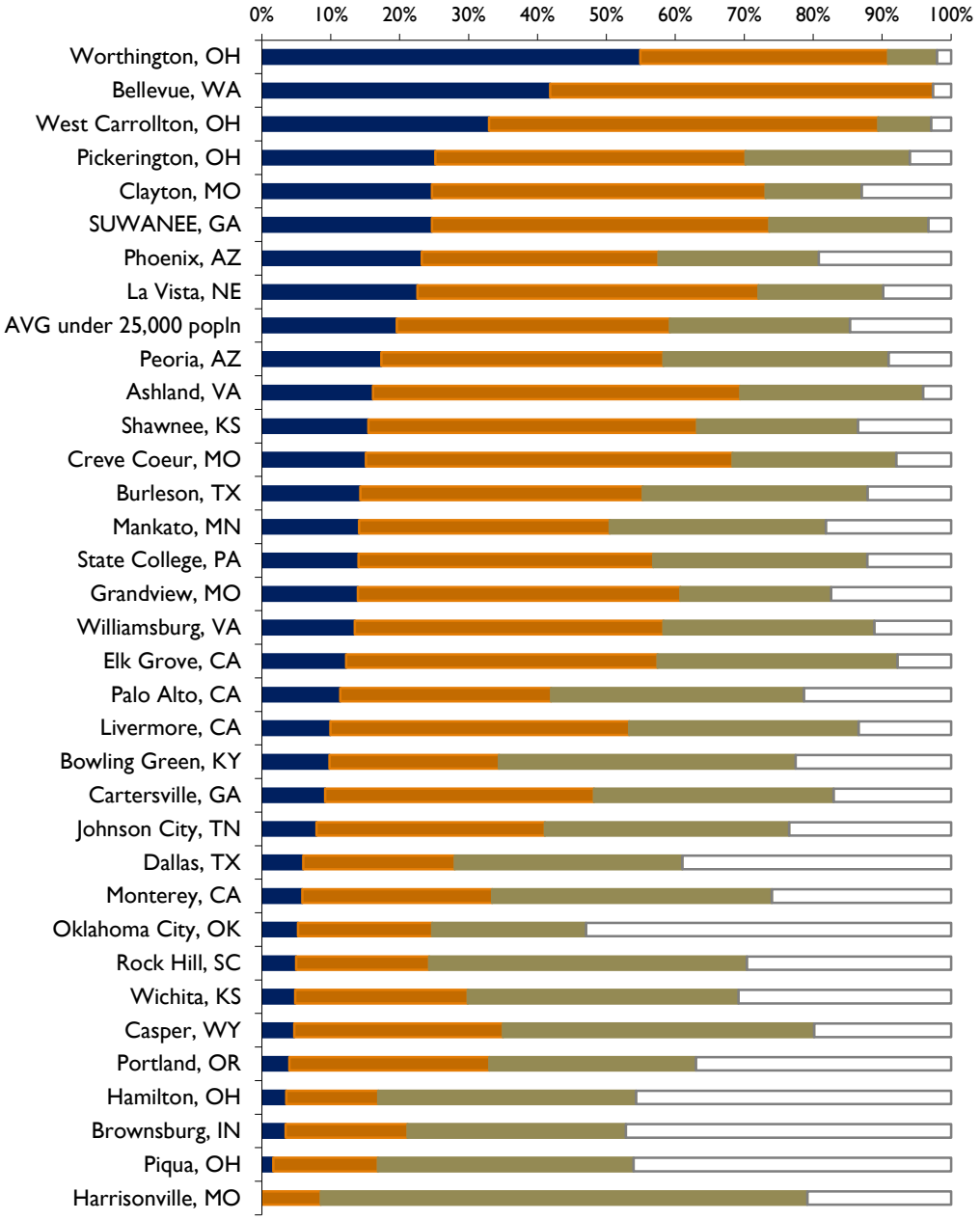
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2012**	**NATIONAL RANK**	**2010**	**NATIONAL RANK**	**2008**	**NATIONAL RANK**
Street repairs	74%	21st	68%	40th	76%	41st
Street cleaning	80%	16th	78%	29th	79%	54th
Sidewalk maintenance	71%	17th	67%	23rd	73%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

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary



ROAD REHABILITATION EXPENDITURES PER CAPITA

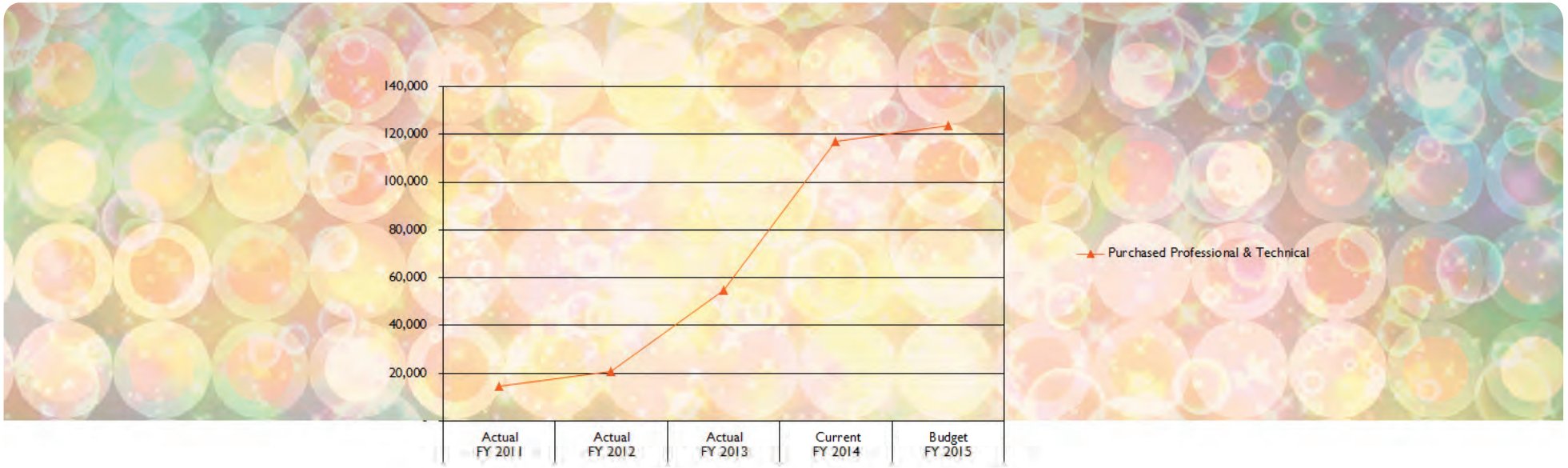
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



CITIZEN SURVEY SATISFACTION RATINGS OF STREET REPAIR SERVICES

4221 PAVED STREETS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 14,507	$ 20,807	$ 54,944	$ 117,070	$ 123,900



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.

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.
   - ***STWP, MS4 Operating Permit, page 316***
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.
   - ***STWP, Water Regulations, page 318***
   - ***STWP, Annual Stormwater Projects, page 322***
   - ***STWP, MS4 Operating Permit, page 316***
   - ***CIP, Transportation Projects, Stormwater Projects, page 308***
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 2014 SPLOST program drainage improvement projects.
   - ***STWP, Annual Stormwater Projects, page 322***
   - ***CIP, Transprotation Projects, Stormwater Projects, page 308***

OBJECTIVES FOR FISCAL YEAR 2015

- Meet GaEPD NPDES MS4 Permit requirements.
- Successfully 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)."
- Complete the renewal permit process and acquire renewal of the NPDES MS4 Permit.

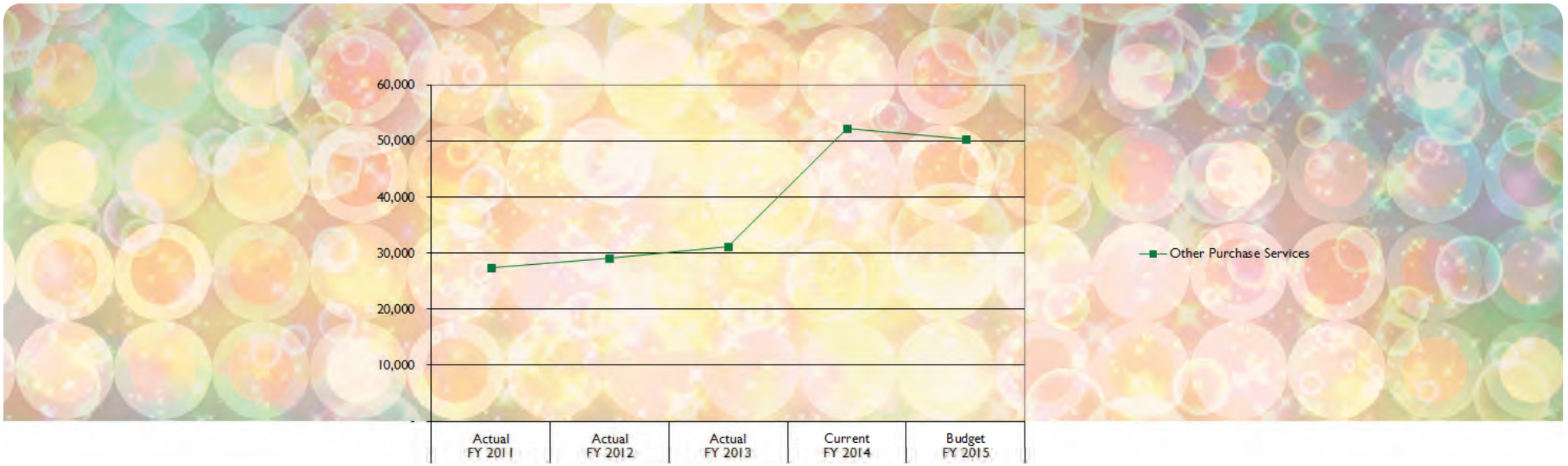
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Inspections of storm drainage system during or just after significant rainfall	90%	90%	90%	90%	89%	90%
Number of citizen's drainage complaints and requests for service	56	36	33	40	48	40
Annual NPDES report	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of complaints or requests responded to within 48 hours	96%	96%	97%	97%	96%	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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services	$ 27,323	$ 29,097	$ 31,201	$ 52,220	$ 50,300



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

GOALS

1. Continue to work with Volunteers/Scouts to implement small community enrichment improvement projects in our Parks/Greenway.
   - ***STWP, Citizen Engagement, page 316***
   - ***CIP, Parks & Facilities 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.
   - ***STWP, City Services, page 322***
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.
   - ***STWP, City Services, page 322***
   - ***STWP, Facility Maintenance, page 324***
   - ***STWP, , Community Aesthetics, page 326***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
4. Investigate a recycling implementation program for another one or two parks much like Town Center Park's recycling program.
   - ***STWP, Environmental Stewardship & Sustainability, page 324***
   - ***STWP, Facility Maintenance, page 324***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
5. Manage development and completion of sinage project along the rehabilitated section of the Suwanee Gateway.
   - ***STWP, Communications & Engagement, Signage, pages 314-316***
   - ***STWP, Facility Maintenance, page 324***
   - ***CIP, Parks & Facilities Projects, Facility Enhancements Projects, page 303***
6. Develop management plan and begin implementation thereof for the proposed Brushy Creek Greenway
   - ***CIP, Transportation Projects, Brushy Creek Greenway, page 307***
7. Develop management plan and begin implementation thereof for the new Disc Golf Course in Suwanee Creek Park.
8. Manage some of the contractors' construction efforts alone with construction of portions of the Disc Golf Course in Suwanee Creek Park.
9. Continue to improve reliability of installed video surveillance system in various parks via new software and equipment communication monitoring system.
   - ***CIP, Equipment & Vechicles, Public Safety Projects, Parks Video Surveillance, page 299***
10. Continue managing maintenance contracts for Town Center Park grounds.
11. Provide training in operation and maintenance of the new Town Center Park irrigation system for all Equipment Operators.
12. 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.
    - ***STWP, Facility Maintenance, page 324***
    - ***STWP, Staffing, page 326***
    - ***CIP, Facilities Projects, Facility Maintenance, page 303***

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

6220 PARK AREAS

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Acres of city-owned open space	372	372	372	372	372	372
Number of hours required to mow and trim park	846	836	909	850	836	850
Number of hours spent on greenway and trail maintenance	240	384	132*	300	615	325
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	2	3	6	4	10	6

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

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of investigations, repairs, or responses to citizen concerns within 1 day	100%	100%	100%	100%	100%	100%

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	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 2013 Data Report Summary

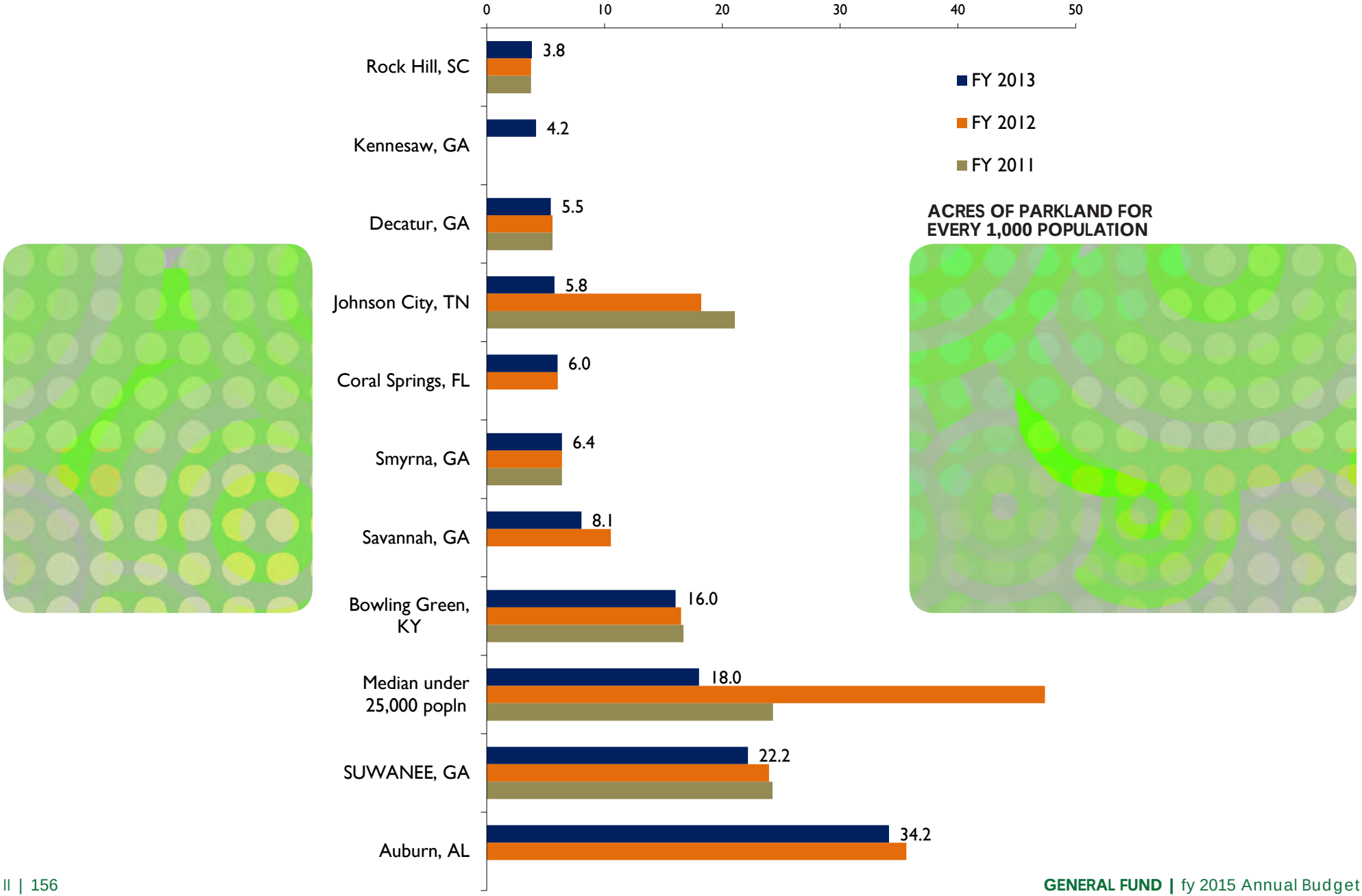
For the FY 2013 Fiscal Year Data Report, 119 jurisdictions provided parks and recreation data.

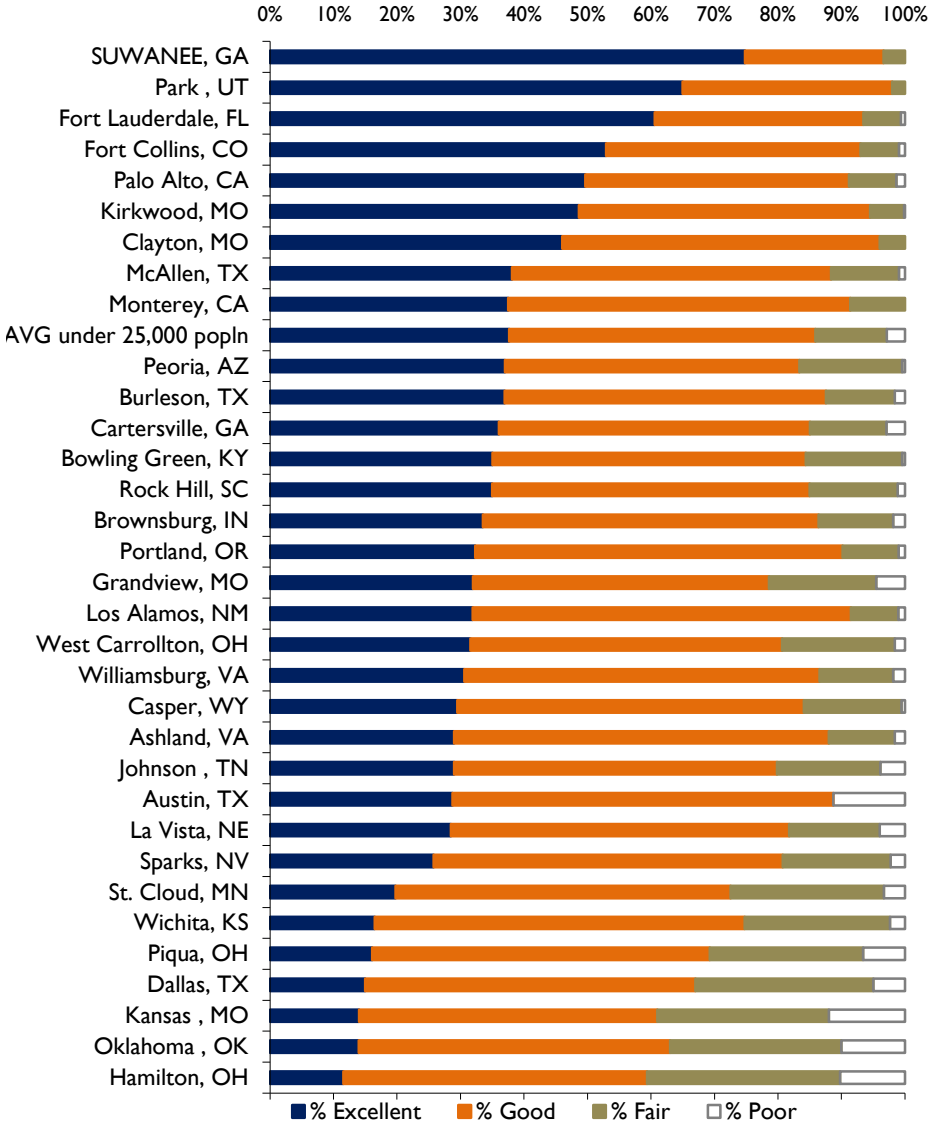
A factor that may influence the comparability of parks and recreation data is the amount of expenditures and hours paid for the department performing activities such as maintenance to nature areas, cemeteries, and trees. In addition, whether a jurisdiction offers certain high expenditure, high revenue 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. LAND & WATER	PERCENTAGE OF PARK ACREAGE THAT IS DEVELOPED	PERCENTAGE OF PARKS MAINTENANCE WORK PERFORMED BY CONTRACTORS	NUMBER OF PLAY STRUCTURES
ALL						
Mean	24%	186	3,731	66%	15%	57
Under 25,000						
Mean	24%	7	793	67%	21%	6
GEORGIA JURISDICTIONS						
Cartersville	26%	30.0	434	48%	-	6
Decatur	23%	4.3	108	86%	11%	6
Kennesaw	26%	10.0	130	100%	92%	15
Savannah	28%	108.0	1,144	83%	1%	62
Smyrna	23%	15.2	327	79%	48%	14
Suwanee	34%	10.9	373	32%	15%	13

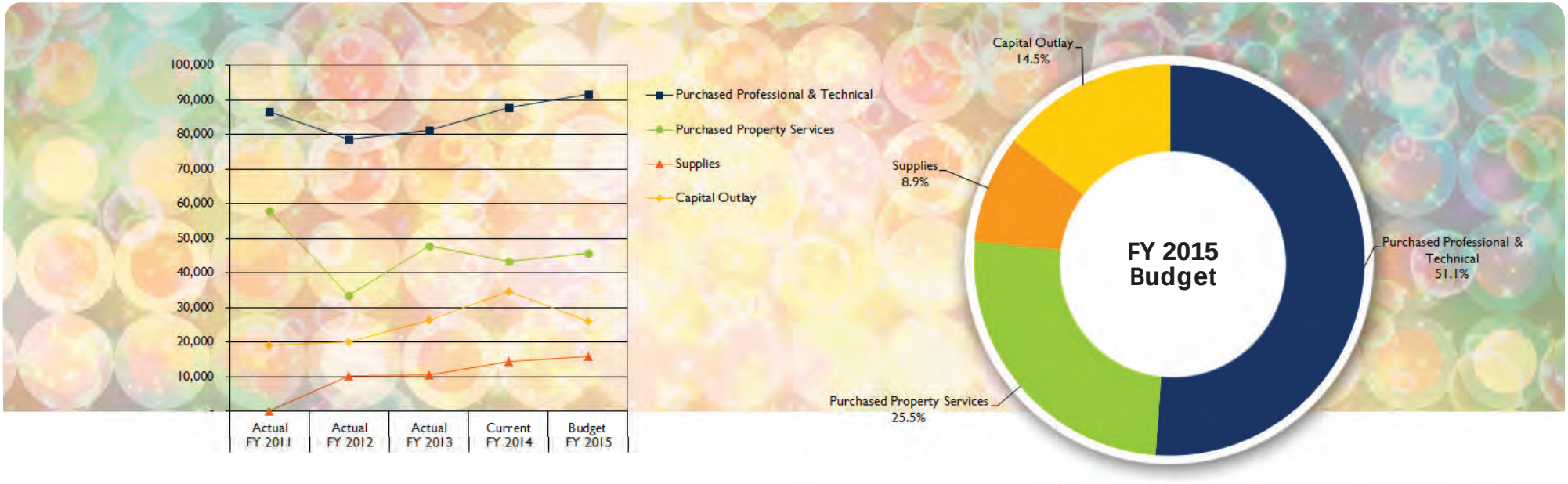
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

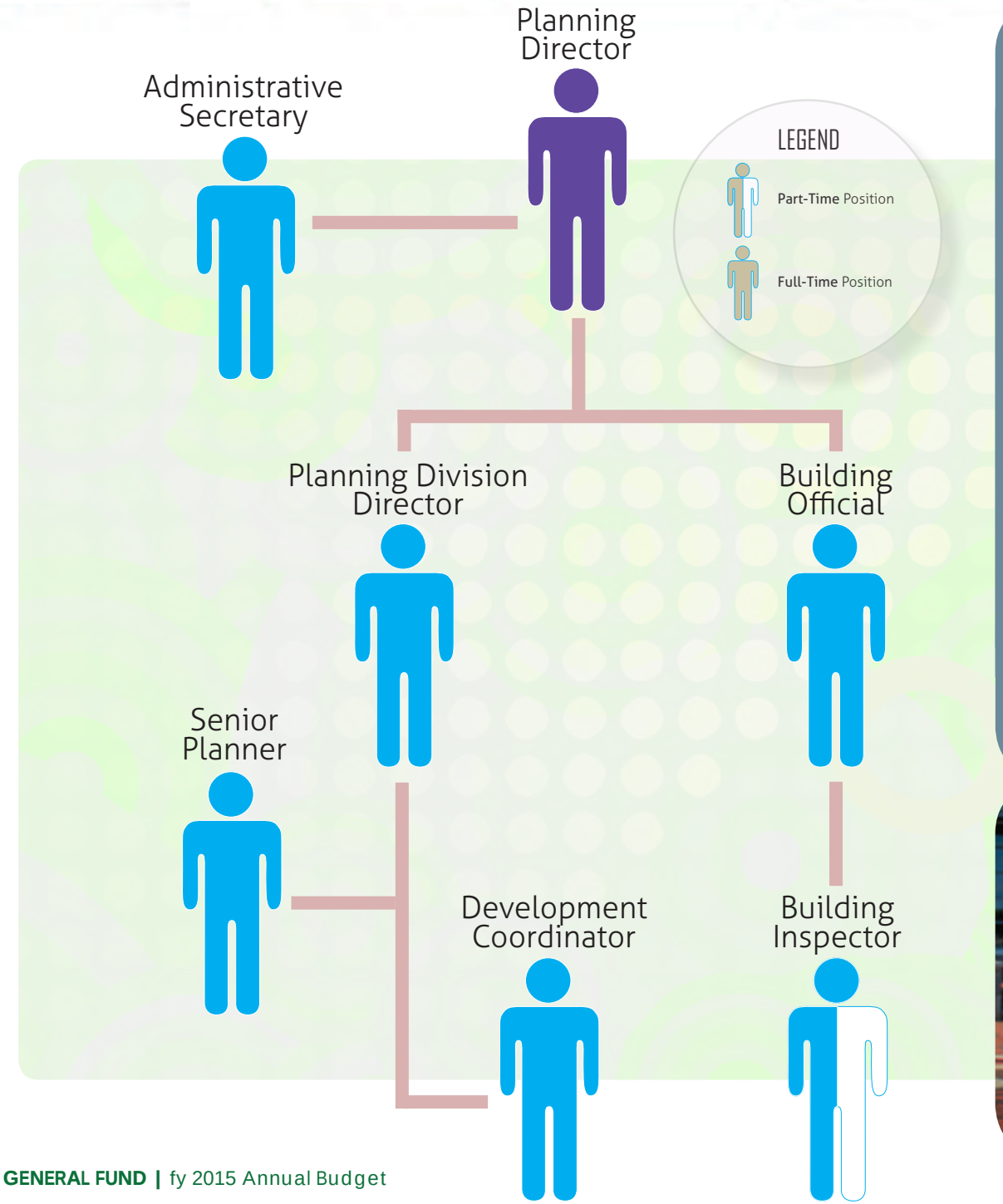




CITIZEN SURVEY RATINGS OF OVERALL SATISFACTION WITH PARKS AND RECREATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 86,528	$ 78,461	$ 81,297	$ 88,000	$ 91,700
Purchased Property Services	57,957	33,485	47,991	43,390	45,730
Supplies	-	10,085	10,540	14,500	15,900
Capital Outlay	19,293	20,173	26,467	34,750	26,000
TOTAL	$ 163,778	$ 142,204	$ 166,295	$ 180,640	$ 179,330





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 2015 Budget Items	Includes funding for updating the Downtown Suwanee Master Plan, $95,000.
Current FY 2014 Budget	$655,330
Adopted FY 2015 Budget	$779,550
Change from PY Budget	$124,220
Reason for Change	The majority of the increase is for the update to the Downtown Master Plan, $95,000. The additional increase is due to 4% salary adjustments and 10.5% group health insurance increase.



FY 2014 CURRENT BUDGET	**$655,330**	
Changes:		
Salary & benefit changes due to 4% raises	19,050	
Reduction in Overtime	(1,750)	
Group Health Insurance 10.5% increase	8,900	Includes part time employee 6 months expense for 12 months.
15% increase in workers compensation	2,020	
Protective Services Travel	500	
Protective Services Education	500	
Planning Professional Services	95,000	Downtown Suwanee master plan
FY 2015 Proposed Budget	**$779,550**	

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.

GOALS

1. Enhance Training for appointed Board Members or incorporate training into the Community Planning Academy.
   - ***STWP, Board Training, page 322***
   - ***STWP, Joint Meetings, page 316***
   - ***STWP, Land Use, Design Guidelines, Zoning Ordinance Review, page 316-324***

OBJECTIVES FOR FISCAL YEAR 2015

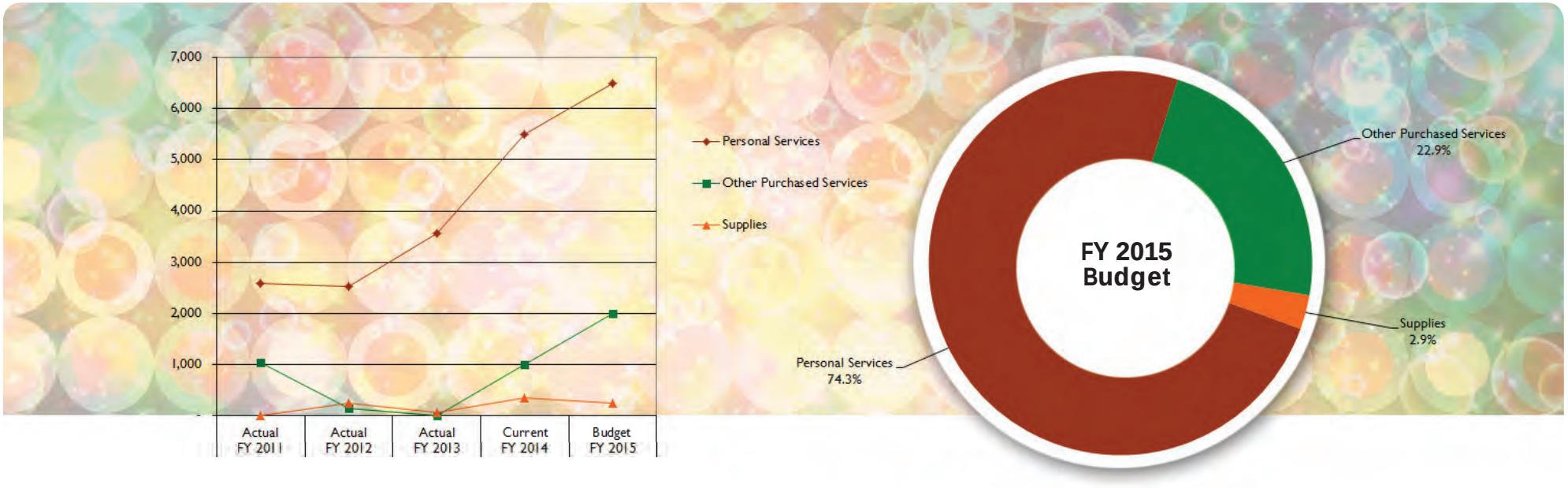
- Review all rezoning cases and special use permit requests and make recommendations to the City Council.
- Review all submitted variance requests and make recommendations to the City Council.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Planning Commission meetings	9	4	5	8	9	10
Zoning Board of Appeals meetings	4	4	6	8	6	7

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 2,586	$ 2,533	$ 3,563	$ 5,500	$ 6,500
Other Purchased Services	1,050	150	-	1,000	2,000
Supplies	-	256	64	350	250
TOTAL	$ 3,636	$ 2,939	$ 3,627	$ 6,850	$ 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.

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, Staffing, page 326***
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.

OBJECTIVES FOR FISCAL YEAR 2015

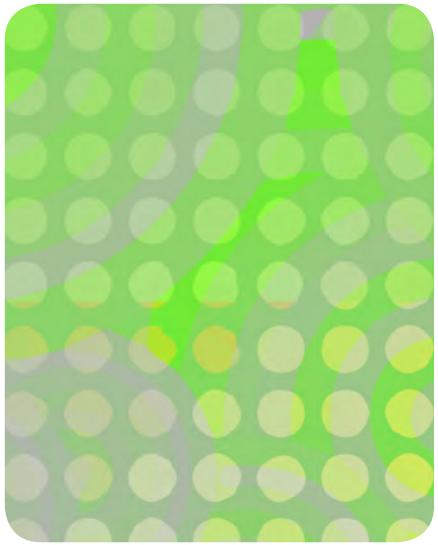
- Respond to inspection requests within 24 hours of receipt.
- Be responsive to special requests of clients.
- Respond to all new projects and reports as needed.

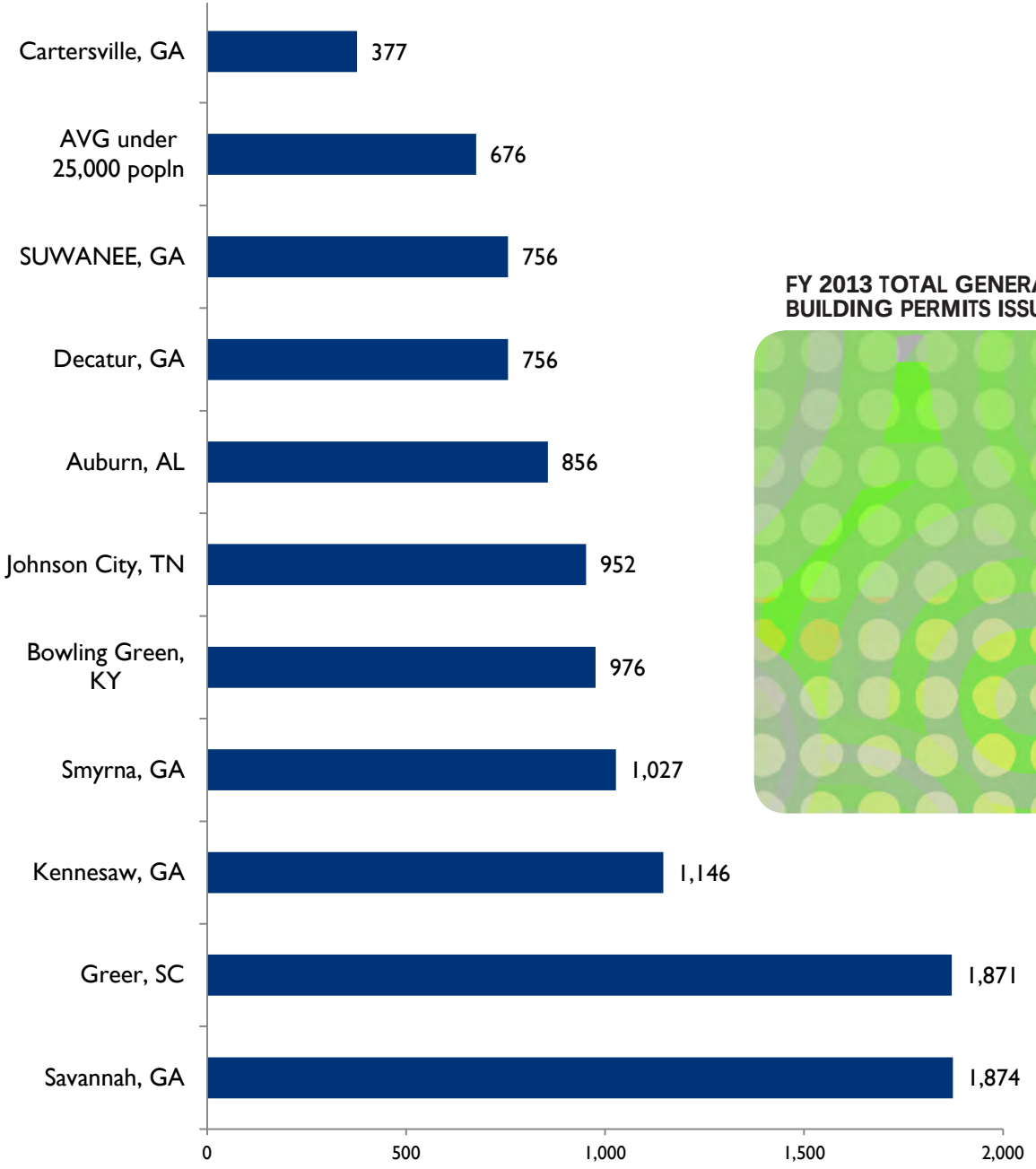
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Number of building permits issued	224	242	307	320	229	320
Number of calls for inspections	2,079	2,304	3,067	3,040	3,346	3,300

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of building inspections performed within 24 hours	100%	100%	100%	100%	99%	99%

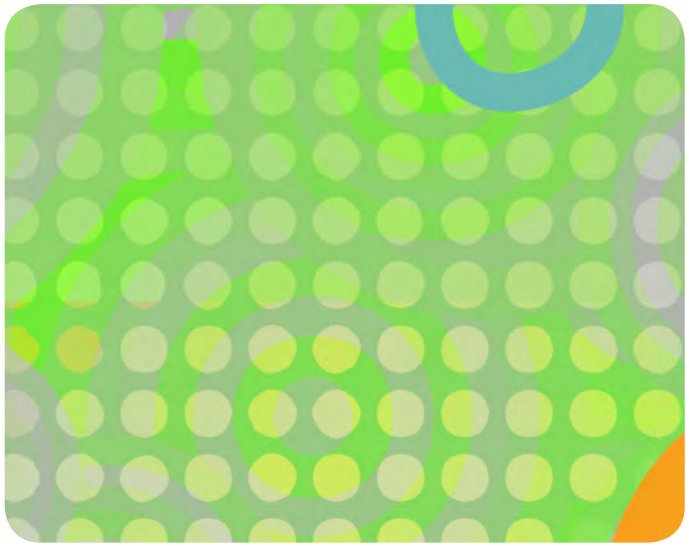
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Land use, planning and zoning	77%	1st	64%	5th	71%	10th
Educational opportunities	78%	36th	75%	51st	75%	48th

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary

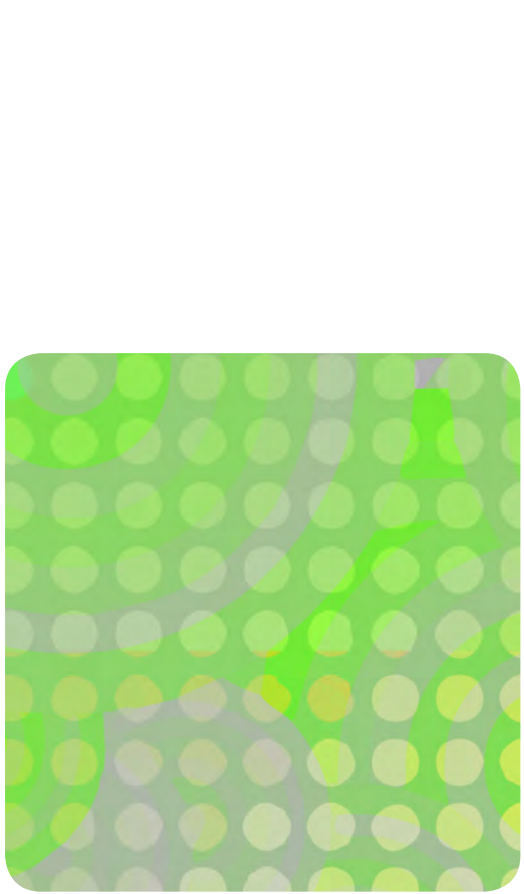


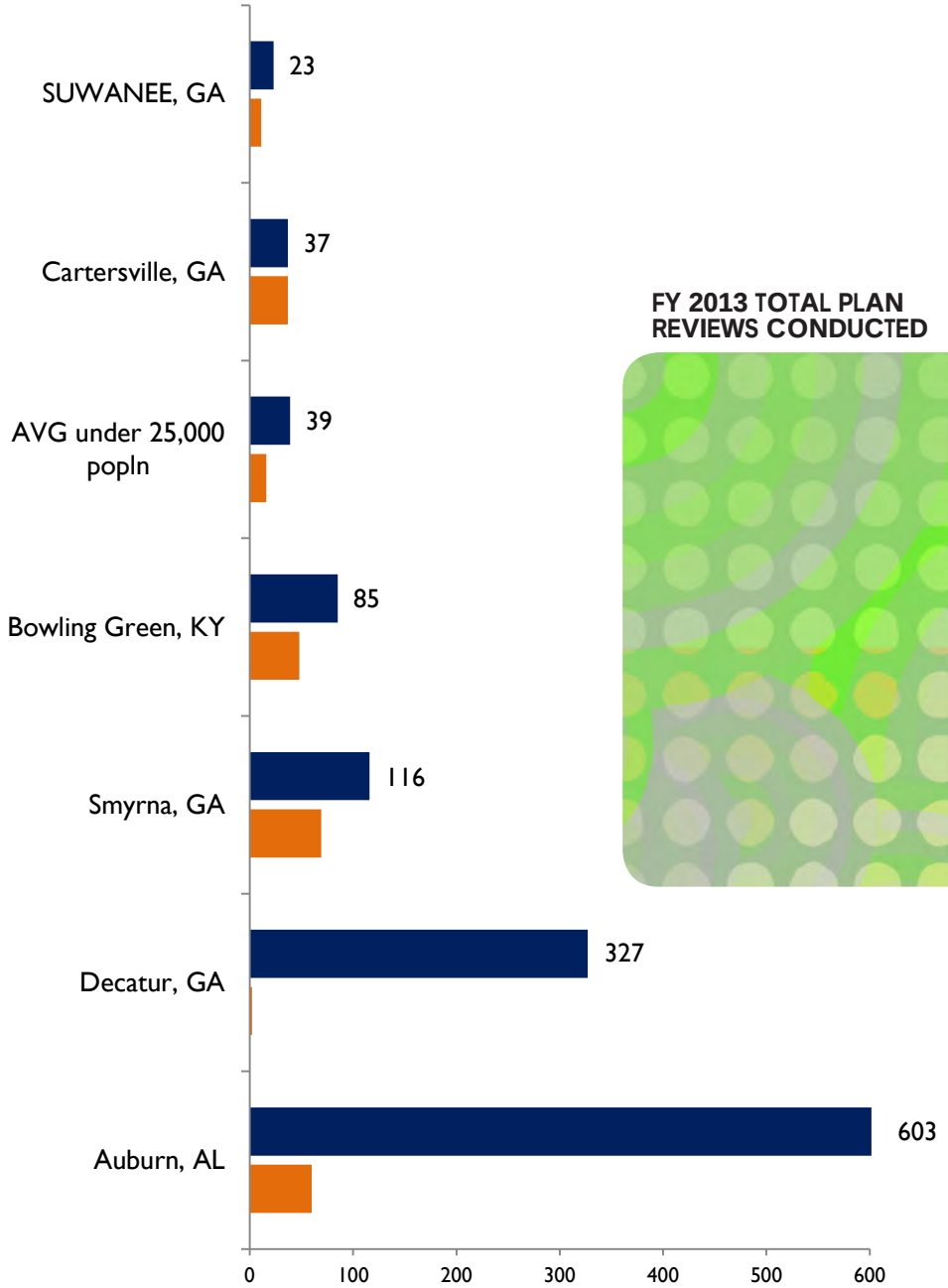


FY 2013 TOTAL GENERAL BUILDING PERMITS ISSUED

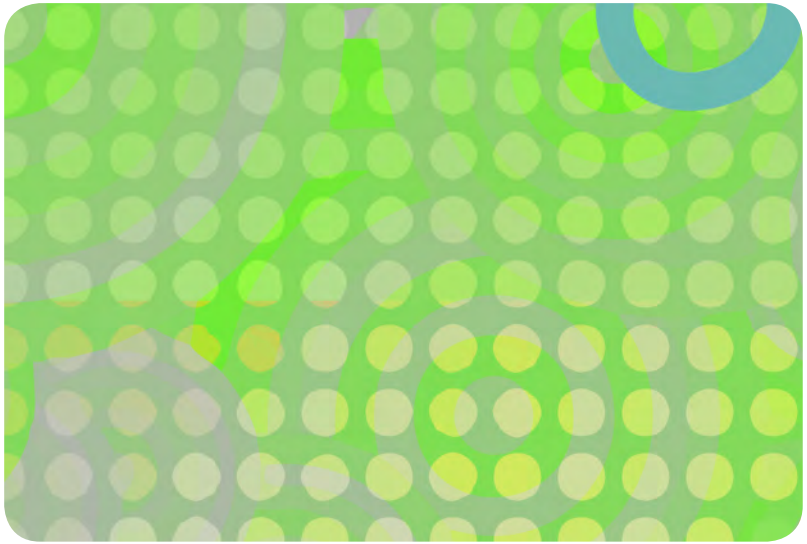


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)





FY 2013 TOTAL PLAN REVIEWS CONDUCTED



7200 PROTECTIVE INSPECTION ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Building Official	20	0	0	1	1	1
Building Inspector	16	1	1	0	0	0
TOTAL		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 88,901	$ 91,039	$ 99,081	$ 109,260	$ 115,730
Purchased Professional & Technical	4,737	12,093	1,400	5,600	7,000
Purchased Property Services	933	-	-	-	-
Other Purchased Services	4,959	9,163	8,643	16,400	11,800
Supplies	5,808	7,435	9,177	14,530	16,530
Capital Outlay	11,807	3,935	-	-	-
TOTAL	$ 117,145	$ 123,665	$ 118,301	$ 145,790	$ 151,060



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 the 2030 Comprehensive Plan; implement projects in the plan.3. Research grant opportunities to implement projects.
   - ***STWP, Comprehensive Plan, page 322***
3. Continue to implement/create Town Center; manage site development.
   - ***STWP, Town Center, page 326***
4. Continue to monitor economic conditions.
   - Monitor trends.
   - Create quarterly report.
   - Create annual report
   - ***STWP, Economic Indicators, page 316***
5. Work towards advancing GIS capabilities including enterprise GIS system.
   - Increase capabilities of current data.
   - Prepare data for future public use.
6. Research grant opportunities to implement projects.
7. Manage the Mixed-Use and ongoing projects to insure a quality development.
   - Highland Station and Three Bridges
8. Work to create a Tree Maintenance Plan, based upon the tree survey.
   - ***STWP, Staffing, page 326***
9. Implement Buford Highway reconstruction project.
   - ***STWP, Buford Highway Reconstruction & Streetscaping, page 314***
   - ***CIP, Transportation Projects, Buford Highway Cooridor Improvements, page 307***
10. Complete annual update to the comprehensive plan.
    - ***STWP, Comprehensive Plan, page 316***
11. Continue promoting commuter rail services in Suwanee and beyond with the appropriate entities.
    - **STWP, Commuter Rail, page 322**
12. Continue implementing Pedestrian and Bicycle Plan.
    - ***STWP, Pedestrian Bicycle Plan Implementation, page 316***
    - ***CIP, Transportation Projects, Pedestrian Bicycle Plan Projects, page 307***
13. Implement recommendations from the Downtown Suwanee Master Plan.
    - ***STWP, Downtown Suwanee Master Plan, page 316***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 303***
14. Create a Comprehensive Suwanee Gateway master plan Utilizing past studies.
    - ***CIP, Transportation Projects, Transportation & Enhancement Projects, page 308***
15. Implement Brushy Creek Greenway and Suwanee Dam Road/PIB intersection improvements.
    - ***STWP, Pedestrian Bicycle Plan Implementation, page 316***
    - ***CIP, Transportation Projects, Burshy Creek Greenway, page 307***
16. Fully utilize BS&A software.
17. Organize and maintain ViewWise.
18. Complete Suwanee Station Commuter Rail Station Study/LCI Plan.
    - ***STWP, Commuter Rail, page 322***
    - ***STWP, Rail, page 326***

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Zoning certification letters	6	12	10	12	16	20
Rezoning cases processed	5	5	5	7	4	5
Special Use permits processed	5	5	2	5	4	5
Variances processed	6	7	6	8	9	10
Text Amendments processed	3	3	1	5	2	3
Development permit application processed	9	2	14	15	8	15
Business License Approvals	265	243	211	250	254	260
Master Plans managed/created	2	0	0	1	0	1
Public Meetings attended by planning staff	40	40	38	40	39	40
Emails sent (Planning Director and Planning Division Director)	4,686	4,164	4,287	4,300	3,880	4,000

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/administrative errors	100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting	100%	92%	100%	100%	100%	100%
Percent of agendas distributed a minimum of one week prior to meeting	100%	100%	100%	100%	100%	100%
Percent of resolutions ready for Council signatures within one month of approval	95%	50%	63%	100%	96%	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 2013 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 2013 Fiscal Year Data Report, 112 jurisdictions provided permit data.

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

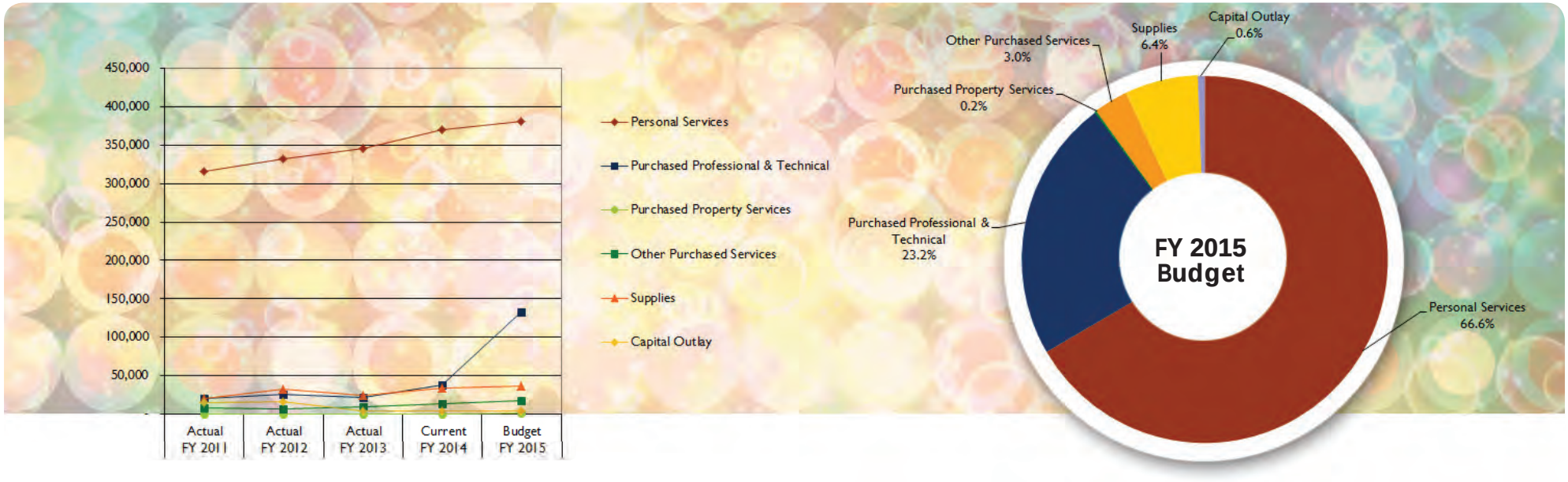
JURISDICTIONS	POPULATION	NUMBER OF BUILDING PERMITS ISSUED	NUMBER OF BUILDING INSPECTIONS CONDUCTED	NUMBER OF PLAN REVIEWS	TOTAL PERMITTING, INSPECTIONS AND PLAN REVIEW FTES	TOTAL EXPENDITURES FOR PERMITTING, INSPECTIONS AND PLAN REVIEW SERVICES
ALL						
Mean		5,096	18,810	212	8.6	$2,482,899
25,000-49,999						
Mean		2,259	5,798	29	4.3	$488,313
Under 25,000						
Mean		676	2,356	39	1.9	$220,263
GEORGIA JURISDICTIONS						
Cartersville	20,041	377	482	37	2.0	$129,074
Decatur	19,335	756	4,462	327	-	$915,959
Kennesaw	30,990	1,146	9,674	-	3.5	$355,603
Savannah	142,022	1,874	6,683	10,932	50.4	$2,381,850
Smyrna	51,271	1,027	10,811	116	3.0	$210,000
Suwanee	16,788	756	-	23	6.1	$536,577

7400 PLANNING & ZONING

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Planning Director	24	1	1	1	1	1
Planning Division Director	21	1	1	1	1	1
Senior Planner (1)	19	0	0	0	0	1
Planner (1)	17	1	1	1	1	0
Development Coordinator	12	1	1	1	1	1
Administrative Secretary	10	1	1	1	1	1
TOTAL		5	5	5	5	5

(1) In 2015 the planner position was upgraded to senior planner position.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 315,340	$ 331,490	$ 345,345	$ 370,560	$ 381,170
Purchased Professional & Technical	20,845	25,729	21,805	37,700	133,000
Purchased Property Services	-	-	-	500	1,000
Other Purchased Services	8,527	7,080	8,994	13,900	17,100
Supplies	20,238	32,484	24,471	33,510	36,510
Capital Outlay	14,732	16,128	4,510	3,950	3,500
TOTAL	$ 379,682	$ 412,911	$ 405,125	$ 460,120	$ 572,280



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.

GOALS

1. Enforcement of housing, sign, zoning and environmental regulations.
   - ***STWP, Code Enforcement, page 322***
2. Ongoing education of citizens and business owners about code enforcement regulations and issues.
   - ***STWP, Citizen Engagement, page 316***
3. Response and resolution of citizen complaints and inquiries.
   - ***STWP, City Services, page 322***
4. Proactive removal of illegal signs on City's right-of-way.
   - ***STWP, Code Enforcement, page 322***
5. Review of sign permit applications to ensure compliance with applicable city regulations.
   - ***STWP, Staffing, page 326***
6. Develop and implement the first annual City wide clean up day.
   - ***STWP, Environmental Stewardship & Sustainability, page 324***
7. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Code Enforcement, page 322***
8. Completion of Level 2 GACE certification by the Building Official, Level I Certification by Building Inspector.

OBJECTIVES FOR FISCAL YEAR 2015

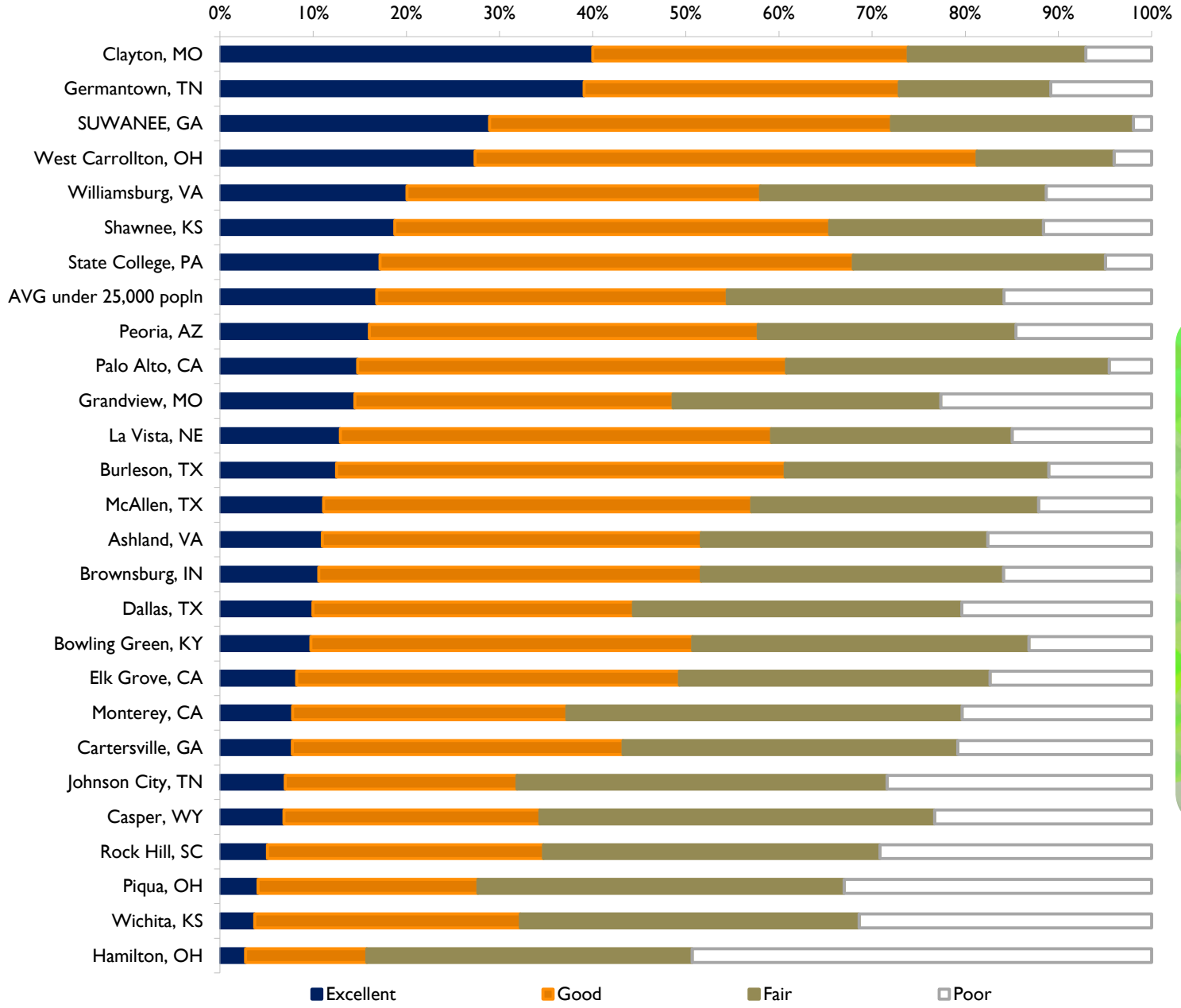
- Enforcement of housing, sign, zoning, and environmental regulations.
- Continuing education of citizens and business owners about code enforcement regulations and issues.
- Response and resolution of citizen complaints and inquiries.
- Proactive removal of illegal signs on City's right of ways.
- Review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

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Number of property maintenance complaints	280	254	264	250	219	260

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	97%	97%	99%	98%	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 2013 Data Report Summary

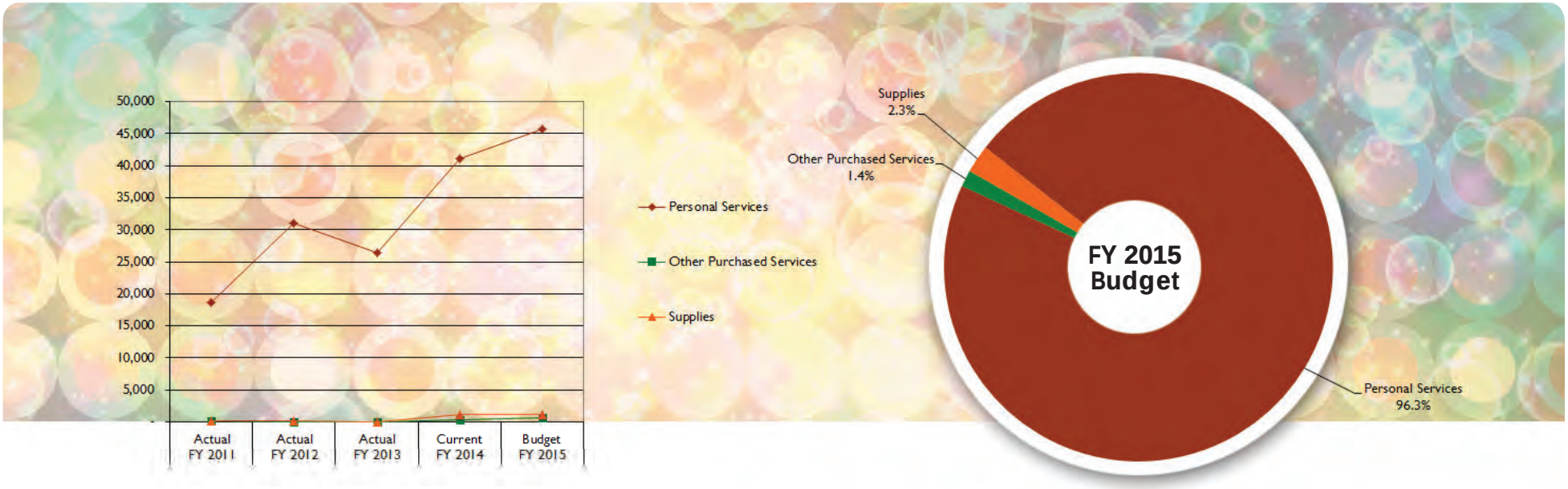


CITIZEN RATINGS OF CODE ENFORCEMENT SERVICES

7450 CODE ENFORCEMENT

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Code Building Inspector	PT-16	1	1	1	1	1

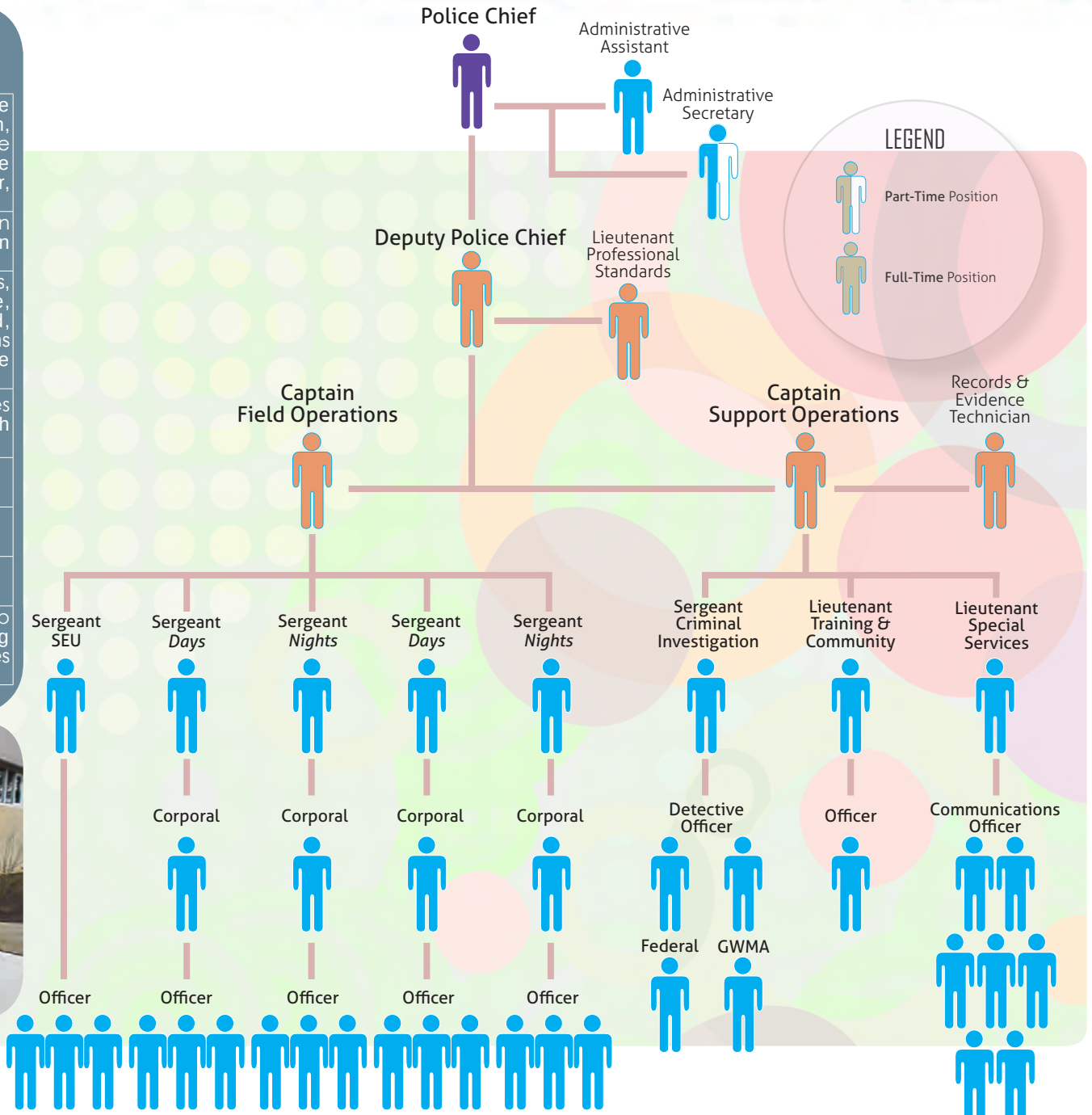
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 18,732	$ 31,011	$ 26,462	$ 41,070	$ 45,710
Other Purchased Services	167	-	-	400	650
Supplies	228	173	-	1,100	1,100
TOTAL	$ 19,127	$ 31,184	$ 26,462	$ 42,570	$ 47,460



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, 9 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 2015 Budget Items	Replacement of two fleet vehicles $75,680. Police records and dispatch software, $80,150.
Current FY 2014 Budget	$4,448,020
Adopted FY 2015 Budget	$4,657,100
Change from PY Budget	$209,080
Reason for Change	4% salary adjustments and 10.5% group health insurance increase. Funding for two replacement police vehicles ($75,680).





FY 2014 CURRENT BUDGET	**$4,448,020**	
Changes:		
Salary & benefit changes due to 4% raises	159,580	Includes increases due to vacant positions, part-time employee full year funded, and one part time dispatcher changed to full time
Reduction in Overtime	(12,000)	
Group Health Insurance 10.5% increase	26,310	Includes increases due to vacant positions.
15% increase in workers compensation	27,380	
Purchased Professional Services	(9,400)	Police Administration (requested $4,000: CALEA $3200, state certification $300, $500 medical arrest)
Printing	(800)	Police Administration
Travel	5,150	Police Administration-Addition requested for National Conferences
Dues & Fees	(390)	Police Administration
Supplies Gasoline	1,000	Police Administration
Supplies Small Equipment	350	Police Administration-New Department photo
IPad Computers	1,890	Police Administration
Copier Lease	(320)	Police Administration
Other Purchase Services	200	Criminal Investigation
Supplies Gasoline	300	Criminal Investigation
IPad for detective	630	Criminal Investigation 1 iPad
Forensics software	4,350	Criminal Investigation
Repair equipment	(100)	Patrol
Repair vehicles	(4,560)	Patrol
Dues & Fees	(300)	Patrol
General Supplies	(1,210)	Patrol
Supplies Gasoline	6,790	Patrol
Other Supplies	3,740	Request includes 5 Ballistic Shields, Digital camera, Intox 9000
Equipment Vehicles	37,010	Request for 2 police cars , total request $75,680
IPad computer	630	Patrol
Computer replacements SEU	3,150	Patrol SEU division
Software	1,750	ALPR annual maintenance contract
Records Computer	3,400	State required security subscription Advanced Authentication
Tuition Reimbursement	(10,000)	Currently six employees in college
Travel	(250)	Police Training
Supplies-Books & Periodicals	(460)	Police Training: request includes 7 ga code books @ $55
Other Supplies	(1,010)	Police Training
Special Detail - Salaries	(9,000)	Budget uses $50,000 revenue neutral line item
Disposal	(600)	Police Station
Repair	250	Police Station
Supplies-Electricity	(7,000)	Police Substation
Copier Lease	(900)	Police Substation
Purchase Property Services 911	(6,000)	Dispatch
Communications	(8,730)	Dispatch per 911 cost allocations of contracts
Other supplies	300	Dispatch
Computer upgrades	(2,000)	Dispatch
ITI	(50)	Dispatch
FY 2015 Proposed Budget	**$4,657,100**	

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.

GOALS

I. Maintain requirements for CALEA accreditation and State certification.
   - Complete all time sensitive activities.
   - Continue to educate officers on benefits of programs.
   - Upgrade from the current platform of PowerDMS to the cloud.
   - Relocate the temporary evidence room ensuring that compliance with standards is maintained.
     - ***STWP, Police CALEA, page 320***
     - ***STWP, Police State Certification, page 320***

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Council Meetings	12	12	12	12	12	12
Council Workshops	4	4	10	4	8	8
Police Supervisor Meetings	12	12	12	12	12	12
Citizen Police Academies held	2	2	2	2	2	2
Calls for Service	41,964	43,926	33,511	46,000	47,626	48,000
Traffic Accidents	1,158	1,086	1,157	1,100	1,178	1,200
Part I Offenses	505	452	443	500	484	500
Traffic Citations	12,865	11,797	7,678	12,500	12,403	12,500
Community Relation Activity Contacts (meetings, classes, mentoring)	5,882	5,725	5,000	5,000	5,765	6,000
Incident Reports Filed	1,880	1,942	1,852	1,900	1,864	1,900

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Average response time (Emergency)	4:00	5:29	3:48	4:00	4:05	4:00
Average response time (non-emergency)	7:00	6:59	5:11	6:00	5:45	6:00
Percent of referred criminal cases cleared	56%	53%	55%	50%	46%	50%
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	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
Police services	91%	32nd	86%	33rd	91%	61st
Crime prevention	88%	17th	88%	9th	87%	40th

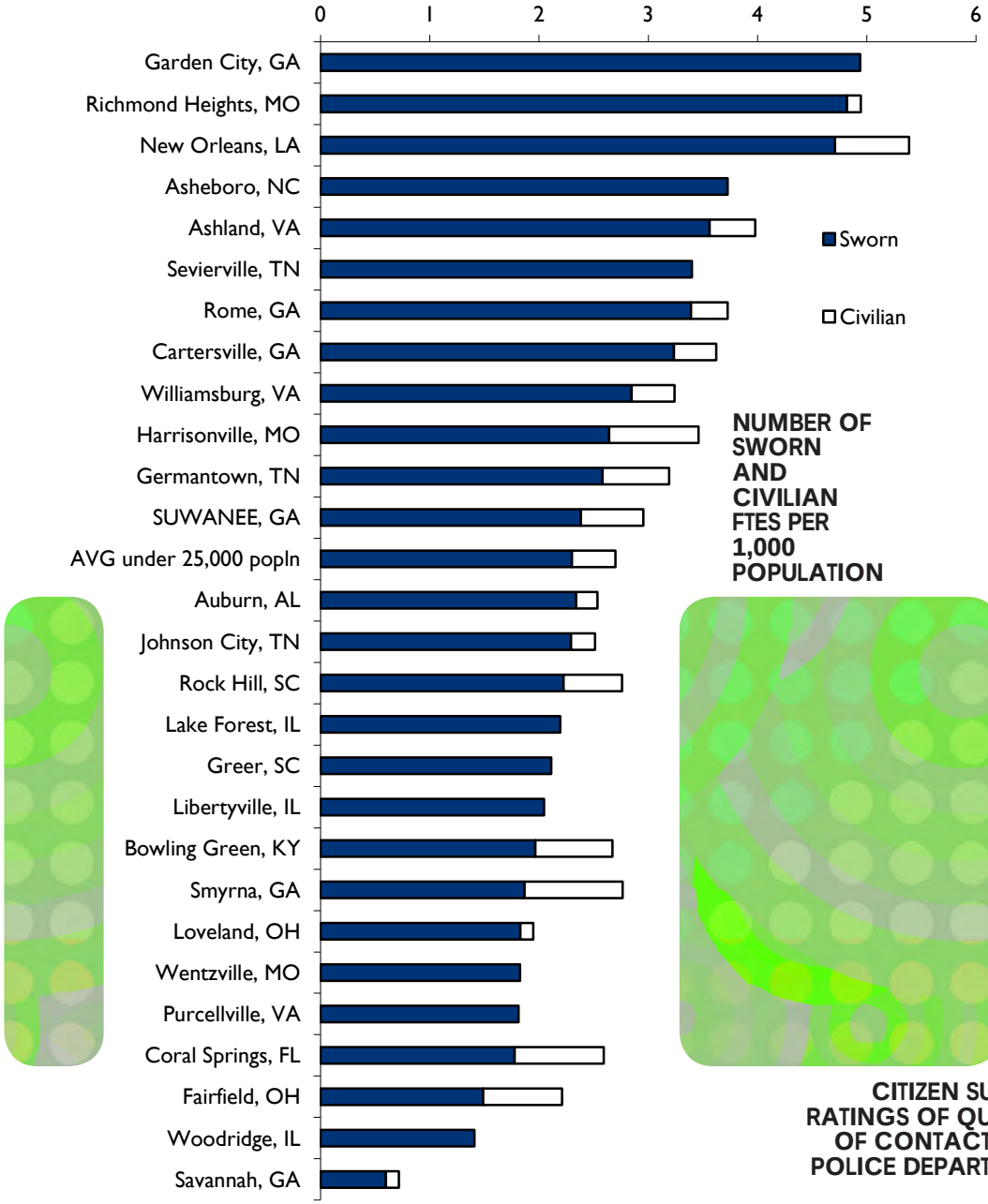
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary

For the FY 2013 Fiscal Year Data Report, 119 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.

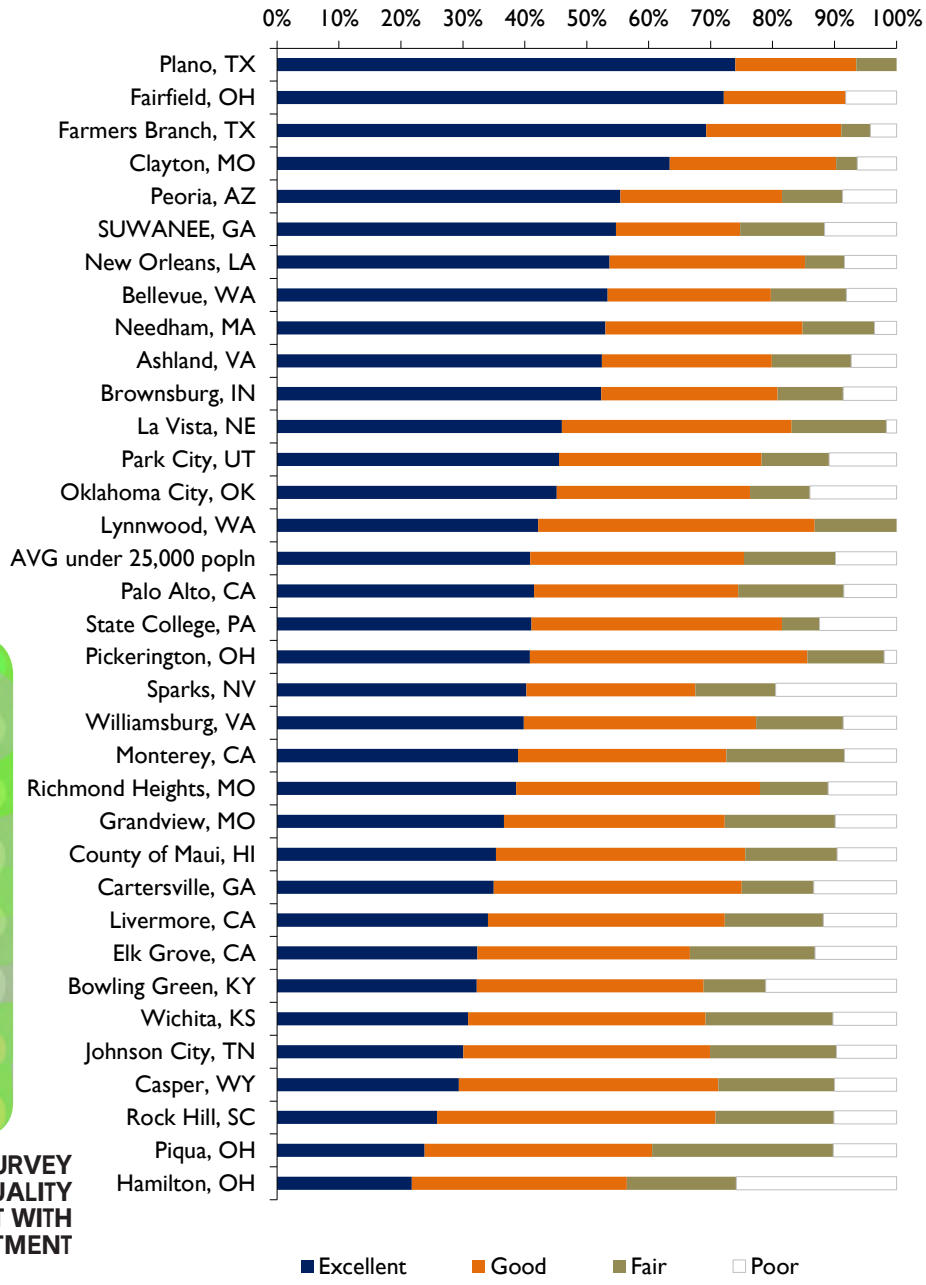
ALL JURISDICTIONS	RESIDENTIAL POPULATION OF AREA SERVED	SQUARE MILES OF AREA SERVED	POPULATION DENSITY	TOTAL BUDGETED SWORN STAFF FTE'S	ACCREDITATION
Median	40,993	30	1,783	60.3	-
25,000 to 49,000					
Median	33,193	12	1,887	56	-
Under 25,000					
Median	14,702	5	1,219	30	-
GEORGIA JURISDICTIONS					
Cartersville	19,782	29.9	684	54.0	State
Decatur	19,853	4.3	4,649	46.8	State
Savannah	142,022	108.0	1,314	621.2	CALEA
Smyrna	51,271	15.1	3,360	122.7	-
Suwanee	16,788	10.9	2,409	37.9	CALEA, State

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



NUMBER OF SWORN AND CIVILIAN FTES PER 1,000 POPULATION

CITIZEN SURVEY RATINGS OF QUALITY OF CONTACT WITH POLICE DEPARTMENT

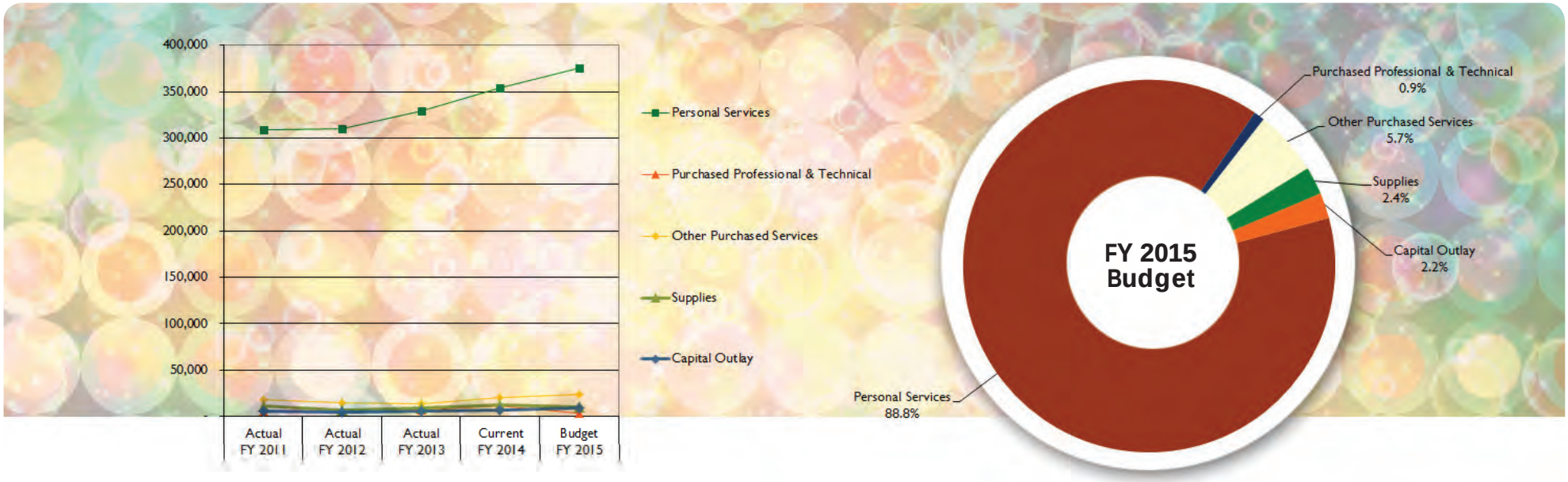


3210 POLICE ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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
Administrative Secretary (1)	10	0	0	0	0	1
TOTAL		3	3	3	3	4

(1)In 2014 an administrative secretary position was added.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 308,591	$ 310,308	$ 329,515	$ 353,610	$ 375,760
Purchased Professional & Technical	6,130	7,238	6,583	11,400	4,000
Purchased Property Services	1,649	789	-	-	-
Other Purchased Services	17,871	14,636	13,827	20,950	23,960
Supplies	11,302	7,290	9,394	12,200	10,200
Capital Outlay	5,324	4,517	6,221	6,800	9,370
TOTAL	$ 350,867	$ 344,778	$ 365,540	$ 404,960	$ 423,290



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.

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, smoke shops and gaming machines in the City.
     - ***STWP, Community Policing, page 322***
2. Increase our effectiveness in investigating and responding to various crimes in the City.
   - Criminal investigation Division to conduct Roll Call Training with the shifts in relation to fringerprinting, DNA collection, etc.
   - Acquire a Critical Incident Van that can be used in response to various calls with necessary equipment to process scenes or be used as a Command Post.

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

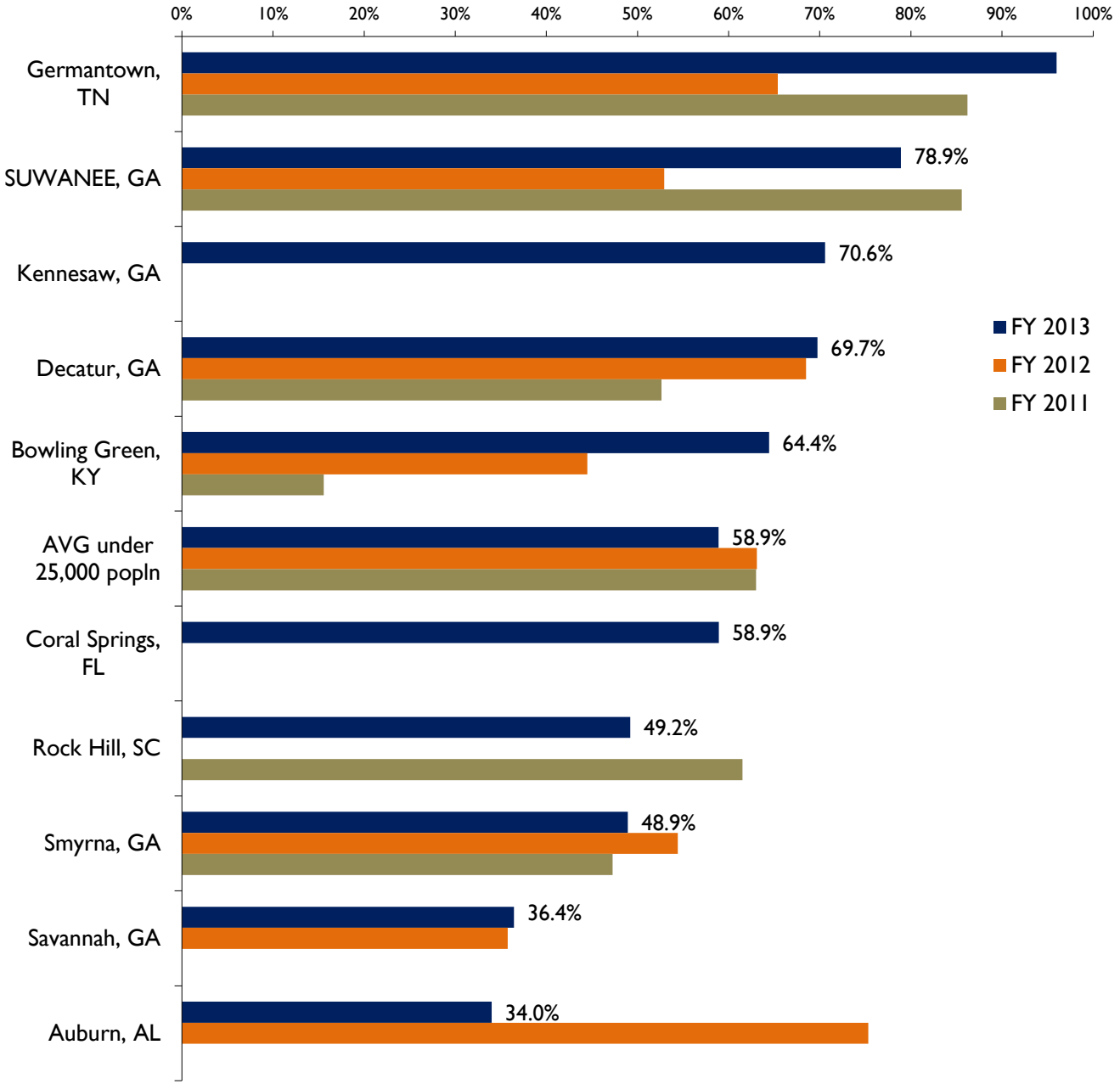
WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12
Annual Training Required (hrs)	60	60	75	100	100	100
Annual Performance Evaluations	3	3	4	5	4	5
Background investigations	5	6	7	**	10	5
Training hours	513	820	489	750	283	750
Cases assigned	370	365	409	500	399	500
Precious metals dealers checked	*	24	22	25	5	5
Gaming machines checked and certified	30	27	33	35	33	35
Number of Intelligence reports prepared, analyzed, and investigated	12	13	12	20	64	75

**new measure*

***background investigations are now handled by the Office of Professional Standards*

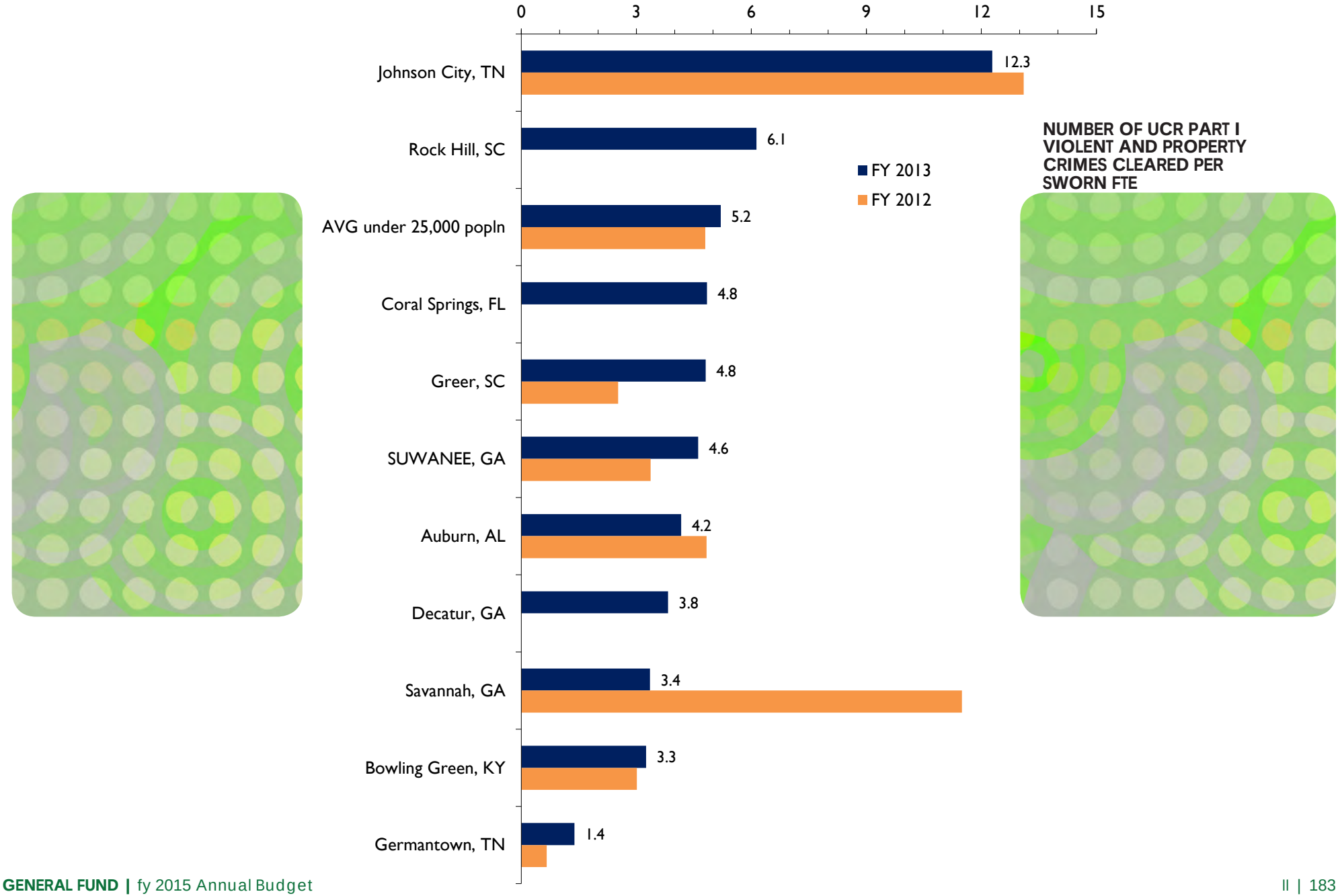
PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Total Clearance all Cases	56%	53%	55%	50%	46%	50%
Percent of referred cases that were assigned to an investigator	75%	83%	76%	80%	70%	80%
Total Clearance of Assigned Cases	74%	64%	72%	65%	66%	65%
Percent of performance evaluations completed on time	33%	33%	75%	100%	100%	100%
Percent of cases cleared by arrest	24%	18%	22%	20%	24%	20%
Percent of cases exceptionally cleared	45%	34%	41%	40%	36%	40%
Percent of cases unfounded	4%	7%	9%	5%	6%	5%

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary



PERCENTAGE OF UCR PART I VIOLENT CRIMES CLEARED

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

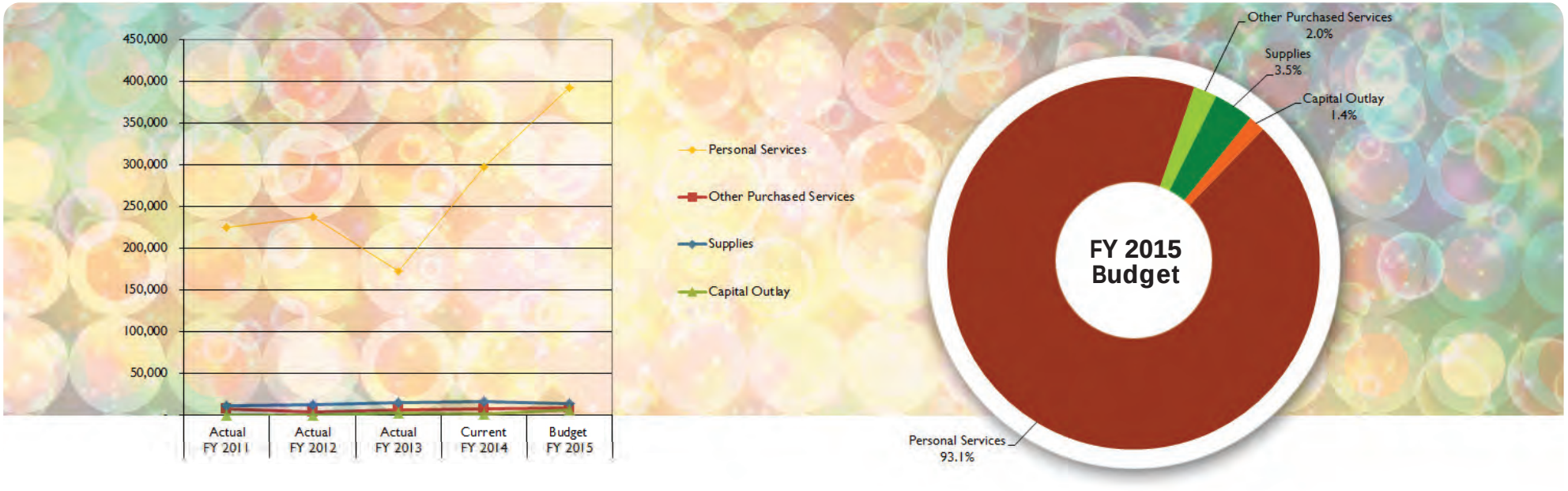


NUMBER OF UCR PART I VIOLENT AND PROPERTY CRIMES CLEARED PER SWORN FTE

3221 CRIMINAL INVESTIGATION DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Police Sergeant	18	1	1	1	1	1
Police Detective	14	2	2	2	3	3
TOTAL		3	3	3	4	4

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 225,415	$ 236,935	$ 172,221	$ 297,000	$ 391,650
Purchased Property Services	297	1,272	-	-	-
Other Purchased Services	7,824	4,623	6,867	8,300	8,500
Supplies	11,415	13,118	14,821	16,840	14,640
Capital Outlay	-	-	2,500	1,000	5,980
TOTAL	$ 244,951	$ 255,948	$ 196,409	$ 323,140	$ 420,770



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.

GOALS

1. Continue to develop a core set of officers that can conduct follow ups on certain types of cases to provide more customer service to the victims.
   - Send officer(s)to receive additional training in Domestic Violence.
   - Send officer(s) to receive additional training in Traffic Crash.
   - Continue tactical type training when time allows at the shift level.
     - ***STWP, Citizen Engagement, page 316***
     - ***STWP, CIty Services, page 316***
2. Continue to utilize patrol officers for patrolling the area of parks and trails.
   - Continue patrol of these areas by foot, bicycle, and using the Sentinel.
     - ***STWP, Park Ambassador Program, page 324***
     - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, pages 299-300***
3. Maintain a safe environment for our citizens to travel upon the roadways.
   - Conduct 2 safety checkpoints every six months.
   - Engage the patrol officers to implement enforcement strategies that assist with Governor's Office of Highway Safety initiatives (Click it or Ticket, Summer HEAT, etc.) throughout the year.
     - ***STWP, Traffic Enforcement, page 326***
     - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, pages 299-300***

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	41,964	43,926	33,511	46,000	47,626	48,000
Traffic accidents	1,158	1,086	1,157	1,100	1,178	1,100
Traffic related injuries	277	239	242	250	272	250
Traffic citations	12,865	11,797	7,678	12,500	12,403	12,500
Part I crimes	505	452	443	500	484	500
Citizen complaints against officers	31	30	17	30	27	30
Police vehicles equipped with MDT	25	25	25	26	26	26
PRIDE classes	6	4	4	4	4	4
PACT Meetings	100	96	95	96	97	96
Semi-Annual Evidence Audit*	2	2	2	2	2	2
Annual Evidence Audit*	1	1	1	1	1	1
Annual Internal Affairs Report*	1	1	1	1	1	1

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

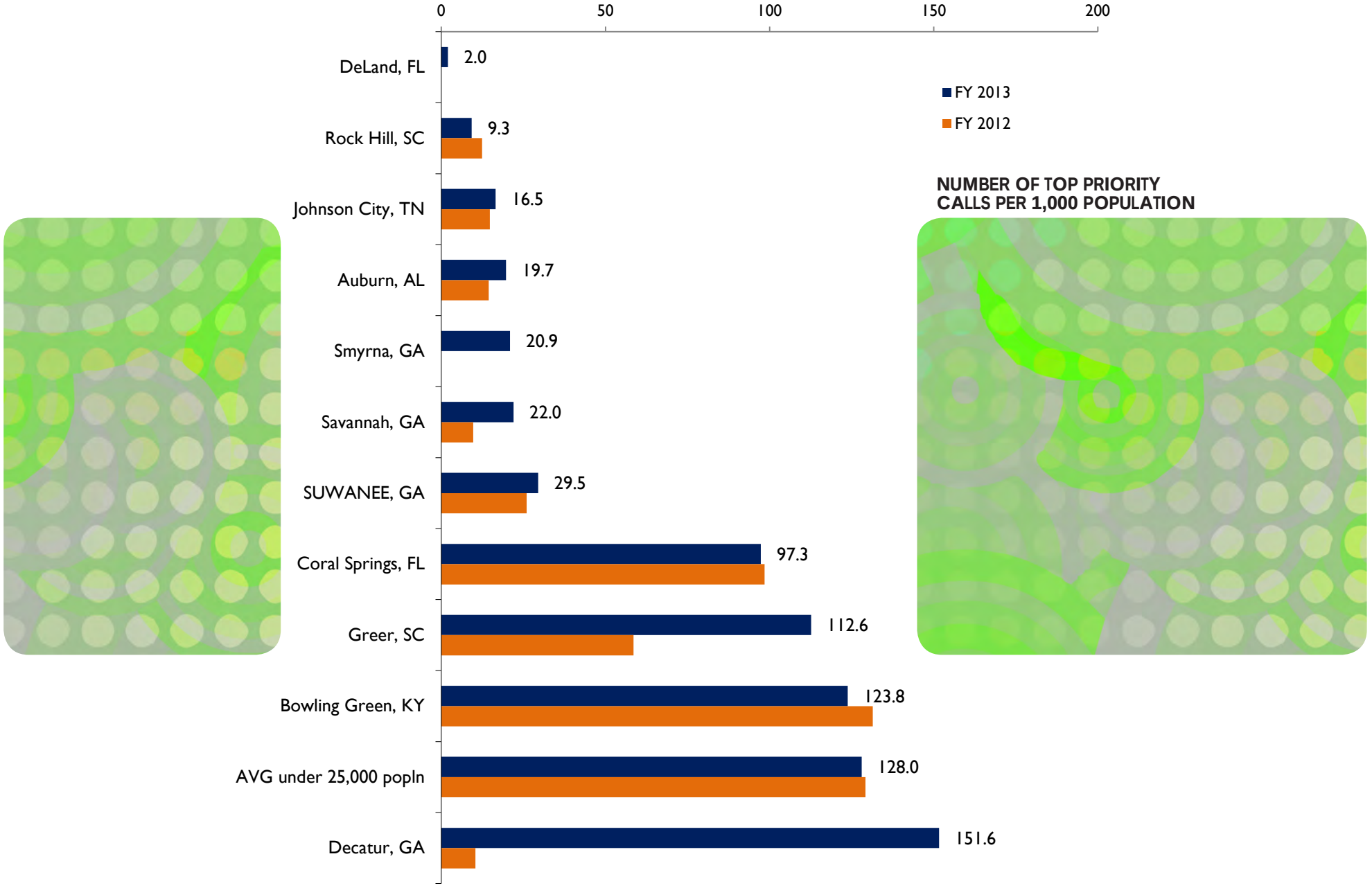
To provide for more effective and efficient park and trail service, the Targeted Police Function has been moved into the Patrol Function. All officers in Patrol are responsible for the patrolling of the parks and trail systems.

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Average response time (emergency)	4:00*	5:29	3:48	4:00	4:05	4:00
Average response time (non-emergency)	7:00*	6:59	5:11	6:00	5:45	6:00
*New software does not measure seconds at this time.						

	MISSION:	**Reduce traffic accidents through the SEU - Selective Enforcement Unit**		
	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 • Directed patrols	• Attend meetings • Attend trainings • Respond to traffic accidents	• Respond to moving violations • Speed enforcement measurements
	OUTPUTS	• Reports • Citations • Public awareness	• Accident Reduction and Enforcement Strategy Citywide	
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		

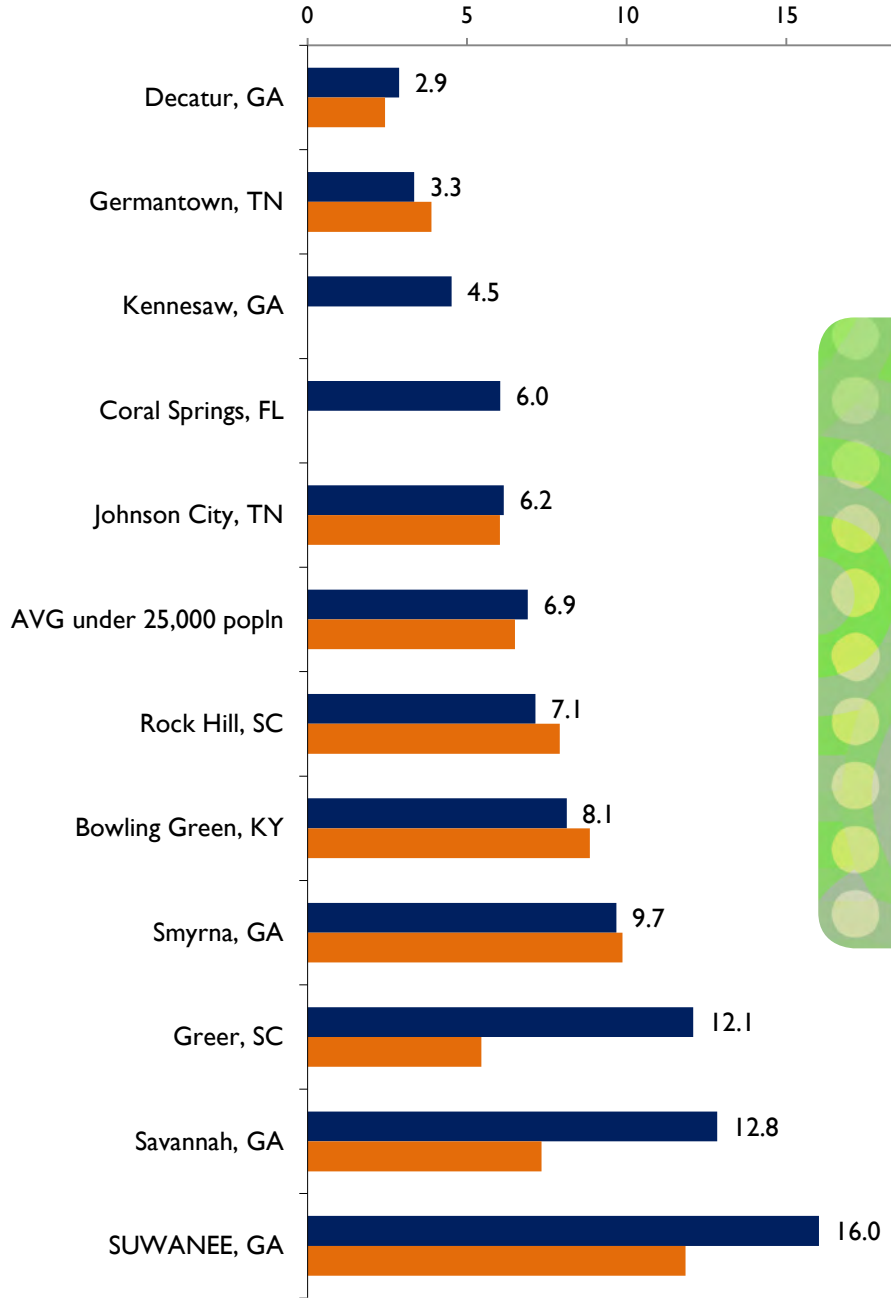
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2012	NATIONAL RANK	2010	NATIONAL RANK	2008	NATIONAL RANK
Traffic enforcement	73%	52nd	73%	26th	80%	23rd
Safety in Suwanee's downtown area after dark	81%	35th	90%	18th	83%	32nd
Safety in Suwanee's downtown area 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 2013 Data Report Summary

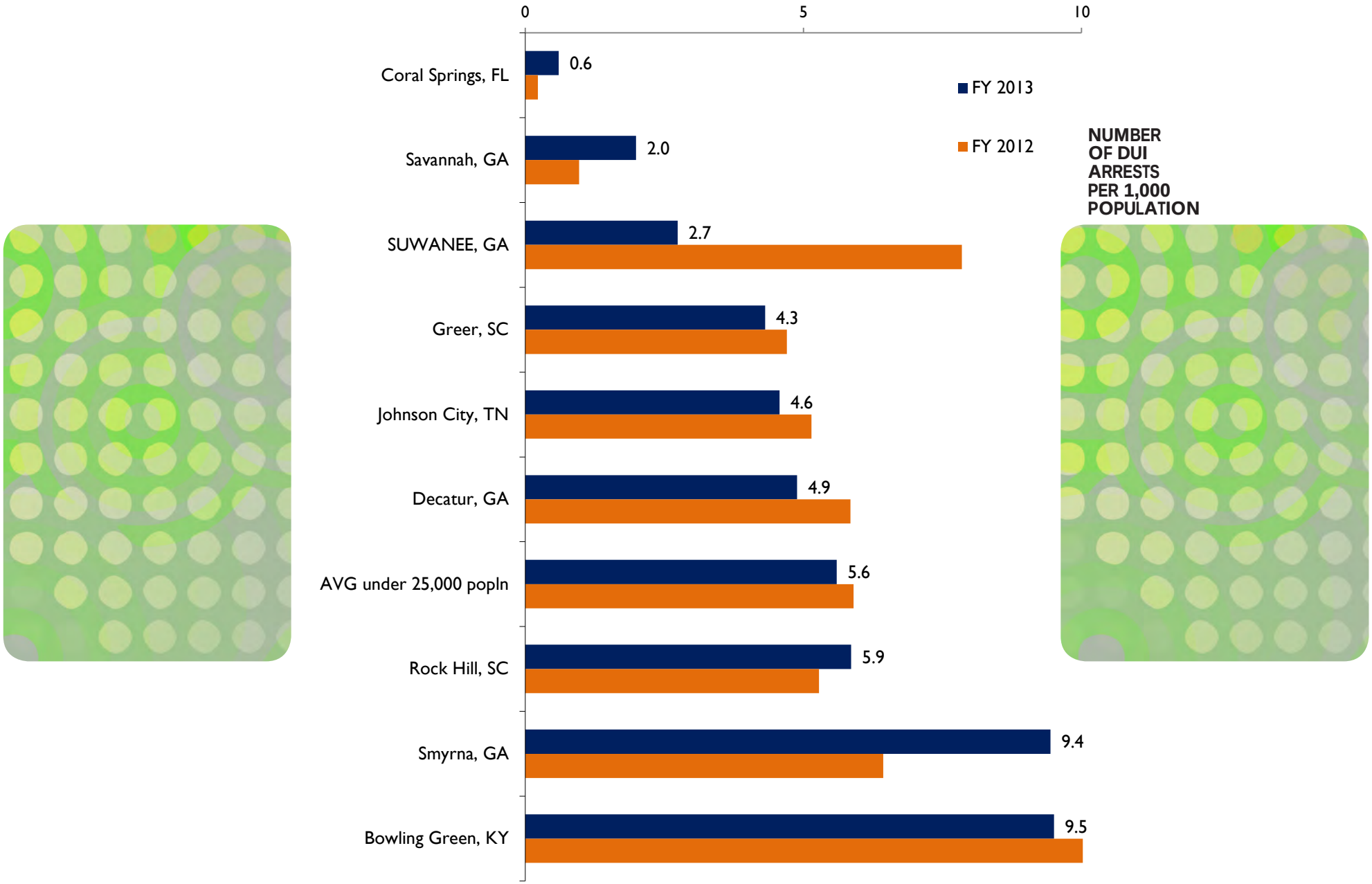


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

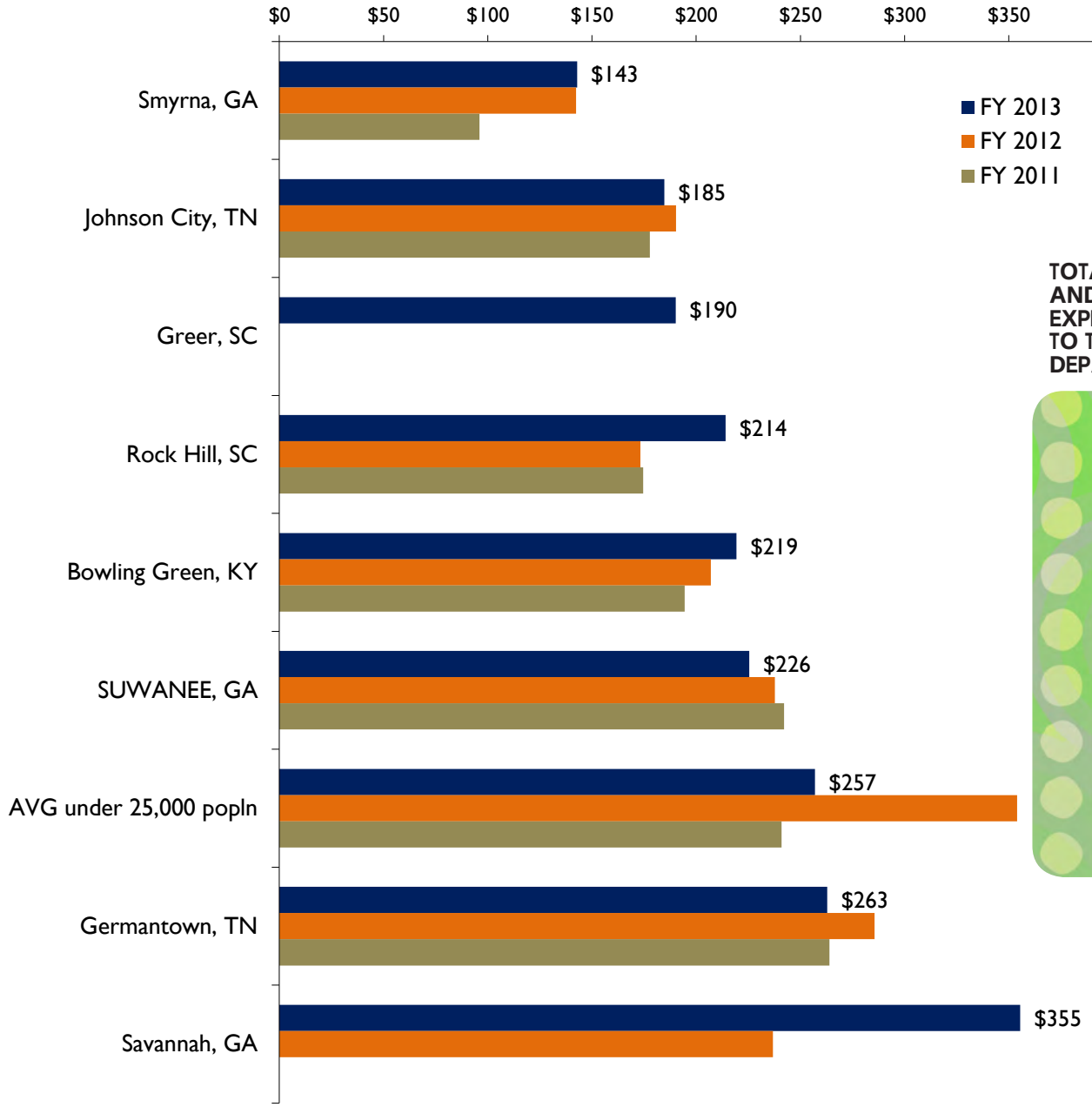
NUMBER OF INJURY-PRODUCING TRAFFIC ACCIDENTS PER 1,000 POPULATION



ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)

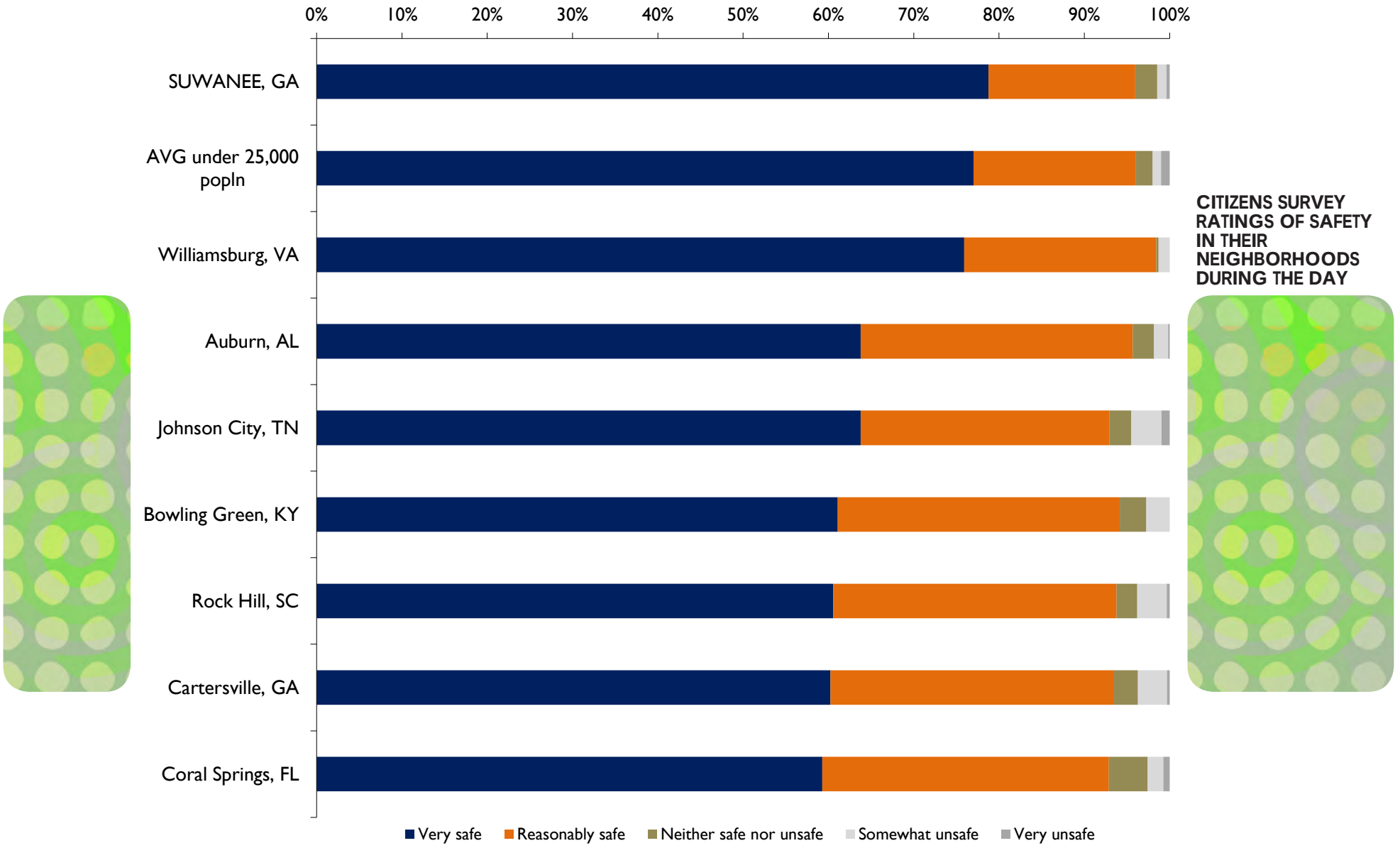


ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



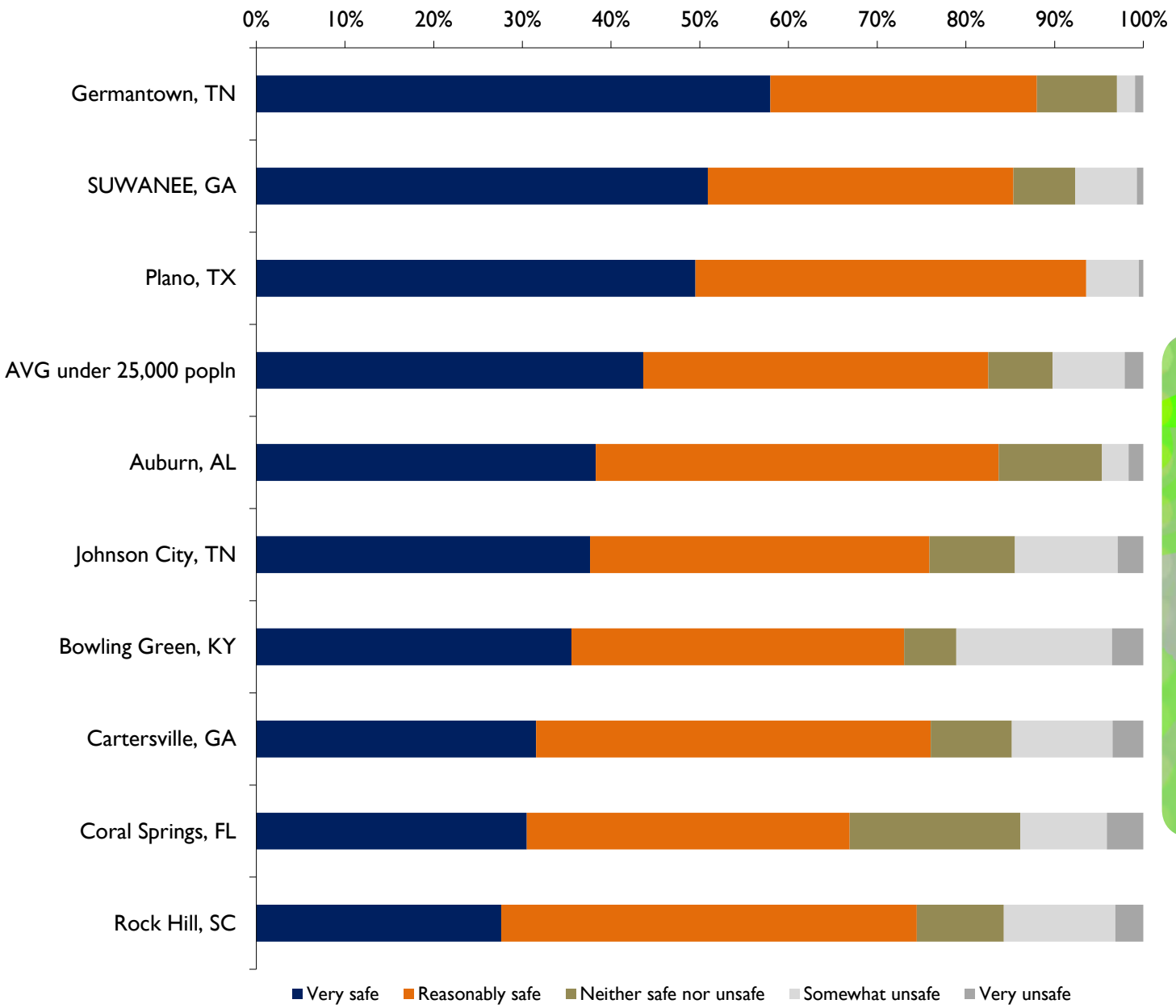
TOTAL OPERATING AND MAINTENANCE EXPENDITURES CHARGED TO THE POLICE DEPARTMENT PER CAPITA

ICMA Comparative Performance Measurement - FY 2013 Data Report Summary (continued)



CITIZENS SURVEY RATINGS OF SAFETY IN THEIR NEIGHBORHOODS DURING THE DAY

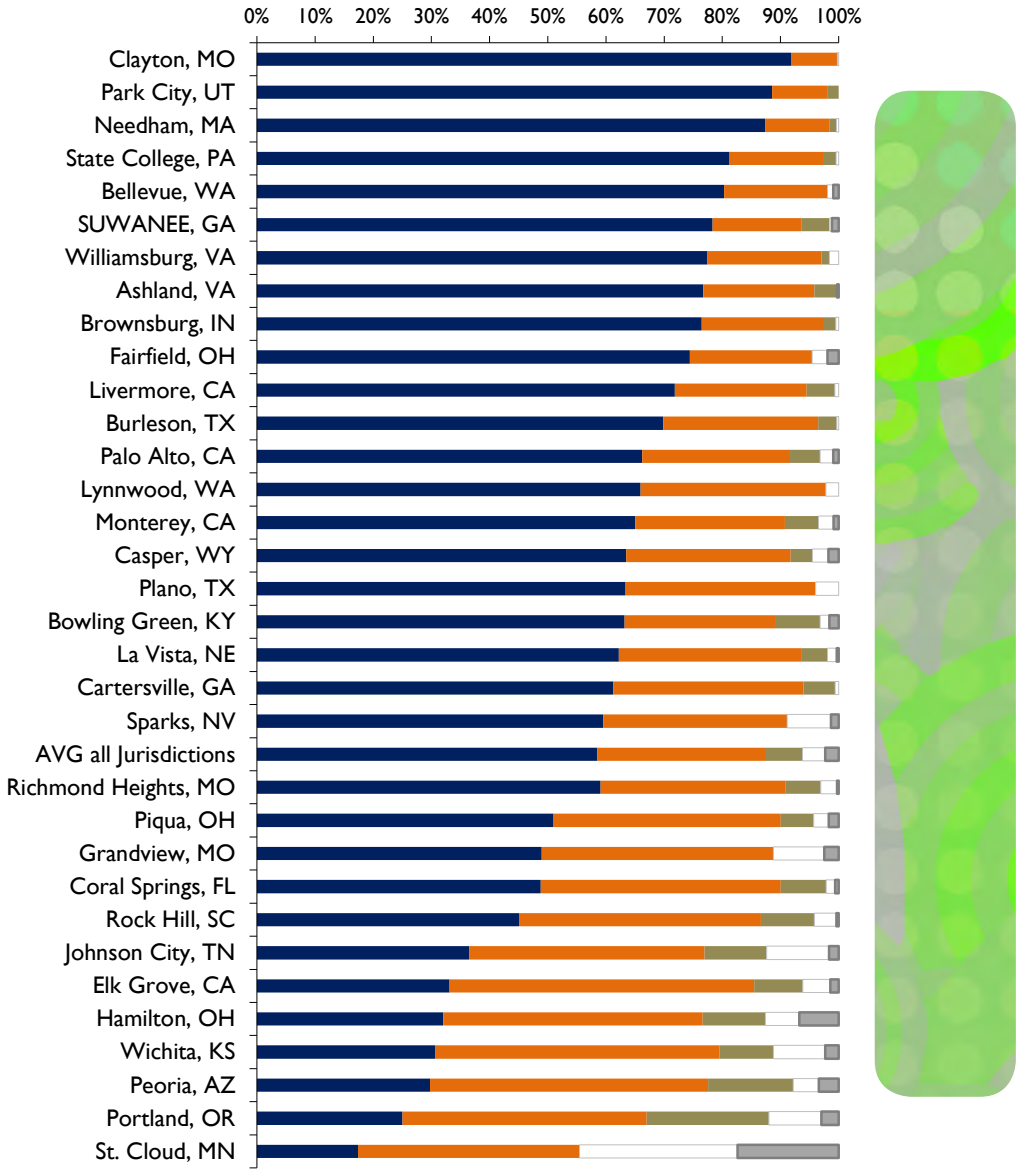
ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary (continued)



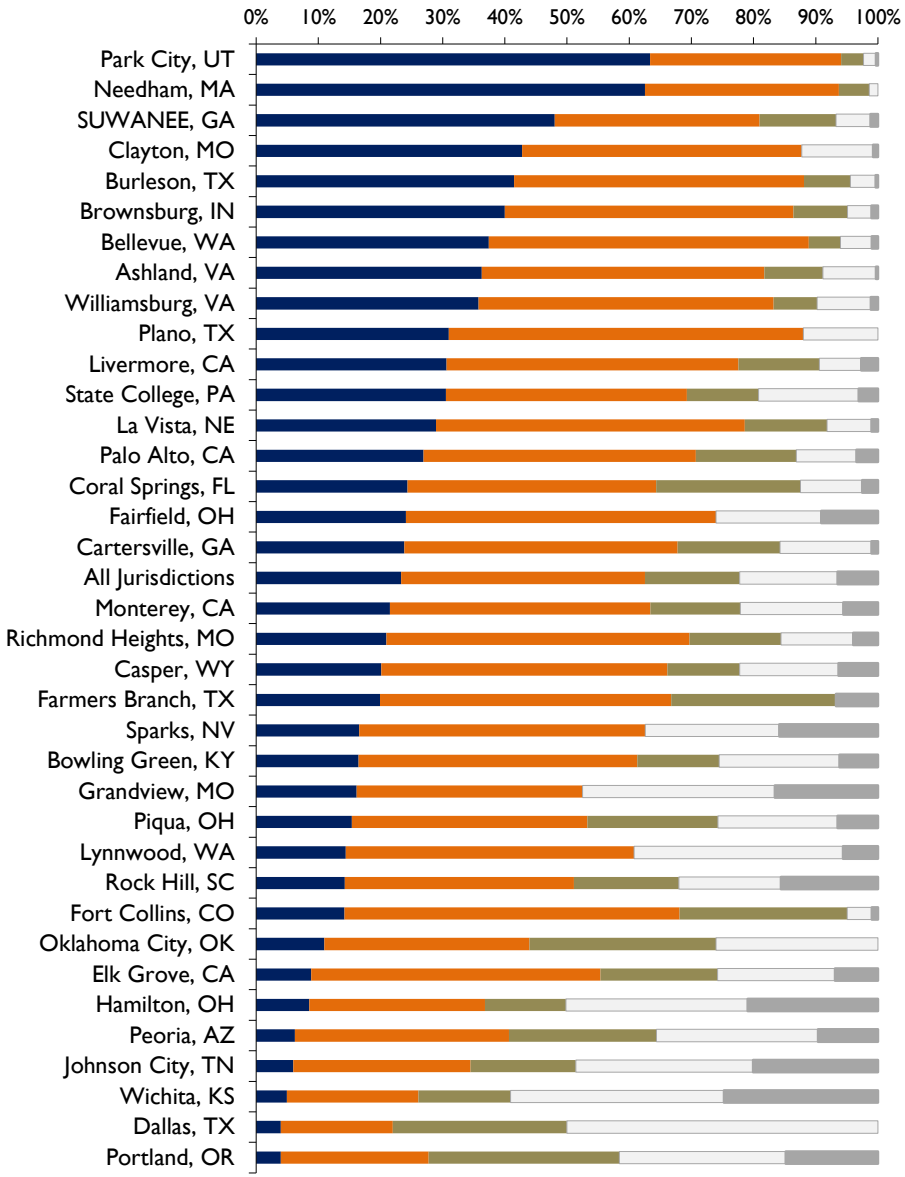
CITIZENS SURVEY RATINGS OF SAFETY IN THEIR NEIGHBORHOODS AFTER DARK

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 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

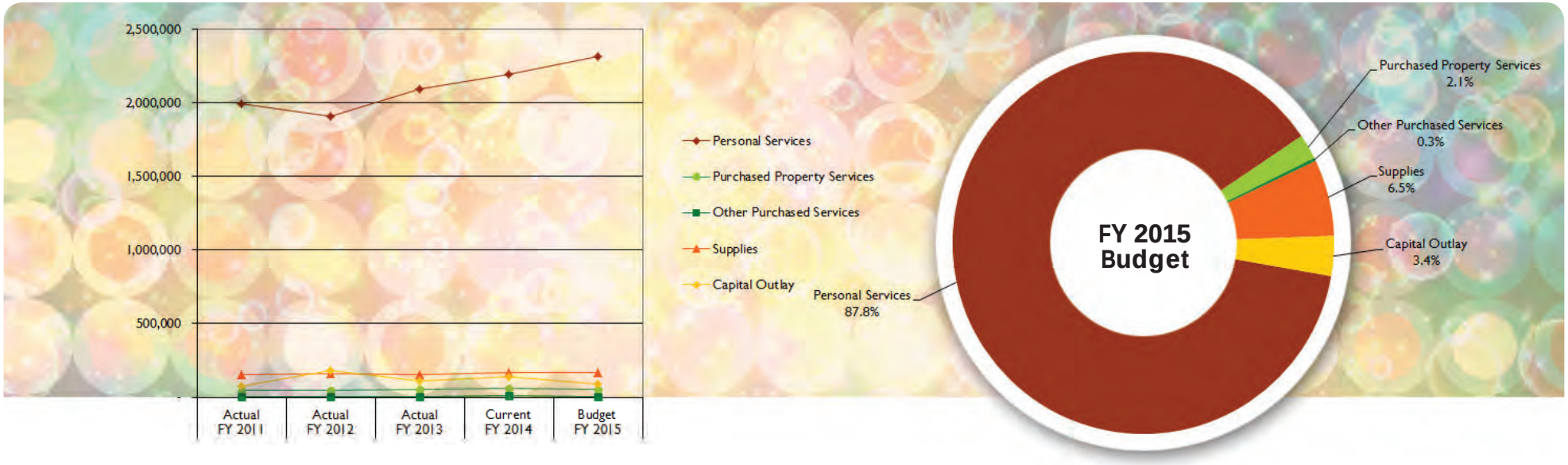


Very safe | Reasonably safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe

3223 PATROL DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Deputy Police Chief	23	1	1	1	1	1
Police Captain	22	1	1	1	1	1
Patrol Lieutenant	20	1	1	1	1	1
Police Sergeant	18	5	5	5	5	5
Police Corporal	16	4	4	4	4	4
Police Officer	14	16	16	16	16	16
TOTAL		28	28	28	28	28

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 1,998,095	$ 1,912,381	$ 2,097,094	$ 2,198,270	$ 2,314,830
Purchased Property Services	45,730	47,703	54,478	57,620	55,960
Other Purchased Services	5,874	5,741	6,385	9,250	7,100
Supplies	153,682	160,195	152,360	170,370	170,640
Capital Outlay	74,441	182,277	108,578	136,270	88,810
TOTAL	$ 2,277,822	$ 2,308,297	$ 2,418,895	$ 2,571,780	$ 2,637,340



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.

GOALS

1. Determine if it is feasible to harden up the area in the lobby at Records.
   - Consult with personnel to determine what could be done with our open area lobby to protect our employees from potential harm.
   - If measures are identified, seek funding in the FY 2015 Budget.
     - ***STWP, Facility Maintenance, page 316***
     - ***CIP, Parks & Facilities Projects,, Facility Enhancement Projects, page 303***

OBJECTIVES FOR FISCAL YEAR 2015

- 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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Records filed and maintained	791	809	728	800	702	800
Accident reports requested	1,236	1,039	983	1,000	818	1,000
Open records requests completed	120	190	132	150	120	150
Other filing (criminal histories, serving permits, etc.) completed	1,139	908	1,160	1,200	1,057	1,200
Video copying requests fulfilled (DA, Prosecutor)	261	301	216	250	197	250
Report requests fulfilled (DA, Prosecutor)	719	610	681	700	582	700
Local background checks completed	140	114	134	150	99	150
Expungements processed	31	22	23	30	120*	200*

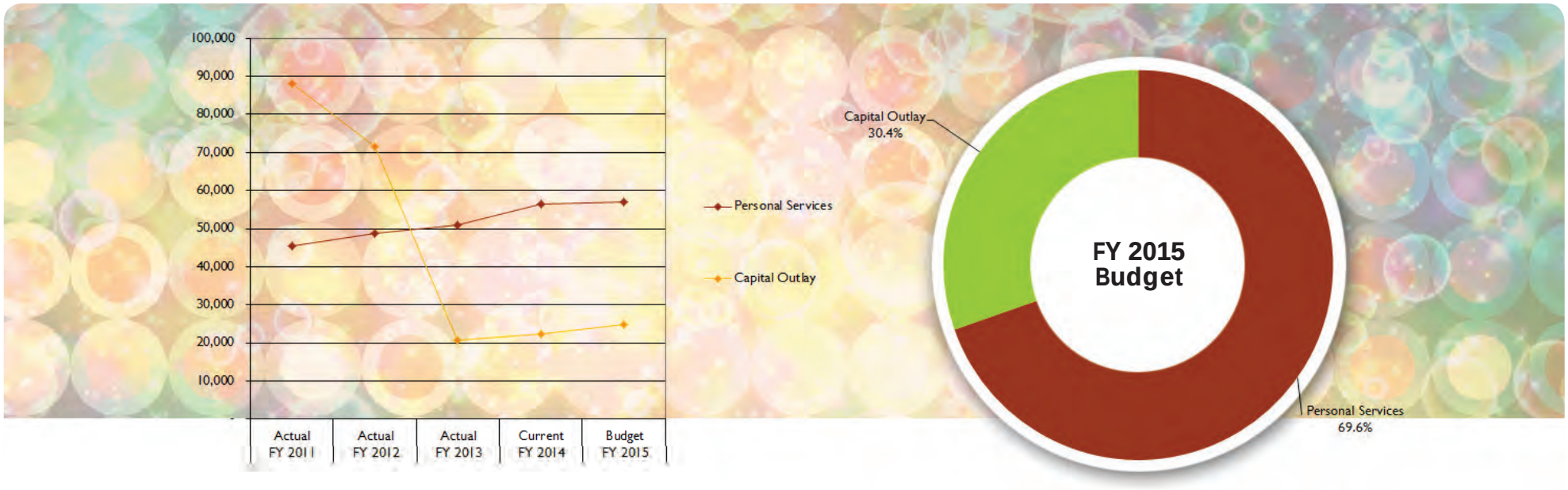
**law changed allowing expungement more attainable*

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Records & Evidence Technician	11	1	1	1	1	1

3224 RECORDS AND IDENTIFICATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 45,433	$ 48,775	$ 50,861	$ 56,410	$ 57,080
Capital Outlay	88,050	71,673	20,803	22,500	24,900
TOTAL	$ 133,483	$ 120,448	71,664	78,910	81,980



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.

GOALS

1. Utilize the Training Center to provide advanced police related training.
   - Establish a training schedule that incorporates at least 2 intermediate and advanced courses using in-house and outside instructors.
   - Begin to bring in outside subject matter experts to conduct specialized training
   - Provide each officer with 50 rounds of practice ammunition each month to work on firearms skills during open range.
   - Begin to develop more tactical type training that can be conducted by the shifts to enhance their officer safety skills.
   - Continue working with the School Police to conduct Active Shooter Class with multiple agencies participating in the training.
   - Conduct a class to train officers in investigation of Sexual Assault cases.
   - Implement quarterly defensive tactics training for the officers.
   - Develop a Career Development Plan for each officer.
   - All sworn officers to attend the Below 100 training classes.
2. Expand the current number of in-house instructors we have at the agency.
   - Send at least one officer to Firearms Instructor course.
   - Send at least one officer to POST Instructor course.

- ***STWP, Police Substation & Training Facility, page 326***
- ***STWP, Communications Technology, page 316***

OBJECTIVES FOR FISCAL YEAR 2015

- 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.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Monthly training report	12	12	12	12	12	12
Annual training report	1	1	1	1	1	1
Monthly in-service training opportunities conducted	3	28	33	35	35	35
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	4	4	4	4	4	4
Annual training hours	3,510	4,661	3,796	4,500	6,408	4,500

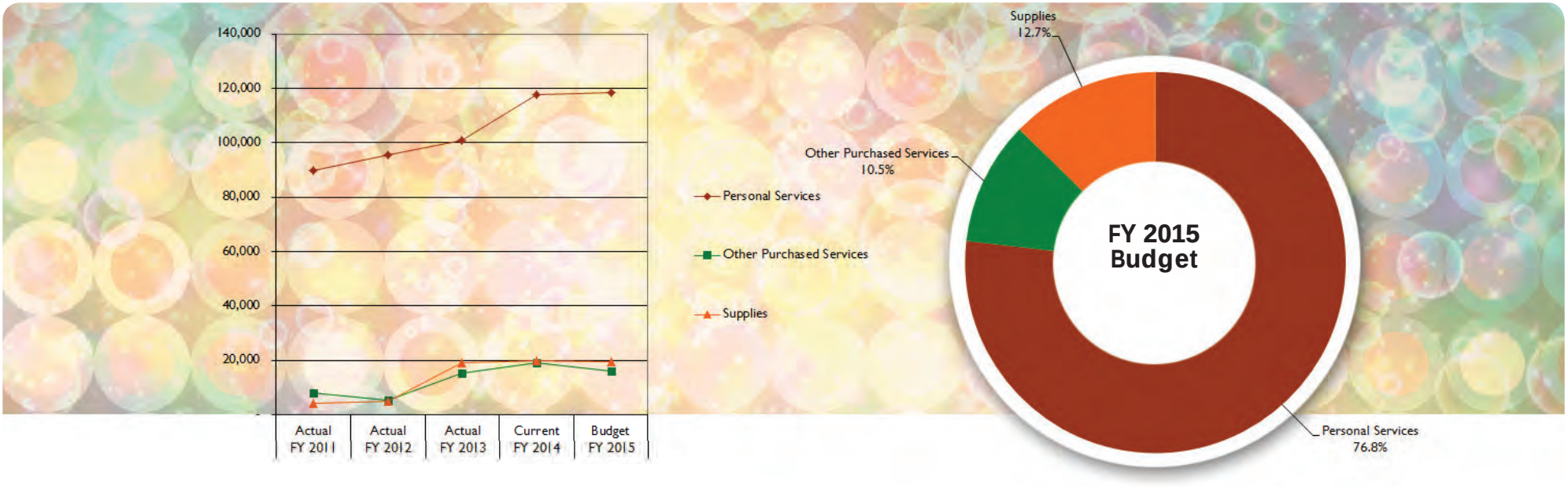
PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of officers with Associates Degree or higher	50%	50%	47%	50%	47%	52%
Percent of officers with Bachelors Degree or higher	50%	50%	37%	40%	41%	41%
Percent of officers with Masters Degree or higher	19%	22%	20%	22%	22%	27%
Percent of officers with intermediate certification or higher	36%	36%	34%	30%	80%	80%
Percent of officers with advanced certification or higher	17%	17%	14%	15%	55%	55%
Percent of officers with supervisory certification or higher	28%	28%	40%	28%	44%	44%
Percent of officers with management certification or higher	17%	17%	26%	20%	22%	22%
Percent of officers with executive certification or higher	3%	3%	3%	3%	3%	3%

3240 POLICE TRAINING

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Police Lieutenant (1)	20	0	0	0	1	1
Sergeant	18	1	1	1	0	0
TOTAL		1	1	1	1	1

(1) In fiscal year 2013, the Sergeant position was promoted to Lieutenant.

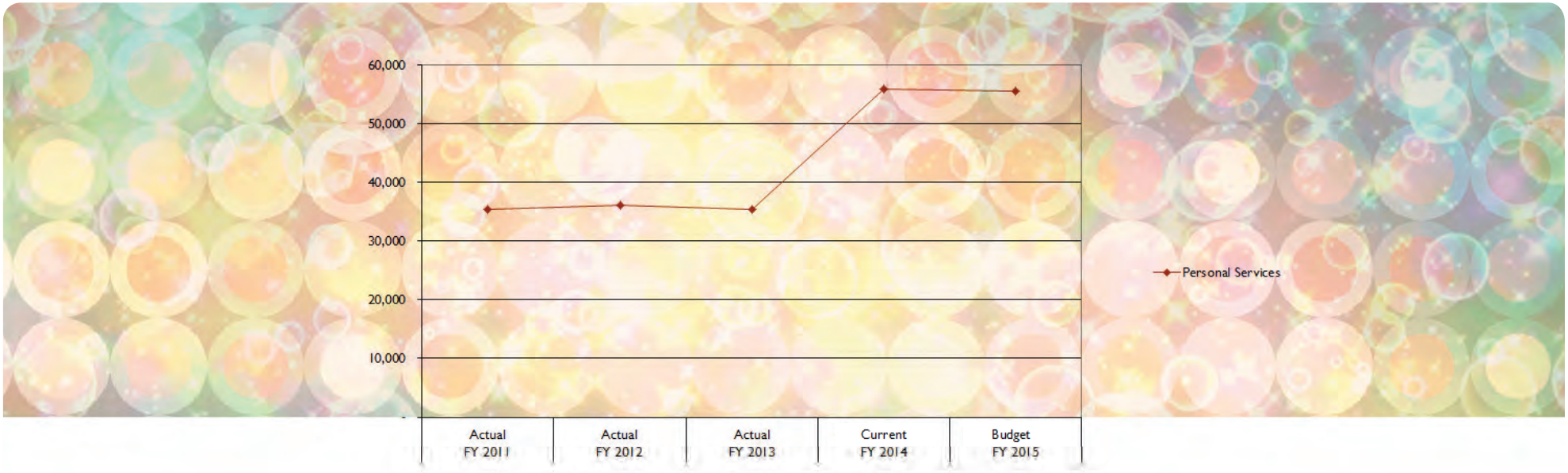
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 89,939	$ 95,597	$ 100,932	$ 117,600	$ 118,260
Other Purchased Services	7,950	5,256	15,263	18,940	16,190
Supplies	4,094	5,117	19,155	19,970	19,500
TOTAL	$ 101,983	$ 105,970	$ 135,350	$ 156,510	$ 153,950



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.

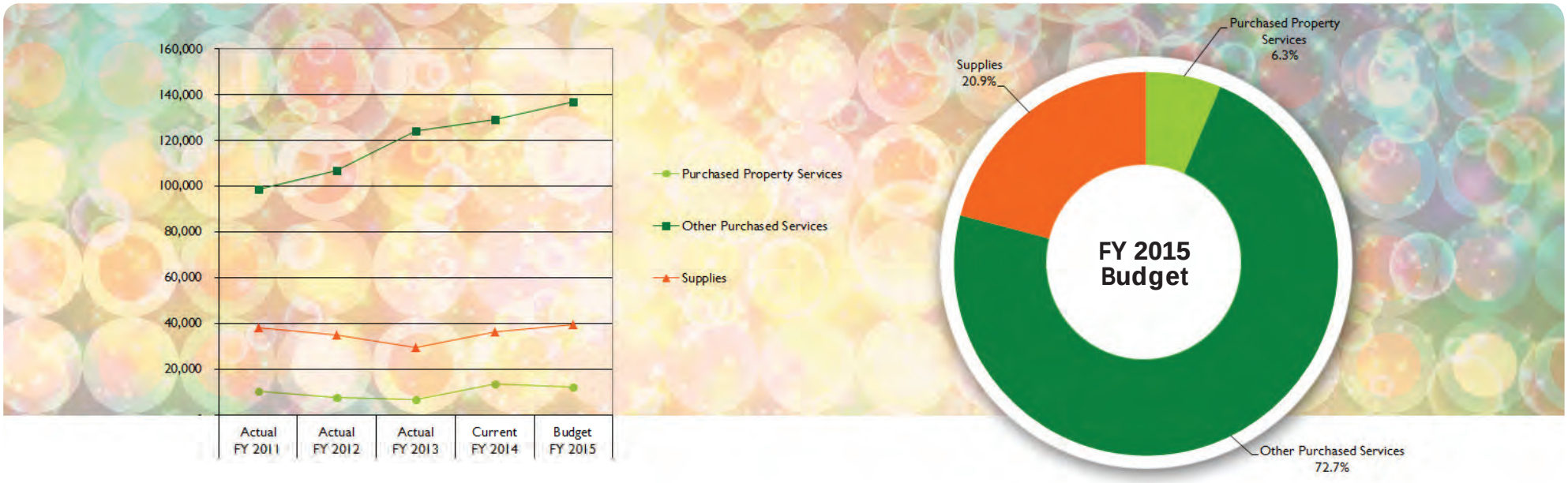
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 35,438	$ 36,199	$ 35,341	$ 56,000	$ 55,500



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.

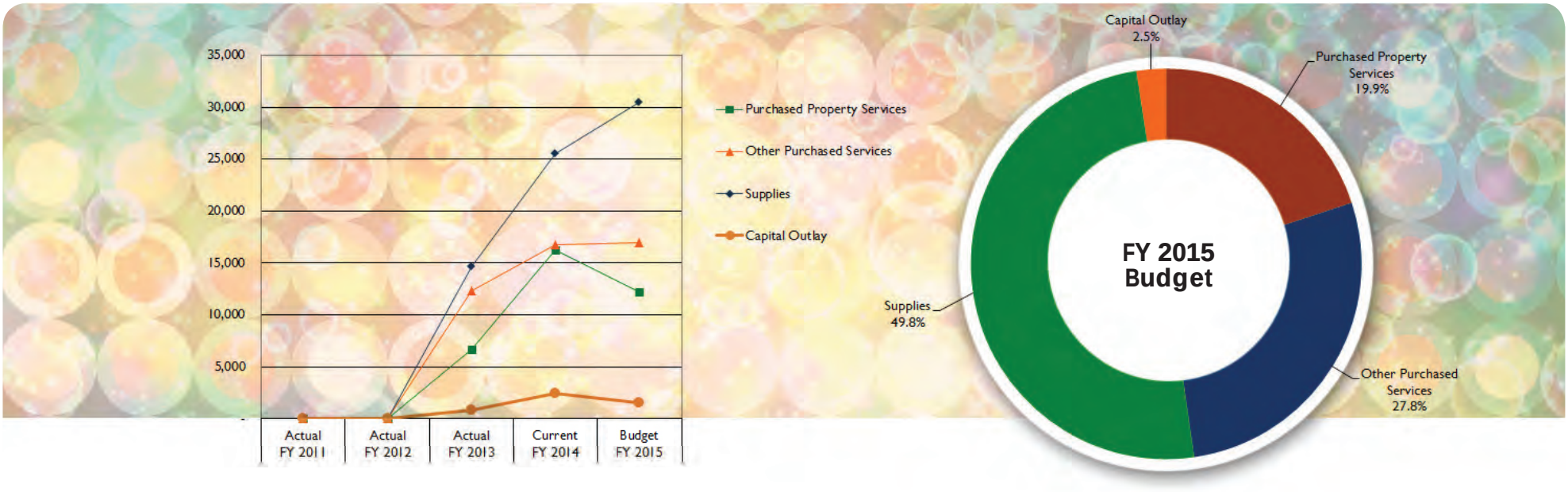
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services	$ 10,109	$ 7,645	$ 6,698	$ 13,250	$ 11,900
Other Purchased Services	98,384	106,542	123,847	129,000	136,500
Supplies	37,946	34,900	29,163	36,000	39,300
TOTAL	$ 146,439	$ 149,087	$ 159,708	$ 178,250	$ 187,700



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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services	$ -	$ -	$ 6,707	$ 16,200	$ 12,200
Other Purchased Services	-	-	12,351	16,750	17,000
Supplies	-	-	14,652	25,500	30,500
Capital Outlay	-	-	784	2,400	1,500
TOTAL	$ -	$ -	$ 34,494	$ 60,850	$ 61,200



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 2015

- 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.

• STWP, City Services, page 322

- Provide accident report copies to appropriate parties.
- Transfer incoming calls to the appropriate parties.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Calls for service dispatched	41,964	43,926	33,511	40,000	47,626	48,000
Phone calls received	214,704	204,336	201,150	210,000	76,740*	80,000*
Criminal history checks completed	1,305	1,228	1,160	1,200	1,057	1,200
Georgia Crime Information Center (GCIC) Entries	288	306	417	450	400	425
Computer Aided Dispatch (CAD) Entries	576,791	537,769	430,787	450,000	537,759	525,500
Dispatcher training hours	66	52	107	100	123	100

**Phone calls received by dispatch have substantially declined due to use of direct dial enumbers for staff*

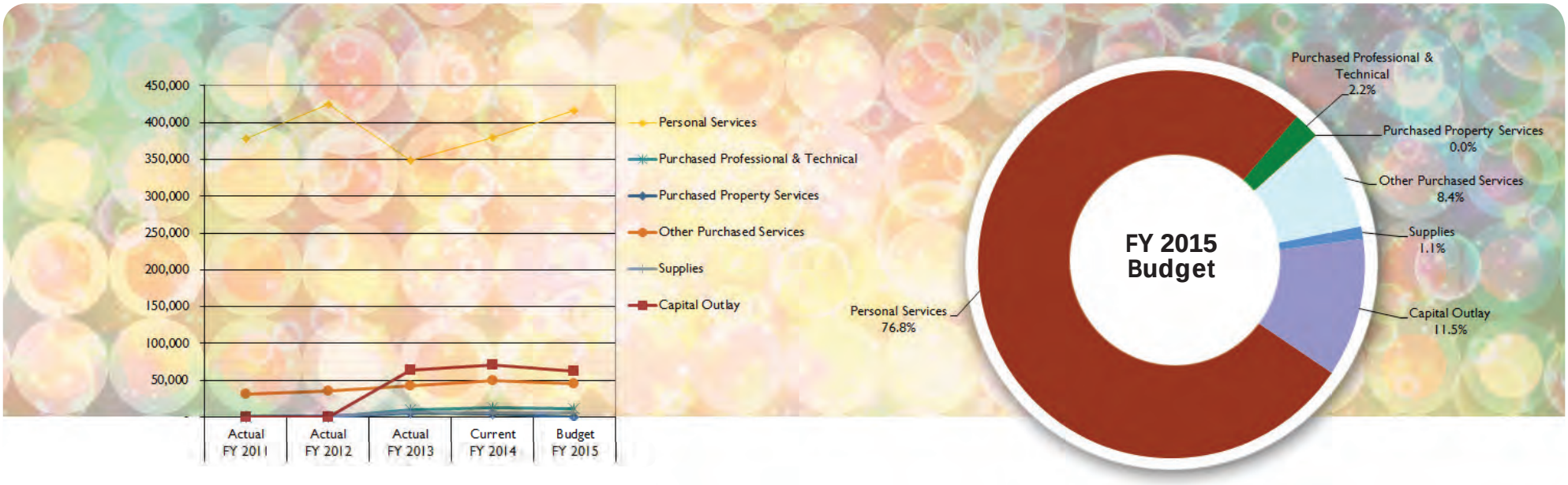
PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET
Percent of calls for service dispatched appropriately	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	Passed	n/a	n/a	Pass

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Police Lieutenant	20	1	1	1	1	1
Communications Officer	12	6	6	6	6	7
Communications Officer (1)(2)	PT-12	0	1	1	1	0
TOTAL		7	8	8	8	8

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

(2) In fiscal year 2015, the part-time communications officer was change to full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 378,208	$ 424,550	$ 348,736	$ 379,790	$ 415,880
Purchased Professional & Technical	-	-	9,925	13,300	11,800
Purchased Property Services	-	-	5,853	4,250	250
Other Purchased Services	30,972	36,129	42,683	50,100	45,370
Supplies	1,366	1,001	6,521	6,300	5,700
Capital Outlay	286	-	63,504	71,500	62,450
TOTAL	$ 410,832	$ 461,680	$ 477,222	$ 525,290	$ 541,450



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.

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.
     - ***STWP, Citizens Police Academy, Community Policing, page 316***
     - ***STWP, Citizen Engagement, page 316***
2. Begin to publish public safety topics / educational information to citizens.
   - Publish articles in City's Newsletter, utilize Twitter and Facebook.
     - ***STWP, Citizen Engagement, Communications Technology, pages 316***

OBJECTIVES FOR FISCAL YEAR 2015

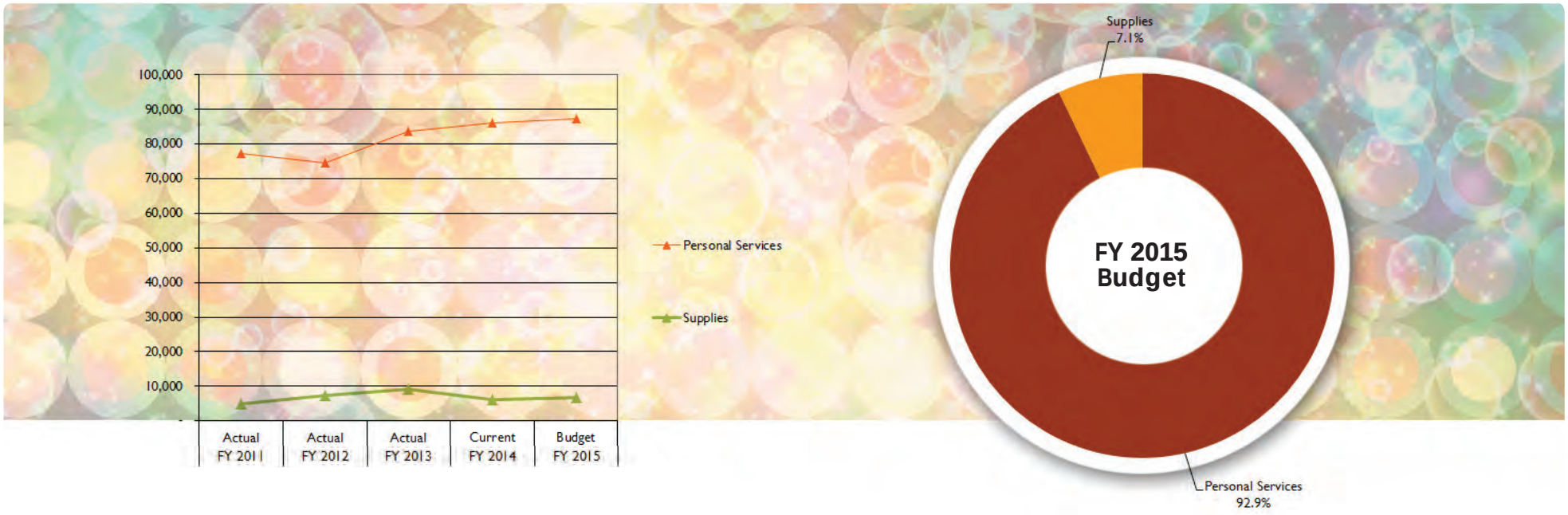
- Schedule, recruit and facilitate two Citizen's Police Academies (CPA).
- Maintain records for and facilitate the Police and Citizens Together (PACT) Program.
- Promote and document interaction with civic groups, neighborhood associations, and Suwanee Businesses.
- Organize and supervise the Explorer 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.

WORKLOAD MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
Explorers meetings	28	26	22	24	25	25
Citizen Police Academies	2	2	2	2	2	2
PRIDE programs	6	4	4	4	4	4
Station tour for kids (tours/participants)	9/124	11/161	5/105	10/100	10/172	10/100
Citizen Academy (academies/participants)	2/33	2/30	2/26	2/30	2/24	2/24
Explorer meetings (meetings/participants)	28/287	26/330	22/325	24/300	25/232	24/230
Safety meetings (meetings/participants)	6/160	6/71	4/46	4/50	5/30	4/30
Senior Citizens/Elderly Training (sessions/participants)	6/425	11/658	10/695	12/600	7/501	12/500
Kid Print meetings (meetings/participants)	1/15	1/15	0/0	2/50	1/2	2/25
PACT meetings (meetings/participants)	100/848	94/778	95/668	96/700	97/723	95/700
Business Contacts/Resident Contacts	65/2,428	111/2,601	51/3,180	50/2,000	43/3,217	43/3,215
Special Events/Movies/concerts (events/participants)	11/315	7/280	16/63	10/500	7/296	2/290
School visits (visits/participants)	111/1,230	13/237	7/3,683	5/300	8/321	8/321

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Police Officer	14	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services	$ 77,361	$ 74,534	$ 83,788	$ 86,080	$ 87,220
Supplies	4,799	7,233	9,200	6,250	6,700
TOTAL	$ 82,160	$ 81,767	92,988	92,330	93,920



Other Non-Departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

FY 2014 CURRENT BUDGET	**$698,160**	
Changes:		
Legal fees	(2,820)	
Professional Services -Total Tech	5,000	Contract to be negotiated
Professional Services-BS&A	5,000	First year of support fees. (budget reduced current FY) Note: $20,000 available in FY 2014 possible police logo funding.
Software and software support	(8,600)	Reduction: we have two systems running in parallel
Other- Scanning project	(7,000)	Total funds available $10,000
New Programs - IT	13,500	City Hall pone system upgrades, possible hardware needed for off site backup. Total Request $22,000
General Gov Building -Communications	6,000	Based on current contract
General Gov Building-Other Costs payments to others	(35,000)	Property taxes on property purchased by the City. Current budget $10,000.
General Gov Building-Water & Sewer	(7,000)	Based on current usage
Operating Transfers-Capital	7,500	Possible 4th Quarter budget adjustments
Operating Transfer-Water	-	Possible 4th Quarter budget adjustments
Operating Transfer -TAD	10,000	Hopefully, the TAD will be positive this year
Operating Transfer -DDA	15,000	New request for Historic Home signage.
FY 2015 Proposed Budget	**699,740**	

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 2015

- 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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Council meetings attended	14	12	13	12	15	12
Work Sessions attended	12	12	12	12	11	12
Average monthly hours billed	30	28	17	25	11	17
Number of contracts, agreements, leases reviewed	30	31	15	25	18	20

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 86,134	$ 58,932	$ 34,174	$ 55,000	$ 52,180



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 2015

- 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	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Workstations supported - LAN (local area network)	118	124	140	142	143	145
Email addresses under management	112	127	137	139	147	149
Servers - (Hardware) under management LAN	8	8	6	6	7	7
Virtual Servers Hosted	4	25	28	29	29	29
Educational Seminars	2	1	1	1	1	1
Office Space Coverage/sq ft	41,273	41,273	48,000*	48,000	48,000	48,000

**added Police Substation*

PRODUCTIVITY MEASURES	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ACTUAL	2015 BUDGET
Enterprise Server Uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	113	100	115	117	119	120
Average number of hours spent on server maintenance	40	30	35	38	38	39
GCIC Down time (fault of city domain) measured in hrs	0	0	0	0	0	0
Unplanned Service hrs required after 5pm per month	2.0	4.0	4.0	5.0	3.0	3.0
Percent of projects within budget($)	100%	100%	100%	100%	100%	100%
Printer down time due to printer malfunction, with no other printer available	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 140,981	$ 135,887	$ 135,403	$ 105,600	$ 124,000
Purchased Property Services	3,361	1,120	3,250	5,500	5,500
Other Purchased Services	946	1,274	1,095	2,900	2,000
Supplies	1,864	1,848	3,596	3,500	3,500
Capital Outlay	83,391	87,773	63,734	79,450	69,850
TOTAL	$ 230,543	$ 227,902	$ 207,078	$ 196,950	$ 204,850

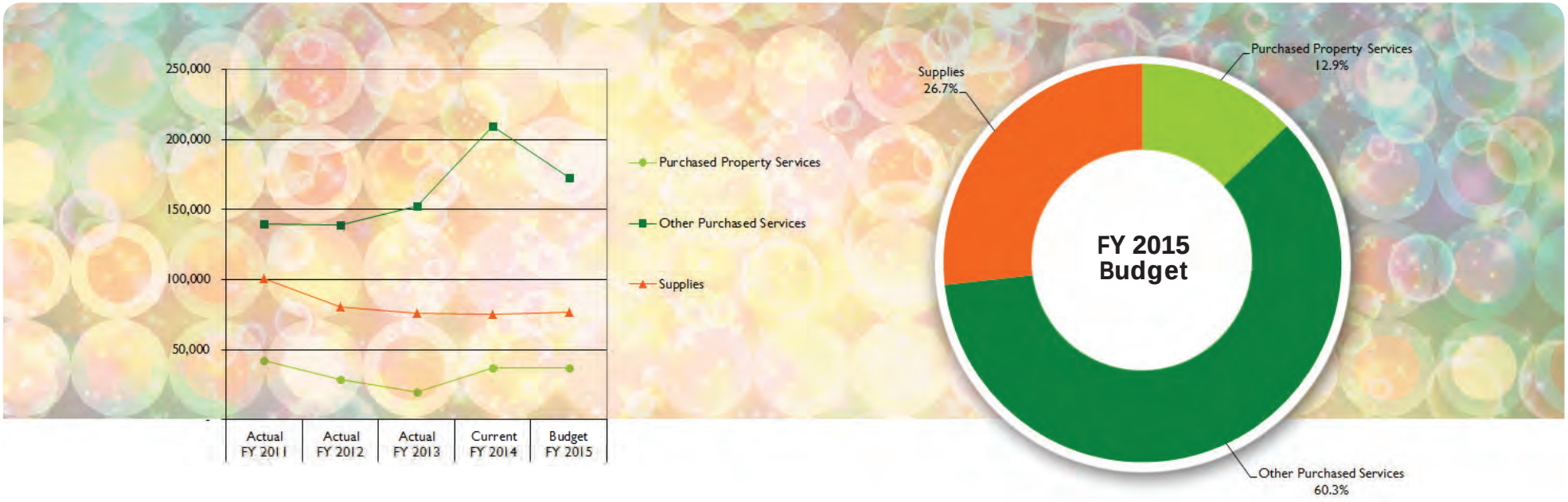


1565 GENERAL GOVERNMENT BUILDINGS

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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services	$ 42,441	$ 28,985	$ 19,967	$ 37,100	$ 37,000
Other Purchased Services	139,422	139,103	152,689	209,400	172,500
Supplies	100,816	80,228	75,978	75,500	76,500
Total	$ 282,679	$ 248,316	$ 248,634	$ 322,000	$ 286,000



ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 Data Report Summary

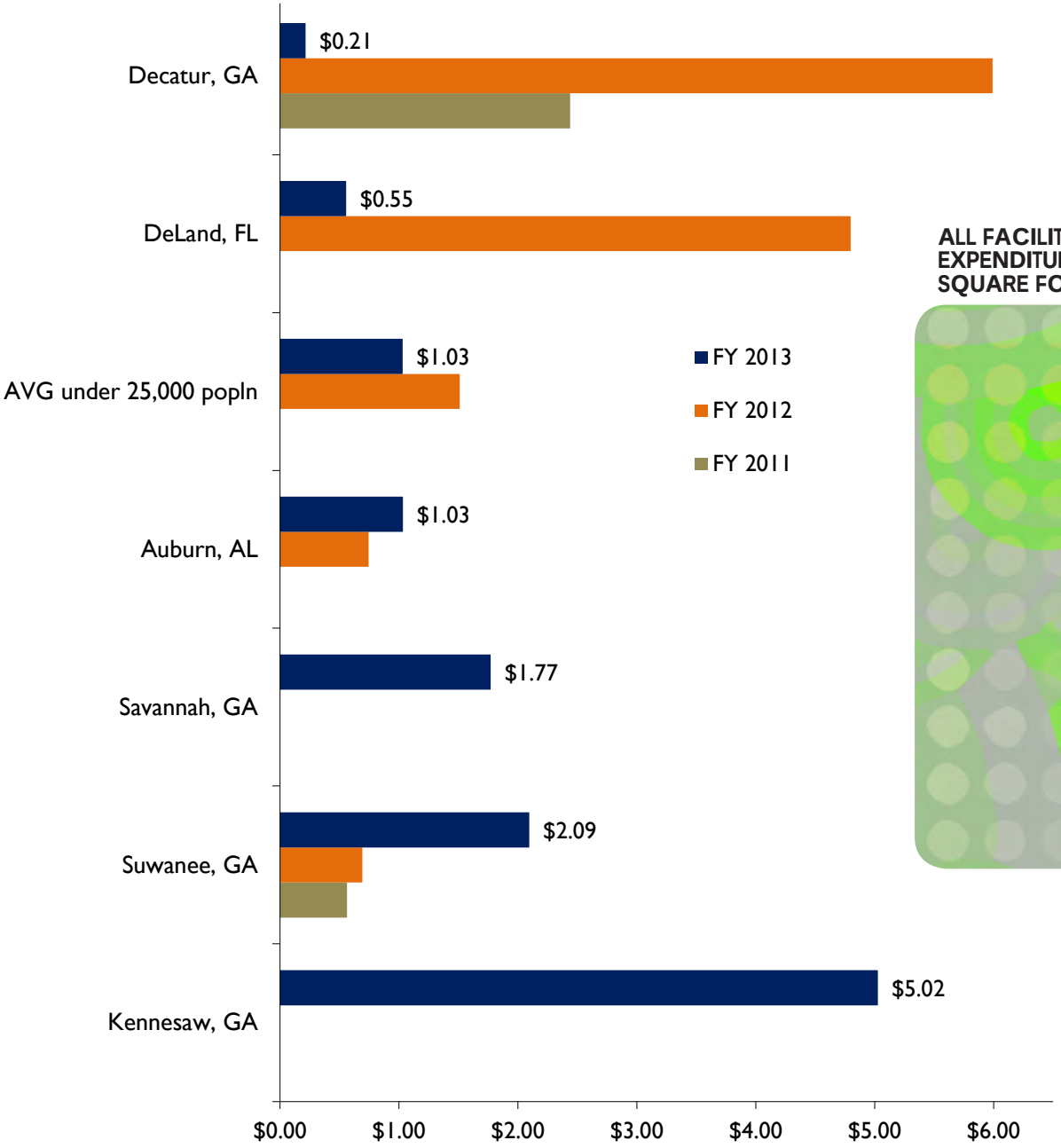
FY 2013 marks the fourth year the City of Suwanee contributed to the Facilities Management data chapter; 118 other jurisdictions provided data as well. Some of the factors that influence the comparability of facilities management data are:

- **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	-	8.1	21		$5,177,662
Under 25,000					
Mean	-	2.1	5	110,091	$240,682
GEORGIA JURISDICTIONS					
Decatur	Centralized	9.8	9	113,395	$846,000
Kennesaw	Centralized	3.4	9	163,911	$970,061
Savannah	Combination	-	21	316,722	-
Suwanee	Centralized	3.5	6	62,567	$545,664

ICMA COMPARATIVE PERFORMANCE MEASUREMENT - FY 2013 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Operating Transfer Out - Debt Service	$ 1,715,540	$ 1,601,900	$ 1,592,110	$ -	$ -
Operating Transfer Out - Capital	937,680	975,420	663,530	1,787,790	124,710
Operating Transfer Out - Water	150,000	150,000	200,000	100,000	-
Operating Transfer Out - TAD	28,004	26,314	4,941	-	10,000
Operating Transfer Out - DDA	7,000	7,000	7,000	7,000	22,000
TOTAL	$ 2,838,224	$ 2,760,634	$ 2,467,581	$ 1,894,790	$ 156,710

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 anticipate potential problems early, respond before a problem develops, and determine if the City can accommodate today's decisions tomorrow. It helps answer the question, "Can we support future projects and their operating and maintenance costs?"

Each year the City reviews the assumptions, makes adjustments as necessary, and updates 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 - 2014 for fiscal years 2012-2015. 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.

COMPARISON OF 10 YEAR TREND PROJECTIONS

	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	5.7%	12,009,673	11,904,997	-1%
FY 2013	11,873,490	12,418,939	4.4%	12,701,208	11,656,002	-9%
FY 2014 (Projected)*	10,923,498	11,000,000	0.7%	11,595,141	11,400,000	-2%
FY 2015 (Budget)*	11,743,526	11,179,880	-5.0%	11,951,952	11,179,880	-7%

	REVENUES			EXPENDITURES		
FY 2012 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2013	12,051,784	12,418,939	3%	12,509,819	11,656,002	-7%
FY 2014 (Projected)*	10,814,961	11,000,000	1.7%	12,044,466	11,400,000	-6%
FY 2015 (Budget)*	11,302,191	11,178,880	-1.1%	12,034,362	11,179,880	-8%

	REVENUES			EXPENDITURES		
FY 2013 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2014 (Projected)*	10,865,672	11,000,000	1.2%	11,525,441	11,400,000	-1%
FY 2015 (Budget)*	11,381,286	11,179,880	-1.8%	11,468,655	11,179,880	-3%

COMPARISON OF 10 YEAR TRENDS PROJECTIONS - CONTINUED

	REVENUES			EXPENDITURES		
FY 2014 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2015 (Budget)*	11,142,284	11,179,880	0.3%	11,913,990	11,179,880	-7%

***Change in accounting practice:** *During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund. Based on this change in technology, fiscal year 2014 budget was amended to remove the debt service millage rate receipts and transfer to the debt service fund. Previous fiscal year projections have been modified to reflect this change in accounting practice.*

Assumptions

REVENUES

The local economy continues to grow modestly. Suwanee continues to show signs of a slow growth recovery. In fiscal year 2015, most revenue sources showed a modest 3% increase or remained flat when compared to adopted fiscal year 2014 budget. Nationally, the economy is continuing 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 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 5% for fiscal year 2015 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 2014 balances) which have shown a modest 3% growth from the previous year. The economy is expected to maintain the new norm into fiscal year 2016 and 2017 with most revenues showing a 3.5% to 4% increase.

Starting in fiscal year 2018, 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

A return to pay for performance reviews was implemented in fiscal year 2014, fiscal year 2015 includes a 4% pay for performance reviews. 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 16,571 in fiscal year 2015 to 20,817 in fiscal year 2025. Our projected population to employment ratio will range from 5.73 the first year to 4.88 at year ten. Part time employees have been converted to full time equivalent. Other operating costs have been inflated by 2.1% 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 2014 SPLOST collections of these funds ends in fiscal year 2016 but expenditures of these funds will continue until all funds collected have been expended, current estimates has these funds fully expended by fiscal year 2020.

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.

OPERATING IMPACTS

PROJECT	NARRATIVE
2014 SPLOST Projects	The 2014 SPLOST funds will focus on various transportation projects, sidewalk improvements projects and recreational improvements. Annual operating costs are estimated at $15,000.
Annual Resurfacing	Annual repair costs are estimated at 2% of annual paving. Total annual operating costs $16,000.
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.
Banner Replacement	Estimated operating cost of replacing current street light banners with new banners every five years is $40,000.
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.
Cemetery	Operational impacts for landscaping and other infrastructure improvements should be minor ranging from $5,000 to $7,000 annually.
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.
I-85 Streetscape	Annual operating impact will include professional services for landscape maintenance and replacement of landscape. Cost are estimated at $44,000 annually.
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.
Public Safety Projects	Annual operating costs for continued implementation and maintenance of public safety projects are estimated at $7,000 annually.
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.

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. 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	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
2014 SPLOST Projects	370				$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
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
Banner Replacement	341	-	-	-	-	40,000	-	-	-	-	40,000
Buford Highway Reconstruction & Streetscape	311	-	-	-	-	61,000	61,000	61,000	61,000	61,000	61,000
Cemetery	343	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
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
I-85 Streetscape	331	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Pedestrian Bicycle Plan	312	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250	13,250
Public Safety Projects	346	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Wayfinding Signage	341	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL PROJECTED OPERATING IMPACTS OF CAPITAL PROJECTS		**$ 270,650**	**$ 270,650**	**$ 275,650**	**$ 295,650**	**$ 396,650**	**$ 356,650**	**$ 356,650**	**$ 356,650**	**$ 356,650**	**$ 396,650**

Summary of Future Capital Projects with Proposed Funding by General Fund

PROJECT	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Vehicles New	$ 33,000	-	$ 37,000	-	-	$ 38,850	-	-	$ 40,793	-
City Vehicles Replacement	168,000	$ 35,000	75,000	$ 40,000	$ 96,862	100,000	$ 35,875	$ 100,000	99,284	$ 36,593
Police Vehicles Replacement	232,000	118,000	161,000	204,000	120,000	120,000	120,000	120,000	120,000	120,000
Public Works Equipment New Purchases	55,400	-	-	-	49,642	-	50,883	-	52,155	-
Public Works Equipment Replacements	18,000	98,000	47,000	80,000	67,650	96,350	96,350	20,500	82,473	20,910
Stormwater Projects	80,000	85,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Street Maintenance and Resurfacing	100,000	100,000	342,393	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water System Projects	100,000	100,000	120,000	120,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL OF FUTURE CAPITAL PROJECTS WITH PROPOSED FUNDING BY GENERAL FUND	**$ 786,400**	**$ 536,000**	**$ 882,393**	**$ 644,000**	**$ 634,154**	**$ 655,200**	**$ 603,108**	**$ 540,500**	**$ 694,705**	**$ 477,503**

General Fund Ten Year Financial Plan

	FY 2015 BUDGET	PREDICTION YEAR 1 FY 2016	PREDICTION YEAR 2 FY 2017	PREDICTION YEAR 3 FY 2018	PREDICTION YEAR 4 FY 2019	PREDICTION YEAR 5 FY 2020	PREDICTION YEAR 6 FY 2021	PREDICTION YEAR 7 FY 2022	PREDICTION YEAR 8 FY 2023	PREDICTION YEAR 9 FY 2024	PREDICTION YEAR 10 FY 2025
Revenues											
Property Taxes	$ 3,678,810	$ 3,862,751	$ 4,055,888	$ 4,258,682	$ 4,471,617	$ 5,485,897	$ 5,760,192	$ 6,048,202	$ 6,350,612	$ 6,668,143	$ 7,001,550
Utility Franchise Taxes	1,764,000	1,852,200	1,944,810	2,042,051	2,144,153	2,251,361	2,363,929	2,482,125	2,581,410	2,684,667	2,792,053
Alcohol Beverage Taxes	865,900	909,195	954,655	1,002,387	1,052,507	1,105,132	1,160,389	1,212,606	1,261,111	1,311,555	1,364,017
Business Taxes	1,832,500	1,924,125	2,020,331	2,121,348	2,227,415	2,338,786	2,455,725	2,566,233	2,668,882	2,775,638	2,886,663
Other Taxes	39,700	41,685	43,769	45,958	48,256	51,392	55,247	59,390	62,657	66,103	71,060
Licenses & Permits	627,150	645,965	665,343	685,304	705,863	727,039	748,850	771,315	802,168	834,255	867,625
Intergovernmental Revenues	807,190	790,700	790,700	790,700	790,700	-	-	-	-	-	-
Charge for Services	110,500	116,025	121,826	127,918	134,313	141,029	148,081	155,485	161,704	168,172	174,899
Fines and Forfeitures	1,200,000	1,300,000	1,371,500	1,446,933	1,519,279	1,595,243	1,675,005	1,758,755	1,846,693	1,939,028	2,035,979
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	15,000	15,450	15,914	16,709	17,545	18,422	19,343	20,310	21,326	22,392	23,511
TOTAL REVENUES	10,990,750	11,525,595	12,058,611	12,618,858	13,200,189	13,811,264	14,492,963	15,190,766	15,884,039	16,609,647	17,370,470
Expenditures											
Council & Chief Executive	560,020	581,760	604,525	628,371	653,361	679,557	707,030	735,853	766,103	797,863	889,485
Administrative Services	272,680	280,709	289,038	297,682	306,654	315,973	325,655	335,719	346,184	412,884	426,664
Business Services	768,820	794,945	822,187	850,604	880,260	911,222	943,560	977,349	1,012,671	1,105,423	1,146,517
Economic Development	797,850	822,282	847,663	874,042	901,469	929,997	959,682	1,041,856	1,076,255	1,112,118	1,149,521
Financial Services	506,990	524,546	542,864	561,984	581,950	602,809	673,770	698,669	724,724	751,999	780,562
Parks & Public Works	2,137,130	2,209,646	2,285,258	2,364,129	2,446,434	2,532,359	2,622,098	2,818,403	2,920,842	3,139,618	3,256,638
Planning	779,550	805,900	833,372	862,024	891,920	923,127	955,714	989,759	1,025,341	1,062,546	1,159,726
Police	4,657,100	4,826,293	5,003,102	5,187,943	5,426,505	5,630,673	5,844,380	6,170,701	6,409,557	6,659,890	6,922,359
Non-Departmental	543,030	554,434	566,077	577,964	590,102	602,494	615,146	628,064	641,254	654,720	668,469
Projected Capital Projects Operating Impacts	-	270,650	270,650	275,650	295,650	396,650	356,650	356,650	356,650	356,650	396,650
CIP Funding Request-General Fund	156,710	786,400	536,000	882,393	644,000	634,154	655,200	603,108	540,500	694,705	477,503
TOTAL EXPENDITURES	11,179,880	12,457,566	12,600,736	13,362,787	13,618,305	14,159,013	14,658,886	15,356,132	15,820,080	16,748,414	17,274,094
Excess (deficiency) of revenues over (under) expenditures	(189,130)	(931,971)	(542,124)	(743,929)	(418,116)	(347,750)	(165,923)	(165,365)	63,959	(138,767)	96,376
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 in	186,630	191,296	196,078	200,980	207,010	213,220	220,682	228,406	237,543	247,044	256,926
TOTAL OTHER FINANCING SOURCES	189,130	196,296	201,078	205,980	212,010	218,220	228,182	235,906	245,043	254,544	264,426
Net change in fund balance	-	(735,675)	(341,046)	(537,949)	(206,106)	(129,530)	62,259	70,541	309,001	115,777	360,802
Fund Balances, beginning of year	7,589,630	7,589,630	6,853,955	6,512,909	5,974,959	5,768,853	5,639,323	5,701,582	5,772,123	6,081,125	6,196,902
Fund Balances, end of year	$ 7,589,630	$ 6,853,955	$ 6,512,909	$ 5,974,959	$ 5,768,853	$ 5,639,323	$ 5,701,582	$ 5,772,123	$ 6,081,125	$ 6,196,902	$ 6,557,704

Population to Employees Ratio

	FY 2015	YEAR 1 FY 2016	YEAR 2 FY 2017	YEAR 3 FY 2018	YEAR 4 FY 2019	YEAR 5 FY 2020	YEAR 6 FY 2021	YEAR 7 FY 2022	YEAR 8 FY 2023	YEAR 9 FY 2024	YEAR 10 FY 2025
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	0.39	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	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	2	2
Employee per 1,000 Population	0.09	0.09	0.09	0.09	0.08	0.08	0.08	0.08	0.08	0.10	0.10
range .105 to .08											
Business Services	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	7	7
Employee per 1,000 Population	0.39	0.38	0.38	0.37	0.36	0.36	0.35	0.34	0.33	0.35	0.34
range .45 to .30											
Economic Development	5	5	5	5	5	5	5	5.5	5.5	5.5	5.5
Employee per 1,000 Population	0.30	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	4.5	4.5	4.5	4.5	4.5	4.5	5	5	5	5	5
Employee per 1,000 Population	0.27	0.27	0.26	0.26	0.25	0.25	0.27	0.26	0.25	0.25	0.24
range .35 to .25											
Parks & Public Works	18	18	18	18	18	18	18	19	19	20	20
Employee per 1,000 Population	1.09	1.07	1.05	1.03	1.01	0.99	0.96	0.99	0.96	0.99	0.96
range 1.10 to .95											
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	0.39	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	46.5	46.5	46.5	46.5	47	47	47	48	48	48	48
Employee per 1,000 Population	2.81	2.75	2.70	2.65	2.64	2.59	2.52	2.50	2.43	2.37	2.31
range 2.88 to 2.25											
Total Employee	95	95	95	95	95.5	95.5	96	98.5	98.5	100.5	101.5
Employee per 1,000 Population	5.73	5.62	5.52	5.42	5.36	5.27	5.14	5.13	4.99	4.96	4.88
range 6.00 to 5.00											
Population Change per year		329	308	308	308	308	537	537	537	537	537
Employee Change per year		0	0	0	0.5	0	0.5	2.5	0	2	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 2015	YEAR 1 FY 2016	YEAR 2 FY 2017	YEAR 3 FY 2018	YEAR 4 FY 2019	YEAR 5 FY 2020	YEAR 6 FY 2021	YEAR 7 FY 2022	YEAR 8 FY 2023	YEAR 9 FY 2024	YEAR 10 FY 2025
Annual Cost											
Salary	$ 5,306,650	$ 5,465,850	$ 5,629,825	$ 5,798,720	$ 6,004,116	$ 6,184,240	$ 6,403,117	$ 6,766,961	$ 6,969,969	$ 7,324,836	$ 7,619,652
Benefits	$ 2,002,030	$ 2,142,172	$ 2,292,124	$ 2,452,573	$ 2,638,065	$ 2,822,729	$ 3,036,134	$ 3,333,264	$ 3,566,592	$ 3,893,741	$ 4,207,758
Cost per employee											
Salary	$ 55,859	$ 57,535	$ 59,261	$ 61,039	$ 62,870	$ 64,756	$ 66,699	$ 68,700	$ 70,761	$ 72,884	$ 75,070
Benefits	$ 21,074	$ 22,549	$ 24,128	$ 25,817	$ 27,624	$ 29,557	$ 31,626	$ 33,840	$ 36,209	$ 38,744	$ 41,456

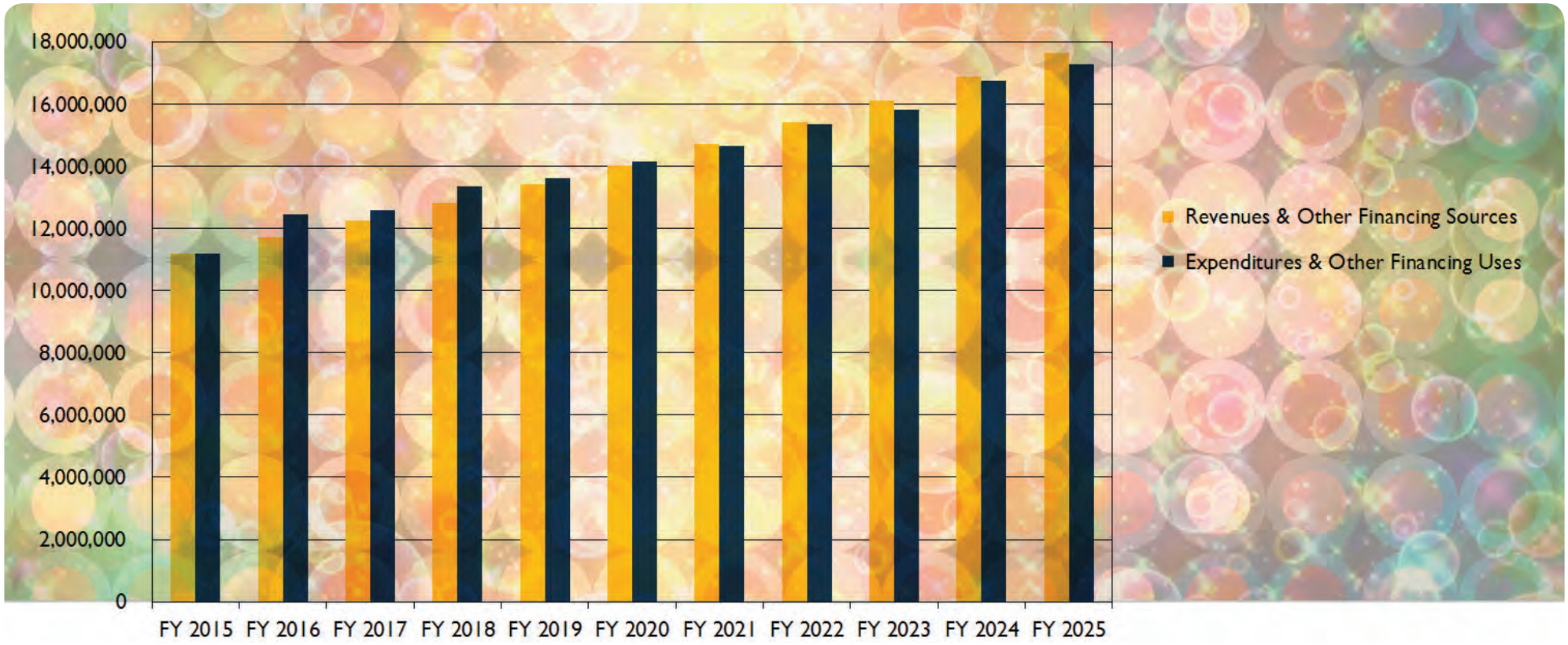
Projection includes 3% annual salary increases per employee and 7% annual benefit renewal increase per employee

Department Operating

	FY 2015	YEAR 1 FY 2016	YEAR 2 FY 2017	YEAR 3 FY 2018	YEAR 4 FY 2019	YEAR 5 FY 2020	YEAR 6 FY 2021	YEAR 7 FY 2022	YEAR 8 FY 2023	YEAR 9 FY 2024	YEAR 10 FY 2025
Council & Chief Executive											
Salary	$ 363,087	$ 373,979	$ 385,199	$ 396,755	$ 408,657	$ 420,917	$ 433,544	$ 446,551	$ 459,947	$ 473,746	$ 525,493
Benefits	136,981	146,570	156,830	167,808	179,554	192,123	205,572	219,962	235,359	251,834	290,190
Other	59,952	61,211	62,497	63,809	65,149	66,517	67,914	69,340	70,797	72,283	73,801
SUBTOTAL	560,020	581,760	604,525	628,371	653,361	679,557	707,030	735,853	766,103	797,863	889,485
Administrative Services											
Salary	83,789	86,303	88,892	91,559	94,305	97,135	100,049	103,050	106,142	145,768	150,141
Benefits	31,611	33,824	36,191	38,725	41,436	44,336	47,440	50,760	54,314	77,487	82,911
Other	157,280	160,583	163,955	167,398	170,913	174,502	178,167	181,909	185,729	189,629	193,611
SUBTOTAL	272,680	280,709	289,038	297,682	306,654	315,973	325,655	335,719	346,184	412,884	426,664
Business Services											
Salary	363,087	373,979	385,199	396,755	408,657	420,917	433,544	446,551	459,947	510,188	525,493
Benefits	136,981	146,570	156,830	167,808	179,554	192,123	205,572	219,962	235,359	271,206	290,190
Other	268,752	274,396	280,159	286,042	292,049	298,182	304,444	310,837	317,364	324,029	330,834
SUBTOTAL	768,820	794,945	822,187	850,604	880,260	911,222	943,560	977,349	1,012,671	1,105,423	1,146,517
Economic Development											
Salary	279,297	287,676	296,307	305,196	314,352	323,782	333,496	377,851	389,186	400,862	412,888
Benefits	105,370	112,746	120,638	129,083	138,119	147,787	158,132	186,121	199,150	213,090	228,007
Other	413,183	421,859	430,719	439,764	448,999	458,428	468,055	477,884	487,919	498,166	508,627
SUBTOTAL	797,850	822,282	847,663	874,042	901,469	929,997	959,682	1,041,856	1,076,255	1,112,118	1,149,521
Financial Services											
Salary	251,368	258,909	266,676	274,676	282,916	291,404	333,496	343,501	353,806	364,420	375,352
Benefits	94,833	101,471	108,574	116,175	124,307	133,008	158,132	169,201	181,045	193,718	207,279
Other	160,789	164,166	167,613	171,133	174,727	178,396	182,143	185,968	189,873	193,860	197,931
SUBTOTAL	506,990	524,546	542,864	561,984	581,950	602,809	673,770	698,669	724,724	751,999	780,562
Parks & Public Works											
Salary	1,005,471	1,035,635	1,066,704	1,098,705	1,131,666	1,165,616	1,200,584	1,305,302	1,344,461	1,457,679	1,501,409
Benefits	379,332	405,885	434,297	464,698	497,227	532,033	569,275	642,965	687,972	774,874	829,115
Other	752,327	768,126	784,257	800,726	817,542	834,710	852,239	870,136	888,409	907,065	926,114
SUBTOTAL	2,137,130	2,209,646	2,285,258	2,364,129	2,446,434	2,532,359	2,622,098	2,818,403	2,920,842	3,139,618	3,256,638
Planning											
Salary	363,087	373,979	385,199	396,755	408,657	420,917	433,544	446,551	459,947	473,746	525,493
Benefits	136,981	146,570	156,830	167,808	179,554	192,123	205,572	219,962	235,359	251,834	290,190
Other	279,482	285,352	291,344	297,462	303,709	310,087	316,599	323,247	330,035	336,966	344,042
SUBTOTAL	779,550	805,900	833,372	862,024	891,920	923,127	955,714	989,759	1,025,341	1,062,546	1,159,726
Police											
Salary	2,597,466	2,675,389	2,755,651	2,838,321	2,954,905	3,043,553	3,134,859	3,297,605	3,396,533	3,498,429	3,603,382
Benefits	979,941	1,048,537	1,121,934	1,200,470	1,298,315	1,389,197	1,486,440	1,624,331	1,738,035	1,859,697	1,989,876
Other	1,079,693	1,102,367	1,125,517	1,149,153	1,173,285	1,197,924	1,223,080	1,248,765	1,274,989	1,301,764	1,329,101
SUBTOTAL	4,657,100	4,826,293	5,003,102	5,187,943	5,426,505	5,630,673	5,844,380	6,170,701	6,409,557	6,659,890	6,922,359
Non-Departmental	**543,030**	**554,434**	**566,077**	**577,964**	**590,102**	**602,494**	**615,146**	**628,064**	**641,254**	**654,720**	**668,469**
TOTAL OPERATING	**$ 11,023,170**	**$ 11,400,516**	**$ 11,794,086**	**$ 12,204,744**	**$ 12,678,655**	**$ 13,128,209**	**$ 13,647,036**	**$ 14,396,374**	**$ 14,922,930**	**$ 15,697,059**	**$ 16,399,941**

Other expenditures inflated by 2.1% 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 community development, special events, municipal court services, and infrastructure maintenance.

In 2014, the average home value in Suwanee is $225,000 and the typical resident will pay about $444 in property taxes. The chart below answers a common question asked by Suwanee residents, "Where do my property taxes go?"



$7 + $20 + $4 + $15 + $21 + $13 + $103 + $14 + $57 + $21 + $124 + $45 = $444

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

The average home owner pays $444 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Administrative Services	$7
Business Services	$20
Capital Transfers	$4
Council & Chief Executive	$15
Economic Development	$21
Financial Services	$13
General Obligation Bonds	$103
Non-Departmental	$14
Parks & Public Works	$57
Planning	$21
Police	$124
URA Bonds - City Hall	$45
Total	**$444**




Special Revenue Funds
fiscal year 2014-2015
Special Revenue Funds account for the proceeds of specific revenue sources that are restricted legally to expenditures for specified purposes.

Statement of Service

The purpose of the Suwanee Fest is to provide a high-quality family festival for the citizens of Suwanee and it's surrounding neighbors. 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 Fest celebration.

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

SUMMARY OF REVENUES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Investment Income	$ 44	$ -	$ -	$ 250	$ 250
Contributions and Donations	73,572	77,195	98,432	122,700	130,500
TOTAL	$ 73,616	$ 77,195	$ 98,432	$ 122,950	$ 130,750

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services	$ 11,003	$ 12,870	$ -	$ 12,000	$ 16,000
Other Purchased Services	35,945	41,325	18,579	34,750	36,750
Supplies	27,581	38,068	83,972	76,200	78,000
TOTAL	$ 74,529	$ 92,263	$ 102,551	$ 122,950	$ 130,750



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 are 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Investment Income	$ 21	$ -	$ -	$ -	$ -
Intergovernmental	-	3,500	5,400	2,500	-
Contributions and Donations	31,310	36,865	26,740	53,000	53,000
TOTAL	$ 31,331	$ 40,365	$ 32,140	$ 55,500	$ 53,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Professional & Technical Services	$ 564	$ 564	$ 2,400	$ 4,500	$ 2,000
Purchased Property Services	7,500	18,000	17,250	22,500	22,500
Other Purchased Services	8,920	3,500	-	2,500	2,500
Supplies	-	-	380	1,000	1,000
Capital Outlay Property	-	21,131	24,082	20,000	20,000
Other Costs	-	-	3,000	5,000	5,000
TOTAL	$ 16,984	$ 43,195	$ 47,112	$ 55,500	$ 53,000

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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Fines and Forfeitures	$ 83,265	$ 37,895	$ 54,270	$ 100,000	$ 115,000
Investment Income	226	180	208	250	250
TOTAL	$ 83,491	$ 38,075	$ 54,478	$ 100,250	$ 115,250

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Capital Outlay-Machinery & Equipment	$ 81,116	$ 25,029	$ 19,574	$ 100,250	$ 115,250

220 COMMUNITY GARDEN FUND

Statement of Service

Harvest Farm is one of the Southeast's largest organic community gardens. 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Investment Income	$ 17	$ 8	$ 8	$ 20	$ 20
Contributions and Donations	6,290	7,015	5,593	6,600	7,000
Other Financing Sources	-	-	10,000	-	-
TOTAL	$ 6,307	$ 7,023	$ 15,601	$ 6,620	$ 7,020

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services	$ 150	$ 31	$ 201	$ 400	$ 400
Supplies	3,896	2,845	2,396	3,145	3,145
Capital Outlay Property	-	522	-	3,075	3,475
TOTAL	$ 4,046	$ 3,398	$ 2,597	$ 6,620	$ 7,020

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 2015 estimate.

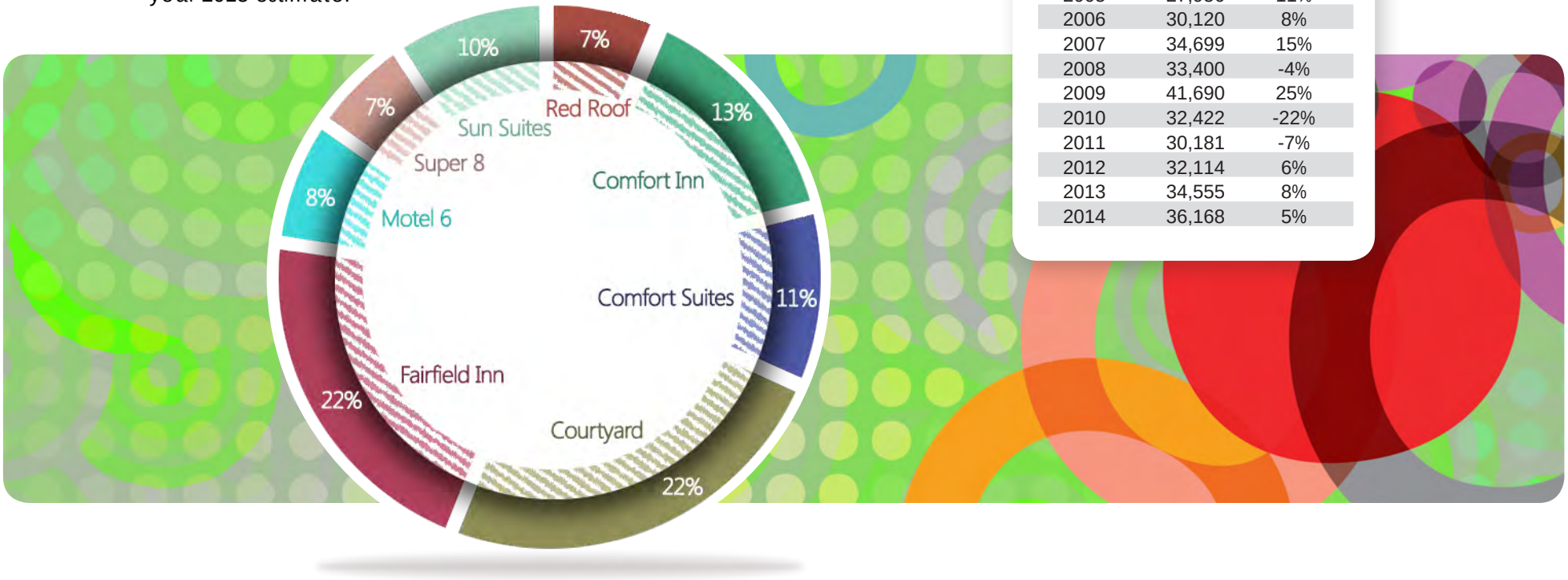
Investment Income

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.

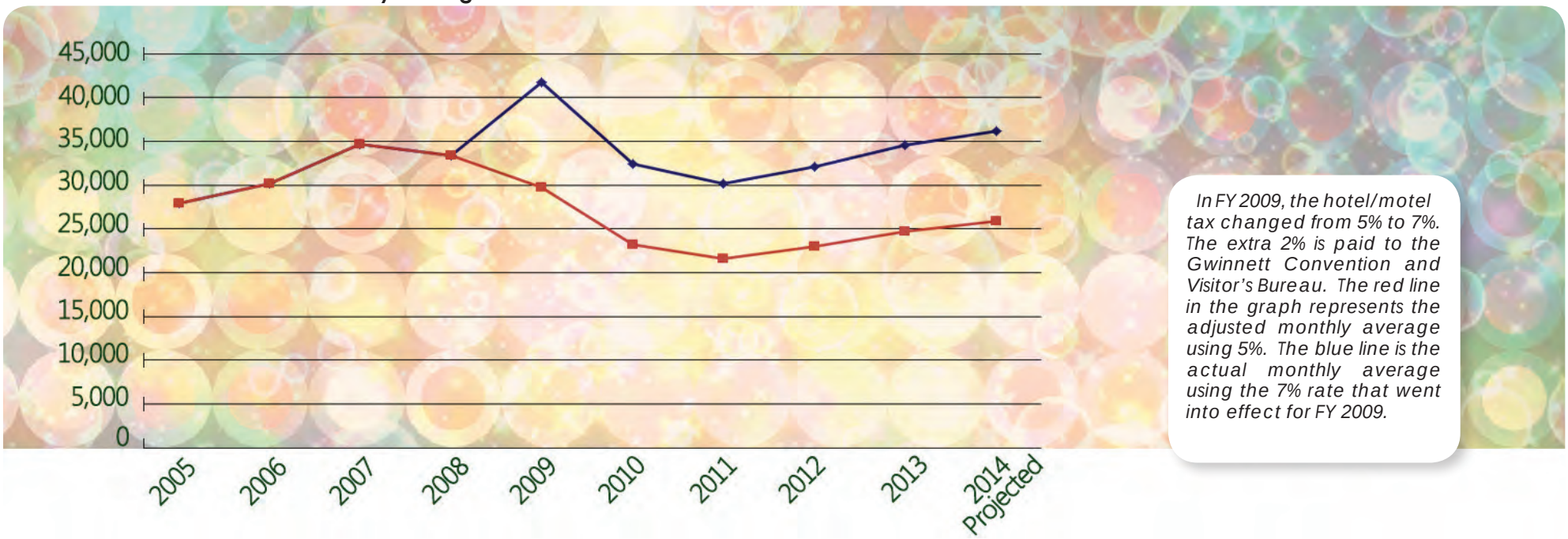
History and Projections:

Fiscal Year	Monthly Average	% Change From PY
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	41,690	25%
2010	32,422	-22%
2011	30,181	-7%
2012	32,114	6%
2013	34,555	8%
2014	36,168	5%



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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Selective Sales and Use Taxes	$ 373,400	$ 417,321	$ 442,293	$ 532,000	$ 436,700
Investment Income	40	-	5	-	-
TOTAL	$ 373,440	$ 417,321	$ 442,298	$ 532,000	$ 436,700

SUMMARY OF BY EXPENDITURES CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 6,430	$ 5,097	$ 5,765	$ 39,720	$ 20,700
Other Purchased Services	199,721	196,889	217,526	282,000	229,000
Other Financing Uses	159,779	179,881	189,941	210,280	187,000
TOTAL	$ 365,930	$ 381,867	$ 413,232	$ 532,000	$ 436,700



Capital Project Funds

fiscal year 2014-2015

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

Statement of Service

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

Revenue Assumptions

Intergovernmental Grants	
Definition:	This category includes the distribution of the proceeds generated by the 2008 special purpose local option sales tax referendum. The City has entered into an intergovernmental agreement with Gwinnett County and has been allocated $10,356,865 to be paid out as collected from the County from May 2009 until April 2014. Also included in this category is grant awards for the Buford Highway Reconstruction and Streetscape project and the trail along Brushy Creek project.
Assumptions:	Revenue projections for sales tax are sensitive to economic conditions. Due to this sensitivity, the City used 90% of the projected cash receipt estimate provided by Gwinnett County. The original estimate of $11,878,050 has been further reduced by $1,521,185 or another 13% due to declining sales tax collections over the past 2 1/2 years. Based on these reductions, smaller projects have been removed from the proposed project list and a general pool of funds has been created for park enhancements and recreation projects. Federal grant awards have been budgeted based on actual approved grant awards. The City has received all of the 2009 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 2002 Open Space Bonds along with local funds from the general fund and other local resources previously allocated to other capital projects.

Operational Impact (open projects)

PROJECT	COMMENTS
308 Annual Resurfacing	This project provides the funding for the annual street resurfacing program. This project will continue with the 2014 SPLOST program. 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. This program was continued with the 2014 SPLOST program. 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). A consultant was selected in the fall of 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. 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 99% completed. The fy 2015 budget includes operating, maintenance and repair cost of $76,100 ($51,200 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 (99%) 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 Enhancements	Due to declining sales tax revenues, some proposed projects have been removed from the funding list and a pooled fund approach has been created to help fund smaller projects or provide additional resources to enhance other projects. Since the scope of these projects has not been identified, no additional operating cost projections are available.
318 Sign Reflectivity Program	This project will replace our current traffic signs with new signs that meet the Georgia Department of Transportation sign reflectivity requirements. As a detailed sign inventory is developed, the cost estimated for sign replacement may need to be revised. Once completed, we expect no operational impact.

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2014	BALANCE
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,160,670	$ 10,160,670	$ -
Intergovernmental Grants - Federal	-	3,746,230	59,279	3,686,951
Title Ad Valorem Tax	-	211,776	213,876	(2,100)
Investment Income	-	5,596	38,290	(32,694)
Other Financing Sources	1,329,500	5,110,884	3,774,879	1,532,200
TOTAL REVENUES	**$ 12,573,720**	**$ 19,431,351**	**$ 14,246,994**	**$ 5,184,357**

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2014	BALANCE
301	**Suwanee Creek Greenway Rehab/Extension (Project completed)**				
	Purchased Professional and Technical Services	$ 88,760	$ 224,669	$ 224,669	$ -
	Capital Outlay Property	1,011,240	745,423	745,423	-
	TOTAL	1,100,000	970,092	970,092	-
302	**Town Center Park Well (Project completed)**				
	Purchased Professional and Technical Services	25,000	10,436	10,436	-
	Capital Outlay Property	75,000	260,655	260,655	-
	Total	100,000	271,091	271,091	-
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	100,000	3,900	96,100
	Capital Outlay Property	1,806,560	1,499,580	810,599	688,981
	TOTAL	2,406,560	1,599,580	814,499	785,081
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 6/1/2014	BALANCE
310	**Annual Stormwater Projects**				
	Purchased Professional and Technical Services	$ 46,000	$ 35,000	$ 16,600	$ 18,400
	Capital Outlay Property	300,170	190,000	165,220	24,780
	TOTAL	346,170	225,000	181,820	43,180
311	**Buford Highway Reconstruction & Streetscape**				
	Purchased Professional and Technical Services	125,000	500,000	110,654	389,346
	Capital Outlay Property	736,720	6,237,571	-	6,237,571
	TOTAL	861,720	6,737,571	110,654	6,626,917
312	**Pedestrian Bicycle Plan**				
	Purchased Professional and Technical Services	120,000	384,731	82,175	302,556
	Capital Outlay Property	687,720	2,655,807	351,204	2,304,603
	TOTAL	807,720	3,040,538	433,379	2,607,159
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	2,161,675	2,132,982	28,693
	TOTAL	1,781,710	2,400,428	2,371,735	28,693
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	-	100,000	28,398	71,602
	Capital Outlay Property	-	902,840	171,081	731,759
	TOTAL	-	1,002,840	199,479	803,361
317	**Recreation Projects - (Funds re-allocated)**				
	Purchased Professional and Technical Services	-	-	-	-
	Capital Outlay Property	-	11,242	11,242	-
	TOTAL	-	11,242	11,242	-
318	**Sign Reflectivity Program**				
	Purchased Professional and Technical Services	-	35,000	4,080	30,920
	Capital Outlay Property	-	200,000	39,087	160,913
	TOTAL	-	235,000	43,167	191,833
	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**	**$ 19,431,351**	**$ 6,372,779**	**$ 13,058,572**

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 (open projects)

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 and 2014 SPLOST programs. Ongoing operating cost projections have been included in the 2015 operating impacts.
323 Storm Drainage System Improvements	This project provides the funding for the annual storm drainage program. This annual program has continued with the 2009 and 2014 SPLOST programs. Ongoing operating cost projections have been included in the 2015 operating impacts.

320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2014	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	402,718	402,718	-
Other Financing Sources	377,500	114,875	114,875	-
TOTAL REVENUES	**$ 8,188,606**	**$ 7,972,356**	**$ 7,972,356**	**$ -**

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2014	BALANCE
321	**Street Resurfacing and Safety Improvements**				
	Purchased Professional and Technical Services	$ 927,985	$ 869,785	$ 869,785	$ -
	Capital Outlay Property	960,948	882,897	866,222	16,675
	TOTAL	1,888,933	1,752,682	1,736,007	16,675
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**				
	Purchased Professional and Technical Services	50,000	50,000	50,000	-
	Capital Outlay Property	193,001	295,565	237,000	58,565
	TOTAL	243,001	345,565	287,000	58,565
324	**Park Enhancements - (Project completed)**				
	Purchased Professional and Technical Services	50,000	60,625	60,625	-
	Capital Outlay Property	559,864	423,400	423,400	-
	TOTAL	609,864	484,025	484,025	-
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-(Project completed)**				
	Purchased Professional and Technical Services	100,000	129,830	129,830	-
	Capital Outlay Property	471,624	589,069	589,069	-
	TOTAL	571,624	718,899	718,899	-

320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2014	BALANCE
331	**I-85 Streetscape - (Project completed)**				
	Purchased Professional and Technical Services	$ 90,000	$ 76,142	$ 76,142	$ -
	Capital Outlay Property	279,660	306,000	306,000	-
	TOTAL	369,660	382,142	382,142	-
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**	**$ 7,972,356**	**$ 7,897,116**	**$ 75,240**



Suwanee Creek Park by **City of Suwanee**

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.

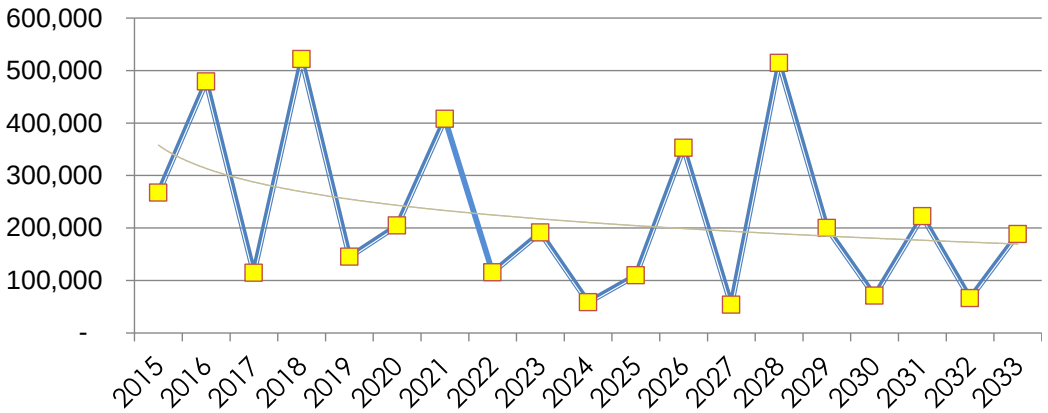
Other Financing Sources

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 2015 BUDGET
Investment Income	$ 500
Other Financing Sources	274,500
TOTAL REVENUES	**$ 275,000**

SUMMARY OF EXPENDITURES BY CATEGORY	
Purchase Professional and Technical Services	$ 25,000
Supplies	10,000
Capital Outlay Property	240,000
TOTAL EXPENDITURES	**$ 275,000**

Summarized below are highlights of large capital maintenance items for FY 2015 by location.

Public Works Building (Windsor Park): Brick wall mortar repair. **$5,000**
Sims Lake Park: Brick bathroom building mortar repair. **$5,000**
Public Works Building (Windsor Park): Replace damaged metal wall panels. **$10,000**
Police Station: Replace 40kw generator at Police Station. **$45,000**
Sims Lake Park: Repair and paint exterior wood on cottage **$5,000**
Court Building (Crossroads) Install back-up power generator. **$42,000**
Court Building (Crossroads): HVAC improvement project. **$40,000**
Suwanee Creek Park: Replace drinking fountain at bathroom building. **$2,000**

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 15 projects include completing the new accounting software conversion, landscaping on the railroad sloped right-of-way, Lawrenceville Suwanee Road sloped bank landscaping, public safety projects, and replacement of banners.

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. This cost has been included in the FY 2015 operating budget.

Railroad Landscaping - The new landscaping along the sloped railroad right-of-way and slope 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.

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.

Public Safety Projects - Continued implementation of the park video surveillance program to enhance the safety of public facilities, parks, and trails. The video surveillance and Wi-Fi systems will require preventative maintenance 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 costs are predicted at $7,000.

Banners - This project includes replacing current street light banners with new banners. Continued operating costs would include the replacement of these banners in five years, estimated replacement costs $40,000.

SUMMARY OF REVENUES BY CATEGORY		FY 2015 BUDGET
Investment Income	$	1,000
Other Financing Sources		399,000
TOTAL REVENUES	**$**	**400,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	25,000
Capital Outlay Property		375,000
TOTAL EXPENDITURES	**$**	**400,000**

Statement of Service

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

Revenue Assumptions

Investment Income

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

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

Other Financing Sources

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

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

Operational Impact

Enhancements include minor changes to current structures. Operational impact should be minor ranging from $5,000 to $7,000 annually.

SUMMARY OF REVENUES BY CATEGORY		FY 2015 BUDGET
Investment Income	$	250
Other Financing Sources		110,250
TOTAL REVENUES	**$**	**110,500**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,500
Capital Outlay Property		100,000
TOTAL EXPENDITURES	**$**	**110,500**



Shadowbrook cemetery by **City of Suwanee**

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.



Paving by **City of Suwanee**

SUMMARY OF REVENUES BY CATEGORY		FY 2015 BUDGET
Investment Income	$	500
Other Financing Sources		499,500
TOTAL REVENUES	**$**	**500,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	50,000
Capital Outlay Property		450,000
TOTAL EXPENDITURES	**$**	**500,000**

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 2015 BUDGET
Investment Income	$	250
Other Financing Sources		249,750
TOTAL REVENUES	**$**	**250,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		240,000
TOTAL EXPENDITURES	**$**	**250,000**



Stormwater

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.





May Queen before and after by **City of Suwanee**

SUMMARY OF REVENUES BY CATEGORY		FY 2015 BUDGET
Investment Income	$	500
Other Financing Sources		34,500
TOTAL REVENUES	**$**	**35,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	5,000
Property and Site Improvements		30,000
TOTAL EXPENDITURES	**$**	**35,000**

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 2015 BUDGET
Investment Income	$	500
Other Financing Sources - General Fund		149,500
TOTAL REVENUES	**$**	**150,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	20,000
Property Site Improvements		130,000
TOTAL EXPENDITURES	**$**	**150,000**



Suwanee gateway

Statement of Service

The 2014 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 2013. This is a continuation of the 2004 and 2009 SPLOST program. The 2014 SPLOST program focuses on various transportation projects, sidewalk improvement projects, and recreational improvements. 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 three year 2014 special purpose local option sales tax referendum. The City entered into an intergovernmental agreement with Gwinnett County to receive the funds over a three-year period as the taxes are collected.
Assumptions:	Revenue projections for sales tax are sensitive to economic conditions. For budgeting purposes, Suwanee has used 90% of the estimated probable number provided by Gwinnett County.
Assumptions:	Transfers have included funding from the general fund and other local resources previously allocated to other capital projects.

Operational Impact

PROJECT	COMMENTS
371 Park Enhancements	This fund will allow for minor enhancements to the City's exisiting parks. These are not intended to be significant projects, but may include additional signage, benches, kiosks, etc. Since the scope of these projects has not been identified, no additional operating cost projections are available.
372 Master Plan Implementation Transportation Projects	The purpose of the project is to allocate funds that can be used to complete projects identified in the 2014 update to the Downtown Master Plan. Projects may include major streetscaping, road, sidewalk and trail construction. Specific details of these projects including costs, scope, etc. will be determined after the Master Plan is updated.
373 Street Maintenance & Resurfacing	This project provides the funding for the annual street resurfacing program to maintain the exisitng street conditions. Operating costs are estimated to be $16,000 annually. Total annual operating costs $10,000.
374 Stormwater Projects	This project provides the funding for the annual storm drainage program. The purpose of the program is to address stromwater issues identified from needs assessments, citizen complaints and failing infrastructure.
375 Transportation Enhancements	The purpose of thes project is to implement various types fo road improvement needs, including streetscaping, traffic signal improvements, sinage, traffic calming and others. $50,000 per year has been allocated for these types of projects.

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	TOTAL AT 6/1/2014	BALANCE
Intergovernmental Grants - SPLOST	$ 6,584,700	$ 182,304	$ 6,402,396
TOTAL REVENUES	**$ 6,584,700**	**$ 182,304**	**$ 6,402,396**

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	TOTAL AT 6/1/2014	BALANCE
371	**Park Enhancements**			
	Purchased Professional and Technical Services	$ 65,800	$ -	$ 65,800
	Capital Outlay Property	592,200	-	592,000
	TOTAL	658,000	-	658,000
372	**Master Plan Implementation Transportation Projects**			
	Purchased Professional and Technical Services	336,170	-	336,170
	Capital Outlay Property	3,025,530	-	3,025,530
	TOTAL	3,361,700	-	3,361,700
373	**Street Maintenance and Resurfacing**			
	Purchased Professional and Technical Services	165,000	-	165,000
	Capital Outlay Property	1,485,000	-	1,485,000
	TOTAL	1,650,000	-	1,650,000
374	**Stormwater Projects**			
	Purchased Professional and Technical Services	65,000	-	65,000
	Capital Outlay Property	585,000	-	585,000
	TOTAL	650,000	-	650,000
375	**Transportation Enhancements**			
	Purchased Professional and Technical Services	26,500	-	26,500
	Capital Outlay Property	238,500	-	238,500
	TOTAL	265,000	-	265,000
	TOTAL EXPENDITURES	**$ 6,584,700**	**$ -**	**$ 6,584,700**

Debt Service Fund

fiscal year 2014-2015

The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long term debt principal and interest.

Statement of Service

This fund accounts for the accumulation of resources for, and the payment of, the refunded 2002 general obligation bonds for open greenspace and the 2006 Urban Redevelopment Authority revenue bonds for the construction of a new City Hall.

Revenue Assumptions

General Property Taxes

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: Debt Service millage rate for fiscal year 2015 is estimated at 1.69 mills. This millage rate is applied to the estimated assessed values for calendar year 2014. Please see Property taxes assumptions on page 66 for additional information.

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 debt service millage rate collections transferred from the general fund to the debt service fund.

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. In fiscal year 2014, the City implemented new accounting software. The new software allocates general property taxes based on millage rate between the general fund and debt service.

SUMMARY OF REVENUES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
General Property Taxes	$ -	$ -	$ -	$ 1,589,970	$ 1,589,180
Investment Income	2,764	4,154	4,668	4,000	2,080
Other Financing Sources	1,715,540	1,601,900	1,592,110	-	-
TOTAL	$ 1,718,304	$ 1,606,054	$ 1,596,778	$ 1,593,970	$ 1,591,260

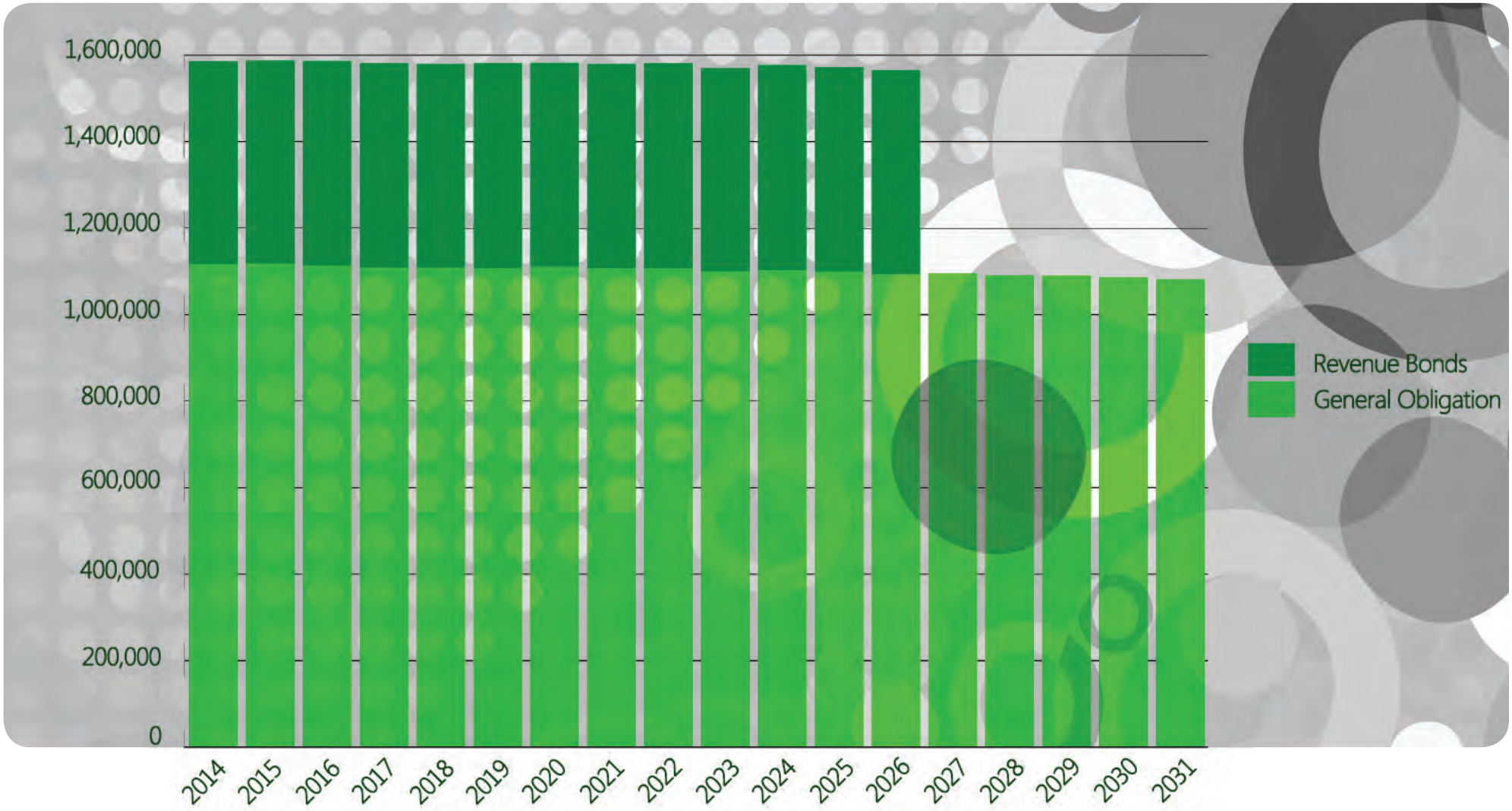
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Debt Service Principal	$ 725,000	$ 755,000	$ 780,000	$ 810,000	$ 840,000
Debt Service Interest	880,878	842,171	807,290	779,970	747,260
Fiscal Agent's Fees	-	-	-	4,000	4,000
TOTAL	$ 1,605,878	$ 1,597,171	$ 1,587,290	$ 1,593,970	$ 1,591,260

Summary of City Debt by Category as of 7/01/2014

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	13,940,000
Revenue Bonds		4,810,000
TOTAL	$	18,750,000

	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
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
	$ 13,940,000	$ 5,896,398	$ 19,836,398	$ 4,810,000	$ 1,343,670	$ 6,153,670	$ 25,990,067

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 $13,940,000 in aggregate principal amount of general obligation bonds. The weighted average interest rate of the Bonds is approximately 5.15%.

Principal and Interest Requirements

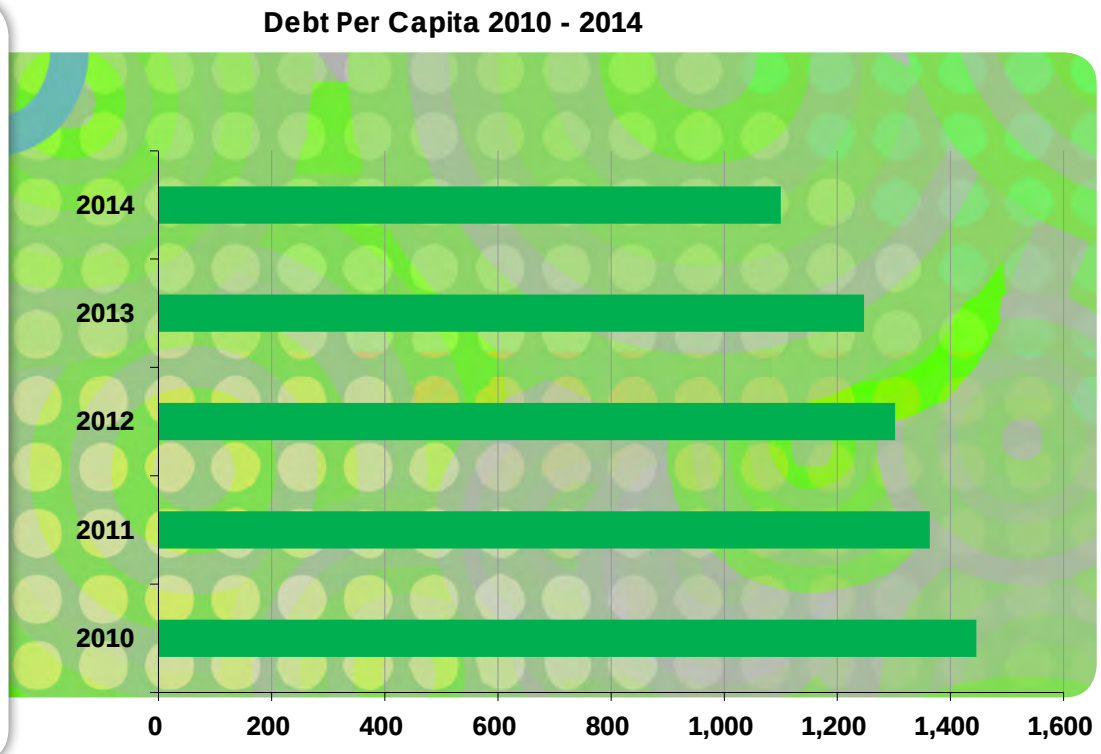
	2006 REFUNDING BOND SERIES		
YEAR ENDING 31-DEC	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2014	$ 545,000	$ 571,074	$ 1,116,074
2015	570,000	547,380	1,117,380
2016	590,000	522,730	1,112,730
2017	610,000	497,993	1,107,993
2018	635,000	473,093	1,108,093
2019	660,000	447,193	1,107,193
2020	690,000	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
	$ 13,940,000	$ 5,896,398	$ 19,836,398

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
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
	$ 4,810,000	$ 1,343,670	$ 6,153,670



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	$ 13,940,000	100.00%	$ 13,940,000
Revenue Bonds	4,810,000	100.00%	4,810,000
TOTAL DIRECT DEBT	18,750,000		18,750,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	24,361,643	4.62%	1,125,508
Gwinnett County Board of Education	1,001,340,000	4.62%	46,261,908
TOTAL OVERLAPPING DEBT	1,025,701,643		47,387,416
TOTAL DIRECT AND OVERLAPPING DEBT	$ 1,044,451,643		$ 66,137,416

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
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
2014	13,940,000	4,810,000	-	-	18,750,000	3.64%	1,100

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 2010	FY 2011	FY 2012	FY 2013	FY 2014
Assessed value of all taxable property	$ 1,174,713,298	$ 1,084,267,457	$ 1,086,484,780	$ 1,101,919,900	$ 1,096,919,530
Debt limit 10% of assessed value	117,471,330	108,426,746	108,648,478	110,191,990	109,691,953
Less: Total debt applicable to limit	14,702,932	14,125,505	13,631,622	13,123,033	12,708,990
Legal debt margin available	$ 102,768,398	$ 94,301,241	$ 95,016,856	$ 97,068,957	$ 96,982,963
Total debt applicable to the limit as a percentage of debt limit	12.52%	13.03%	12.55%	11.91%	11.59%



Enterprise Fund

fiscal year 2014-2015

The Enterprise Fund is used to account for those operations that are financed and operated in a manner similar to private business, or where the City has decided that the determination of revenues earned, cost incurred and/or net income is necessary for management accountability.

Statement of Service

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 359 metered customers. The current average consumption of water from the City's water system is approximately 47,612 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.



Town Center by **Bill Mahan**

SUMMARY OF REVENUES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Charge for Services	$ 97,113	$ 118,172	$ 153,714	$ 110,000	$ 136,000
Investment Income	667	77	357	500	500
Other Financing Sources	342,018	150,000	200,000	224,950	100,500
TOTAL	$ 439,798	$ 268,249	$ 354,071	$ 335,450	$ 237,000

SUMMARY OF EXPENSES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Administration	$ 25,659	$ 31,594	$ 32,673	$ 40,900	$ 46,660
Supply	24,455	14,216	6,831	13,600	17,000
Distribution	67,269	61,050	69,556	74,350	86,000
System Improvements	-	3,210	498	206,600	87,340
Debt Service	14,528	-	-	-	-
TOTAL	$ 131,911	$ 110,070	$ 109,558	$ 335,450	$ 237,000



Suwanee Day water fountain by **R. Scott**

FY 2015 City of Suwanee Water System Administrative Fee Schedule

TYPE OF SERVICE / FEE	AMOUNT CHARGED
Account Activation Fee	$50.00
Late Penalty Fee	10%
Meter Re-Read Fee	$25.00
Meter Tampering Fee	$200.00
Re-Connect Fee	$45 before 3 p.m.
Re-Connect Fee	$75 after 3 p.m.
Returned Check Fee	$25.00

TIER CATEGORY		FY 2015 July 2014 Billing	FY 2016 July 2015 Billing
Base	up to 2,000 gallons	$20.50	$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	$3.66
Tier 2	5,001-8,000 gallons	$4.72	$5.10
Tier 3	8,000+ gallons	$6.50	$7.02

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 2015 have yet to be determined.

	FY 2014-2015 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)	$48,340
Replace well pump number one on Stonecypher Road.	39,000
	$87,340

POTENTIAL PHASE	PROJECT DESCRIPTION	2015 PROJECTED COST ESTIMATES
Phase III	Replace 2" line on Buford Highway from near Tire Omni to near the intersection with Lawrenceville-Suwanee Road.	$ 114,605
	Extend the 8" line on Main Street to a point near the pedestrian tunnel and install an 8" line under the R/R to connect with the 8" line on Buford Highway.	210,688
Phase IV	Replace 2" line on Eva Kennedy Road from the Stonecypher neighborhood cross country connection to the end of Eva Kennedy Road (80% of total Eva Kennedy project).	245,417
	Replace 2" line on Buford Highway from Davis Street to our last customer (just before the GCPS Bus Facility).	109,974
	Extend Davis Street line from King Street to White Street.	110,785
Phase V	Replace lines on Scales Street, Scales Road, Main Street and Russell Street.	254,678
	Replace all water meters and convert to AMR (automatic meter reading).	104,186
	Replace 6" line on Davis Street from King Street to Virginia Avenue.	229,210
Phase VI	Replace 2" line on White Street from Davis Street to White Street.	229,210
	Replace 2" line on Whitlock Avenue from King Street to Plum Street.	123,200
	Replace 2" line on Plum Street from Whitlock Avenue to Martin Farm Road.	42,977
Phase VII	Replace PVC line on Bluegrass Trail.	39,070
	Connect Bluegrass Trail to Greenpark Drive.	28,651
	Replace 2" line on Calaboose Street from Jackson Street to Scales Road.	57,302
	Replace the 2" line on Mary Lou Street.	64,480
	TOTAL	$ 1,964,433

Agency Fund

fiscal year 2014-2015

The Agency Fund is custodial in nature and does not present results of operations or have a measurement focus. This fund is used to account for assets that the City holds for others in an agency capacity.

Statement of Service

The Municipal Court fund accounts for the collection of various fines and forfeitures (mostly traffic violations) a portion of which are disbursed to other parties and the remaining balance is transferred to the general fund.

Revenue Assumptions

Fines and Forfeitures

Definition: Revenues in this category consist of fines and charges imposed by the City's Municipal Court. Council sets some of these charges while others are mandated by the State and adopted by the Council.

Assumptions: Projections are based on the rates set by Council and historical trends. Fiscal year 2015 projections used a rolling five year average receipts received for fiscal year 2010 thru 2014 to project a twelve month total.

SUMMARY OF REVENUES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Fines and Forfeitures	$ 1,871,175	$ 1,825,841	$ 1,663,733	$ 1,700,000	$ 1,775,400

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional and Technical	$ 110,907	$ 93,982	$ 92,303	$ 85,000	$ 90,180
Other Costs	584,810	592,373	523,006	485,000	535,220
Other Financing Uses-Transfers	1,174,621	1,109,122	916,625	1,130,000	1,150,000
TOTAL	$ 1,870,338	$ 1,795,477	$ 1,531,934	$ 1,700,000	$ 1,775,400





Municipal court by **City of Suwanee**


Line
Item
fiscal year 2014-2015
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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET	% Change
General Property Taxes	$ 7,782,884	$ 7,481,879	$ 6,801,079	$ 5,124,340	$ 5,166,810	0.83%
Selective Sales and Use Taxes	996,217	1,061,560	1,130,945	1,344,780	1,330,230	-1.08%
Business Taxes	1,347,871	1,648,831	1,693,350	1,782,480	1,832,500	2.81%
Penalty and Interest on Taxes	91,172	17,024	54,438	53,000	38,000	-28.30%
Licenses and Permits	211,544	241,327	239,041	236,700	252,150	6.53%
Regulatory Fees	230,219	372,511	409,645	320,000	375,000	17.19%
Intergovernmental Grants	31,311	21,351	997,894	793,200	807,190	1.76%
Charge for Services	72,456	106,324	106,532	107,500	110,500	2.79%
Fines and Forfeitures	1,174,621	1,109,122	916,625	1,524,610	1,200,000	-21.29%
Investment Income	97,006	48,403	23,020	45,000	45,000	0.00%
Contributions and Donations	5,370	-	3,936	5,050	5,000	0.99%
Miscellaneous Revenues	33,249	41,429	36,822	16,000	15,000	-6.25%
Other Financing Sources	1,815	2,455	5,612	1,002,500	2,500	-99.75%
TOTAL REVENUES	**$ 12,075,735**	**$ 12,152,216**	**$ 12,418,939**	**$ 12,355,160**	**$ 11,179,880**	**$ -9.51%**

SUMMARY OF GENERAL FUND EXPENDITURES

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET	% CHANGE
Governing Body	$ 158,414	$ 134,763	$ 132,952	$ 136,200	$ 140,700	3.30%
Legislative Committees	3,636	2,939	3,627	6,850	8,750	27.74%
Chief Executive	430,432	487,463	400,011	459,270	419,320	-8.70%
General Administration	201,166	211,823	239,680	279,750	272,680	-2.53%
Financial Administration	565,147	633,430	656,244	710,030	466,290	-34.33%
Accounting	34,500	35,000	35,500	37,000	40,700	10.00%
Law	86,134	58,932	34,174	55,000	52,180	-5.13%
Data Processing/MIS	230,543	227,902	207,078	196,950	204,850	4.01%
General Government Buildings	282,679	248,316	248,634	322,000	286,000	-11.18%
Public Information	114,524	123,406	131,122	147,240	155,770	5.79%
Business Services	-	-	-	-	352,650	n/a
Municipal Court	298,826	310,090	297,446	381,770	416,170	9.01%
Police Administration	350,867	344,778	365,540	404,960	423,290	4.53%
Criminal Investigation	244,951	255,948	196,409	323,140	420,770	30.21%
Patrol	2,277,822	2,308,297	2,418,895	2,571,780	2,637,340	2.55%
Records & Identification	133,483	120,448	71,664	78,910	81,980	3.89%
Police Training	101,983	105,970	135,350	156,510	153,950	-1.64%
Special Detail Services	35,438	36,199	35,341	56,000	55,500	0.89%
Gateway Patrol	17,633	17,993	-	-	-	n/a
Police Stations & Buildings	146,439	149,087	159,708	178,250	187,700	5.30%
Police Substation & Training Center	-	-	34,494	60,850	61,200	0.58%
Dispatcher	410,832	461,680	477,222	525,290	541,450	3.08%
Public Relations	82,160	81,767	92,988	92,330	93,920	1.72%
Public Works Administration	1,422,775	1,571,038	1,570,084	1,736,260	1,783,600	2.73%
Paved Streets	14,507	20,807	54,944	117,070	123,900	5.83%
Storm Drainage	27,323	29,097	31,201	52,220	50,300	-3.68%
PW Special Detail Services	-	752	-	-	-	n/a
Special Facilities & Activities	113,539	94,343	103,759	119,300	141,500	18.61%
Park Areas	163,778	142,204	166,295	180,640	179,330	-0.73%
Protective Inspection Administration	117,145	123,665	118,301	145,790	151,060	3.61%
Planning & Zoning	379,682	412,911	405,125	460,120	572,280	24.38%
Code Enforcement	19,127	31,184	26,462	42,570	47,460	11.49%
Economic Development & Assistance	270,777	279,807	297,364	343,180	408,100	18.92%
Downtown Suwanee	77,970	82,324	40,807	83,140	92,480	11.23%
Other Financing Uses	2,838,224	2,760,634	2,467,581	1,894,790	156,710	-91.73%
TOTAL EXPENDITURES	**$ 11,652,456**	**$ 11,904,997**	**$ 11,656,002**	**$ 12,355,160**	**$ 11,179,880**	-9.51%
Revenues (over) under Expenditures	$ (423,279)	$ (247,219)	$ (762,937)	$ -	$ -	n/a

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
General Property Taxes						
100-0000-311080	Real Property Current	$ 4,548,277	$ 4,385,003	$ 3,743,899	$ 2,508,070	$ 2,614,650
100-0000-311081	Real Property Prior Years	205,360	143,362	215,003	75,000	75,000
100-0000-311280	Personal Property Current	774,975	671,080	678,318	462,220	445,160
100-0000-311281	Personal Property Prior Years	102,834	1,793	4,702	3,000	3,000
100-0000-311600	Real Transfer Intangible	67,784	107,801	111,575	84,100	97,000
100-0000-311710	Franchise Tax Electric	1,341,642	1,397,342	1,299,276	1,300,000	1,300,000
100-0000-311730	Franchise Tax Gas	93,541	95,238	95,876	96,030	98,000
100-0000-311750	Franchise Tax Television	236,546	285,859	241,020	233,920	250,000
100-0000-311760	Franchise Tax Telephone	153,735	119,468	119,203	119,000	116,000
100-0000-318000	Other Taxes Motor Vehicle	258,190	274,933	292,207	243,000	168,000
	TOTAL	7,782,884	7,481,879	6,801,079	5,124,340	5,166,810
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	159,779	179,881	189,941	170,280	186,630
100-0000-314200	Alcoholic Beverage Excise	762,210	809,629	782,059	775,000	775,000
100-0000-314300	Local Option Mixed Drink	74,228	72,050	83,803	85,500	90,900
100-0000-314400	Energy Excise Tax	-	-	587	900	1,700
100-0000-314500	Title Ad Valorem Tax	-	-	74,555	313,100	276,000
	TOTAL	996,217	1,061,560	1,130,945	1,344,780	1,330,230
Business Taxes						
100-0000-316100	Business & Occupational Tax	804,490	844,175	847,560	906,480	915,000
100-0000-316200	Insurance Premium from State	469,682	720,214	764,988	792,000	812,500
100-0000-316300	Financial Institutions	73,699	84,442	80,802	84,000	105,000
	TOTAL	1,347,871	1,648,831	1,693,350	1,782,480	1,832,500
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	75,680	14,936	44,422	50,000	35,000
100-0000-319120	Personal Penalties & Interest	15,492	2,088	10,016	3,000	3,000
	TOTAL	91,172	17,024	54,438	53,000	38,000
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	53,520	60,525	62,250	61,500	63,800
100-0000-321130	Regulatory Fees Liquor	110,020	112,450	118,750	115,000	126,250
100-0000-321220	Regulatory Fees Insurance	19,150	33,125	28,300	29,000	31,600
100-0000-321290	Other Business License Peddlers	4,466	8,642	5,116	8,000	6,000
100-0000-322210	Zoning & Land Use Development	10,620	9,639	8,575	8,200	9,500
100-0000-322230	Sign	13,768	16,946	16,050	15,000	15,000
	TOTAL	211,544	241,327	239,041	236,700	252,150
Regulatory Fees						
100-0000-322100	Building Structure-Buildings	230,219	372,511	409,645	320,000	375,000
	TOTAL	230,219	372,511	409,645	320,000	375,000
Intergovernmental Grants						
100-0000-331103	Intergovernmental Grants-SDS	-	-	981,452	790,700	802,190
100-0000-337000	Intergovernmental Grants-State	31,311	21,351	15,442	-	-
100-0000-337002	Intergovernmental Grants-Local	-	-	1,000	2,500	5,000
	TOTAL	$ 31,311	$ 21,351	$ 997,894	$ 793,200	$ 807,190

LINE ITEM REVENUES (CONTINUED)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Charges for Services						
100-0000-341391	Development Plan Review	$ 7,471	$ 20,983	$ 8,824	$ 10,000	$ 10,000
100-0000-341400	Printing & Duplicating Service	13	6	-	-	-
100-0000-342100	Special Events-Police Service	40,354	42,850	39,870	50,000	50,000
100-0000-342104	Special Events-Billing Fee	5,385	6,125	11,095	12,000	14,000
100-0000-342110	Special Events-Miscellaneous	1,624	16,673	11,347	5,000	5,000
100-0000-342120	Accident Reports	4,143	3,732	4,847	4,000	5,000
100-0000-342900	Other Special Police Service	11,901	12,955	27,999	24,000	24,000
100-0000-346900	Background Check Fee	1,565	3,000	2,550	2,500	2,500
	TOTAL	72,456	106,324	106,532	107,500	110,500
Fines and Forfeitures						
100-0000-351170	Municipal Court	1,174,621	1,109,122	916,625	1,524,610	1,200,000
	TOTAL	1,174,621	1,109,122	916,625	1,524,610	1,200,000
Investment Income						
100-0000-361000	Interest Revenues	97,006	48,403	23,020	45,000	45,000
	TOTAL	97,006	48,403	23,020	45,000	45,000
Contributions Donations						
100-0000-371070	Contributions & Donations	5,370	-	3,936	5,050	5,000
	TOTAL	5,370	-	3,963	5,050	5,000
Miscellaneous						
100-0000-381000	Rents & Royalties	7,720	3,525	5,660	6,000	5,000
100-0000-389000	Other Miscellaneous Revenues	25,529	37,904	31,162	10,000	10,000
	TOTAL	33,249	41,429	36,822	16,000	15,000
Other Financing Sources						
100-0000-392100	Sale of General Fixed Assets	1,815	2,455	5,612	2,500	2,500
100-0000-393000	Budgeted Fund Balance	-	-	-	1,000,000	-
	TOTAL	1,815	2,455	5,612	1,002,500	2,500
	TOTAL REVENUES	**$ 12,075,735**	**$ 12,152,216**	**$ 12,418,939**	**$ 12,355,160**	**$ 11,179,880**

Governing Body

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 61,581	$ 60,822	$ 62,100	$ 62,100	$ 62,000
	TOTAL	61,581	60,822	62,100	62,100	62,000
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,818	3,771	3,850	3,900	3,900
100-1110-512300	Employee Benefits-Mcare	893	882	901	950	900
	TOTAL	4,711	4,653	4,751	4,850	4,800
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	966	704	1,060	800	1,000
100-1110-523500	Other Purchase Srv-Travel	6,312	9,072	13,111	15,000	10,000
100-1110-523600	Other Purchase Srv-Dues & Fees	63,175	49,698	29,828	38,700	40,000
100-1110-523700	Other Purchase Srv-Education	8,438	758	10,442	5,350	10,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	900	900
	TOTAL	79,766	61,107	55,316	60,750	61,900
Supplies						
100-1110-531100	Supplies-General Supplies	2,464	1,836	1,844	2,000	2,000
100-1110-531300	Supplies-Food	7,798	6,345	8,941	6,250	7,000
	TOTAL	10,262	8,181	10,785	8,250	9,000
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	2,094	-	-	250	3,000
	TOTAL	2,094	-	-	250	3,000
	TOTAL GOVERNING BODY	**$ 158,414**	**$ 134,763**	**$ 132,952**	**$ 136,200**	**$ 140,700**

Legislative Committees

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 2,406	$ 2,356	$ 3,317	$ 5,000	$ 6,000
	TOTAL	2,406	2,356	3,317	5,000	6,000
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	146	143	199	400	400
100-1120-512300	Employee Benefits-Mcare	34	34	47	100	100
	TOTAL	180	177	246	500	500
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	1,050	150	-	1,000	2,000
	TOTAL	1,050	150	-	1,000	2,000
Supplies						
100-1120-531100	Supplies-General Supplies	-	256	64	350	250
	TOTAL	-	256	64	350	250
	TOTAL LEGISLATIVE COMMITTEES	**$ 3,636**	**$ 2,939**	**$ 3,627**	**$ 6,850**	**$ 8,750**

Chief Executive

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 251,144	$ 255,144	$ 261,281	$ 272,100	$ 258,110
100-1320-511300	Salaries & Wages Overtime	-	-	-	750	1,500
	TOTAL	251,144	255,144	261,281	272,850	259,610
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	37,484	40,558	43,436	59,420	51,500
100-1320-512200	Employee Benefits-SS	14,529	14,503	14,456	17,530	16,050
100-1320-512300	Employee Benefits-Mcare	3,643	3,668	3,603	4,100	3,760
100-1320-512400	Employee Benefits-Retirement	20,343	20,406	20,711	18,970	14,400
100-1320-512700	Employee Benefits-Workers Comp	1,294	1,381	1,255	2,250	2,300
100-1320-512910	Employee Benefits-EAP	84	-	-	-	-
100-1320-512920	Employee Benefits-Other	1,895	1,768	2,412	2,580	2,280
100-1320-512930	Employee Benefits-Wellness	-	-	150	450	450
	TOTAL	79,272	82,284	86,023	105,300	90,740
Purchased Professional & Technical						
100-1320-521230	Purchase Contract Service-App	5,400	5,400	5,600	15,100	7,500
	TOTAL	5,400	5,400	5,600	15,100	7,500
Other Purchased Services						
100-1320-523200	Other Purchase Srv-Communication	217	356	126	500	500
100-1320-523300	Other Purchase Srv-Advertising	50	-	-	100	100
100-1320-523400	Other Purchase Srv-Printing	530	2,796	13,725	5,500	5,000
100-1320-523500	Other Purchase Srv-Travel	5,049	3,117	2,189	5,000	4,000
100-1320-523600	Other Purchase Srv-Dues & Fees	8,372	10,016	11,038	14,400	14,400
100-1320-523700	Other Purchase Srv-Education	2,770	-	1,145	5,400	4,150
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Branding	58,272	106,485	5,545	13,500	10,000
	TOTAL	76,135	123,645	34,643	45,300	39,050
Supplies						
100-1320-531100	Supplies-General Supplies	8,469	11,981	6,842	9,100	9,100
100-1320-531270	Supplies-Gasoline	756	954	952	1,150	900
100-1320-531300	Supplies-Food	3,499	4,953	4,670	4,750	4,500
100-1320-531400	Supplies-PlayTown Suwanee Birthday	-	-	-	2,300	4,500
100-1320-531600	Supplies-Books & Periodicals	294	-	-	600	600
	TOTAL	13,018	17,888	12,464	17,900	19,600
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	5,463	3,102	-	2,820	2,820
	TOTAL	5,463	3,102	-	2,820	2,820
	TOTAL CHIEF EXECUTIVE	**$ 430,432**	**$ 487,463**	**$ 400,011**	**$ 459,270**	**$ 419,320**

General Administration

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 147,236	$ 150,705	$ 162,416	$ 162,200	$ 154,100
	TOTAL	147,236	150,705	162,416	162,200	154,100
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	8,634	8,506	9,910	10,890	10,850
100-1500-512200	Employee Benefits-SS	9,172	9,317	9,733	10,100	9,600
100-1500-512300	Employee Benefits-Mcare	2,145	2,179	2,277	2,360	2,300
100-1500-512400	Employee Benefits-Retirement	4,702	4,473	4,519	5,000	5,000
100-1500-512700	Employee Benefits-Workers Comp	664	714	752	1,200	1,380
100-1500-512910	Employee Benefits-EAP	84	-	-	-	-
100-1500-512920	Employee Benefits-Other	614	702	926	1,250	1,000
100-1500-512930	Employee Benefits-Wellness	-	-	200	600	450
	TOTAL	26,015	25,891	28,317	31,400	30,580
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	10,515	8,095	28,434	29,500	34,000
	TOTAL	10,515	8,095	28,434	29,500	34,000
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	214	182	159	1,000	500
100-1500-523300	Other Purchase Srv-Advertising	3,202	4,671	4,067	6,000	6,000
100-1500-523400	Other Purchase Srv-Printing	182	91	156	1,500	500
100-1500-523500	Other Purchase Srv-Travel	801	461	2,310	5,500	3,000
100-1500-523600	Other Purchase Srv-Dues & Fees	1,290	1,256	1,152	2,000	2,000
100-1500-523700	Other Purchase Srv-Education	1,550	1,853	3,074	7,750	6,000
100-1500-523710	Other Purchase Srv-Education Citywide	-	1,700	-	2,400	5,000
100-1500-523850	Other Purchase Srv-Contract	4,715	8,358	4,785	21,000	21,000
	TOTAL	11,954	18,572	15,703	47,150	44,000
Supplies						
100-1500-531100	Supplies-General Supplies	2,283	2,595	1,369	3,000	3,000
100-1500-531300	Supplies-Food	779	832	1,087	2,500	3,000
100-1500-531400	Supplies-Books & Periodicals	2,035	1,698	1,864	2,500	2,500
	TOTAL	5,097	5,125	4,320	8,000	8,500
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	349	3,435	490	1,500	1,500
	TOTAL	349	3,435	490	1,500	1,500
	TOTAL GENERAL ADMINISTRATION	**$ 201,166**	**$ 211,823**	**$ 239,680**	**$ 279,750**	**$ 272,680**

Financial Administration

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 349,364	$ 401,129	$ 401,561	$ 429,210	$ 271,600
100-1511-511300	Salaries & Wages Overtime	-	376	870	3,750	2,250
	TOTAL	349,364	401,505	402,431	432,960	273,850
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	58,448	62,825	63,831	89,710	62,500
100-1511-512200	Employee Benefits-SS	21,664	24,659	24,188	26,600	17,000
100-1511-512300	Employee Benefits-Mcare	5,067	5,767	5,658	6,320	3,980
100-1511-512400	Employee Benefits-Retirement	32,682	36,791	35,511	32,500	21,560
100-1511-512700	Employee Benefits-Workers Comp	962	1,334	1,204	1,900	1,900
100-1511-512910	Employee Benefits-EAP	225	-	-	-	-
100-1511-512920	Employee Benefits-Other	2,250	2,885	3,698	4,250	2,300
100-1511-512930	Employee Benefits-Wellness	-	-	200	1,350	750
	TOTAL	121,298	134,261	134,290	162,630	109,990
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	5,000	10,063	5,500	12,100	9,000
100-1511-521210	Purchase Contract Srv-Survey	9,900	-	11,400	-	11,700
	TOTAL	14,900	10,063	16,900	12,100	20,700
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	21,304	17,059	13,907	20,250	10,880
100-1511-523300	Other Purchase Srv-Advertising	1,228	2,382	1,007	1,750	1,500
100-1511-523400	Other Purchase Srv-Printing	13,055	11,177	17,901	21,650	13,650
100-1511-523500	Other Purchase Srv-Travel	5,165	5,630	12,905	8,000	5,250
100-1511-523600	Other Purchase Srv-Dues & Fees	10,992	14,343	12,509	14,400	10,000
100-1511-523700	Other Purchase Srv-Education	5,732	7,287	8,541	8,100	5,250
100-1511-523810	Other Purchase Srv-Liability	875	875	875	1,000	900
100-1511-523850	Other Purchase Srv-Contract	2,486	6,660	10,259	2,500	2,500
	TOTAL	60,837	65,413	77,904	77,650	49,930
Supplies						
100-1511-531100	Supplies-General Supplies	9,410	11,879	13,208	12,000	6,000
100-1511-531300	Supplies-Food	699	1,547	2,916	2,000	1,000
100-1511-531400	Supplies-Books & Periodicals	1,004	1,748	2,326	2,000	2,000
	TOTAL	11,113	15,174	18,450	16,000	9,000
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	7,635	7,014	6,269	8,690	2,820
	TOTAL	7,635	7,014	6,269	8,690	2,820
	TOTAL FINANCIAL ADMINISTRATION	**$ 565,147**	**$ 633,430**	**$ 656,244**	**$ 710,030**	**$ 466,290**

Accounting

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical						
100-1512-521200	Purchase Contract Srv-Professional	$ 34,500	$ 35,000	$ 35,500	$ 37,000	$ 40,700
	TOTAL	34,500	35,000	35,500	37,000	40,700
	TOTAL ACCOUNTING	**$ 34,500**	**$ 35,000**	**$ 35,500**	**$ 37,000**	**$ 40,700**

Law

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 86,134	$ 58,932	$ 34,174	$ 55,000	$ 52,180
	TOTAL	86,134	58,932	34,174	55,000	52,180
	TOTAL LAW	**$ 86,134**	**$ 58,932**	**$ 34,174**	**$ 55,000**	**$ 52,180**

Data Processing

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Prof Total	$ 99,000	$ 94,311	$ 93,827	$ 102,100	$ 99,000
100-1535-521230	Purchase Contract Service-Accounting	41,981	41,576	41,576	3,500	25,000
	TOTAL	140,981	135,887	135,403	105,600	124,000
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	3,361	1,120	3,250	5,500	5,500
	TOTAL	3,361	1,120	3,250	5,500	5,500
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	946	1,274	1,095	2,900	2,000
	TOTAL	946	1,274	1,095	2,900	2,000
Supplies						
100-1535-531100	Supplies-General Supplies	1,864	1,848	3,596	3,500	3,500
	TOTAL	1,864	1,848	3,596	3,500	3,500
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	3,112	1,454	3,088	7,000	3,000
100-1535-542401	Machinery & Equipment-Server	9,056	11,441	-	5,000	5,000
100-1535-542402	Machinery & Equipment-Software	10,434	21,448	18,088	22,450	19,850
100-1535-542403	Machinery & Equipment-Software Support	18,073	16,923	15,834	17,000	10,000
100-1535-542404	Machinery & Equipment-Other	16,264	20,671	16,844	17,000	10,000
100-1535-542406	Machinery & Equipment-New Program	26,452	15,836	9,880	11,000	22,000
	TOTAL	83,391	87,773	63,734	79,450	69,850
	TOTAL DATA PROCESSING	**$ 230,543**	**$ 227,902**	**$ 207,078**	**$ 196,950**	**$ 204,850**

General Government Buildings

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services						
100-1565-522100	Purchase Property Srv-Cleaning	$ 3,975	$ 975	$ -	$ -	$ -
100-1565-522110	Purchase Property Srv-Disposal	1,399	1,469	1,164	1,800	1,800
100-1565-522200	Purchase Property Srv-Repair	26,931	13,774	8,636	20,000	20,000
100-1565-522310	Purchase Property Srv-Rental-Land/Building	200	1,910	540	4,300	4,200
100-1565-522320	Purchase Property Srv-Rental	9,936	10,857	9,627	11,000	11,000
	TOTAL	42,441	28,985	19,967	37,100	37,000
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	80,653	92,089	121,695	120,900	122,500
100-1565-523200	Other Purchase Srv-Communication	40,062	32,326	30,494	43,500	40,000
100-1565-573000	Other Costs-Payments to Other	18,707	14,688	500	45,000	10,000
	TOTAL	139,422	139,103	152,689	209,400	172,500
Supplies						
100-1565-531100	Supplies-General Supplies	12,130	11,994	13,965	12,500	12,500
100-1565-531210	Supplies-Water & Sewer	9,730	6,893	6,434	6,000	3,000
100-1565-531220	Supplies-Natural Gas	2,804	1,847	1,090	3,000	3,000
100-1565-531230	Supplies-Electricity	51,792	55,933	47,980	53,000	53,000
100-1565-531600	Supplies-Small Equipment	24,360	3,561	6,509	1,000	5,000
	TOTAL	100,816	80,228	75,978	75,500	76,500
	TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 282,679**	**$ 248,316**	**$ 248,634**	**$ 322,000**	**$ 286,000**

Public Information

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 58,423	$ 58,717	$ 61,494	$ 65,300	$ 68,400
	TOTAL	58,423	58,717	61,494	65,300	68,400
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	13,553	8,313	8,988	10,630	10,700
100-1570-512200	Employee Benefits-SS	3,624	3,614	3,470	4,000	4,200
100-1570-512300	Employee Benefits-Mcare	848	845	811	950	1,010
100-1570-512400	Employee Benefits-Retirement	6,307	6,413	6,644	5,950	6,100
100-1570-512700	Employee Benefits-Workers Comp	265	286	263	420	420
100-1570-512910	Employee Benefits-EAP	28	-	-	-	-
100-1570-512920	Employee Benefits-Other	458	496	652	740	640
100-1570-512930	Employee Benefits-Wellness	-	-	50	150	150
	TOTAL	25,083	19,967	20,878	22,840	23,220
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	88	188	1,143	1,850	350
100-1570-523210	Other Purchase Srv-Newsletter	6,667	9,697	19,462	23,000	25,000
100-1570-523400	Other Purchase Srv-Printing	381	381	10	500	500
100-1570-523410	Other Purchase Srv-Printing Newsletter	21,271	31,681	25,199	29,950	31,000
100-1570-523500	Other Purchase Srv-Travel	1,096	-	1,072	1,200	2,400
100-1570-523600	Other Purchase Srv-Dues & Fees	375	375	730	400	1,700
100-1570-523700	Other Purchase Srv-Education	75	160	975	1,000	2,000
	TOTAL	29,953	42,482	48,591	57,900	62,950
Supplies						
100-1570-531100	Supplies-General Supplies	969	340	159	700	700
100-1570-531400	Supplies-Books & Periodicals	96	-	-	500	500
	TOTAL	$ 1,065	$ 340	$ 159	$ 1,200	$ 1,200

Public Information (continued)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	$ -	$ 1,900	$ -	$ -	$ -
	TOTAL	-	1,900	-	-	-
	TOTAL PUBLIC INFORMATION	**$ 114,524**	**$ 123,406**	**$ 131,122**	**$ 147,240**	**$ 155,770**

Business Services

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-1590-511100	Salaries & Wages Regular	$ -	$ -	$ -	$ -	$ 222,300
100-1590-511300	Salaries & Wages Overtime	-	-	-	-	1,500
	TOTAL	-	-	-	-	223,800
Personal Services-Employee Benefits						
100-1590-512100	Employee Benefits-Group Health	-	-	-	-	45,300
100-1590-512200	Employee Benefits-SS	-	-	-	-	13,600
100-1590-512300	Employee Benefits-Mcare	-	-	-	-	3,200
100-1590-512400	Employee Benefits-Retirement	-	-	-	-	16,400
100-1590-512700	Employee Benefits-Workers Comp	-	-	-	-	1,900
100-1590-512910	Employee Benefits-EAP	-	-	-	-	-
100-1590-512920	Employee Benefits-Other	-	-	-	-	1,900
100-1590-512930	Employee Benefits-Wellness	-	-	-	-	600
	TOTAL	-	-	-	-	82,900
Purchased Professional & Technical						
100-1590-521292	Purchase Contract Srv-Professionall	-	-	-	-	2,500
	TOTAL	-	-	-	-	2,500
Purchased Property Services						
100-1590-523200	Other Purchase Srv-Communication	-	-	-	-	10,880
100-1950-523300	Other Purchase Srv-Advertising	-	-	-	-	500
100-1590-523400	Other Purchase Srv-Printing	-	-	-	-	2,000
100-1590-523500	Other Purchase Srv-Travel	-	-	-	-	5,750
100-1590-523600	Other Purchase Srv-Dues & Fees	-	-	-	-	5,000
100-1590-523700	Other Purchase Srv-Education	-	-	-	-	6,000
100-1590-523850	Other Purchase Srv-Contract	-	-	-	-	2,500
	TOTAL	-	-	-	-	32,630
Supplies						
100-1590-531100	Supplies-General Supplies	-	-	-	-	6,000
100-1590-531300	Supplies-Food	-	-	-	-	1,000
100-1590-531600	Supplies-Books & Periodicals	-	-	-	-	1,000
	TOTAL	-	-	-	-	8,000
Capital Outlay						
100-1590-542400	Machinery & Equipment-Computers	-	-	-	-	2,820
	TOTAL	-	-	-	-	2,820
	TOTAL BUSINESS SERVICES	**$ -**	**$ -**	**$ -**	**$ -**	**$ 352,650**

Municipal Court

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 186,561	$ 200,100	$ 194,338	$ 234,050	$ 265,700
100-2650-511300	Salaries & Wages Overtime	3,041	162	1,087	1,500	1,500
	TOTAL	189,602	200,262	195,425	235,550	267,200
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	38,792	35,708	35,009	44,730	50,390
100-2650-512200	Employee Benefits-SS	11,756	12,270	11,845	15,430	15,800
100-2650-512300	Employee Benefits-Mcare	2,749	2,870	2,771	3,610	3,700
100-2650-512400	Employee Benefits-Retirement	12,213	12,183	12,802	12,250	12,000
100-2650-512500	Employee Benefits-Tuition Reimbursement	642	659	-	2,500	2,500
100-2650-512700	Employee Benefits-Workers Comp	788	841	766	1,910	1,400
100-2650-512910	Employee Benefits-EAP	84	-	-	-	-
100-2650-512920	Employee Benefits-Other	968	943	1,319	1,540	1,480
100-2650-512930	Employee Benefits-Wellness	-	-	100	450	600
	TOTAL	67,992	65,474	64,612	82,420	87,870
Purchased Professional & Technical						
100-2650-521292	Purchase Contract Srv-Legal	2,392	4,237	(601)	5,500	5,000
	TOTAL	2,392	4,237	(601)	5,500	5,000
Purchased Property Services						
100-2650-522110	Purchase Property Srv-Disposal	-	-	-	600	-
100-2650-522320	Purchase Property Srv-Rental	4,619	4,807	5,223	5,500	5,000
	TOTAL	4,619	4,807	5,223	6,100	5,000
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	6,337	8,200	10,030	10,900	10,900
100-2650-523200	Other Purchase Srv-Communication	1,756	1,763	1,170	3,000	3,000
100-2650-523400	Other Purchase Srv-Printing	382	461	437	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	2,151	1,045	1,579	4,000	6,000
100-2650-523600	Other Purchase Srv-Dues & Fees	2,408	1,698	1,588	2,200	2,500
100-2650-523700	Other Purchase Srv-Education	2,415	3,754	2,680	6,600	7,000
	TOTAL	15,449	16,921	17,484	27,700	30,400
Supplies						
100-2650-531100	Supplies-General Supplies	6,449	3,978	2,504	4,500	4,500
100-2650-531210	Supplies-Water & Sewer	280	427	452	600	500
100-2650-531230	Supplies-Electricity	11,989	12,608	10,712	13,000	12,550
100-2650-531300	Supplies-Food	-	-	378	500	550
100-2650-531400	Supplies-Books & Periodicals	54	55	58	300	300
	TOTAL	18,772	17,068	14,104	18,900	18,400
Capital Outlay						
100-2650-542400	Machinery & Equipment-Computer	-	1,321	1,199	5,600	2,300
	TOTAL	-	1,321	1,199	5,600	2,300
	TOTAL MUNICIPAL COURT	**$ 298,826**	**$ 310,090**	**$ 297,446**	**$ 381,770**	**$ 416,170**

Police Administration

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 230,387	$ 231,731	$ 246,946	$ 257,500	$ 273,600
100-3210-511300	Salaries & Wages Overtime	25	-	-	750	1,500
	TOTAL	230,412	231,731	246,946	258,250	275,100
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	27,220	26,933	29,527	40,460	39,900
100-3210-512200	Employee Benefits-SS	14,311	14,288	15,094	16,700	17,100
100-3210-512300	Employee Benefits-Mcare	3,347	3,343	3,532	4,150	4,000
100-3210-512400	Employee Benefits-Retirement	24,864	25,119	25,428	23,300	24,800
100-3210-512700	Employee Benefits-Workers Comp	6,679	7,131	6,467	7,690	11,800
100-3210-512910	Employee Benefits-EAP	84	-	-	-	-
100-3210-512920	Employee Benefits-Other	1,674	1,763	2,421	2,610	2,460
100-3210-512930	Employee Benefits-Wellness	-	-	100	450	600
	TOTAL	78,179	78,577	82,569	95,360	100,660
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	6,130	7,238	6,583	11,400	4,000
	TOTAL	6,130	7,238	6,583	11,400	4,000
Purchased Property Services						
100-3210-522200	Purchase Property Srv-Repair	1,649	789	-	-	-
	TOTAL	1,649	789	-	-	-
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	1,536	1,062	1,162	2,000	2,000
100-3210-523400	Other Purchase Srv-Printing	-	100	55	1,800	300
100-3210-523500	Other Purchase Srv-Travel	14,568	12,346	11,212	15,450	20,350
100-3210-523600	Other Purchase Srv-Dues & Fees	1,638	1,128	1,398	1,700	1,310
100-3210-523900	Other Purchase Srv-Other	129	-	-	-	-
	TOTAL	17,871	14,636	13,827	20,950	23,960
Supplies						
100-3210-531270	Supplies-Gasoline	8,452	4,860	6,646	9,000	7,000
100-3210-531300	Supplies-Food	631	849	1,209	1,200	1,200
100-3210-531400	Supplies-Books & Periodicals	280	283	420	300	300
100-3210-531600	Supplies-Small Equipment	468	348	654	900	1,000
100-3210-531700	Supplies-Other Supplies	1,471	950	465	800	700
	TOTAL	11,302	7,290	9,394	12,200	10,200
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	349	-	1,278	-	1,890
100-3210-542500	Machinery & Equipment-Equipment	4,975	4,517	4,943	6,800	7,480
	TOTAL	5,324	4,517	6,221	6,800	9,370
	TOTAL POLICE ADMINISTRATION	**$ 350,867**	**$ 344,778**	**$ 365,540**	**$ 404,960**	**$ 423,290**

Criminal Investigation

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 153,605	$ 152,411	$ 111,609	$ 194,000	$ 249,900
100-3221-511300	Salaries & Wages Overtime	6,781	15,545	10,743	16,250	5,250
	TOTAL	160,386	167,956	122,352	210,250	255,150
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	29,053	28,802	17,812	31,640	63,450
100-3221-512200	Employee Benefits-SS	10,490	10,247	7,515	13,680	15,900
100-3221-512300	Employee Benefits-Mcare	2,453	2,520	1,758	3,260	3,700
100-3221-512400	Employee Benefits-Retirement	14,503	16,126	12,114	18,330	22,500
100-3221-512700	Employee Benefits-Workers Comp	7,382	10,355	9,393	16,550	27,660
100-3221-512910	Employee Benefits-EAP	84	-	-	-	-
100-3221-512920	Employee Benefits-Other	1,064	929	1,177	2,540	2,540
100-3221-512930	Employee Benefits-Wellness	-	-	100	750	750
	TOTAL	65,029	68,979	49,869	86,750	136,500
Purchased Property Services						
100-3221-522210	Purchase Property Srv-Repair	297	1,272	-	-	-
	TOTAL	297	1,272	-	-	-
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	-	9	-	250	250
100-3221-523500	Other Purchase Srv-Travel	1,979	1,627	1,700	3,000	3,000
100-3221-523900	Other Purchase Srv-Other	5,845	2,987	5,167	5,050	5,250
	TOTAL	7,824	4,623	6,867	8,300	8,500
Supplies						
100-3221-531270	Supplies-Gasoline	9,401	11,034	12,174	12,700	12,000
100-3221-531700	Supplies-Other Supplies	2,014	2,084	2,647	4,140	2,640
	TOTAL	11,415	13,118	14,821	16,840	14,640
Capital Outlay						
100-3221-542400	Machinery & Equipment-Computer	-	-	2,500	1,000	5,980
	TOTAL	-	-	2,500	1,000	5,980
	TOTAL CRIMINAL INVESTIGATION	**$ 244,951**	**$ 255,948**	**$ 196,409**	**$ 323,140**	**$ 420,770**

Patrol

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,323,528	$ 1,282,631	$ 1,390,936	$ 1,437,500	$ 1,501,400
100-3223-511300	Salaries & Wages Overtime	10,863	14,748	17,278	17,500	19,250
	TOTAL	1,334,391	1,297,379	1,408,214	1,455,000	1,520,650
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	288,052	256,654	322,862	380,690	368,400
100-3223-512200	Employee Benefits-SS	85,592	82,401	86,018	91,270	94,500
100-3223-512300	Employee Benefits-Mcare	20,018	19,149	20,116	21,360	22,100
100-3223-512400	Employee Benefits-Retirement	140,077	133,894	149,188	131,980	135,200
100-3223-512700	Employee Benefits-Workers Comp	111,623	112,637	94,200	98,390	154,900
100-3223-512910	Employee Benefits-EAP	767	-	-	-	-
100-3223-512920	Employee Benefits-Other	17,575	10,267	14,996	15,880	14,880
100-3223-512930	Employee Benefits-Wellness	-	-	1,500	3,700	4,200
	TOTAL	$ 663,704	$ 615,002	$ 688,880	$ 743,270	$ 794,180

Patrol (continued)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	$ 4,334	$ 3,790	$ 3,745	$ 4,020	$ 3,920
100-3223-522210	Purchase Property Srv-Repair	41,396	43,913	50,733	53,600	52,040
	TOTAL	45,730	47,703	54,478	57,620	55,960
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	5,801	5,671	6,315	6,750	7,000
100-3223-523500	Other Purchase Srv-Travel	-	-	-	2,100	-
100-3223-523600	Other Purchase Srv-Dues & Fees	73	70	70	400	100
	TOTAL	5,874	5,741	6,385	9,250	7,100
Supplies						
100-3223-531100	Supplies-General Supplies	11,013	12,191	8,477	11,960	11,000
100-3223-531270	Supplies-Gasoline	113,309	117,256	108,269	110,960	116,000
100-3223-531300	Supplies-Food	-	-	-	250	-
100-3223-531600	Supplies-Small Equipment	7,491	7,261	7,857	7,900	7,900
100-3223-531700	Supplies-Other Supplies	21,869	23,487	27,757	39,300	35,740
	TOTAL	153,682	160,195	152,360	170,370	170,640
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	52,930	145,584	71,130	128,670	75,680
100-3223-542400	Machinery & Equipment-Computer	10,165	10,490	17,340	-	3,780
100-3223-542401	Machinery & Equipment-GOHS	10,047	-	15,442	-	-
100-3223-542402	Machinery & Equipment-Software	1,299	4,852	4,666	7,600	9,350
100-3223-542403	Machinery & Equipment-ALPR	-	21,351	-	-	-
	TOTAL	74,441	182,277	108,578	136,270	88,810
	TOTAL PATROL	**$ 2,277,822**	**$ 2,308,297**	**$ 2,418,895**	**$ 2,571,780**	**$ 2,637,340**

Records & Identification

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 30,330	$ 33,358	$ 34,295	$ 36,900	$ 37,800
100-3224-511300	Salaries & Wages Overtime	70	-	43	750	500
	TOTAL	30,400	33,358	34,338	37,650	38,300
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	8,436	8,355	9,348	10,690	10,700
100-3224-512200	Employee Benefits-SS	1,884	2,032	2,053	2,290	2,400
100-3224-512300	Employee Benefits-Mcare	441	475	480	730	600
100-3224-512400	Employee Benefits-Retirement	3,403	3,636	3,720	3,510	3,500
100-3224-512700	Employee Benefits-Workers Comp	581	620	562	890	1,030
100-3224-512910	Employee Benefits-EAP	28	-	-	-	-
100-3224-512920	Employee Benefits-Other	260	299	360	500	400
100-3224-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	15,033	15,417	16,523	18,760	18,780
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	69,889	71,673	19,803	22,500	24,900
100-3224-542402	Machinery & Equipment-Fingerprint	18,161	-	1,000	-	-
	TOTAL	88,050	71,673	20,803	22,500	24,900
	TOTAL RECORDS & IDENTIFICATION	**$ 133,483**	**$ 120,448**	**$ 71,664**	**$ 78,910**	**$ 81,980**

Police Training

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 64,449	$ 64,197	$ 67,030	$ 73,900	$ 79.250
100-3240-511300	Salaries & Wages Overtime	740	67	234	2,000	1,000
	TOTAL	65,189	64,264	67,264	75,900	80,250
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	4,530	4,447	4,884	5,550	5,700
100-3240-512200	Employee Benefits-SS	4,107	4,117	4,154	4,750	5,000
100-3240-512300	Employee Benefits-Mcare	960	963	972	1,300	1,200
100-3240-512400	Employee Benefits-Retirement	3,719	3,801	3,846	5,060	4,560
100-3240-512500	Employee Benefits-Tuition	7,093	13,539	15,496	19,000	15,000
100-3240-512700	Employee Benefits-Workers Comp	3,838	3,955	3,591	4,940	5,700
100-3240-512910	Employee Benefits-EAP	28	-	-	-	-
100-3240-512920	Employee Benefits-Other	475	511	725	950	700
100-3240-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	24,750	31,333	33,668	41,700	38,010
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	-	-	345	250	-
100-3240-523700	Other Purchase Srv-Education	7,950	5,256	14,918	18,690	16,190
	TOTAL	7,950	5,256	15,263	18,940	16,190
Supplies						
100-3240-531400	Supplies-Books & Periodicals	306	300	252	850	390
100-3240-531700	Supplies-Other Supplies	3,788	4,817	18,903	19,120	19,110
	TOTAL	4,094	5,117	19,155	19,970	19,500
	TOTAL POLICE TRAINING	**$ 101,983**	**$ 105,970**	**$ 135,350**	**$ 156,510**	**$ 153,950**

Special Detail Services

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 35,438	$ 36,199	$ 35,341	$ 51,000	$ 50,000
	TOTAL	35,438	36,199	35,341	51,000	50,000
Personal Services-Employee Benefits						
100-3250-512200	Employee Benefits-SS	-	-	-	3,500	4,000
100-3250-512300	Employee Benefits-Mcare	-	-	-	1,000	1,000
100-3250-512400	Employee Benefits-Retirement	-	-	-	500	500
	TOTAL	-	-	-	5,000	5,500
	TOTAL SPECIAL DETAIL SERVICES	**$ 35,438**	**$ 36,199**	**$ 35,341**	**$ 56,000**	**$ 55,500**

Gateway Patrol

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services						
100-3260-522110	Purchase Property Srv-Disposal	$ 1,387	$ 1,395	$ 1,108	$ 2,600	$ 3,000
100-3260-522200	Purchase Property Srv-Repair	8,722	6,250	5,590	10,650	8,900
	TOTAL	10,109	7,645	6,698	13,250	11,900
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	73,953	82,812	99,434	108,500	112,500
100-3260-523200	Other Purchase Srv-Communication	24,431	23,730	24,413	20,500	24,000
	TOTAL	98,384	106,542	123,847	129,000	136,500
Supplies						
100-3260-531100	Supplies-General Supplies	388	225	257	1,550	1,550
100-3260-531210	Supplies-Water & Sewer	3,195	2,653	2,323	3,000	3,000
100-3260-531220	Supplies-Natural Gas	8,588	4,469	4,701	7,000	7,000
100-3260-531230	Supplies-Electricity	24,412	26,555	20,961	22,950	26,250
100-3260-531700	Supplies-Other Supplies	1,363	998	921	1,500	1,500
	TOTAL	37,946	34,900	29,163	36,000	39,300
	TOTAL POLICE STATIONS & BUILDINGS	**$ 146,439**	**$ 149,087**	**$ 159,708**	**$ 178,250**	**$ 187,700**

Police Substation and Training Center

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ -	$ -	$ -	$ 1,200	$ 2,200
100-3261-522200	Purchase Property Srv-Repair	-	-	6,707	15,000	10,000
	TOTAL	-	-	6,707	16,200	12,200
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	-	-	8,815	10,000	10,000
100-3261-523200	Other Purchase Srv-Communication	-	-	3,536	6,750	7,000
	TOTAL	-	-	12,351	16,750	17,000
Supplies						
100-3261-531100	Supplies-General Supplies	-	-	1,326	1,500	2,500
100-3261-531210	Supplies-Water & Sewer	-	-	-	2,000	3,000
100-3261-531220	Supplies-Natural Gas	-	-	1,654	2,500	5,000
100-3261-531230	Supplies-Electricity	-	-	10,187	17,500	18,000
100-3261-531700	Supplies-Other Supplies	-	-	1,485	2,000	2,000
	TOTAL	-	-	14,652	25,500	30,500
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Equipment	-	-	784	2,400	1,500
	TOTAL	-	-	784	2,400	1,500
	TOTAL POLICE SUBSTATION AND TRAINING CENTER	**$ -**	**$ -**	**$ 34,494**	**$ 60,850**	**$ 61,200**

Dispatcher

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 262,644	$ 301,342	$ 246,240	$ 277,900	$ 297,800
100-3270-511300	Salaries & Wages Overtime	9,441	3,309	2,092	4,250	4,000
	TOTAL	272,085	304,651	248,332	282,150	301,800
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	54,279	61,625	53,851	45,690	61,400
100-3270-512200	Employee Benefits-SS	16,715	18,648	14,917	17,800	18,800
100-3270-512300	Employee Benefits-Mcare	3,909	4,361	3,489	4,160	4,500
100-3270-512400	Employee Benefits-Retirement	27,188	30,897	23,515	22,900	22,000
100-3270-512700	Employee Benefits-Workers Comp	1,833	1,960	1,781	2,800	3,220
100-3270-512910	Employee Benefits-EAP	183	-	-	-	-
100-3270-512920	Employee Benefits-Other	2,016	2,408	2,396	3,090	2,960
100-3270-512930	Employee Benefits-Wellness	-	-	455	1,200	1,200
	TOTAL	106,123	119,899	100,404	97,640	114,080
Purchased Professional & Technical						
100-3270-521220	Purchase Contract Srv-Code Red	-	-	9,925	13,300	11,800
	TOTAL	-	-	9,925	13,300	11,800
Purchased Property Services						
100-3270-522110	Purchase Property Services-Disposal	-	-	47	250	250
100-3270-522120	Purchase Property Services-911	-	-	5,806	4,000	-
	TOTAL	-	-	5,853	4,250	250
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	30,972	36,129	42,683	50,100	45,370
	TOTAL	30,972	36,129	42,683	50,100	45,370
Supplies						
100-3270-531100	Supplies-General Supplies	-	-	1,336	2,450	2,200
100-3270-531210	Supplies-Water & Sewer	-	-	57	250	250
100-3270-531220	Supplies-Gas	-	-	172	250	250
100-3270-531230	Supplies-Electricity	-	-	842	1,050	900
100-3270-531700	Supplies-Other Supplies	1,366	1,001	4,114	2,300	2,100
	TOTAL	1,366	1,001	6,521	6,300	5,700
Capital Outlay						
100-3270-542300	Machinery & Equipment-Furniture	-	-	-	1,800	-
100-3270-542400	Machinery & Equipment-Computers	286	-	5,025	6,750	4,000
100-3270-542410	Machinery & Equipment-ITI	-	-	58,479	63,000	58,450
	TOTAL	286	-	63,504	71,550	62,450
	TOTAL DISPATCHER	**$ 410,832**	**$ 461,680**	**$ 477,222**	**$ 525,290**	**$ 541,450**

Public Relations

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 55,079	$ 55,053	$ 60,402	$ 59,880	$ 61,300
100-3285-511300	Salaries & Wages Overtime	-	-	-	250	750
	TOTAL	55,079	55,053	60,402	60,130	62,050
Personal Services-Employee Benefits						
100-3285-512100	Employee Benefits-Group Health	8,589	8,506	9,492	10,470	9,200
100-3285-512200	Employee Benefits-SS	3,420	3,381	3,672	3,880	3,900
100-3285-512300	Employee Benefits-Mcare	800	791	859	960	900
100-3285-512400	Employee Benefits-Retirement	6,059	6,056	6,113	5,700	5,600
100-3285-512700	Employee Benefits-Workers Comp	2,943	267	2,635	4,150	4,780
100-3285-512910	Employee Benefits-EAP	28	-	-	-	-
100-3285-512920	Employee Benefits-Other	443	480	615	640	640
100-3285-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	22,282	19,481	23,386	25,950	25,170
Supplies						
100-3285-531100	Supplies-General Supplies	2,739	4,799	6,421	3,650	4,100
100-3285-531300	Supplies-Food	1,096	1,114	1,388	1,200	1,200
100-3285-531400	Supplies-Books & Periodicals	366	345	396	400	400
100-3285-531700	Supplies-Other Supplies	598	975	995	1,000	1,000
	TOTAL	4,799	7,233	9,200	6,250	6,700
	TOTAL PUBLIC RELATIONS	**$ 82,160**	**$ 81,767**	**$ 92,988**	**$ 92,330**	**$ 93,920**

Public Works Administration

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 717,527	$ 706,227	$ 750,769	$ 746,250	$ 817,790
100-4100-511300	Salaries & Wages Overtime	10,965	13,249	12,141	34,700	13,500
	TOTAL	728,492	719,476	762,910	780,950	831,290
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	111,526	102,839	144,805	154,620	186,870
100-4100-512200	Employee Benefits-SS	45,186	44,157	45,876	49,000	51,540
100-4100-512300	Employee Benefits-Mcare	10,568	10,328	10,731	11,600	12,200
100-4100-512400	Employee Benefits-Retirement	61,125	64,459	70,631	57,630	62,750
100-4100-512700	Employee Benefits-Workers Comp	17,479	18,335	17,745	23,800	29,100
100-4100-512910	Employee Benefits-EAP	449	-	-	-	-
100-4100-512920	Employee Benefits-Other	14,542	6,763	10,243	13,180	8,580
100-4100-512930	Employee Benefits-Wellness	-	-	867	2,700	3,000
	TOTAL	260,875	246,881	300,898	312,530	354,040
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	37,988	60,686	47,396	54,350	62,000
100-4100-522320	Purchase Property Srv-Rental	3,081	2,870	220	1,750	1,200
	TOTAL	41,069	63,556	47,616	56,100	63,200
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communication	11,671	9,834	12,586	16,300	15,600
100-4100-523300	Other Purchase Srv-Advertising	90	460	300	450	450
100-4100-523500	Other Purchase Srv-Travel	629	3,092	757	4,200	3,000
100-4100-523600	Other Purchase Srv-Dues & Fees	1,877	2,250	1,865	3,350	2,100
100-4100-523700	Other Purchase Srv-Education	4,370	5,433	4,114	6,740	8,240
100-4100-523800	Other Purchase Srv-Licenses	485	440	835	1,050	1,050
100-4100-523850	Other Purchase Srv-Contract	3,207	4,910	5,904	8,800	19,150
100-4100-523860	Other Purchase Srv-Solid Waste	6,148	7,618	9,238	13,800	12,800
100-4100-523900	Other Purchase Srv-Other	5,250	10,000	-	-	-
100-4100-573100	Other Purchase Srv-Inmate Work	17,670	35,650	33,170	37,800	40,300
	TOTAL	51,397	79,687	68,769	92,490	102,690
Supplies						
100-4100-531100	Supplies-General Supplies	53,570	50,594	59,888	67,800	69,000
100-4100-531101	Supplies-Uniform	6,112	9,348	10,816	12,000	11,200
100-4100-531110	Supplies-Janitorial	6,505	4,633	5,400	6,730	7,070
100-4100-531210	Supplies-Water & Sewer	35,633	35,841	37,120	34,950	38,200
100-4100-531220	Supplies-Natural Gas	8,199	5,261	5,978	8,740	8,120
100-4100-531230	Supplies-Electricity	168,548	195,608	182,931	215,510	219,600
100-4100-531270	Supplies-Gasoline	31,130	34,965	33,714	34,090	40,090
100-4100-531400	Supplies-Books & Periodicals	35	140	-	600	600
100-4100-531600	Supplies-Small Equipment	8,876	13,359	9,495	12,000	12,500
	TOTAL	318,608	349,749	345,342	392,420	406,380
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicle	12,914	95,145	19,671	35,000	-
100-4100-542202	Machinery & Equipment-Mowers	7,267	14,443	7,238	13,520	16,700
100-4100-542203	Machinery & Equip-Utility Vehicles	-	-	15,500	23,880	-
100-4100-542204	Machinery & Equip-Snow Plow	-	-	-	22,500	5,600
100-4100-542400	Machinery & Equip-Computer	2,153	2,101	2,140	6,870	3,700
	TOTAL	22,334	111,689	44,549	101,770	26,000
	TOTAL PUBLIC WORKS ADMINISTRATION	**$ 1,422,775**	**$ 1,571,038**	**$ 1,570,084**	**$ 1,736,260**	**$ 1,783,600**

Paved Streets

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 14,507	$ 14,507	$ 15,407	$ 20,040	$ 18,500
100-4221-521210	Purchase Contract Srv-I85 Landscape	-	-	6,774	36,380	44,200
100-4221-521220	Purchase Contract Srv-PIB Landscape	-	6,300	32,763	51,450	58,200
100-4221-521230	Purchase Contract Srv-Railroad Bank	-	-	-	9,200	3,000
	TOTAL	14,507	20,807	54,944	117,070	123,900
	TOTAL PAVED STREETS	**$ 14,507**	**$ 20,807**	$ **54,944**	$ **117,070**	$ **123,900**

Storm Drainage

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 27,323	$ 29,097	$ 31,201	$ 52,220	$ 50,300
	TOTAL	27,323	29,097	31,201	52,220	50,300
	TOTAL STORM DRAINAGE	**$ 27,323**	**$ 29,097**	$ **31,201**	$ **52,220**	$ **50,300**

PW Special Detail Services

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-4970-511100	Salaries & Wages Regular	$ -	$ 663	$ -	$ -	$ -
	TOTAL	-	663	-	-	-
Personal Services-Employee Benefits						
100-4970-512200	Employee Benefits-SS	-	33	-	-	-
100-4970-512300	Employee Benefits-Mcare	-	56	-	-	-
	TOTAL	-	89	-	-	-
	TOTAL PW SPECIAL DETAIL SERVICES	**$ -**	**$ 752**	$ -	$ -	$ -

Special Facilities & Activities

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ -	$ -	$ 1,348	$ 2,750	$ 2,000
100-6190-523300	Other Purchase Srv-Advertising	-	-	654	1,500	2,500
100-6190-523400	Other Purchase Srv-Printing	2,377	1,318	2,520	4,000	3,000
100-6190-523870	Other Purchase Srv-Caboose	2,371	1,949	2,100	6,500	4,000
100-6190-523873	Other Purchase Srv-Art in the Park	11,341	7,152	15,860	13,500	15,000
100-6190-523882	Other Purchase Srv-Large Pop	26,622	15,643	30,918	35,000	41,000
100-6190-523890	Other Purchase Srv-Other TC	36,712	50,781	28,734	35,500	40,000
100-6190-523892	Other Purchase Srv-Other Events	12,767	11,910	12,856	12,250	14,000
100-6190-523893	Other Purchase Srv-PlayTown 10th	-	-	-	300	5,000
100-6190-523894	Other Purchase Srv-Market	3,509	1,500	1,886	3,000	3,000
	TOTAL	$ 95,699	$ 90,253	$ 96,876	$ 114,300	$ 129,500

Special Facilities and Activities (continued)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Supplies						
100-6190-531100	Supplies-General Supplies	$ 17,587	$ 1,336	$ 4,966	$ 3,000	$ 10,000
100-6190-531102	Supplies-Christmas Lighting	56	2,609	18	-	-
100-6190-531300	Supplies-Food	197	145	1,899	2,000	2,000
	TOTAL	17,840	4,090	6,883	5,000	12,000
Capital Outlay						
100-6190-542210	Machinery & Equipment-Banners	-	-	-	-	-
	TOTAL	-	-	-	-	-
	TOTAL SPECIAL FACILITIES & ACTIVITIES	**$ 113,539**	**$ 94,343**	**$ 103,759**	**$ 119,300**	**$ 141,500**

Park Areas

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 86,528	$ 78,461	$ 81,297	$ 88,000	$ 91,700
	TOTAL	86,528	78,461	81,297	88,000	91,700
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	57,957	33,485	45,218	40,490	42,900
100-6220-522320	Purchase Property Srv-Rental	-	-	2,773	2,900	2,830
	TOTAL	57,957	33,485	47,991	43,390	45,730
Supplies						
100-6220-531100	Supplies-General	-	10,085	10,540	14,500	15,900
	TOTAL	-	10,085	10,540	14,500	15,900
Capital Outlay						
100-6220-541200	Property-Site Improvements	19,293	20,173	26,467	19,750	26,000
100-6220-541210	Property-TCP Electrical Project			-	-	15,000	-
	TOTAL	19,293	20,173	26,467	34,750	26,000
	TOTAL PARK AREAS	**$ 163,778**	**$ 142,204**	**$ 166,295**	**$ 180,640**	**$ 179,330**

Protective Inspection Administrative

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 57,176	$ 57,726	$ 65,227	$ 73,300	$ 75,100
100-7200-511300	Salaries & Wages Overtime	-	978	-	200	1,000
	TOTAL	57,176	58,704	65,227	73,500	76,100
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	13,815	13,882	14,784	16,400	17,160
100-7200-512200	Employee Benefits-SS	3,545	3,575	3,908	4,500	4,800
100-7200-512300	Employee Benefits-Mcare	829	836	914	1,100	1,200
100-7200-512400	Employee Benefits-Retirement	6,258	6,292	7,045	6,860	5,300
100-7200-512700	Employee Benefits-Workers Comp	6,887	7,338	6,664	6,130	10,500
100-7200-512910	Employee Benefits-EAP	38	-	-	-	-
100-7200-512920	Employee Benefits-Other	353	412	539	620	520
100-7200-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	31,725	32,335	33,854	35,760	39,630
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	4,737	12,093	1,400	5,600	7,000
	TOTAL	4,737	12,093	1,400	5,600	7,000
Purchased Property Services						
100-7200-522200	Purchase Property Srv-Repair	933	-	-	-	-
	TOTAL	933	-	-	-	-
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	825	498	986	950	950
100-7200-523400	Other Purchase Srv-Printing	37	1,829	252	2,600	800
100-7200-523500	Other Purchase Srv-Travel	688	1,814	3,188	4,200	3,000
100-7200-523600	Other Purchase Srv-Dues & Fees	1,178	1,704	900	3,050	2,050
100-7200-523700	Other Purchase Srv-Education	2,231	3,318	3,317	5,600	5,000
	TOTAL	4,959	9,163	8,643	16,400	11,800
Supplies						
100-7200-531100	Supplies-General Supplies	885	711	2,412	2,900	2,500
100-7200-531270	Supplies-Gasoline	3,077	4,484	4,706	4,040	5,540
100-7200-531400	Supplies-Books & Periodicals	317	2,240	1,342	1,600	2,000
100-7200-531600	Supplies-Small Equipment	1,529	-	717	5,990	6,490
	TOTAL	5,808	7,435	9,177	14,530	16,530
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	**$ 117,145**	**$ 123,665**	**$ 118,301**	**$ 145,790**	**$ 151,060**

Planning and Zoning

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 225,303	$ 238,753	$ 246,978	$ 261,670	$ 270,100
100-7400-511300	Salaries & Wages Overtime	-	-	-	500	1,000
	TOTAL	225,303	238,753	246,978	262,170	271,100
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	34,797	45,395	53,226	61,660	60,740
100-7400-512200	Employee Benefits-SS	13,972	14,638	14,959	16,150	16,900
100-7400-512300	Employee Benefits-Mcare	3,268	3,423	3,499	3,800	4,000
100-7400-512400	Employee Benefits-Retirement	19,924	21,936	22,386	21,400	22,500
100-7400-512500	Employee Benefits-Tuition Reimbursement	5,000	3,856	-	-	-
100-7400-512700	Employee Benefits-Workers Comp	1,294	1,382	1255	1,480	2,280
100-7400-512910	Employee Benefits-EAP	136	-	-	-	-
100-7400-512920	Employee Benefits-Other	11,646	2,107	2,813	3,150	2,900
100-7400-512930	Employee Benefits-Wellness	-	-	229	750	750
	TOTAL	90,037	92,737	98,367	108,390	110,070
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	20,845	25,729	21,805	32,700	128,000
100-7400-521210	Purchase Contract Srv-GIS	-	-	-	5,000	5,000
	TOTAL	20,845	25,729	21,805	37,700	133,000
Purchased Property Services						
100-7400-522310	Purchase Property Srv-Rental	-	-	-	500	1,000
	TOTAL	-	-	-	500	1,000
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	1,381	213	904	800	1,800
100-7400-523300	Other Purchase Srv-Advertising	1,396	530	710	1,450	1,800
100-7400-523400	Other Purchase Srv-Printing	68	880	1,006	1,650	2,500
100-7400-523500	Other Purchase Srv-Travel	1,499	1,930	1,754	2,300	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	1,047	1,040	932	2,200	2,500
100-7400-523700	Other Purchase Srv-Education	3,136	2,487	3,688	5,500	6,000
	TOTAL	8,527	7,080	8,994	13,900	17,100
Supplies						
100-7400-531100	Supplies-General Supplies	1,790	2,777	2,004	4,600	3,000
100-7400-531300	Supplies-Food	859	242	538	1,050	800
100-7400-531400	Supplies-Books & Periodicals	270	270	310	1,000	1,000
100-7400-531500	Supplies-Arbor Day	17,260	29,195	21,161	25,860	30,710
100-7400-531600	Supplies-Small Equipment	59	-	458	1,000	1,000
	TOTAL	20,238	32,484	24,471	33,510	36,510
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	-	-	-	350	500
100-7400-542400	Machinery & Equipment-Computer	14,732	4,113	1,500	3,600	3,000
100-7400-542500	Machinery & Equipment-Software	-	12,015	3,010	-	-
	TOTAL	14,732	16,128	4,510	3,950	3,500
	TOTAL PLANNING & ZONING	**$ 379,682**	**$ 412,911**	**$ 405,125**	**$ 460,120**	**$ 572,280**

Code Enforcement

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 15,498	$ 27,302	$ 23,212	$ 34,650	$ 34,800
100-7450-511300	Salaries & Wages Overtime	492	-	-	-	-
	TOTAL	15,990	27,302	23,212	34,650	34,800
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	-	-	-	1,100	5,360
100-7450-512200	Employee Benefits-SS	991	1,693	1,439	2,270	2,200
100-7450-512300	Employee Benefits-Mcare	232	396	337	560	510
100-7450-512700	Employee Benefits-Workers Comp	1,519	1,620	1,474	2,300	2,650
100-7450-512920	Employee Benefits-Other	-	-	-	40	40
100-7450-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	2,742	3,709	3,250	6,420	10,910
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	167	-	-	400	650
	TOTAL	167	-	-	400	650
Supplies						
100-7450-531100	Supplies-General Supplies	18	173	-	600	600
100-7450-531600	Supplies-Small Equipment	210	-	-	500	500
	TOTAL	228	173	-	1,100	1,100
	TOTAL CODE ENFORCEMENT	**$ 19,127**	**$ 31,184**	**$ 26,462**	**$ 42,570**	**$ 47,460**

Economic Development & Assistance

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 148,469	$ 156,866	$ 167,218	$ 181,700	$ 192,100
100-7510-511300	Salaries & Wages Overtime	5,749	7,795	7,107	8,400	3,000
	TOTAL	154,218	164,661	174,325	190,100	195,100
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	36,321	35,735	44,511	52,450	50,990
100-7510-512200	Employee Benefits-SS	9,532	10,061	10,207	11,900	12,100
100-7510-512300	Employee Benefits-Mcare	2,229	2,353	2,388	3,050	2,900
100-7510-512400	Employee Benefits-Retirement	12,229	13,171	13,537	13,200	13,150
100-7510-512700	Employee Benefits-Workers Comp	1,139	1,271	1,161	2,180	2,510
100-7510-512910	Employee Benefits-EAP	91	-	-	-	-
100-7510-512920	Employee Benefits-Other	1,185	1,331	1,752	2,000	1,800
100-7510-512930	Employee Benefits-Wellness	-	-	100	450	450
	TOTAL	62,726	63,922	73,656	85,230	83,900
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	635	5,916	9,548	9,000	10,000
100-7510-521210	Purchase Contract Srv-Public Art	-	-	-	-	50,000
100-7510-521250	Purchase Contract Srv-Youth Leadership	1,546	-	-	5,500	8,000
	TOTAL	$ 2,181	$ 5,916	$ 9,548	$ 14,500	$ 68,000

Economic Development & Assistance (continued)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	$ 877	$ 1,428	$ 771	$ 2,250	$ 3,000
100-7510-523300	Other Purchase Srv-Advertising	6,000	906	930	3,250	4,000
100-7510-523400	Other Purchase Srv-Printing	6,864	104	2,094	4,500	5,000
100-7510-523500	Other Purchase Srv-Travel	2,901	4,719	3,797	5,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	2,640	2,500	1,430	2,000	2,000
100-7510-523700	Other Purchase Srv-Education	2,125	1,284	1,745	5,000	6,000
	TOTAL	21,407	10,941	10,767	22,000	26,000
Supplies						
100-7510-531100	Supplies-General Supplies	1,712	9,156	2,005	3,000	3,000
100-7510-531300	Supplies-Food	3,863	3,155	6,524	5,000	6,000
100-7510-531400	Supplies-Books & Periodicals	50	156	458	850	600
	TOTAL	5,625	12,467	8,987	8,850	9,600
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	4,620	1,900	81	2,500	5,500
	TOTAL	4,620	1,900	81	2,500	5,500
Other Costs						
100-7510-573000	Other Costs-Payments to Others	20,000	20,000	20,000	20,000	20,000
	TOTAL	20,000	20,000	20,000	20,000	20,000
	TOTAL ECONOMIC DEVELOPMENT & ASSISTANCE	**$ 270,777**	**$ 279,807**	**$ 297,364**	**$ 343,180**	**$ 408,100**

Downtown Suwanee

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 49,864	$ 55,304	$ 26,124	$ 48,920	$ 54,100
100-7520-511300	Salaries & Wages Overtime	68	90	-	-	-
	TOTAL	49,932	55,394	26,124	48,920	54,100
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	3,476	4,416	2,443	6,100	5,690
100-7520-512200	Employee Benefits-SS	3,096	3,453	1,601	3,410	3,500
100-7520-512300	Employee Benefits-Mcare	724	800	374	800	800
100-7520-512400	Employee Benefits-Retirement	3,388	5,863	2,874	3,450	4,900
100-7520-512700	Employee Benefits-Workers Comp	423	445	616	810	940
100-7520-512910	Employee Benefits-EAP	19	-	-	-	-
100-7520-512920	Employee Benefits-Other	4,927	445	279	700	700
100-7520-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	16,053	15,422	8,187	15,420	16,680
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	4,680	2,865	3,000	2,500	3,000
	TOTAL	$ 4,680	$ 2,865	$ 3,000	$ 2,500	$ 3,000

Downtown Suwanee (continued)

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	$ 3,400	$ 4,176	$ -	$ 4,500	$ 4,500
100-7520-523300	Other Purchase Srv-Advertising	100	944	-	2,000	2,500
100-7520-523400	Other Purchase Srv-Printing	481	192	-	2,500	2,500
100-7520-523500	Other Purchase Srv-Travel	1,250	493	609	2,000	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	300	300	130	500	500
100-7520-523700	Other Purchase Srv-Education	594	591	1,795	2,100	2,000
	TOTAL	6,125	6,696	2,534	13,600	14,000
Supplies						
100-7520-531100	Supplies-General Supplies	66	232	45	1,200	1,200
100-7520-531210	Supplies-Water & Sewer	186	119	-	-	-
100-7520-531230	Supplies-Electricity	643	595	-	-	-
100-7520-531300	Supplies-Food	285	1,001	917	1,000	1,000
100-7520-531400	Supplies-Books & Periodicals	-	-	-	500	500
	TOTAL	1,180	1,947	962	2,700	2,700
Capital Outlay Machinery & Equipment						
100-7250-542400	Machinery & Equip-Computer	-	-	-	-	2,000
	TOTAL	-	-	-	-	2,000
	TOTAL DOWNTOWN SUWANEE	**$ 77,970**	**$ 82,324**	**$ 40,807**	**$ 83,140**	**$ 92,480**

Other Financing Uses

ACCOUNT	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Other Financing Uses						
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,715,540	$ 1,601,900	$ 1,592,110	$ -	$ -
100-9100-611010	Operating Trans Out Capital	937,680	975,420	663,530	1,787,790	124,710
100-9100-611020	Operating Trans Out Water	150,000	150,000	200,000	100,000	-
100-9100-611030	Operating Trans Out TAD	28,004	26,314	4,941	-	10,000
100-9100-611040	Operating Trans Out DDA	7,000	7,000	7,000	7,000	22,000
	TOTAL	2,838,224	2,760,634	2,467,581	1,894,790	156,710
	TOTAL OTHER FINANCING USES	**$ 2,838,224**	**$ 2,760,634**	**$ 2,467,581**	**$ 1,894,790**	**$ 156,710**
	TOTAL EXPENDITURES	**$ 11,652,456**	**$ 11,904,997**	**$ 11,656,002**	**$ 12,355,160**	**$ 11,179,880**



Watering seeds by **Carol Hassell**

Capital Improvement Program

2015-2019

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 the Suwanee Creek Disc Golf Course 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
Municipal Court	1962
Fire Station #13	1975
Harvest Farm	2010
Pierce's Corner	1910
PlayTown Suwanee	2004
Police Station	1997
Police Substation & Training Facility	2012
Public Works Facility	2008
Sims Lake Park	2008
Suwanee Creek Park	2004
Suwanee Creek Disc Golf Course	2014
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 as Suwanee's population continues to grow. 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 plan how, when, and where future improvements should be made. The document itself is a snapshot into the next five years – existing and anticipated 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 are not 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. As the CIP is a financial and resource planning tool, it does not represent final, specific budgets for any projects. When the City is ready to undertake a project, it will be designed at that time and a final scope and cost estimate will be determined. At that point, the City Council will adopt a formal project budget.

Development of The CIP

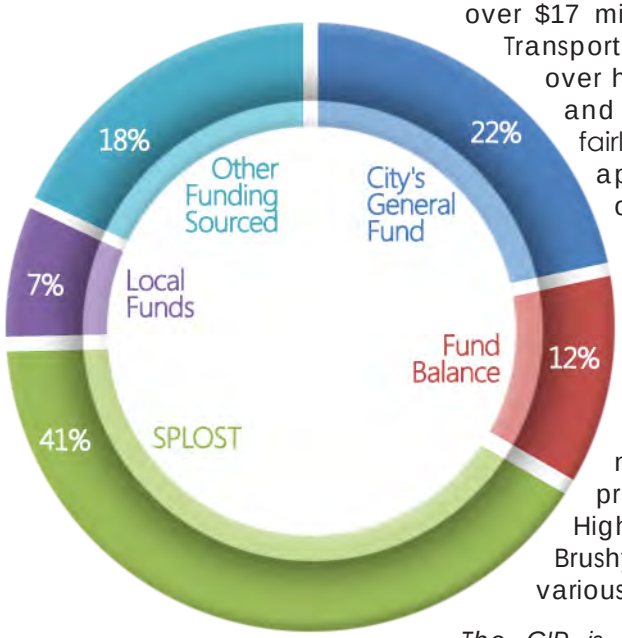
Projects are often, but not always, initially developed as part of a larger planning effort, such as the City's Strategic Plan, Comprehensive Plan or Downtown Master Plan. Others are recommended by various entities, including citizens, Councilmembers, and staff.

An administrative staff review committee 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 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.

Suwanee's 2015-2019 CIP includes 22 projects with an estimated total cost to the City at $25,772,833. The projects are representative of three categories: Equipment and Vehicles; Parks and Facilities; and Transportation. At just over $17 million, the projects in the Transportation category constitute over half of the CIP. The Parks and Facilities category is also fairly significant, totaling approximately $12.3 million or 40% of the CIP.



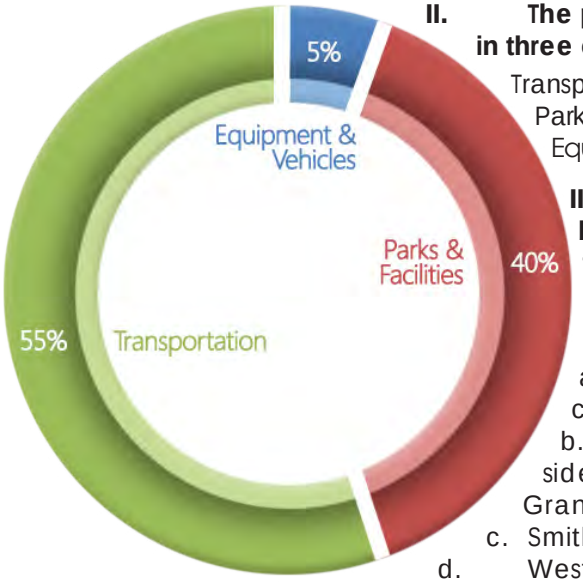
The proposed CIP of $25,772,833 represents City funding only. The City will leverage an additional $5.67 million in grant funding or County matches to complete projects such as the Buford Highway improvement, Brushy Creek Greenway, and various sidewalk projects.

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 2015-2019 CIP has been developed with the following strategies and considerations:

I. The proposed 2015-2019 includes $31,446,773 in projects. The City will fund $25,772,833 of the program, with the other $5,673,940 coming from external sources



II. The proposed CIP includes projects in three categories.

Transportation: $17,385,913
Parks & Facilities: $12,381,860
Equipment & Vehicles: $1,679,000

III. Five "new projects" have been proposed for addition to the CIP.

The following projects are new to the CIP:

a. North Gwinnett H.S. sidewalk connection
b. Peachtree Industrial Blvd. sidewalk (McGinnis Ferry Rd. to Grand Vista Drive)
c. Smithtown Road sidewalks
d. Western Gwinnett bikeway
e. Transportation Enhancements.

IV. 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.

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

The current SPLOST program will expire March 2017. The CIP does not include any SPLOST funding beyond the current program.

VI. Proposed 2014 SPLOST funds are estimates only.

The 2014 SPLOST program began on April 1. The City anticipates receiving approximately $6.58 million from this three-year program. 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.

VII. 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 defined 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.

VIII. 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.

IX. 18% of the CIP is proposed in funding from grants and matches.

AThe proposed CIP represents the City's funding obligations, but also documents outside funding sources the City has been able to leverage. There are two projects in the CIP, the Brushy Creek Greenway and Buford Highway improvements, which have been awarded approximately $3.7 million in grant funding to supplement the City's contributions.

Additionally, the County will provide an 81% match on certain SPLOST transportation projects in the City. This totals approximately $1.9 million and will be used for the North Gwinnett H.S. sidewalk project, the PIB sidewalk project, and the Smithtown Road sidewalks

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

Over $17.3 million of the CIP is proposed to be allocated for transportation. Notable contributions from the City will include:

a. Buford Highway Corridor Improvements: $3.4 million
b. Street Maintenance & Resurfacing: $3.9 million
c. Pedestrian Bicycle Plan: $1,000,000**.**

XI. Over $2.1 million has been allocated to enhancing local transportation connections.

Approximately $2.1 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. PBP Projects: $1,000,000
b. Brushy Creek Greenway: $570,000
c. Smithtown Road Sidewalks: $326,800
d. Western Gwinnett Bikeway: $80,000
e. PIB Sidewalk: $64,600
f. North Gwinnett H.S. Sidewalk: $60,800

XII. 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.

XIII. Funds may want to be reserved for projects from the Downtown Master Plan Update.

The City will update its Downtown Master Plan in FY 15. Staff recommends leaving some funding unallocated that can be used to implement projects from this update.

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

Approximately $7.6 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.

XV. Proposed project costs are estimates only.

The majority of the projects in the CIP are in concept-stage only and have not been designed or engineered. As such, 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.

TOTAL PROJECT ESTIMATES

PROJECT NUMBER	PROJECT	FY 15	FY 16	FY 17	FY 18	FY 19	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	-	33,000	-	37,000	-	70,000
CIP-EV-002	City Vehicles - Replacement	33,000	168,000	35,000	75,000	40,000	351,000
CIP-EV-003	Police Vehicles	152,000	232,000	118,000	161,000	204,000	867,000
CIP-EV-004	Public Safety Projects	40,000	10,000	10,000	10,000	-	70,000
CIP-EV-005	Public Works Equipment - New Purchases	5,600	55,400	-	-	-	61,000
CIP-EV-006	Public Works Equipment - Replacement	17,000	18,000	98,000	47,000	80,000	260,000
		$ **247,600**	$ **516,400**	$ **261,000**	$ **330,000**	$ **324,000**	$ **1,679,000**
	Parks & Facilities						
CIP-FAC-004	Cemetery Improvements	110,500	-	-	-	-	110,500
CIP-FAC-001	Facility Enhancement Projects	270,000	-	-	-	-	270,000
CIP-FAC-002	Facility Maintenance	335,000	390,000	425,000	425,000	425,000	2,000,000
CIP-FAC-012	Master Plan Implementation - Project(s) TBD	-	2,838,309	1,800,000	1,600,000	1,761,691	8,000,000
CIP-FAC-011	Park Enhancement Projects	290,000	290,000	290,000	290,000	301,360	1,461,360
CIP-FAC-010	Water System Improvements	100,000	100,000	100,000	120,000	120,000	540,000
		$ **1,105,500**	$ **3,618,309**	$ **2,615,000**	$ **2,435,000**	$ **2,608,051**	$ **12,381,860**
	Transportation						
CIP-TRS-004	Brushy Creek Greenway	435,000	585,000	-	-	-	1,020,000
CIP-TRS-005	Buford Highway Corridor Improvements	1,461,382	3,938,618	1,300,000	-	-	6,700,000
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	-	320,000	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	430,000	-	-	460,000	110,000	1,000,000
CIP-TRS-016	PIB Sidewalk to Grand Vista Drive	-	-	340,000	-	-	340,000
CIP-TRS-017	Smithtown Road Sidewalks	258,000	1,462,000	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	325,000	330,000	335,000	340,000	345,000	1,675,000
CIP-TRS-002	Street Maintenance & Resurfacing	775,000	750,000	790,000	810,000	850,000	3,975,000
CIP-TRS-018	Transportation Enhancement Projects	185,000	205,000	90,000	40,000	35,913	555,913
CIP-TRS-019	Western Gwinnett Bikeway	-	-	-	80,000	-	80,000
		$ **3,869,382**	$ **7,590,618**	$ **2,855,000**	$ **1,730,000**	$ **1,340,913**	$ **17,385,913**
	ANNUAL TOTALS:	$ **5,222,482**	$ **11,725,327**	$ **5,731,000**	$ **4,495,000**	$ **4,272,964**	$ **31,446,773**

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		4TH QUARTER FY 14 TRANSFER	FY 15	FY 16	FY 17	FY 18	FY 19	CITY FUNDING	% OF TOTAL
GENERAL FUND	Cemetery Improvements (transfer to 343)	33,380	-	-	-	-	-	**33,380**	
	City Vehicles - New	-	-	33,000	-	37,000	-	**70,000**	
	City Vehicles - Replacement	33,000	-	168,000	35,000	75,000	40,000	**351,000**	
	Facility Maintenance (transfer to 340)	-	-	390,000	425,000	425,000	425,000	**1,665,000**	
	North Gwinnett H.S. Sidewalk Connection	60,800	-	-	-	-	-	**60,800**	
	PIB Sidewalk to Grand Vista Drive	64,600	-	-	-	-	-	**64,600**	
	Police Vehicles - Replacement	76,000	76,000	232,000	118,000	161,000	204,000	**867,000**	
	Public Works Equipment - New Purchases	-	5,600	55,400	-	-	-	**61,000**	
	Public Works Equipment - Replacement	-	17,000	18,000	98,000	47,000	80,000	**260,000**	
	Smithtown Road Sidewalks	326,800	-	-	-	-	-	**326,800**	
	Stormwater Projects	75,000	-	80,000	85,000	329,002	345,000	**914,002**	
	Street Maintenance & Resurfacing	-	124,710	100,000	100,000	342,393	850,000	**1,517,103**	
	Water System Projects	100,000	-	100,000	100,000	120,000	120,000	**540,000**	
	Western Gwinnett Bikeway	80,000	-	-	-	-	-	**80,000**	
	TOTAL FOR GENERAL FUND	$ **849,580**	$ **223,310**	$ **1,176,400**	$ **961,000**	$ **1,536,395**	$ **2,064,000**	$ **6,810,685**	21.66%
FUND BALANCE	Buford Highway Corridor Improvements	1,000,000	-	-	-	-	-	**1,000,000**	
	Master Plan Implementation - General	-	-	865,961	1,800,000	-	-	**2,665,961**	
	TOTAL FOR FUND BALANCE	$ **1,000,000**	$ **-**	$ **865,961**	$ **1,800,000**	$ **-**	$ **-**	$ **3,665,961**	11.66%
2014 SPLOST	**Recreation**								
	Park Enhancements	-	-	-	93,165	290,000	274,835	**658,000**	
	2014 SPLOST RECREATION TOTAL	$ **-**	$ **-**	$ **-**	$ **93,165**	$ **290,000**	$ **274,835**	$ **658,000**	
	Transportation								
	Master Plan Implementation - Transportation	-	-	-	-	1,600,000	1,761,691	3,361,691	
	Street Maintenance & Resurfacing	-	-	492,393	690,000	467,607	-	1,650,000	
	Stormwater Projects	-	139,002	250,000	250,000	10,998	-	650,000	
	Transportation Enhancements	-	50,000	165,000	50,000	-	-	265,000	
	2014 SPLOST TRANSPORTATION TOTAL	$ -	$ 189,002	$ 907,393	$ 990,000	$ 2,078,605	$ 1,761,691	$ 5,926,691	
	TOTAL FOR 2014 SPLOST	$ **-**	$ **189,002**	$ **907,393**	$ **1,083,165**	$ **2,368,605**	$ **2,036,526**	$ **6,584,691**	20.94%

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		4TH QUARTER FY 14 TRANSFER	FY 15	FY 16	FY 17	FY 18	FY 19	CITY FUNDING	% OF TOTAL
2009 SPLOST	**Recreation**								
	Park Enhancements	-	290,000	290,000	196,835	-	-	776,835	
	2009 SPLOST RECREATION TOTAL	$ -	$ 290,000	$ 290,000	$ 196,835	$ -	$ -	$ 776,835	
	Parking Facilities								
	Master Plan Implementation - Parking	-	-	-	1,972,348	$ -	-	1,972,348	
	2009 SPLOST PARKING FACILITIES TOTAL	$ -	$ -	$ -	$ 1,972,348	$ -	$ -	$ 1,972,348	
	Roads, Streets, and Bridges								
	Brushy Creek Greenway	-	435,000	-	-	-	-	435,000	
	Buford Highway Corridor Improvements	-	152,434	951,426	-	-	-	1,103,860	
	Pedestrian Bicycle Plan Projects	-	430,000	-	-	460,000	110,000	1,000,000	
	Stormwater Projects	-	52,430	-	-	-	-	52,430	
	Street Maintenance & Resurfacing	-	650,290	157,607	-	-	-	807,897	
	Transportation Enhancements	-	40,000	40,000	40,000	40,000	35,913	195,913	
	2009 SPLOST ROADS, STREETS, AND BRIDGES TOTAL	$ -	$ 1,760,154	$ 1,149,033	$ 40,000	$ 500,000	$ 145,913	$ 3,595,100	
	TOTAL FOR 2009 SPLOST	$ **-**	$ **2,050,154**	$ **3,411,381**	$ **236,835**	$ **500,000**	$ **145,913**	$ **6,344,283**	20.17 %
2005 SPLOST	Stormwater Projects	-	58,568	-	-	-	-	58,568	
	Transportation Enhancements	-	16,675	-	-	-	-	16,675	
	TOTAL FOR 2005 SPLOST	$ **-**	$ **75,243**	$ **-**	$ **-**	$ **-**	$ **-**	$ **75,243**	0.24 %
LOCAL FUNDS	Brushy Creek Greenway - Fund 312	-	-	135,000	-	-	-	135,000	
	Buford Highway Corridor Improvements - Fund 311	-	-	-	1,300,000	-	-	1,300,000	
	Cemetery Improvements - Fund 343	-	65,642	-	-	-	-	65,642	
	Cemetery Improvements - Fund 341 transfer to Fund 343	-	11,478	-	-	-	-	11,478	
	Facility Enhancement Projects - Fund 341	-	270,000	-	-	-	-	270,000	
	Facility Maintenance - Fund 340	-	300,000	-	-	-	-	300,000	
	Facility Maintenance - Fund 341 transfer to Fund 340	-	35,000	-	-	-	-	35,000	
	Park Enhancements - Fund 316	-	-	-	-	-	26,525	26,525	
	Public Safety Projects - Fund 341	-	40,000	10,000	10,000	10,000	-	70,000	
	Transportation Enhancements - Fund 318	-	78,325	-	-	-	-	78,325	
	TOTAL FOR LOCAL FUNDS	$ **-**	**800,445**	**145,000**	**1,310,000**	**10,000**	**26,525**	**2,291,970**	7.29 %
	CITY'S TOTAL OBLIGATION FOR 2015-2019 CIP							$ **25,772,833**	
OTHER FUNDING SOURCES	Brushy Creek Greenway - TE Grant	-	-	450,000	-	-	-	450,000	
	Buford Highway Corridor Improvements - LCI Grant	-	308,948	2,987,192	-	-	-	3,296,140	
	North Gwinnett H.S. sidewalk connection - County match	-	-	259,200	-	-	-	259,200	
	PIB Sidewalk to Grand Vista Drive	-	-	-	275,400	-	-	275,400	
	Smithtown Road Sidewalks	-	1,393,200	-	-	-	-	1,393,200	
	TOTAL FOR OTHER FUNDING SOURCES	$ **-**	**1,702,148**	**3,696,392**	**275,400**	**-**	**-**	**5,673,940**	18.04 %
	TOTAL PROJECT COSTS FOR 2015-2019 CIP							$ **31,446,773**	100 %

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

Please note, the specific line item shown above does not necessarily correspond with the total cost of a specific project. In some cases, projects may have multiple funding sources from different categories.



Suwanee Day 2013 by **City of Suwanee**

EQUIPMENT AND VEHICLES

EQUIPMENT AND VEHICLES SUMMARY

PROJECT NUMBER	PROJECT	FY 15	FY 16	FY 17	FY 18	FY 19	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	-	33,000	-	37,000	-	70,000
CIP-EV-002	City Vehicles - Replacement	33,000	168,000	35,000	75,000	40,000	351,000
CIP-EV-003	Police Vehicles - Replacement	152,000	232,000	118,000	161,000	204,000	867,000
CIP-EV-004	Public Safety Projects	40,000	10,000	10,000	10,000	-	70,000
CIP-EV-005	Public Works Equipment - New Purchases	5,600	55,400	-	-	-	61,000
CIP-EV-006	Public Works Equipment - Replacement	17,000	18,000	98,000	47,000	80,000	260,000
		$ **247,600**	$ **516,400**	$ **261,000**	$ **330,000**	$ **324,000**	$ **1,679,000**

Projects in the Equipment & Vehicles category total $1,679,000 or approximately 5% 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 $867,000 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.



New Suwanee logo on police car by **City of Suwanee**

Project: **CITY VEHICLES – NEW**
Total Cost: **$70,000**
Proposed Funding Year: **FY16, 18**
Proposed Funding Source: **General Fund**



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

Project: **CITY VEHICLES – REPLACEMENT**
Total Cost: **$351,000**
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 pickup truck ($32,940) - funded through 4th quarter FY 14 allocation
FY 16: 1 SUV administration vehicle ($30,000)
1 dump truck ($72,000)
2 pickup trucks (1 for Public Works and 1 for Inspections at $33,000 ea.)
FY 17: 1 pickup truck ($35,000)
FY 18: 2 pickup trucks (2 at $37,500 each)
FY 19: 1 pickup truck ($40,000)

Project: **POLICE VEHICLES – REPLACEMENT**
Total Cost: **$867,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

FY 15: 4 vehicles (2 purchased in FY 14 4th quarter and 2 in FY 15)
FY 16: 6 vehicles
FY 17: 3 vehicles
FY 18: 4 vehicles
FY 19: 5 vehicles

An inflator has been applied to each year's costs. These projections assume the purchase of a standard police pursuit car and installation of lights, sirens, flashlight, prisoner seat, laptop stand, and shotgun rack; mobile radios and radar units will be reused.

Project: **PUBLIC SAFETY PROJECTS**
Total Cost: **$70,000**
Proposed Funding Year: **FY 15, 16, 17, 18**
Proposed Funding Source: **Facilities**
Pubilc Facilities Enhancement Fund (341)



Project Description:
The purpose of this item is to fund and construct projects that would enhance the safety of public facilities, streets, etc. As proposed projects are evaluated and designed further, the scope and cost estimate of each will be refined. Anticipated projects include:

Parks Video Surveillance: The City proposes to continue implementation of its video surveillance system in and around City Buildings and City parks along with Wi-Fi hot spots, with the following projects (total cost estimate is $37,650):

- Replacement of seven outside cameras at City Hall to improve quality of video feed ($12,000).
- Replacement of entrance/exit cameras at George Pierce Park (2 cameras), Sims Lake Park (2 cameras), and Suwanee Creek Park (1 camera) ($9,950).
- Replacement of 4 cameras at the Police Station, Ocularis license, cabling and 60 inch monitor for Dispatch ($5,500).
- Convert analog camera system to IP system, 4 cameras at the Municipal Court building, Ocularis license, cabling ($8,650).
- Add one radio to Water Tank for improved communications($1,550).

EQUIPMENT AND VEHICLES PROJECTS

Radar Signs: The City has installed a total of seven radar signs (dynamic driver feedback signs). Five radar signs were installed in strategic locations in FY 11 and two more in FY 14. They have proven to be an effective use of technology to help reduce speeding. We assume that the Police Department will identify three more locations and the Public Works Department will install accordingly. One for FY 16 ($8,530), one for FY 17 ($8,870), one for FY 18 ($9,224).

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

Project: **PUBLIC WORKS EQUIPMENT – NEW PURCHASES**
Total Cost: **$61,000**
Proposed Funding Year: **FY 15, 16**
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 15: Snow Plow ($5,600)
In **FY 16,** the department proposes to purchase a wood chipper ($55,400) rather than to continue to rent them. This will be beneficial to utilize our chips to reduce maintenance costs for the Disc Golf course mulch.

Project: **PUBLIC WORKS EQUIPMENT – REPLACEMENT**
Total Cost: **$260,000**
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 15: 2 zero turn mowers ($8,350 each);
FY 16: 2 zero turn mowers ($8,770 each);
FY 17: 2 zero turn mowers ($9,210 each); 1 backhoe tractor ($78,750);
FY 18: 2 zero turn mowers ($9,675 each); 1 utility vehicle ($26,500);
FY 19: 2 zero turn mowers ($10,150 each); 1 utility tractor ($57,450);

The cost projections assume an annual inflator.

PARKS & FACILITIES

PARKS & FACILITIES SUMMARY

PROJECT NUMBER	PROJECT	FY 15	FY 16	FY 17	FY 18	FY 19	TOTAL
	Facilities						
CIP-FAC-004	Cemetery Improvements	110,500	-	-	-	-	110,500
CIP-FAC-001	Facility Enhancement Projects	270,000	-	-	-	-	270,000
CIP-FAC-002	Facility Maintenance	335,000	390,000	425,000	425,000	425,000	2,000,000
CIP-FAC-012	Master Plan Implementation - Project(s) TBD	-	2,838,309	1,800,000	1,600,000	1,761,691	8,000,000
CIP-FAC-011	Park Enhancement Projects	290,000	290,000	290,000	290,000	301,360	1,461,360
CIP-FAC-010	Water System Improvements	100,000	100,000	100,000	120,000	120,000	540,000
		$ **1,105,500**	$ **3,618,309**	$ **2,615,000**	$ **2,435,000**	$ **2,608,051**	$ **12,381,860**

Projects in the Parks and Facilities category total $12,381,860 or about 40% of the CIP. In addition to the City's regular facilities maintenance program, this category includes park enhancement projects, from additional hardscapes, i.e. signage, benches, and kiosks, to larger social infrastructure projects, like docks and playgrounds. Other noteworthy initiatives include improvements to the City's water system and the Downtown Master Plan implementation, which may include streetscaping and road and sidewalk construction.



Sims Lake by **City of Suwanee**

Project: **CEMETERY IMPROVEMENTS**
Total Cost: **$110,500**
Proposed Funding Year: **FY 15**
Proposed Funding Source: **Cemetery Improvement Funds 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. This project will accomplish the first priority items from all three phases of the study.

Project: **FACILITY ENHANCEMENT PROJECTS**
Total Cost: **$270,000**
Proposed Funding Year: **FY 15**
Proposed Funding Source: **Facilities Enhancement 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, signage, etc. As other specific needs are identified, projects and cost estimates will be determined. Specific projects with allocated funding include:

- General: $155,000
- Wayfinding Signage: $45,000
- Accounting software project completion: $22,000
- Holiday decorations: $21,000
- Lawrenceville-Suwanee Road landscape project: $14,000
- PIB landscaping retainage: $13,000

Project: **FACILITY MAINTENANCE**
Total Cost: **$2,000,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Public Facilities Maintenance Fund (340)**



Project Description:
The City completed an evaluation of all existing City facilities for the purposes of identifying short and long-term maintenance needs. This evaluation allows the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately. The evaluation includes all existing buildings, parking lots, trails, parks, etc. The proposed projects and estimates will be refined yearly.

Project: **MASTER PLAN IMPLEMENTATION**
Total Cost: **$8,000,000**
Proposed Funding Year: **FY 16, 17, 18, 19**
Proposed Funding Source: **Fund Balance, 2009 SPLOST, 2014 SPLOST**



Project Description:
The purpose of this project is to allocate funds that can be used to complete projects identified in the 2014 update to the Downtown Master Plan, which will most likely involve major streetscaping, and road, sidewalk, and trail constructions. The specific details of these projects, including estimated costs, scope, etc. will be determined after the Master Plan is updated.

Project: **PARK ENHANCEMENT PROJECTS**
Total Cost: **$1,461,360**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **2009 SPLOST, 2014 SPLOST, Park Enhancement Fund (316)**



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 evaluate, and if appropriate, construct the following projects:

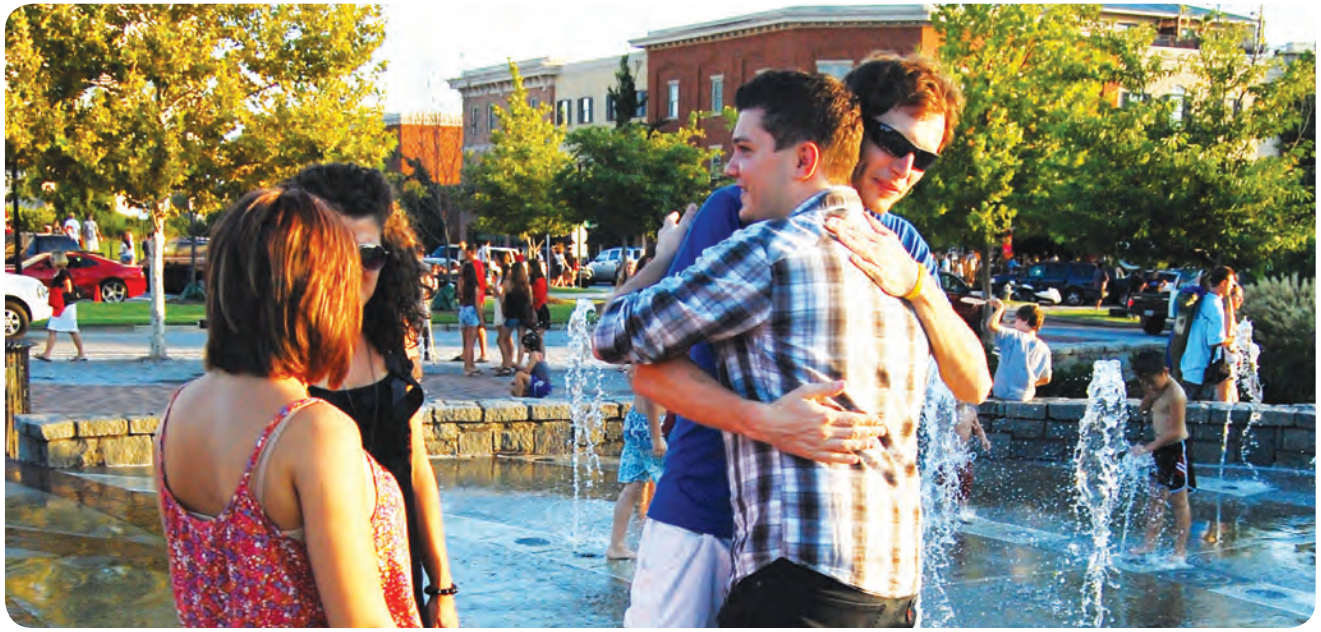
- Dock at Sims Lake Park
- Adventure playground at Suwanee Creek Park
- Boulderscape at Suwanee Creek Park
- Other smaller elements: information kiosk at Town Center Park, bike racks at Town Center Park and other parks, tricycle track at PlayTown Suwanee, functional aesthetic elements, and others.

As the City implements these potential projects, more refined design, scope, and cost estimates will be developed for each.

Project: **WATER SYSTEM IMPROVEMENT**
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.



Friendship by **City of Suwanee**

TRANSPORTATION

TRANSPORTATION SUMMARY

PROJECT NUMBER	PROJECT	FY 15	FY 16	FY 17	FY 18	FY 19	TOTAL
	Transportation						
CIP-TRS-004	Brushy Creek Greenway	435,000	585,000	-	-	-	1,020,000
CIP-TRS-005	Buford Highway Corridor Improvements	1,461,382	3,938,618	1,300,000	-	-	6,700,000
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	-	320,000	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	430,000	-	-	460,000	110,000	1,000,000
CIP-TRS-016	PIB Sidewalk to Grand Vista Drive	-	-	340,000	-	-	340,000
CIP-TRS-017	Smithtown Road Sidewalks	258,000	1,462,000	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	325,000	330,000	335,000	340,000	345,000	1,675,000
CIP-TRS-002	Street Maintenance & Resurfacing	775,000	750,000	790,000	810,000	850,000	3,975,000
CIP-TRS-018	Transportation Enhancement Projects	185,000	205,000	90,000	40,000	35,913	555,913
CIP-TRS-019	Western Gwinnett Bikeway	-	-	-	80,000	-	80,000
		$ **3,869,382**	$ **7,590,618**	$ **2,855,000**	$ **1,730,000**	$ **1,340,913**	$ **17,385,913**

At $17,385,913, transportation projects constitute 55% of the CIP. The largest of the transportation projects is the improvement to the Buford Highway corridor, estimated to cost approximately $6.7 million. The annual street maintenance and resurfacing program, projected at $3.9 million over the five-year period, is the second largest expenditure. This category also includes smaller construction projects, such as updates to the City's storm water infrastructure and additional sidewalk and bikeway installations. The SPLOST continues to be a paramount funding source for transportation projects.



Running on Main Street by **City of Suwanee**

Project: **BRUSHY CREEK GREENWAY**
Total Cost: **$1,020,000**
Proposed Funding Year: **FY 15 & FY 16**
Proposed Funding Source: **2009 SPLOST, Pedestrian Bicycle Plan Fund (312), TE Grant**



Project Description:
The Brushy Creek Greenway project consists of multiple sections: Brushy Creek Greenway, Brushy Creek Bridge, and Stonecypher Sidewalk. The City has been awarded a $450,000 Transportation Enhancement Grant to be used toward this project.

Project: **BUFORD HIGHWAY CORRIDOR IMPROVEMENTS**
Total Cost: **$6,700,000**
Proposed Funding Year: **FY 15, 16, 17**
Proposed Funding Source: **General Fund, Buford Highway Fund (311), 2009 SPLOST, LCI Grant**



Project Description:
This project is intended to upgrade Buford Highway from McGinnis Ferry Road to the entrance of George Pierce Park. This project is a central aspect of the Downtown Suwanee Master Plan and is identified in the Comprehensive Plan as well as the 20/20 Vision strategic plan. $1 million has been added to the project estimate, to allow for burying overhead utilities, installing dry sewer lines, and replacing city water lines; this estimate will be refined upon design. The goal of these enhancements is to improve local pedestrian, bicycle, and vehicular mobility around Downtown Suwanee and to encourage business development along the aforementioned segment of Buford Highway.

Project: **NORTH GWINNETT HIGH SCHOOL SIDEWALK CONNECTION**
Total Cost: **$320,000**
Proposed Funding Year: **FY 16**
Proposed Funding Source: **General Fund, Gwinnett County 81% Match**



Project Description:
This project will include the installation of approximately 1,500 linear feet of 5-foot wide sidewalks on the west side of Suwanee Dam Road. It will connect Barrington and other residences to a safe crossing intersection of Suwanee Dam Road and Moore Road at North Gwinnett High School. 81 percent of the project will be funded by Gwinnett County, with the City covering the remaining 19 percent. The project is identified in the Pedestrian and Bicycle Plan as a Tier III project.

Project: **PEDESTRIAN BICYCLE PLAN PROJECTS**
Total Cost: **$1,000,000**
Proposed Funding Year: **FY 15, 16, 17, 18**
Proposed Funding Source: **2009 SPLOST**



Project Description:
This is the continued implementation of the Pedestrian Bicycle Plan. Specific projects currently outlined include:

- ***Village Grove Sidewalk Connection to PIB - $80,000 (FY 15):*** This project will connect Village Grove to Peachtree Industrial Boulevard with a 5-foot wide sidewalk. The sidewalk section will be about 860 linear feet.
- ***George Pierce Park/Ruby Forest trail connection - $60,000 (FY 15):*** This project will connect George Pierce Park near the adult softball fields to the Ruby Forest subdivision. This trail is intended to be 5 feet wide and approximately 800 linear feet long.
- **Lawrenceville Suwanee Road Sidewalk Gaps - $290,000 (FY 15):** The Pedestrian and Bicycle Plan identified a number of gaps on the City's sidewalk system. This project will fill the small gaps of sidewalk along Lawrenceville-Suwanee Road and improve the usability of the sidewalks on this major corridor.
- **PIB Pedestrian Crossings - $460,000 (FY 18):** This project will upgrade two intersections along PIB at Moore Road/ Eva Kennedy Road and Suwanee Dam Road. Upgrades will include countdown timers for pedestrians to all intersections, improved street lighting and the addition of brick crosswalks to each intersection.
- **Annandale Lane Sidewalks - $110,000 (FY 19):** This project will complete the sidewalk network in the Annandale area. This will be an approximately 400-foot long, 5-foot section of sidewalk.

Project: **PEACHTREE INDUSTRIAL BLVD SIDEWALK**
Total Cost: **$340,000**
Proposed Funding Year: **FY 17**
Proposed Funding Source: **General Fund, Gwinnett County 81% Match**



Project Description:
This project will include the installation of approximately 1,900 linear feet of 5-foot wide sidewalks on the north side of Peachtree Industrial Boulevard. The sidewalk will extend from Grand Vista Approach to McGinnis Ferry Road. 81 percent of the project will be funded by Gwinnett County, with the City covering the remaining 19 percent. The project is identified in the Pedestrian and Bicycle Plan as a Tier III project.

Project: **SMITHTOWN ROAD SIDEWALKS**
Total Cost: **$1,720,000**
Proposed Funding Year: **FY 15, 16**
Proposed Funding Source: **General Fund, Gwinnett County 81% Match**



Project Description:
This project will include the installation of approximately1.8 miles of sidewalk along one side of Smithtown Road, completing the sidewalks from Lawrenceville-Suwanee Road to Satellite Blvd. 81 percent of the project will be funded by Gwinnett County, with the City covering the remaining 19 percent. The project is identified in 3 separate sections within the Pedestrian and Bicycle Plan. Two of the sections are considered Tier II projects and the third section is identified as a Tier III project.

Project: **STORMWATER PROJECTS**
Total Cost: **$1,675,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund, SPLOST**



Project Description:
The City's stormwater infrastructure system is currently in relatively good to fair shape, but portions of the system are beginning to age. The purpose of this program is to address stormwater issues identified from needs assessments, citizen complaints, and failing infrastructure. Projects will funded from the SPLOST program, as well as general fund transfers to the Storm Drainage Fund (345).

Project: **STREET MAINTENANCE & RESURFACING PROGRAM**
Total Cost: **$3,975,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund, SPLOST**



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 allocation for "other" projects is for patching, repairs, and unanticipated emergency repairs that are in addition to the City's planned resurfacing program.

Project: **TRANSPORTATION ENHANCEMENT PROJECTS**
Total Cost: **$555,913**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Transportation Enhancement Fund (318), SPLOST**



Project Description:
The purpose of this project is to implement various types of road improvement needs, including streetscaping, traffic signal improvements, signage, traffic calming, and others. $50,000 per year has been allocated for these types of projects. Additional funding has also been identified for the following specific projects:

- ***Sign Reflectivity Program***: The City will replace existing regulatory, warning, and guide signs to meet new Federal Highway Administration sign reflectivity requirements. As part of this program, street name signs will also be upgraded to incorporate the City's new logo. $40,000 has been allocated toward this program per year. This project was formerly a standalone project in the CIP, known as CIP-TRS-013.
- ***Street Light Globe Replacements, Suwanee Gateway:*** The City will replace 40 streetlight globes on Lawrenceville Suwanee Road, along the I-85 bridge and on both sides of the interstate. $25,000 has been allocated to this project for FY 15.
- ***PIB Landscaping Enhancements:*** If necessary, this funding is dedicated toward enhancing the median plantings on Peachtree Industrial Blvd. $25,000 has been allocated to this project for FY 15.
- ***Town Center Electric Vehicle Charging Station:*** The purpose of this project is to research, and if appropriate, install a charging station for electric vehicles in Town Center. Cost estimates vary widely for different types of charging stations and getting the electrical supply to the site; initial indications of cost range from $22,000 to $45,000 and above. Additional information and refined cost estimates will be identified in the study; $45,000 has been allocated to this project for FY 15.
- ***I-85 Bridge Enhancement:*** The purpose of this project is to replace the existing chain link fence for the bridge over I-85 with anodized aluminum fencing (simulated wrought iron fence). The existing fencing is in disrepair, and its replacement and enhancement will advance goals of both the I-85 Business District Plan and the 20/20 Vision strategic plan. $115,000 has been allocated for FY 16.

Project: **WESTERN GWINNETT BIKEWAY**
Total Cost: **$80,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **General Fund**



Project Description:
This is a Gwinnett County bike way project that will be located along Peachtree Industrial Blvd. through multiple jurisdictions and terminate in Suwanee city limits.

Downtown Development Authority

fiscal year 2014-2015

The Downtown Development Authority of Suwanee is a legally separate entity. The Authority's budget is approved by the City Council and has been included for informational purposes.

Statement of Service

The mission of the Downtown Development Authority (DDA) of the City of Suwanee is to revitalize, create, and historically preserve, and maintain Old Town Suwanee so that it is a symbol of community pride, making it the heart of the City, and a visible example of why Suwanee is a great place to live, work, play, invest, and do business.

Daily administrative operation of the DDA are funded in function 7520 Downtown Suwanee in the General fund. The City is providing $22,000 in funding to the DDA for fiscal year 2015 to support the façade grant program ($7,000) and historic register signage ($30,000).

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: Revenue 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 $22,000 to support the facade grant program and historic register signage.

SUMMARY OF REVENUES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Investment Income	$ 45	$ 49	$ 49	$ 100	$ 100
Contributions	4,270	2,781	900	11,200	11,200
Miscellaneous Revenues	-	200	-	1,200	1,200
Other Financial Sources	7,000	7,000	7,000	7,000	22,000
TOTAL	$ 11,315	$ 10,030	$ 7949	$ 19,500	$ 34,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 CURRENT	FY 2015 BUDGET
Purchased Professional & Technical	$ 3,790	$ 525	$ -	$ 3,000	$ 3,000
Other Purchased Services	6,557	5,247	-	8,500	8,500
Supplies	-	-	-	1,000	1,000
Other Costs	-	-	1,000	7,000	22,000
TOTAL	$ 10,347	$ 5,772	$ 1,000	$ 19,500	$ 34,500



Down town suwanee by **City of Suwanee**

STWP Short Term Work Program

2014-2018

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.

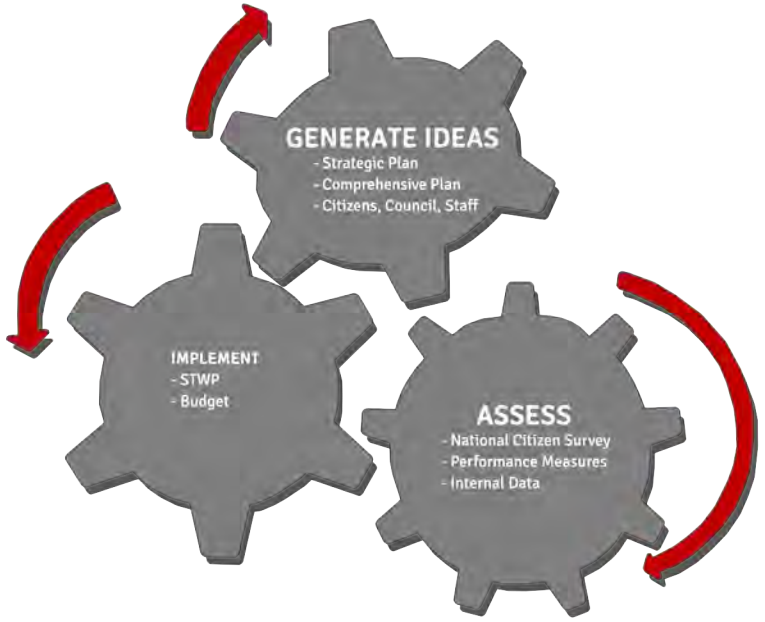
What is the STWP?

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 2014 will largely take place between January 1 and December 31, 2014.



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 2014 to 2018. 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.

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

The STWP is 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.
- **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.
- **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
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
ZBA: Zoning Board of Appeals

The STWP is not…

Suwanee has an excellent track record of accomplishing its STWP projects. However, 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.



Reflections by **Mike Howard**

2014 PROJECTS BY YEAR: Current projects

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
CURRENT PROJECTS						
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis.	X					City
Branding - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.	X	X	X	X		City
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.	X	X	X	X		City
Buford Highway Sewer & Underground Utilities - Evaluate in association with the reconstruction project	X	X				City
Business Incubation - Become more informed about business incubation and collaborative work environments.	X					City
Business Services Department - Create a new department to oversee Municipal Court, billing and collecting, and office administration.	X					City
Commercial Properties Inventory - Evaluate a program to include listings of commercial properties on the City's website.	X					City
Council Events - Create a committee and develop a policy concerning Council attendance at special events.	X					City
Downtown Suwanee Master Plan - Update master plan.	X	X				City
Municipal Court Sessions - Implement day sessions.	X					City
National Citizen Survey - Participate in survey.	X		X		X	City NRC
NGAA Venue - Work with the North Gwinnett Arts Association to locate a permanent space for the group's activities.	X					City; NGAA
Online Bill Payments - Complete full implementation.	X					City
Peachtree Industrial Blvd. Medians - Monitor quality of medians.	X					City
PlayTown Suwanee Birthday Party - Plan and host a 10th birthday party for PlayTown Suwanee.	X					City
Police Radio Communication System - Upgrade existing radio communication system.			X	X		City
Public Arts Master Plan - Develop a Public Arts Master Plan.	X	X				City Public Arts Master Plan
SDS Adoption - Prepare for the 2019 re-adoption of the Service Delivery Strategy.					X	City
Signage/Wayfinding -Implement wayfinding master plan.	X					City
Solar Power - Evaluate the costs and benefits of using solar power at City facilities.	X					City
Water System Rate Structure - Review the current rate structure.	X		X			City

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Explore viability of commercial/industrial annexation and, if appropriate, execute process.
TBD	Local	The logo is included on street and other signs to further develop the Suwanee brand.
$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.
Staff Time	Local	Visit other business incubator location(s) to determine if there is a strategy that would be beneficial and effective for Suwanee. Present to Council.
Staff Time	Local	Organization is restructured with a new department.
Staff Time	Local	Evaluate the feasibility of listing on the City's website commercial properties/spaces that are available. Present to Council.
Council Time	Local	Committee evaluates and develops a policy for Council consideration.
Staff Time plus consultant fees	Local	Update and adopt plan.
Staff Time	Local	Transition from evening sessions to day sessions.
$10,000/survey Staff Time	Local	Participate in survey every two years; distribute results.
TBD	TBD	NGAA has a permanent space in Suwanee.
Unknown	Local	All modules have access to online bill payments.
$275,000	Local	Complete warranty work and ensure project is completed according to standards.
Staff Time $4,000	Local	Plan a 10th birthday party for PlayTown Suwanee, to be held in June 2014; include on events schedule.
$500,000-$750,000	Local	Budget for and install system.
$50,000	Local	Plan is adopted by Council.
Staff Time	Local	SDS agreement is adopted by Gwinnett County and the municipalities.
Staff Time TBD	Local	New and replacement wayfinding signage is installed according to the master plan.
Staff Time	Local	Evaluate and report to Council.
Staff Time	Local	Evaluate and update, if needed.

2014 PROJECTS BY YEAR: Ongoing Projects

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
ONGOING PROJECTS						
Chamber After Hours Event - Partner with Gwinnett Chamber of Commerce to host a "business after-hours event."	X	X	X	X	X	City Chamber of Commerce
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	X	X	X	X	X	City
Citizen Engagement - Measure and track levels of citizen engagement.	X	X	X	X	X	City
Citizens Police Academy - Support program and participate in leadership component of Citizens Police Academy.	X	X	X	X	X	City Staff City Council
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	X	X	X	X	X	City
City Properties Inventory - Maintain an inventory of all City-owned properties.	X	X	X	X	X	City
Communications Technology - Produce videos, podcasts, etc. for City projects and initiatives.	X	X	X	X	X	City
Comprehensive Plan - Conduct annual review of comprehensive plan.	X	X	X	X	X	City
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City.	X	X	X	X	X	City
Design Guidelines - Implement Comprehensive Plan Design Guidelines.	X	X	X	X	X	City
Downtown Suwanee Master Plan - Implement projects in plan.	X	X	X	X	X	City DDA
Economic Indicators - Track economic indicators for the Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	X	X	X	X	X	City
Facility Maintenance - Fund and implement the maintenance plan for City facilities.	X	X	X	X	X	City
GMA Essay Contest - Promote and support GMA's "If I Were the Mayor" essay contest for 6th grade students.	X	X	X	X	X	City
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	X	X	X	X	X	City
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	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.	X	X	X	X	X	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board
Litter Removal Program - Remove litter from parks, greenways, road right-of-ways, etc.	X	X	X	X	X	City
MS4 Operating Permit - Complete permit requirements and renew as necessary.	X	X	X	X	X	City, Consultant

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Host event.
Staff Time	Local	Increased subscriptions to Suwanee Connects, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups.
Staff Time	Local	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.
Staff & Council Time	Local	Conduct 2 sessions per year; Council will participate in leadership component of each session.
Staff & Countil 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.
TBD	Local	Use technology, such as video, podcasts, etc. to help communicate the story of various City projects and initiatives.
Staff Time	Local	Undertake yearly update.
Staff Time	Local	The City has an adequate road network.
Staff Time	Local	Review projects for conformance during zoning and development process.
Varies	Local, County, State	Incorporate projects in CIP; complete projects, as appropriate.
Staff Time	Local	Staff will present quarterly reports at workshops.
Varies	Local	Incorporate into CIP; fund in annual budget; complete projects.
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 & Council Time	Local	Legislators are invited to visit Suwanee and meet with Council and staff annually.
TBD	Local, County, State of Georgia	Identify and complete projects.
Staff, Board & Council Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.
$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.
$75,000/year	Local	Complete necessary requirements to maintain permit.

2014 PROJECTS BY YEAR: Ongoing Projects

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
ONGOING PROJECTS (CONTINUED)						
Park Enhancements - Implement enhancements to the City's park system.	X	X	X	X	X	City
Pedestrian Bicycle Plan Implementation - Construct Tier 1 projects to create pedestrian connections.	X	X	X	X	X	City
Public Art Ordinance - Evaluate ordinance requirements and processes.	X	X	X	X	X	City; Public Arts Commission
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements.	X	X	X	X	X	City
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	X	X	X	X	X	City Gwinnett County
Short Term Work Program - Update STWP annually.	X	X	X	X	X	City
Strategic Plan Implementation - Implement projects and initiatives in the adopted 20/20 Vision Plan.	X	X	X	X	X	City Others
Suwanee Gateway - Undertake targeted blight removal projects in Suwanee Gateway.	X	X	X	X	X	City Others
Suwanee Gateway Code Enforcement - Enhance attention and efforts in Suwanee Gateway.	X	X	X	X	X	City
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD.	X	X	X	X	X	City
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion.	X	X	X	X	X	City
Water Regulations - Implement various water-related requirements.	X	X	X	X	X	City
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	X	X	X	X	X	City
Water System Strategy - Develop long-term strategy for water system.	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.	X	X	X	X	X	City

Estimated Cost*	Funding Source	Success Measure
TBD	Local SPLOST	Implement the 2010 Parks Enhancements Plan to add enhancements to existing park facilities.
$1,430,000	SPLOST	Bid, design, and construct Tier 1 projects of the adopted PBP.
Staff Time	Local	Monitor and evaluate the effect of the public art ordinances and processes; report to Council.
Varies depending on project	SPLOST Local funds	The infrastructure is safe and well-maintained; congestion is reduced on the local road network.
$3,000,000	SPLOST Local	Incorporate projects into CIP; annual program is conducted to maintain local roads.
Staff Time	Local	Undertake yearly update.
TBD	TBD	Implement projects and initiatives; track and report on implementation.
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	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.
Unknown, Increased Staff Resources	Local	Maintain updated regulations, such as NPDES, Soil & Erosion Control, N. Ga. Water Planning District, etc.
Varies	Local	The infrastructure is well-maintained.
Varies	Local; Water Fund	Incorporate projects in CIP; complete projects, as appropriate.
Staff Time	Local	Ongoing; identify and present amendments, as needed.

2014 PROJECTS BY YEAR: Future Projects

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
FUTURE PROJECTS						
200th Anniversary Celebration - Plan a 200th anniversary celebration of Suwanee's founding.			X	X		City
Delay Property - Masterplan the property.			X	X		City
Police CALEA - Maintain accreditation.			X			City
Police State Certification - Maintain state certification.			X			City
Public Art SculpTour - Continue two-year program.		X		X		City; Public Arts Commission; Suwanee Arts Partnership
Solid Waste Services - Evaluate the need, benefits, and challenges of providing solid waste services.					X	City

Estimated Cost*	Funding Source	Success Measure
Staff Time; TBD	Local	Develop plans to celebrate the 200th anniversary of Suwanee's founding in 2017.
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.
Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2016).
Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2016).
Staff Time; TBD	Donations	Solicit donations and sculptures to install on biennial basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
Staff Time; TBD	Local	Evaluate feasibility and appropriateness of a program; report back to Council.

2014 PROJECTS BY YEAR: Policy Statements

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
POLICY STATEMENTS						
Annexation - Continue efforts to annex property in close proximity to the City limits.	X	X	X	X	X	City
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	X	X	X	X	X	City
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City
Awards - Seek awards from local and national organizations.	X	X	X	X	X	City
Board Training - Enhance training and knowledge of Boards & Commissions.	X	X	X	X	X	City Board Members
City Services - Maintain high levels of City services.	X	X	X	X	X	City Consultants Contractors Vendors, etc.
Code Enforcement - Effectively balance code enforcement with pragmatism.	X	X	X	X	X	City
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	X	X	X	X	X	City
Community Aesthetics - Emphasize community aesthetics throughout the City.	X	X	X	X	X	City
Community Policing - Continue to implement and expand community oriented policing programs.	X	X	X	X	X	City Neighborhood groups
Commuter Rail - Promote commuter rail station in Suwanee.	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	X	X	X	X	X	City
Cultural Arts Center - Support the construction and development of a performing arts/cultural arts center in Suwanee.	X	X	X	X	X	City Others
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.	X	X	X	X	X	City
Driver Speeding - Undertake education efforts to reduce driver speeding.	X	X	X	X	X	City
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	X	X	X	X	X	City Chamber

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
$4,275,000	SPLOST Local	The infrastructure is safe and well-maintained.
$840,000	SPLOST Local	The infrastructure is safe and well-maintained.
Staff Time	Local	The City receives positive recognition.
$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).
Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
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	Address in local plans and regulations; review projects for conformance during zoning and development process.
Staff Time	Local	Expand PACT program; increase citizen participation in PACT.
Staff Time	Varies	Project is included in State's Work Plan.
Staff Time	Local	Undertake yearly update.
Staff Time	Varies	A facility is developed in Suwanee.
$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
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.
Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.

2014 PROJECTS BY YEAR: Policy Statements

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
POLICY STATEMENTS (CONTINUED)						
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	X	X	X	X	X	City Board of Education
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City
Facility Maintenance - Ensure long-term maintenance of City facilities.	X	X	X	X	X	City
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	X	X	X	X	X	City
Higher Education Recruitment - Work to recruit higher education institutions to Suwanee.	X	X	X	X	X	City
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	X	X	X	X	X	City
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	X	X	X	X	X	City
Land Use - Carefully monitor non-residential land use allocations.	X	X	X	X	X	City
Land Use - Promote cooperation with Gwinnett County and surrounding cities regarding rezoning of properties near the City.	X	X	X	X	X	City County Nearby municipalities
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	X	X	X	X	X	City
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	X	X	X	X	X	City
Main Street Program - Promote program in community**.**	X	X	X	X	X	City DDA Citizens"
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	X	X	X	X	X	City GwDOT GaDOT
Park Ambassador Program - Support program.	X	X	X	X	X	City Volunteers
Parking Facility(ies) - Monitor options, as appropriate.	X	X	X	X	X	City
Partnership Gwinnett - Financially support Partnership Gwinnett.	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.	X	X	X	X	X	City County
Police Fleet, New Vehicles - As operating budget allows and needs arise, add vehicles to existing fleet to accommodate additional officers.	X	X	X	X	X	City

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
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.
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.
TBD	Local	Identify higher education needs; market local assets to assist in recruiting institutions.
Staff Time, plus costs TBD	Local, TBD	External entry rooms are reduced and the renovation or construction of internal entry rooms is encouraged.
Staff Time	Local	Evaluate during zoning decisions.
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."
Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
		Continue support of Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and other organizations that promote local businesses.
Staff Time	Local	Community is aware of program.
TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
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.
TBD	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
TBD	Local	Allocate money annually in budget and contribute to Partnership Gwinnett.
TBD	Local; Gwinnett County	Construct new facilities.
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.

2014 PROJECTS BY YEAR: Policy Statements

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
POLICY STATEMENTS (CONTINUED)						
Police Fleet, Replacement Vehicles - Retire and replace police fleet vehicles, as appropriate.	X	X	X	X	X	City
Police Substation & Training Facility - Promote as a regional facility.	X	X	X	X	X	City
Public Art - Make public art an important component of Suwanee.	X	X	X	X	X	City
Public Works Equipment, New - Acquire additional equipment to supplement current inventory, as appropriate.	X	X	X	X	X	City
Public Works Equipment, Replacement - Retire and replace existing equipment, as appropriate.	X	X	X	X	X	City
Rail - Remain informed of opportunities for rail service to/through Suwanee.	X	X	X	X	X	City Gwinnett County Georgia DOT
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	X	X	X	X	X	City Gwinnett County Georgia DOT
Special Events - Continue City's involvement as Special Events Coordinator.	X	X	X	X	X	City
Staffing - Recruit and retain quality employees.	X	X	X	X	X	City
Stormwater Funding - Continue to analyze funding options, including stormwater utility.	X	X	X	X	X	City
Strategic Anchor Points - Reinforce use of anchor points.	X	X	X	X	X	Council Staff
Suwanee Gateway - Undertake multiple impactful efforts in the Gateway area	X	X	X	X	X	City Others
Town Center - Continue promotion and development of a mixed-use Town Center.	X	X	X	X	X	City DDA Private Sector
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	X	X	X	X	X	City
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	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
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
TBD	TBD	Promote the use of the facility as a regional training center for public safety education.
Staff Time; TBD	Local; Donations	Dedicate 1% of City construction projects to public art; support Public Arts Commission and other organizations; other initiatives TBD.
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.
TBD	TBD	Remain informed and examine opportunities as they arise.
Unknown	GwDOT GaDOT	Remain informed of funding and construction opportunities; promote construction.
$75,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.
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.
Staff Time	Local	Current issues and conditions of infrastructure are monitored, along with potential funding options, and reported to Council, as appropriate.
N/A	N/A	Reinforce the use of the anchor points adopted in 2011 when making strategic decisions: Suwanee Quality; Unique; Remarkable; Visionary.
TBD	Local TBD	The City will undertake a proactive, multi-pronged approach to efforts in the Suwanee Gateway.
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.
Staff Time	Local	Utilize directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.
Staff Time	Local	Transit extends to appropriate locations in City.



Fun Run by **R. Scott Quady**


Supplemental
Information
fiscal year 2014-2015

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:

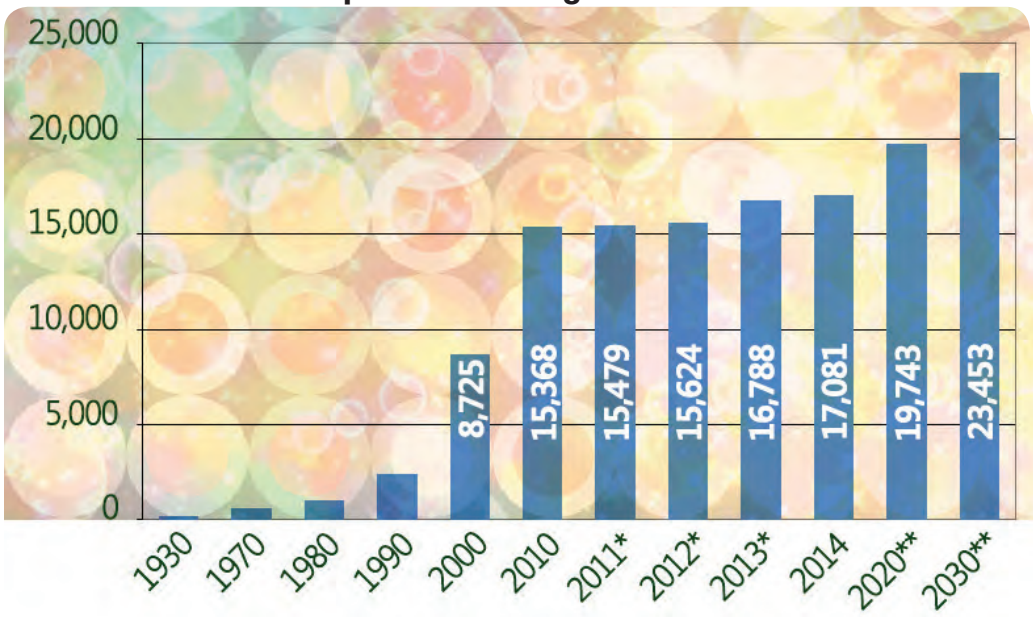
The governing authority of the City consists of a five-member City Council and Mayor. The Mayor and all Councilmembers are elected at large, serving staggered four-year terms. Suwanee operates under a council-manager form of government in which the City Council hires a professional manager to handle 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:

Population Change



Area:

10.93 square miles (6,998 acres)

Altitude:

The City's elevation ranges from 900 to 1,200 feet above sea level, and the terrain is rolling.

Climate:

Average Temperature:
January - 41.0 Degrees Fahrenheit
July - 78.8 Degrees Fahrenheit
Avg. Mean Temp: 61.3 Degrees Fahrenheit

Average Rainfall:
50.77 Inches Annually
Prevailing Winds: NW,
Mean Speed 0 9.1 MPH

Humidity:
80 - 90% Mornings
50 - 60% Afternoons

Miles of Roads:

The City maintains approximately 63 miles of streets

Number of Street Lights:

Approximately 981

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*	16,788
2014	17,081
2020**	19,743
2030**	23,453

* *Estimated population 2011 - 2014 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 359 metered customers. The current average consumption of water from the City's water system is approximately 47,612 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	
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	
2013	115	25,488,011	307	55,958,089	(3)

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.
(3) Increase in construction values largely due to a significant commercial expansion valued at over $8 million, plus 2 new commercial facilities valued at over $15 million.

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:

- One of three "Best Small Cities to Raise a Family," RealEstate.com (2014)
- Distinguished Budget Presentation Award for fiscal year 2014 budget, Government Finance Officers Association (2014)
- Included in top 10 list of "Best Cities for Homeownership in Georgia," NerdWallet.com (2014)
- 2013 CREATE Community Award from the Atlanta Regional Commission in the Arts & Culture category for the City's public arts initiative.
- Best Creative Idea, Gold, for Suwanee Day sponsor gifts, Southeast Festivals and Events Association (2014)
- Best Event Photo, Bronze, Southeast Festivals and Events Association (2014)
- Community Impact Award – Arts Leader for public arts initiative, presented by ArtWorks! Gwinnett (2014)
- Green Community "bronze level" re-certification, Atlanta Regional Commission (2014)
- Voice of the People Awards for Excellence in three different categories (code enforcement, overall City services, and parks) from the International City/County Management Association and National Research Center (2013)
- Award of Excellence (third place) from the City-County Communications and Marketing Association in Printed Publications – Reports category for Popular Annual Financial Report. (2013)
- Popular Annual Financial Reporting Award, Government Finance Officers Association, 2013 Annual Report (2014)
- 10 Best Towns for Families, Family Circle magazine (2013)
- Certificate of Distinction for superior performance management from the International City/County Management Association; one of only eleven jurisdictions throughout the country to receive such recognition (2014)

Assessed and Estimated Value of Taxable Property(1) - Last 10 years

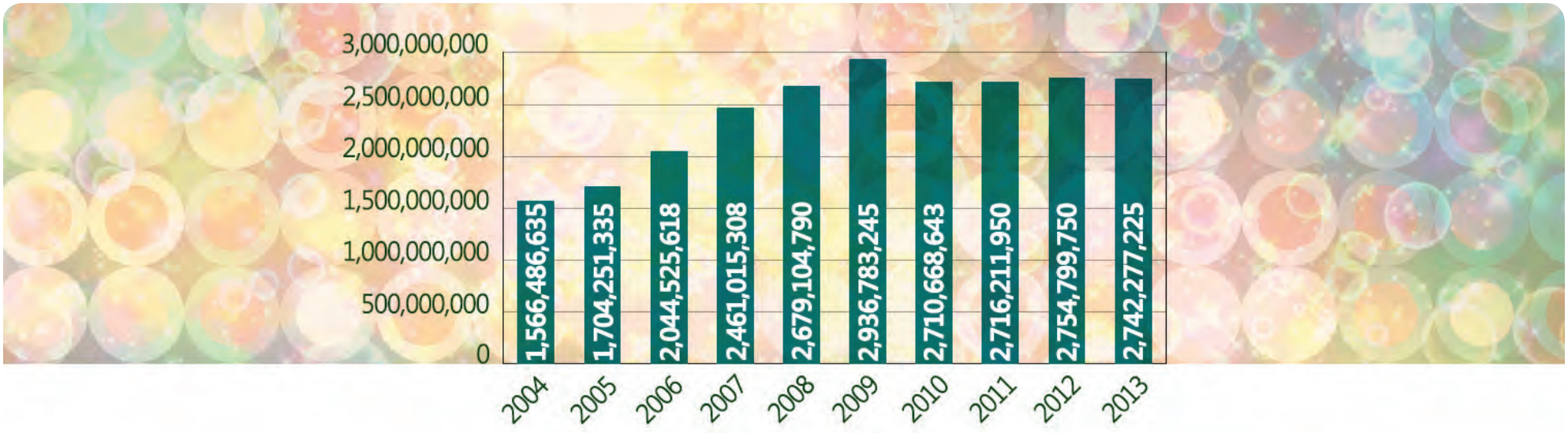
	Real & Personal Property		Motor Vehicles		Total		
Calendar Year	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessment Ratio
2004	589,484,024	1,473,710,060	37,110,630	92,776,575	626,594,654	1,566,486,635	40%
2005	645,191,424	1,612,978,560	36,509,110	91,272,775	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	1,055,282,000	2,638,205,000	46,637,900	116,594,750	1,101,919,900	2,754,799,750	40%
2013	1,020,357,260	2,550,893,150	51,763,830	129,409,575	1,072,129,730	2,680,324,325	40%

NOTE:

(1) Tax digest gross values before exemptions.

Source: Consolidated Digest Reports provided by Gwinnett County Tax Commissioner's Office

Estimated Taxable Property 2004-2013



PROPERTY TAX LEVIES & COLLECTIONS last ten fiscal years

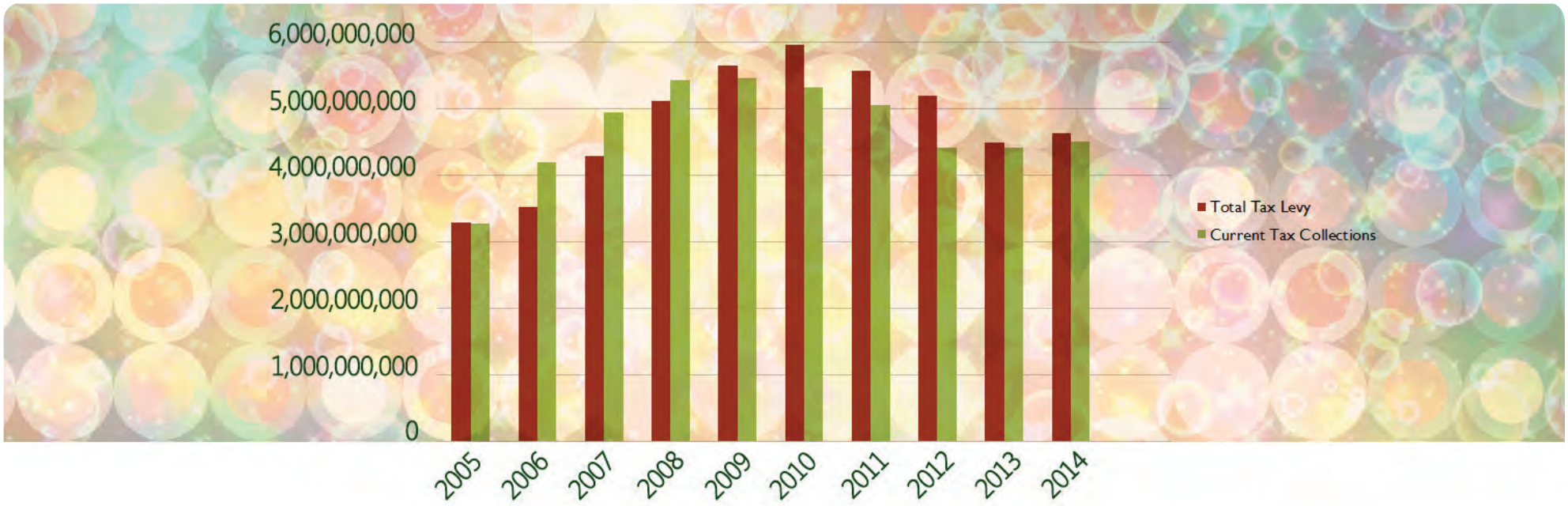
Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date		Outstaning Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
					Amount	Percent of Levy		
2005	$ 3,291,780	$ 3,266,243	99.2%	$ 36,606	$ 3,291,780	100%	$ 132,844	4.0%
2006	3,518,199	4,201,861	119.4%	250,700	3,516,943	100%	354,740	10.1%
2007	4,296,745	4,948,534	115.2%	93,136	4,294,997	100%	272,965	6.41%
2008	5,113,824	5,441,113	106.4%	149,772	5,098,256	100%	247,824	4.8%
2009	5,655,551	5,467,352	96.7%	185,732	5,626,845	99%	311,371	5.5%
2010	5,972,640	5,323,252	89.1%	449,609	5,916,961	99%	739,476	12.4%
2011	5,568,361	5,056,083	90.8%	179,056	5,502,308	99%	592,526	10.6%
2012	5,192,082	4,422,212	85.2%	79,177	5,135,260	99%	547,264	10.5%
2013 [2]	4,498,518	4,422,212	98.3%	144,919	4,422,212	98%	302,137	6.7%
2014 [3]	4,629,368	4,507,447	97.4%	-	4,507,447	97%	206,999	4.5%

NOTES:

(1) Relates to preceding calendar year digest.

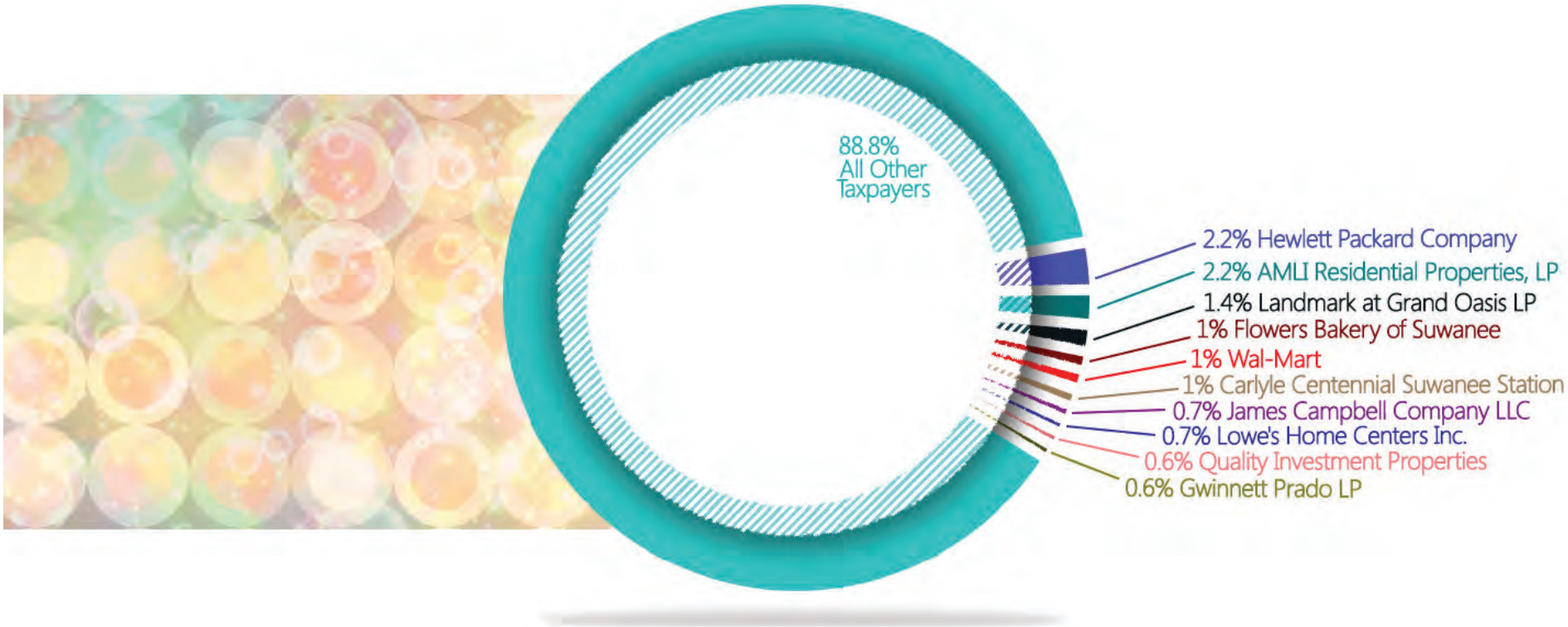
(2) Projected for fiscal year 2013. In fiscal year 2013, Suwanee lowered its millage rate from 5.65 to 4.93. The reduction in total tax levy is a result of the millage reduction and not a reduction in property tax values.

(3) Projected value for FY 2014.



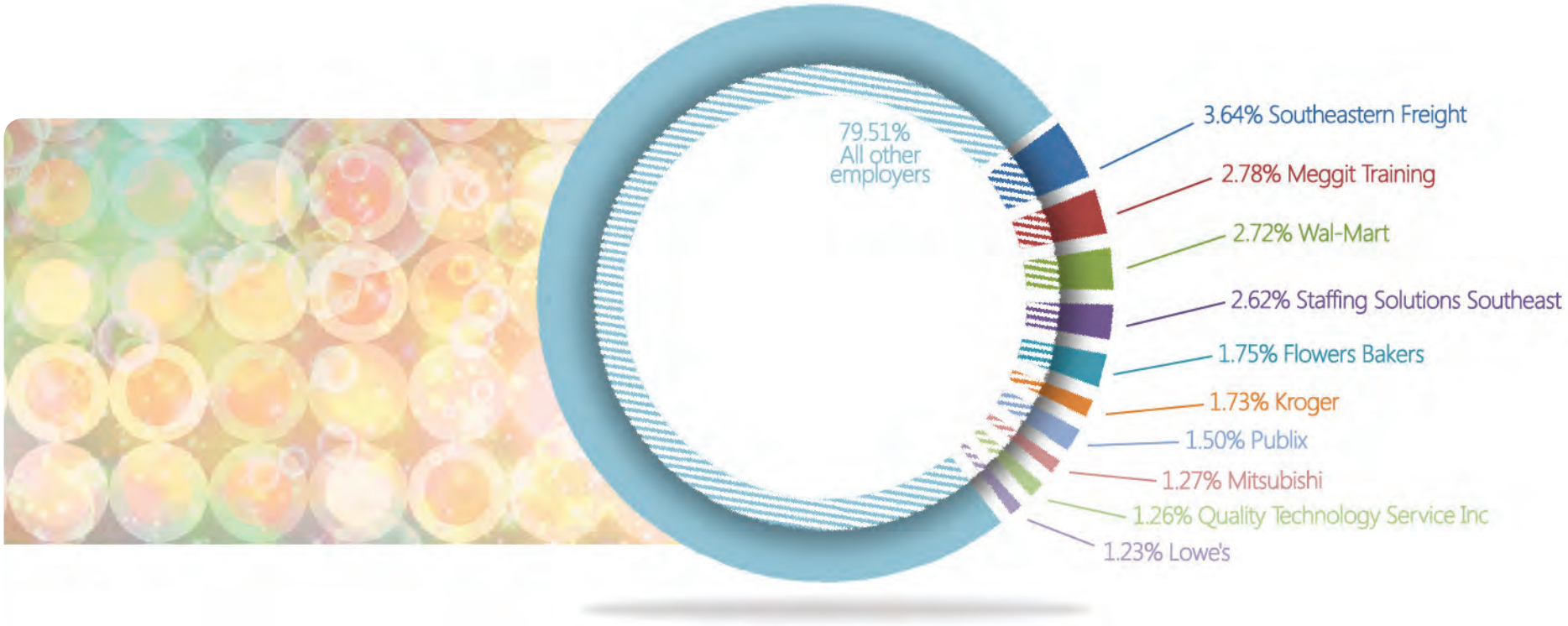
PRINCIPAL TAX PAYERS june 30, 2014

Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation	Current Year Tax Levy	Percentage of Current Year's Tax Levy
Hewlett Packard Company	Technology	$ 23,850,980	2.2%	$ 117,585	2.7%
AMLI Residential Properties, LP	Apartments	23,600,000	2.2%	116,348	2.6%
Landmark at Grand Oasis LP	Apartments	14,835,380	1.3%	73,138	1.7%
Flowers Bakery of Suwanee	Bakery Products	10,855,330	1.0%	53,517	1.2%
Wal-Mart	Retail	10,605,280	1.0%	52,284	1.2%
Carlyle Centennial Suwanee Station	Apartments	10,520,000	0.9%	51,864	1.2%
James Campbell Company LLC	Office/Warehouse	7,276,800	0.7%	35,875	0.8%
Lowes Home Centers, Inc.	Retail	7,207,400	0.7%	35,532	0.8%
Quality Investment Properties	Data Center	7,090,080	0.6%	34,954	0.8%
Gwinnett Prado LP	Retail	7,038,800	0.6%	34,701	0.8%
All Other Taxpayers		974,030,840	88.8%	3,772,110	86.2%
		$ 1,096,910,890	100.0%	$ 4,377,909	100.0%



TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
Southeastern Freight	375	1	3.64%
Meggit Training	287	2	2.78%
Wal-Mart	280	3	2.72%
Staffing Solutions Southeast	270	4	2.62%
Flowers Bakers	180	5	1.75%
Kroger	178	6	1.73%
Publix	155	7	1.50%
Mitsubishi	131	8	1.27%
Quality Technology Service, Inc.	130	9	1.26%
Lowe's	127	10	1.23%



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 City Manager budget to City Council.

The following is a summary of larger dollar items (over $10,000) for FY 2015 that were included in the City Manager's adopted budget.

Big Ticket Items Included in the General Fund Budget

Function	Description	Amount
All	Salaries	$ 5,249,150
All	Overtime	57,500
All	FICA	329,690
All	M-Care	77,760
All	Retirement	396,860
All	Group health	1,116,800
All	Wellness program	14,700
All	Other employee benefits	66,220
All	Workers compensation	265,430
All	Gasoline fuel usage	181,780
All	Property/casualty insurance	255,900
1110	GWMA City contribution	30,000
1500	Pension acturial and benefit attorney	34,000
1512	Annual audit	40,700
1530	Annual attorney fees	52,180
1535	Information technology consulting	124,000
1535	Software annual license fees	38,850
1535	New IT programs	22,000
1565	City Hall operating costs	163,500
1570	Newsletter production & printing	56,000
2650	Court operating cost	13,500
3223	Fleet repairs (Police)	52,040
3223	2 Police vehicle (replacement)	75,680
3224	Police annual software fees	24,900
3260	Police station operating costs	80,200
3261	Police sub-station operating costs	51,200
3270	Dispatch software fees	$ 103,820
3270	CodeRed	11,800
4100	Repairs (Public Works)	62,000
4100	Electricity outdoor lighting (street lights)	219,600
4100	Inmate work crew (rights-of-way maintenance)	40,300
4100	Park water usage	38,200
4100	Mowers	16,700
4221	Street sweeping (contracted)	18,500
4221	Landscape management rights-of-way (contracted)	102,400
4250	MS4 permit requirements	50,300
6190	Events	141,500
6220	Park landscape management & tree removal	91,700
6220	Park repairs	42,900
6220	Park site improvements	26,000
7400	Professional services (planning)	33,000
7400	Downtown Master Plan	95,000
7400	Arbor Day	30,710
7510	Public Art Master Plan	50,000
7510	Partnership Gwinnett	20,000
7520	Downtown Suwanee funding	92,480
9100	Capital projects transfer	156,710

Total Big Ticket Items	**$ 10,314,160**
Total Budget	**$ 11,179,880**
% Summarized	**92%**



Fun by **City of Suwanee**


Glossary
fiscal year 2014-2015

Definitions

The budget document contains specialized and technical terminology that is unique to public finance and budgeting. The following definitions are provided to assist the reader in understanding these terms.

Account: A separate financial reporting unit. All budgetary transactions are recorded in accounts.

Account Number: A line item code that defines the fund, function, and object for an appropriation.

Accounting System: The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting: The method of accounting under which revenues are recorded in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Ad Valorem Tax: Commonly referred to as property taxes. These charges are levied on all real and certain personal property according to the property's assessed valuation and the tax rate.

Adopted Budget: Term used to describe revenues and expenditures for the upcoming year beginning July 1st as adopted by City Council.

Advanced Refunding: A transaction in which new debt is issued to provide monies to pay interest on old, outstanding debt as it becomes due; and to pay the principal on the old debt either as it matures or at an earlier call date.

Appraised Value: The market value of real and personal property located in the City as of January 1st each year, determined by Gwinnett County Tax Commissioner Office.

Appropriation: A specific amount of money authorized by City Council for the purpose of providing or acquiring goods and services.

Appropriation Resolution: The formal statement approved by the City Council which shows budgeted revenues and expenditures for the approaching fiscal year.

Assessed Property Value: The value set upon real estate or other property by the Gwinnett County Assessor and the State as a basis for levying taxes. The assessed value in the state of Georgia is 40 percent of the fair market value.

Assets: Property owned by a governmental unit which has monetary value.

Assigned Fund Balance: Assigned fund balance includes the portion of fund balance that reflects the City's intended use of resources. Such intent was established by formal action of the City Council. Modifications require action by the City Council.

Audit: The examination of documents, records, reports, systems of internal control, accounting and financial procedures.

Authorized Position Resolution: The formal statement approved by the City Council that outlines the approved positions for the approaching fiscal year.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves and balances of a fund as of a specific date.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A certificate of debt issued by an entity guaranteeing payment of the original investment plus interest by a specified future date.

Bond Proceeds: The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These monies are used to finance the project or purpose for which the securities were issued, and to pay certain costs of issuance as may be provided in the bond contract.

Bonded Indebtedness: That portion of indebtedness represented by outstanding bonds.

Budget: A financial plan for a specified period of time that matches all planned revenues and expenditures to planned services.

Budget Authority: Under certain circumstances, the City Council may adjust the budgeted appropriations for reasons unforeseen at the time of the adoption of the original budget. Such amendments are made by Council. The City Manager may make transfers of appropriations within a function.

Budget Calendar: The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

Budget Document: The official publication that outlines the financial plan as supported by City Council.

Budget Message: A general discussion of the proposed budget as presented by the City Manager to City Council.

Budget Resolution: The formal statement approved by City Council which shows budgeted revenues and expenditures for the approaching fiscal year.

Business License Tax: This is a general tax of business for the privilege of conducting business within the city limits. Rates are set at each city's discretion but may not be discriminatory or confiscatory.

Capital Improvement Program (CIP): A plan for capital expenditures to be incurred each year over a five year period. This plan specifies the resources estimated to be available to finance the projected expenditures with costs of at least $10,000.

Capital Outlay: Expenditures which result in the acquisition of a fixed asset, such as equipment, vehicles, building improvements or major repairs.

Capital Project Budget: A financial plan for construction of physical assets such as buildings, streets, and recreation facilities. The time period usually expands more than one fiscal year.

Chart of Accounts: The classification system used by the City to organize the accounting for various funds.

City Council: The Mayor and five Council members collectively acting as the legislative and policymaking body of the City.

Comprehensive Annual Financial Report (CAFR): This report is published to provide the Council, representatives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.

Commission on Accreditation for Law Enforcement Agencies (CALEA): The primary purpose of the Commission is to improve law enforcement services by creating a national body of standards developed by law enforcement professionals. It recognizes professional achievements by establishing and administering an accreditation process through which a law enforcement agency can demonstrate that it meets those standards.

Committed Fund Balance: Committed fund balance represents resources the use of which is constrained by limitation that the government imposes upon itself at the highest level of decision making, City Council, and can only be removed by formal action equivalent to the action taken to impose it.

Contractual Services: The cost related to services performed for the City by individuals, businesses or utilities.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time.

Debt Limit: A maximum amount of debt that may be legally incurred. A debt limit usually only applies to general obligation debt, and is most often expressed as a percentage of the taxable value of property in a jurisdiction.

Debt Service: Interest and principal payments associated with the issuance of bonds.

Debt Service Fund: A fund established to finance and account for the payment of interest and principal on all general obligation bonds, special assessments and revenue debt issued or serviced by another governmental entity.

Deficit: An excess of expenditures or expense over revenues and resources.

Delinquent Taxes: Taxes that remain unpaid on and after December 20th which a penalty for non-payment is attached.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Digest: The tax digest is a comprehensive list of all taxable and non-taxable property in the city.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficient, organized, and easily readable budget documents.

Effectiveness: The degree to which a program or procedure is successful at achieving its goals and objectives.

Efficiency: The degree to which a program or procedure is successful at achieving its goals and objectives with the least use of resources.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Ending Fund Balance: The excess of the fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

Enterprise Fund: A self-supporting fund designed to account for activities supported by user charges.

Equipment: Tangible property of a permanent nature which is useful in carrying on operations, such as machinery, tools, and furniture.

Estimated Revenue: The amount of projected revenue to be collected during a fiscal year.

Excise Tax: A levy on a specific type of transaction at a rate specific to that transaction. Also known as a selective sales tax.

Expenditures: Costs of goods received or services rendered.

Fiduciary Fund: A fund used to report and record assets held in trust or as in an agency capacity for others.

Financial Policies: Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.

Fiscal Year: Any period of 12 consecutive months designated as the budget year. The City's fiscal year begins on July 1st and ends on June 30th.

Fixed Assets: Assets of long-term character, which are intended to continue to be held or used, such as building, machinery and equipment.

Franchise Fees: Fees paid to a municipality from a franchisee for the use of city streets and right-of-ways. Businesses required to pay franchise fees include utilities such as gas, electricity, cable television, and telephone.

Function: A group of related activities aimed at accomplishing a major service or regulatory program.

Fund: A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance: The difference between a fund's assets and its liabilities. Portions of the fund balance are presorted into four categories: restricted, committed, assigned and unassigned.

Fund Group: A group of funds which are similar in purpose and character.

General Fund: The operating fund used to account for revenues and expenditures which are not accounted for in other funds, and which are used for the general operating functions. Revenues are derived primarily from general property taxes, charges and fees, excise taxes, and fines. General fund expenditures include the cost of the general operations and transfers to other funds.

General Obligation Bonds: Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the general fund. These bonds are backed by the full faith and credit of the issuing government. General obligation bonds distribute the cost of financing over the life of the improvement so that future users help to repay the cost.

Goal: A statement of broad direction, purpose or intent based on the needs of the community.

Government Accounting Standards Board (GASB): A governmental accounting standard setting body, which is the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States. It is a private, non-governmental organization. The GASB issues Statements, Interpretations, Technical Bulletins, and Concept Statements defining accounting standards for state and local governments.

Governmental Fund: A fund used to account for mainly tax-supported activities.

Grant: A contribution by a government or other organization to support a particular project.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as streets and roads, sewers, public buildings, and parks.

Interest Rate: The annual yield earned on an investment, expressed as a percentage.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, or lease payments.

Lease Purchase: Method of financing used for the acquisition of improvements. Title to the property transfers to the City at the expiration of the lease terms.

Legally Adopted Budget: The total of the budget of each City fund including budgeted transactions between funds.

Levy: The total amount of taxes, special assessment or service charges imposed by a governmental unit.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Licenses and Permits: Revenues in this category are charges designed to reimburse the City for costs of regulating the activities being licensed.

Line Item Budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maintenance: The upkeep of physical properties in condition for use or occupancy.

Millage Rate: The ad valorem property tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

Modified Accrual Accounting: The basis of accounting under which expenditures are recorded as soon as they result in liabilities for benefits received and revenue is recorded when received. The extent of modification varies in practice, depending upon the accountant's judgment.

Net Assets: The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

Net Bonded Debt: Gross bonded debt less any cash or other assets available and earmarked for its retirement.

Net Budget: The legally adopted budget less all interfund transactions. Interfund transactions representing transfers and interfund reimbursements are subtracted from the legally adopted budget amount to prevent being double counted from the perspective of the entire budget.

Object: As used in expenditure classification, this term applies to item purchased or the service obtained, such as personal services, purchased property services, other purchased services, supplies and capital outlay.

Objective: Serving as a goal; being the object of a course of action.

Ordinance: A formal legislative enactment by the governing board of a municipality.

Overlapping Debt: The proportionate share that residents, within the reporting government, must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.

Pay-As-You-Go: Method of payment for equipment or property using funds currently available without going into debt.

Paying (Fiscal) Agent Fees: Fees paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.

Performance Measures: Specific quantitative measures of work performed within a department.

Personal Property: Mobile property not attached permanently to real estate, including tangible property (such as furniture, equipment, inventory, and vehicles) and intangible property (such as stocks, taxable bonds, and cash).

Personal Services: The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

Policy: A set of guidelines used for making decisions.

Productivity: A measure of the increase of service output of City programs compared to the per unit of resources input invested.

Projected: Estimation of revenues and expenditures based on past trends, current and expected economic conditions, and future financial forecasts.

Property Tax: A tax levied on the assessed value of real, public utility, and personal property.

Proprietary Fund: A fund to account for activities that focus on operating income and cash flows. Such activities are often business like whether internal or external in operations.

Public Hearing: The portions of open meetings held to present evidence and provide information on both sides of an issue.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of specific services.

Real Property: Immobile property; examples are land, natural resources above and below the ground, and fixed improvements to the land.

Refunding: The issuance of new debt whose proceeds are used to repay previously issued debt.

Resolution: A special order of the City Council, which has a lower legal standing than an ordinance.

Restricted Fund Balance: Restricted fund balance encompasses the net fund resources subject to externally enforceable legal restrictions. Such restrictions would include 1) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or 2) imposed by law through constitutional provisions or enabling legislation.

Revenues: Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

Revenue Appropriation: A designated portion of a fund allocated and appropriated in order to meet potential liabilities during a fiscal year.

Revenue Bond: Bond secured by the revenues of the specific operation being financed.

Service Level: Measurement of services provided by the City to the public.

SPLOST Special Purpose Local Option Sales Tax: Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the special purpose local option sales tax also applies to sales of motor fuels and groceries.The City's share of voter-approved Gwinnett County SPLOST funds allow the City to proceed with capital improvement projects, without placing additional pressure on operating budgets or tax rates.

Special Revenue Fund: A fund defined to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

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

Supplies: Expenditures or expenses for supplies that ordinarily are consumed within a fiscal year and which are not included in inventories.

Tax Allocation District (TAD): The Georgia Redevelopment Powers Law gives cities and counties the authority to issue bonds to finance infrastructure and other redevelopment costs within a specifically defined area. A tax allocation district is a contiguous geographic area within the redevelopment area defined and created by resolution of the local legislative body for the purpose of issuing tax allocation bonds to finance the redevelopment costs within that area.

Tax Rate: The amount of tax stated in terms of a unit of the tax base.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

Transfers In/Out: Amount transferred from one fund to another to assist in financing the services of the recipient fund.

Unassigned Fund Balance: Unassigned fund balance includes fund balance that has not been reported in any other classification.

URA- Urban Redevelopment Agency: The Urban Redevelopment Agency of the City of Suwanee was established as a legally separate entity. The Agency provides a means to issue revenue bonds for development within the City.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Workloads: A measure of the services provided.

ADVANCE	Avoid Drug Violence and Negative Choices Early
ALI	Automatic Location Identifier
ANI	Automatic Number Identification
ARC	Atlanta Regional Commission
ARRA	American Recovery and Reinvestment Act of 2009
ATP	Alternative Transportaion Plan
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDL	Commercial Driver's License
CID	Community Improvement District
CIP	Capital Improvement Program
COPS	Community Oriented Policing Services
CSI	Courtroom Solutions I
CMV	Commercial Motor Vehicle
DA	District Attorney
DDA	Downtown Development Authority
DMVS	Department of Moter Vehicle Services
DOT	Department of Transportation
DSMP	Downtown Suwanee Master Plan
DUI	Driving Under the Influence
EPD	Environmental Protection Department
ESRI	Environmental Systems Research Institute
FLSA	Fair Labor Standards Act
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GaDOT	Georgia Department of Transportation
GaEPD	Georgia Environmental Protection Division
GASB	Government Accounting Standards Board
GCIC	Georgia Crime Information Center
GCVB	Gwinnett Convention and Visitors Bureau
GEFA	Georgia Environmental Facilities Authority
GFOA	Government Finance Officers Association
GLGPA	Georgia Local Government Personnel Association
GMA	Georgia Municipal Association
GWMA	Gwinnett Municipal Association
HRA	Healthcare Reimbursement Account
ICMA	International City/County Management Association
IT	Information Technology
LAN	Local Area Network
LARP	Local Assistance Road Program
LCI	Livable Centers Initiative
LEED	Leadership in Energy and Environmental Design
MDT	Mobile Data Terminals
MIS	Management Information Systems
MS4	Municipal Separate Storm Sewer Systems
NOI	Notice Of Intent
NOS	Network Operating System
NPDES	National Pollutant Discharge Elimination System
OCGA	Official Code of Georgia Annotated
PAC	Public Arts Commission
PACT	Police and Citizens Together
PC	Planning Commission
PIB	Peachtree Industrial Boulevard
POST	Peace Officers Standards and Training
PRIDE	Parents Reducing Incidents of Driver Error
PT	part time
RFP	Request for Proposal
SAP	Suwanee Arts Partnership
SDS	Service Delivery Strategy
SEC	Securities Exchange Commission
S.E.E.	Suwanee Exceeds Expectations
sf	square feet
SPLOST	Special Purpose Local Option Sales Tax
SSL	Secure Socket Link
STWP	Short Term Work Program
SUP	Special Use Permit
SWEAT	Suwanee Wellness Education And Training
TAD	Tax Allocation Districts
TBD	to be determined
TCP	Town Center Park
URA	Urban Redevelopment Agency
ZBA	Zoning Board of Appeals



Team Suwanee



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