









BUDGET

Fiscal Year 2016

City of Suwanee GEORGIA



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city of suwanee, georgia

ANNUAL BUDGET

for the fiscal year

JULY 1, 2015 - JUNE 30, 2016



BUDGET

CITY COUNCIL



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Mayor



Beth **Hilscher**
Mayor Pro-Tem



Dan **Foster**
Councilmember



Dick **Goodman**
Councilmember



Doug **Ireland**
Councilmember



Linnea **Miller**
Councilmember

MANAGEMENT TEAM



Marty **Allen**
City Manager



Denise **Brinson**
Assistant City Manager



Elvira **Rogers**
Administrative Services Director



Jessica **Roth**
Business Services Director



Amie **Sakmar**
Financial Services Director



James **Miller**
Parks and Public Works Director



Josh **Campbell**
Planning Director



Mike **Jones**
Chief of Police

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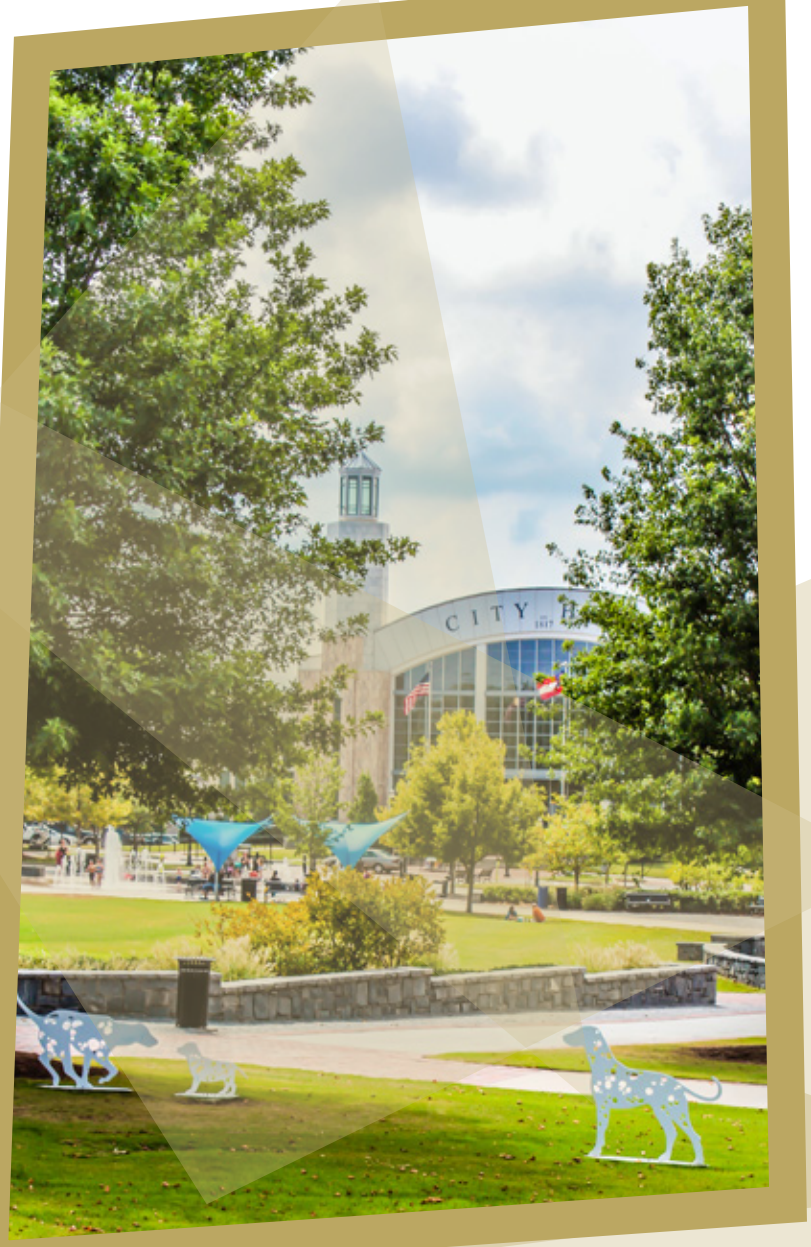
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July 1, 2014

Executive Director



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EXECUTIVE SUMMARY

Fiscal Year 2015-2016

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: June 30, 2015

Re: City Manager's Budget Message for FY 2016



Introduction

The beginning of FY16 finds Suwanee in a strong and stable financial position and able to continue proving high quality 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 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 FY16 budget projects approximately $8.4 million in accumulated fund balance, i.e. savings. The City holds a **AAA bond rating from Standard & Poor's rating service and a AA+ rating from Fitch Rating Services**. The City's employee pension plan is financially very healthy being fully funded at 110% of its pension obligations (based on the plan termination basis).

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 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.

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.

During this past calendar year the City again participated in the National Citizen Survey. This survey is an independently administered scientifically valid survey of the opinions of Suwanee's citizens. The survey results are compared with the roughly 500 other participating jurisdictions across the nation. The City's overall results were very positive with 98% of respondents rating Suwanee as a Good or Excellent Place to live. Complete results can be found at www.suwanee.com.

The City continues to grow in terms of population, number of businesses, and visitors. With this proposed approximately $12.4 million general fund budget for FY16, 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 16 Budget Executive Summary

Staff is proud to present a balanced General Fund budget of $12,452,790. The budget projects the same 4.93 millage rate as in FY15.

	FY15 (ADOPTED)	FY15 (AMENDED)	FY16 (PROPOSED)
Revenues	$ 10,990,750	$ 11,094,240	$ 12,225,790
Other Financing Sources	$ 189,130	$ 1,695,090	$ 227,000
TOTAL	$ 11,179,880	$ 12,789,330	$ 12,452,790
Expenditures	$ 11,023,170	$ 11,072,830	$ 12,300,790
Other Financing Uses	$ 156,710	$ 1,716,500	$ 152,000
TOTAL	$ 11,179,880	$ 12,789,330	$ 12,452,790

Note: In FY15, Other Financing Sources include funding of $1,505,960 in capital contributions from fund balance to implement the City's pay as you go approach.

Major budgetary highlights for the upcoming year include:

a) The proposed **$12,452,790** 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 **thirteen** years.

c) At **$12,452,790**, the proposed general fund budget is about **11.4% greater** than the adopted FY15 budget ($11,179,880). A significant portion of that increase is related to the purchase a new police dispatch radio console ($350,000) which is being offset by an equal amount of Intergovernmental Revenue from Gwinnett County.

d) Overall, revenues are relatively stable with some sources rising and others declining slightly. General fund revenues are expected to be lower by approximately 2.6% ($336,540) from $12,789,330 (FY15 amended) to $12,452,790 (FY16 proposed).

e) The City expects to receive approximately $1,157,190 in Intergovernmental Revenue from Gwinnett County as a result of Service Delivery Strategy negotiations and cost-sharing. This includes an anticipated one-time reimbursement of $350,000 for police dispatch equipment.

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 $5,435,440, and representing approximately 44% 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) Employee healthcare costs continue to rise. In an effort to control escalating costs and maintain service levels, the City adjusted benefits options for employee healthcare plans and changed dental providers. The City does not provide post-employment healthcare benefits.

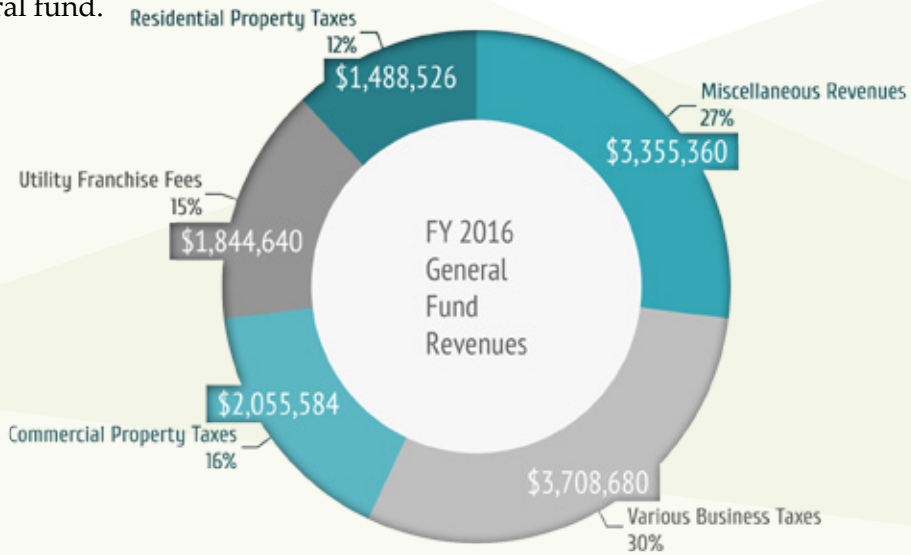
j) The budget provides funding for a new administrative assistant position, a new crime analyst position and an upgrade of one communication officer position to communication supervisor in Police, a pool of bailiffs to help with Municipal Court security, and an upgrade of one part-time custodian position to full-time in Public Works. It also includes five new police vehicles, two mowers, one chipper for Public Works, one new inspections vehicle, one new Public Works vehicle, and completion of two ongoing master plan efforts: the 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 2014. 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 FY16 budget. In previous years, fund balance has been used at times as a revenue source usually for one-time capital project contributions. The City's **general fund balance of $8.4 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 the City has seen a decrease in overall 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 $3,949,230, combined commercial and residential property taxes make up the largest category of City revenues. FY16 property taxes are anticipated to be about $270,420 higher than projected in the FY15 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 thirteen years.

Overall **business taxes** are expected to remain stable. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY16 budget projects an increase to generate about $1,923,160.

At $1,844,460, **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 FY15. All four franchise taxes remain relatively stable.

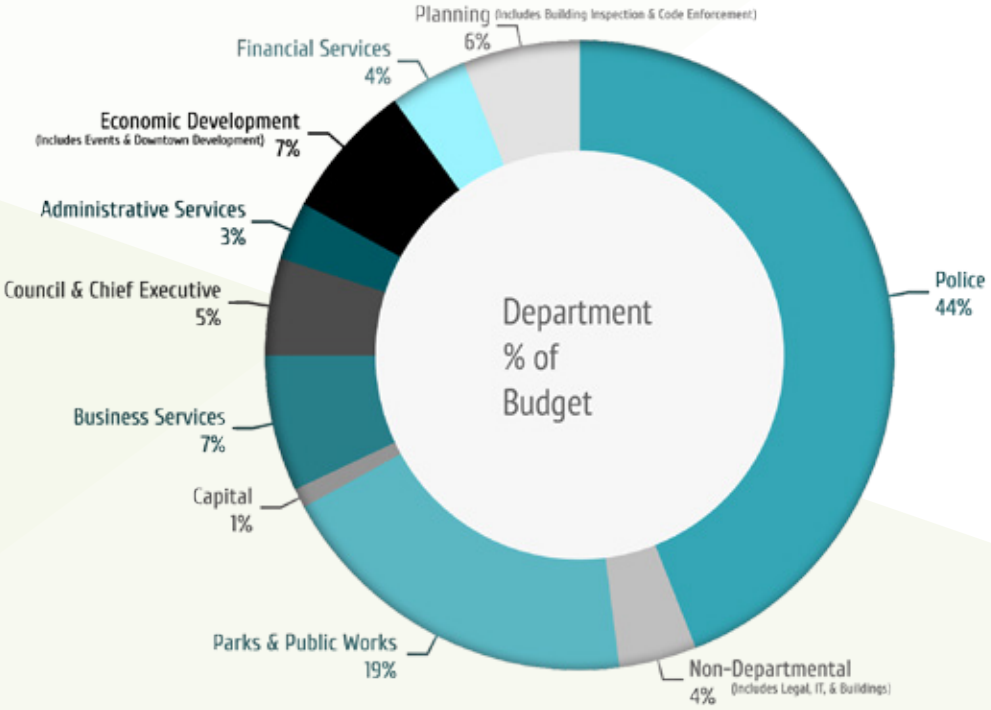
Fines and forfeitures are expected to provide $1,617,770 to the general fund for FY16. This is approximately $417,770 more than FY15 adopted budget.

Alcoholic beverage excise tax revenue also is anticipated to be similar to last year. At $830,900, the budget for these excise taxes ($740,000) is expected to decrease slightly from last year's budget while the mixed-drink tax ($90,900) is expected to remain stable.

Given the relatively small size the City, annual d**evelopment permit fees** can vary significantly from one year to the next depending on local construction activities. Based on local knowledge of pending projects, staff anticipates an approximate increase of $120,000 for the FY16 to $450,000.

General Fund Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. The FY16 budget projects **$12,452,790 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 be $12,452,790 which is an **increase from $11,179,880 FY15 adopted** and a **decrease from $12,789,330 FY15 amended**.

At $5,435,440 and representing about 44% of the City's overall budget, **Police Services** are the single largest category of City expenditures. Employing 37 sworn officers and 11 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 $2,319,910, **Parks and Public Works** is the City's second largest expenditure area (19%). This funding pays for 17 full-time and 5 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 11% ($143,210) from FY15. 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 few years has switched both healthcare and dental providers. The current healthcare plan, through Cigna, is in its fourth year and includes a high deductible health plan with an employer contribution to a Health Savings Account.

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), Community Arts (formerly Public Arts), 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 FY16.

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 $516,100, 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 $2,426,000, the FY16 budget projects an increase of about $650,600 over the FY15 adopted budget.

Municipal Court generates approximately $203,000 per month. About $135,000 of this amount is transferred to the general fund. About $56,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY15 were approximately $170,000.

Downtown Development Authority

The mission of the Suwanee Downtown Development Authority (DDA) is to enhance the historic center of Suwanee. Over the first half of 2015, the City has been updating the Downtown Master Plan. This Plan provides a blueprint for future downtown growth and development. Daily administrative operations of the DDA are part of the general fund. In addition to providing staffing and general administration, the City is providing $7,000 to support the DDA for FY16.

Capital Project Funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are 11 such funds. The City's Capital Improvement Program (CIP) - included as a part of the budget - provides detailed information about each of the funds and future projects that will be completed in the next five years. Capital funds may include money from various sources including the general fund, grants, SPLOST, and others.

The **SPLOST Fund** includes final proceeds from the 2005 SPLOST (expired), 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 total nearly $3.2 million more 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
- 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 (32) 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 2015 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.

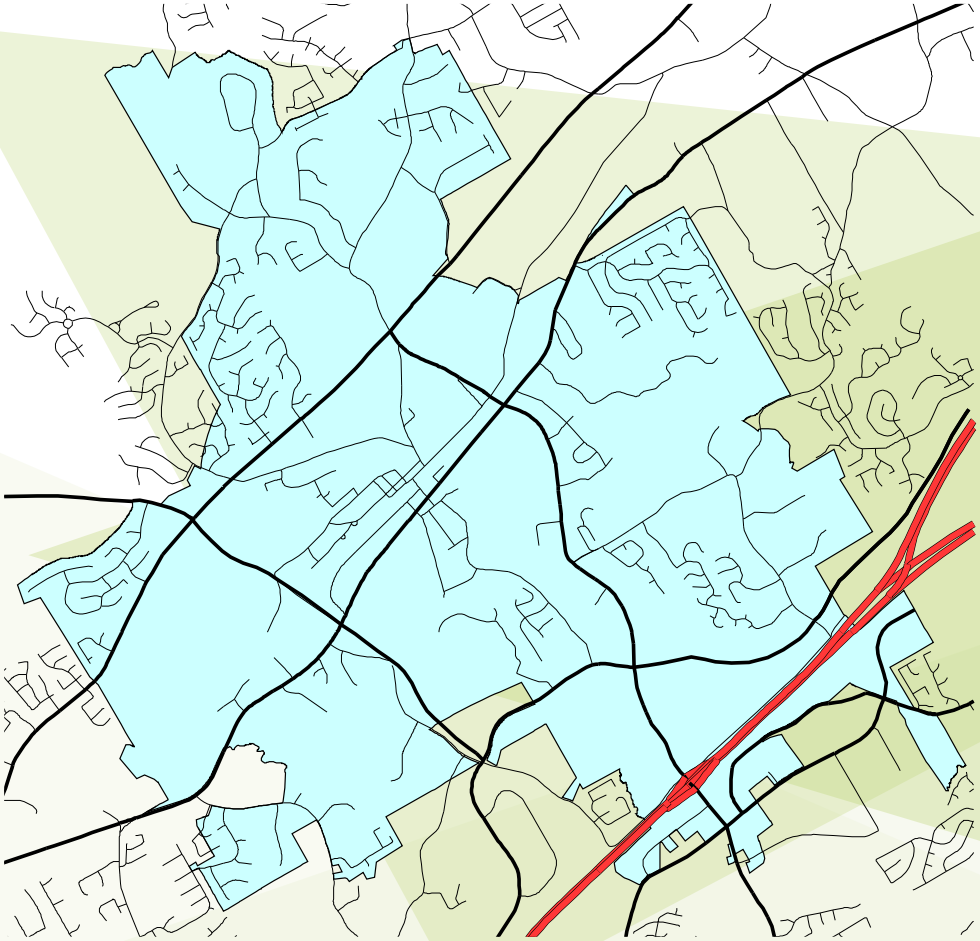
Please contact me if you have any questions or comments about this document.

Respectfully submitted,
Marvin R. Allen

City Manager



CITY OF SUWANEE MAP





BUDGET

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 Fest
- Community 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
- Master Plan Implementation
- 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.*

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.
JANUARY	• City Council, City Manager and Department Directors attend Council Planning retreat.
MARCH-APRIL	• All Operating Departments, following the City Manager's Guidelines, prepare their Budget and Capital Improvement Request. • City Manager evaluates Budget Requests and Capital Improvement Requests. • City Manager prepares Budget.
MAY-JUNE	• City Manager presents Recommended Budget to City Council. • Council Work Sessions are held. • Public Hearings are conducted. • City Council adopts Annual Budget.



BUDGET SCHEDULE

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

NOV 30-DEC 1, 2014	Department Head Planning Retreat

2015

JANUARY 15-17	City Council Planning Retreat
JANUARY 30	Proposed Budget Schedule Distributed to Department Heads
MARCH 16	Department Head Requests Due to City Manager
MARCH 23	Capital Improvements Budget Projections Due to City Manager
APRIL 9	Post Workshop Notices on Front Door
APRIL 10	Revenue Forecasts Complete
APRIL 20	City Manager to Complete Review of All Expenditure Requests
APRIL 22	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 28	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 30	**Special Workshop: Operating Budget Review @ 5:30 pm**
MAY 13	**Special Workshop: Capital Budget Review @ 5:30 pm**
MAY 14	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 26	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 27	Budget Available for Public Review
JUNE 11	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 23	**2ND Public Hearing on Budget and CIP @ 6:30 pm** **Public Hearing on Occupational Taxes @ 6:30 pm** **Scheduled Adoption of Budget @ 6:30 pm** **(Regular June Council Meeting)**
JULY 1	Begin Fiscal Year 2015 - 2016

CAPITAL IMPROVEMENT POLICY

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

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

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

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

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



DEBT MANAGEMENT POLICY

I. PURPOSE

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

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

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

II. CREDITWORTHINESS OBJECTIVES

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

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

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

III. DEBT AFFORDABILITY MEASURES

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

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

IV. PURPOSE AND USES OF DEBT

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

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

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

V. DEBT STANDARDS AND STRUCTURE

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

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

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

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

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

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

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

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

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

VI. DEBT ADMINISTRATION AND PROCESS

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

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

B. Bond Fund: All payment of general obligation debt service shall be from the Bond Interest and Redemption Fund. This Fund shall act as a clearing account for debt service and will not itself be used as a final source of debt payment. The Financial Services Department 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 Financial Services Department. The utilization of the financial advisor for particular bond sales will be at the discretion of the City Manager on a case-by-case basis and pursuant to the financial advisory services contract. The selection process for financial advisors will require comprehensive municipal debt experience, experience with diverse financial structuring requirements and pricing of municipal securities. Upon expiration of a four-year contract, the City has the option, after a full competitive process, of signing a new contract with the existing financial advisor. For each City bond sale the financial advisor will provide the City information on pricing and underwriting fees for comparable sales by other issuers.

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

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

1. Scope

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

2. Objectives

A. Safety of the principal is the foremost objective of the City of Suwanee. Those investing funds on the City's behalf must first ensure that capital losses are avoided by limiting credit and interest risk. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest risk is the risk that market value portfolios will fail due to an increase in general interest rates.

B. Liquidity is the second objective of the investment portfolio. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be anticipated.

C. Return on Investment is the third objective of the investment portfolio. This objective is subordinate to safety and liquidity. After the first two objectives are met, the goal of the investment portfolio of the City of Suwanee shall be designed to attain a market-average rate of return.

D. Maintaining the Public Trust is the fourth objective. City officials act as custodians of the public trust. In keeping with the public trust, the investment officials shall seek to avoid engaging in transactions which may jeopardize the public's faith in the abilities of those who govern the City of Suwanee.

3. Delegation of Authority

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

4. Prudence

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

5. Standards and Procedures

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

6. Ethics and Conflicts of Interest

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

7. Internal Controls

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

8. Reporting

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

9. Authorized Investment Instruments

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

The City of Suwanee may invest funds subject to its control and jurisdiction in the following:

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

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

10. Banks and Dealer Selection

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

11. Diversification and Maturities

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

12. Safekeeping and Custody

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

13. Performance Evaluation

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



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

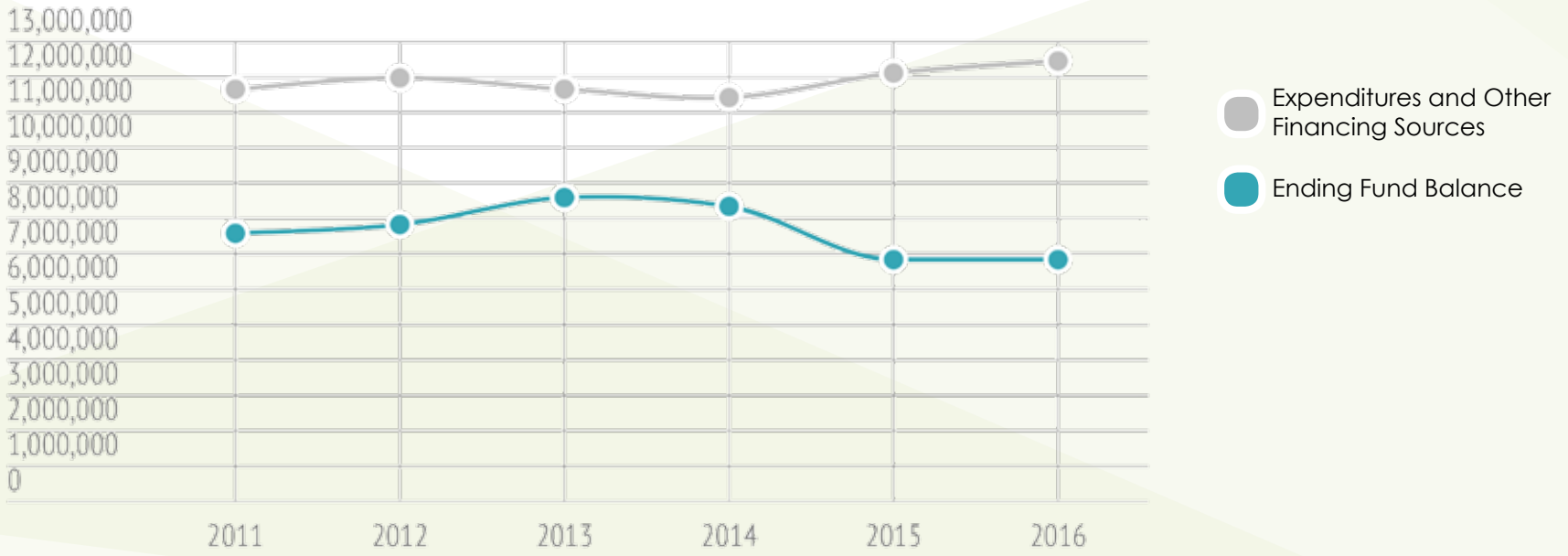
When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is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

ANALYSIS OF GENERAL FUND BALANCE

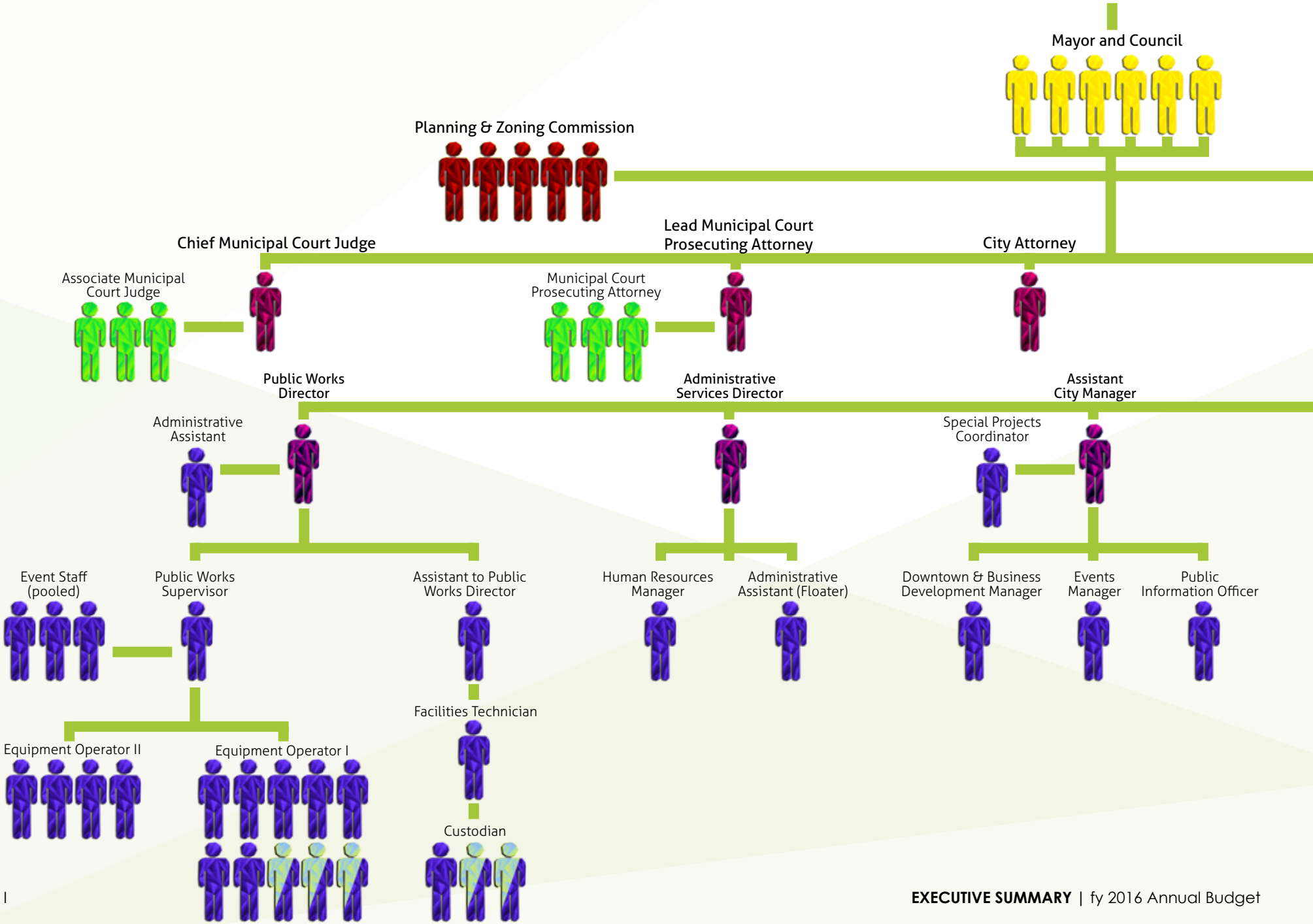
FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OF FUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2011	7,579,474	11,652,459	65.05%	7.81	3,948,073	222,520	3,408,881	4.07	0.23	3.51
2012[1]	7,826,690	11,974,949	65.36%	7.84	4,000,813	2,347,264	1,478,613	4.01	2.35	1.48
2013	8,589,622	11,656,006	73.69%	8.84	4,054,997		4,534,625	4.17	0.00	4.67
2014	8,341,045	11,419,145	73.04%	8.77	3,726,627		4,614,418	3.92	0.00	4.85
2015	6,835,087	12,112,328	56.43%	6.77	4,037,443		2,797,644	4.00	0.00	2.77
2016[2]	6,835,087	12,452,790	54.89%	6.59	4,150,930		2,684,157	4.00	0.00	2.59

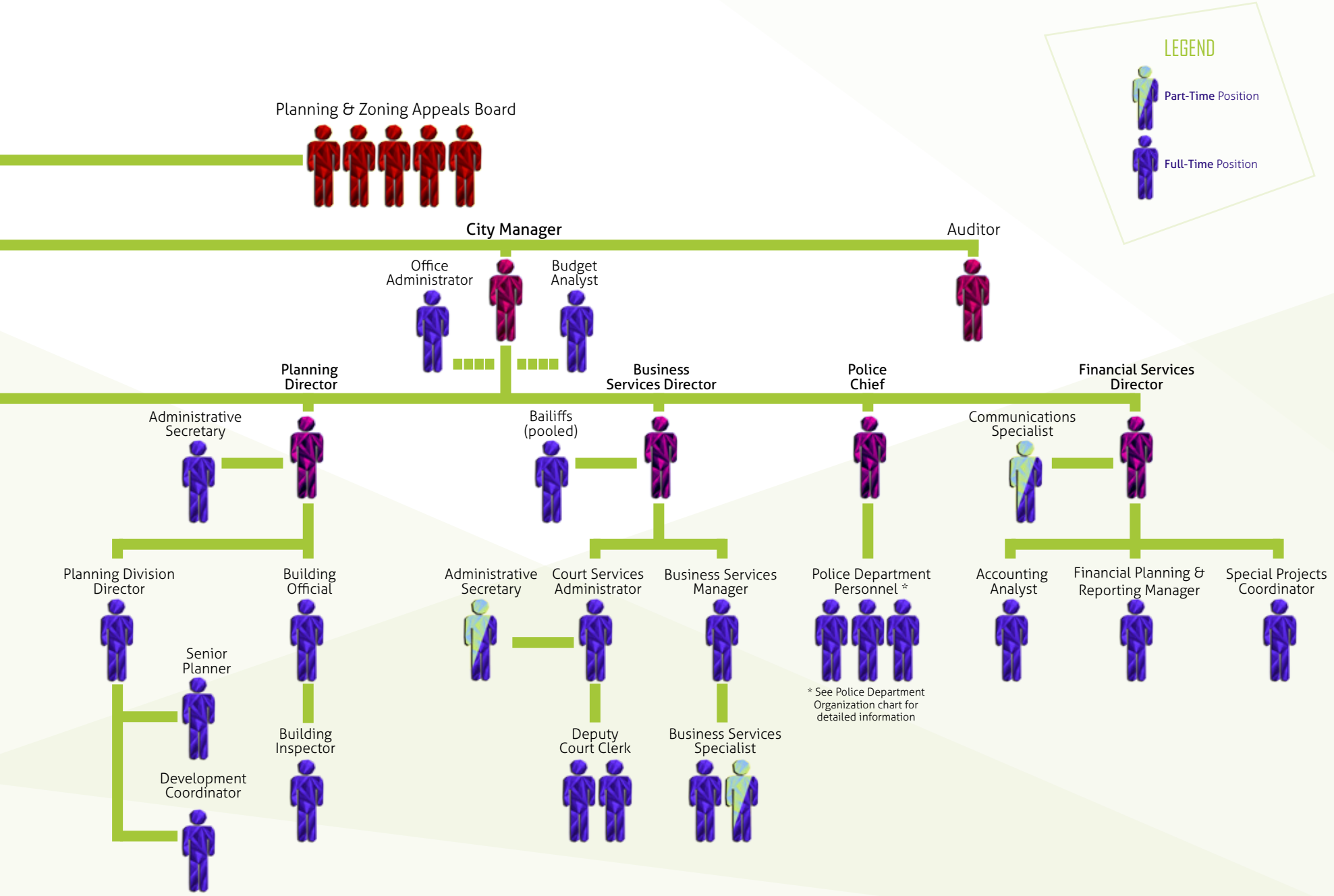
(1) Assigned fund balance at FY 2012 is restricted for legal purposes. This restriction was removed during FY 2013.
(2) Projected with no increases in ending FY 2016 fund balance.

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

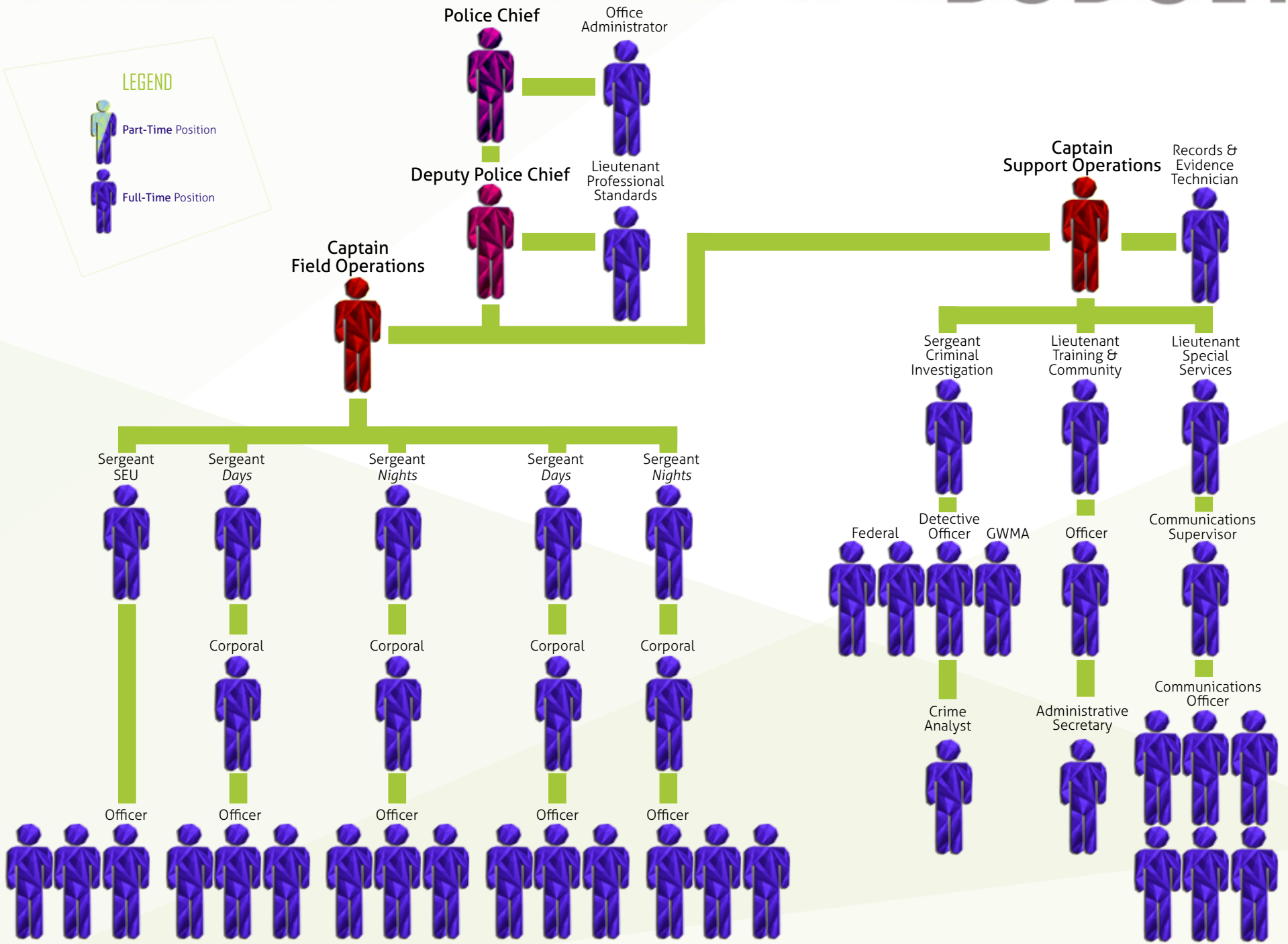


ORGANIZATIONAL CHART




LEGEND
Part-Time Position
Full-Time Position
Planning & Zoning Appeals Board
City Manager
Auditor
Office Administrator
Budget Analyst
Planning Director
Business Services Director
Police Chief
Financial Services Director
Administrative Secretary
Bailiffs (pooled)
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
Development Coordinator
Deputy Court Clerk
Business Services Specialist
* See Police Department Organization chart for detailed information

POLICE DEPARTMENT ORGANIZATIONAL CHART



AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		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					
Budget Analyst(1)	18							1		1	
Office Administrator	12	1		1		1		1		1	
TOTAL COUNCIL & CHIEF EXECUTIVE		3	-	3	-	3	-	3	-	3	-
ADMINISTRATIVE SERVICES											
Administrative Services Director	24	1		1		1		1		1	
Human Resources Manager(2)	18		2		2		2	1		1	
Administrative Assistant	12									1	
Court Services Administrator(1)	19	1		1		1					
Administrative Secretary(1)	10				1		1				
Deputy Court Clerk(1)	12	2		2		2					
Chief Judge(1)	Appointed		1		1		1				
Associate Judge(1)	Appointed		3		3		2				
Lead City Solicitor(1)	Appointed		1		1		1				
City Solicitor(1)	Appointed		5		5		4				
TOTAL ADMINISTRATIVE SERVICES		4	12	4	13	4	11	2	-	3	-
BUSINESS SERVICES(1)											
Business Services Director	24							1		1	
Business Services Manager	19							1		1	
Court Services Administrator	19							1		1	
Bailiffs Pool	14										1
Business Services Specialist	13							1	1	1	1
Deputy Court Clerk	12							2		2	
Administrative Secretary	10								1		1
Chief Judge	Appointed								1		1
Associate Judge	Appointed								3		3
Lead Prosecuting Attorney	Appointed								1		1
Prosecuting Attorney	Appointed								4		3
TOTAL BUSINESS SERVICES		-	-	-	-	-	-	6	11	6	11
ECONOMIC DEVELOPMENT											
Assistant City Manager (3)	26							1		1	
Economic & Community Development Director(3)	24	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	

	POSITION GRADE	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
Events Coordinator(4)	14	1									
Special Projects Coordinator	14	1		1		1		1		1	
TOTAL ECONOMIC DEVELOPMENT		5	-	5	-	5	-	5	-	5	-
FINANCIAL SERVICES											
Financial Services Director	25	1		1		1		1		1	
Accounting Manager(1)	19	1		1		1					
Budget Analyst(1)	18	1		1		1					
Financial Planning & Reporting Manager	18							1		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	1		1	
TOTAL FINANCIAL SERVICES		2	2	7	2	7	2	4	1	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 (5)	21	1		1		1					
Public Works Supervisor (5)	16							1		1	
Equipment Operator II(6)	12	2		2		4		4		4	
Facilities Technician	12	1		1		1		1		1	
Administrative Assistant	12	1		1		1		1		1	
Equipment Operator I(6)	10	8		8	2	6	3	7	3	7	3
Custodian(7)	7		3		4		4		4	1	2
Seasonal Laborer	PT		2								
Seasonal Park Attendant	PT		1								
Event Staff Pool(8)	7		1		1		1		1		1
TOTAL PARKS & PUBLIC WORKS		15	7	15	7	15	8	16	8	17	6
PLANNING											
Planning Director	24	1		1		1		1		1	
Planning Division Director	21	1		1		1		1		1	
Building Official	20					1		1		1	
Senior Planner(9)	19					1		1		1	
Planner(9)	17	1		1							
Building Inspector(10)	16	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	7	-	7	-

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		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		3		3		3	
Police Sergeant	18	7		7		6		6		6	
Communication Supervisor	16									1	
Police Corporal	16	4		4		4		4		4	
Police Officer	14	19		19		16		16		16	
Police Detective	14					4		4		4	
Crime Analyst	13									1	
Communication Officer	12	6		6		7		7		6	
Office Administrator	12	1		1		1		1		1	
Records & Evidence Technician	11	1		1		1		1		1	
Administrative Secretary(11)	10						1		1	1	
Total Police		44	1	44	1	46	1	46	1	48	-
Total		**84**	**23**	**84**	**24**	**86**	**23**	**89**	**21**	**93**	**18**

(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 2015, two part-time Human Resource Manager positions were combined to create on full-time Human Resource Manager position.

(3) In fiscal year 2015, the Economic & Community Development Director position was upgraded to Assistant City Manager.

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

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

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

(7) In fiscal year 2016, the two part-time custodian positions were combined to create one full-time custodian position.

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

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

(10) In fiscal year 2015, the part-time Building Inspector position was upgraded to full-time.

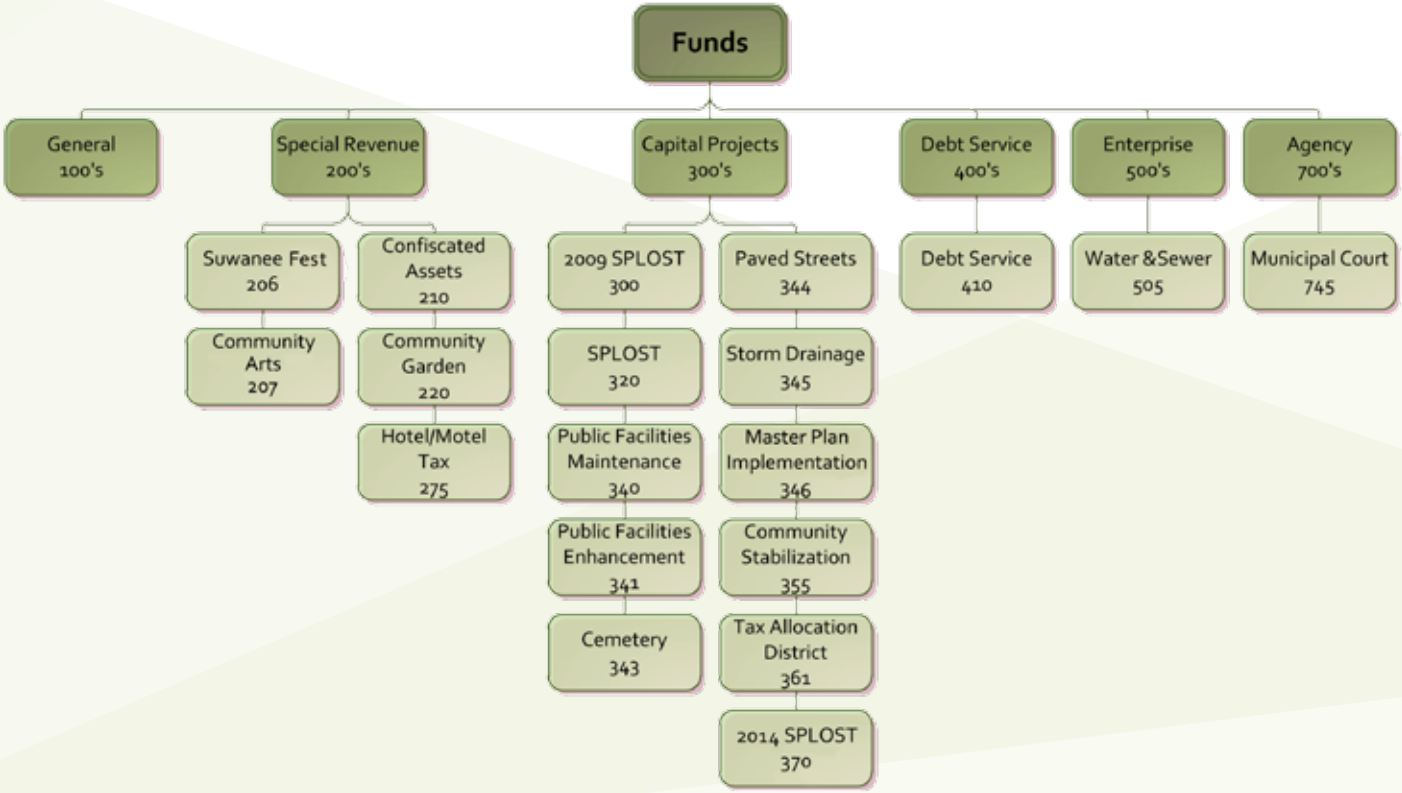
(11) In fiscal year 2016, the part-time Administrative Secretary position was upgraded to full-time.

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.

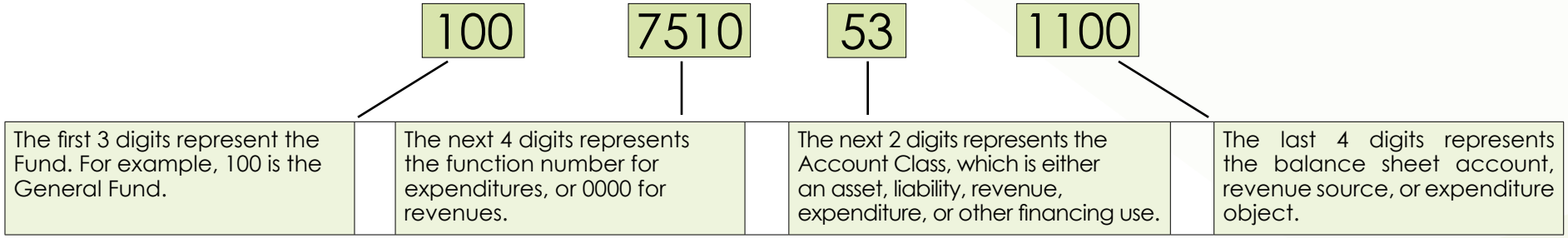
Other fund types are: Special Revenue, Capital Project, Debt Service, Enterprise and Agency Funds.

- **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 FUND

DEPARTMENTS	GENERAL	SPECIAL REVENUE	CAPITAL PROJECTS	DEBT SERVICE	WATER	AGENCY
Council & Chief Executive	✓					
Administrative Services	✓					
Business Services	✓	✓			✓	✓
Economic Development	✓	✓				
Financial Services	✓		✓	✓		
Parks & Public Works	✓		✓		✓	
Planning	✓		✓			
Police	✓	✓				
Non-departmental	✓					

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. This includes the maintenance of all financial records including payroll, accounts payable, fixed assets, cash and investments, and budgets.
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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 11,904,997	$ 11,656,002	$ 11,419,150	$ 12,789,330	$ 12,452,790	$ (336,540)	-2.6%
Special Revenue Funds:							
Suwanee Fest	92,263	102,551	106,880	148,750	148,750	-	0.0%
Community Arts	43,195	47,112	2,872	53,000	53,000	-	0.0%
Confiscated Assets	25,029	19,574	16,931	115,250	115,250	-	0.0%
Community Garden	3,398	2,597	1,137	7,020	7,020	-	0.0%
Hotel/Motel Tax	381,867	413,232	466,678	556,700	516,100	(40,600)	-7.3%
Debt Service	1,597,171	1,587,290	1,587,121	1,591,260	1,591,330	70	0.0%
Enterprise	110,070	109,558	119,767	237,000	280,820	43,820	18.5%
GROSS TOTAL	**14,157,990**	**13,937,916**	**13,720,536**	**15,498,310**	**15,165,060**	**(333,250)**	**-2.1%**
LESS INTERFUND TRANSFERS	(1,008,734)	(665,471)	(326,026)	(186,630)	(322,000)	(135,370)	n/a
NET TOTAL BUDGET	$ **13,149,256**	$ **13,272,445**	$ **13,394,510**	$ **15,311,680**	$ **14,843,060**	$ **(468,620)**	**-3.1%**

FY 2015 Current General fund budget includes fourth quarter capital improvement funding of $1,505,960.
Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

BUDGET

	FY 2012 ACTUAL			FY 2013 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,583,972		$ 5,583,972	$ 5,120,259		$ 5,120,259
Franchise Taxes	1,897,907		1,897,907	1,755,375		1,755,375
Alcoholic Beverage Taxes	881,679		881,679	865,862		865,862
Business Taxes	1,648,831		1,648,831	1,693,350		1,693,350
Hotel/motel Taxes	417,319		417,319	442,293		442,293
Other Taxes Penalties	17,024		17,024	55,025		55,025
Licenses and Permits	613,838		613,838	648,686		648,686
Intergovernmental Grants	21,351	$ 118,172	21,351	1,000,294		1,000,294
Charge for Services	106,324		224,496	106,532	$ 153,714	260,246
Fines and Forfeitures	1,147,017		1,147,017	970,895		970,895
Investment Income	52,745	77	52,822	27,909	357	28,266
Contributions and Donations	124,575		124,575	137,701		137,701
Miscellaneous Revenues	41,429		41,429	36,822		36,822
TOTAL REVENUES	12,554,011	118,249	12,672,260	12,861,003	154,071	13,015,074
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	622,226		622,226	532,963		532,963
Administrative Services	521,913		521,913	537,126		537,126
Business Services						
Economic Development	917,324		917,324	946,006		946,006
Financial Services	668,430		668,430	691,744		691,744
Parks & Public Works	1,767,296	110,070	1,877,366	1,825,121	109,558	1,934,679
Planning	570,699		570,699	553,515		553,515
Police	3,907,196		3,907,196	4,007,185		4,007,185
Non-Departmental	535,150		535,150	489,886		489,886
Debt Service	1,597,171		1,597,171	1,587,290		1,587,290
TOTAL EXPENDITURES/EXPENSES AND OTHER USES	11,107,405	110,070	11,217,475	11,170,836	109,558	11,280,394
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	1,446,606	8,179	1,454,785	1,690,167	44,513	1,734,680
Other Financing Sources (Uses)						
Sale of capital asset	2,455		2,455	5,612		5,612
Transfers in	1,781,781	150,000	1,931,781	1,792,051	200,000	1,992,051
Transfers out	(2,940,515)		(2,940,515)	(2,657,522)		(2,657,522)
TOTAL OTHER FINANCING SOURCES	(1,156,279)	150,000	(1,006,279)	(859,859)	200,000	(659,859)
Net change in fund balance/net position	290,237	158,179	448,506	830,308	244,513	1,074,821
Fund Balances/Net Position, beginning of year	9,084,587	2,475,365	11,559,952	9,374,914	2,633,544	12,008,458
Fund Balances/Net Position, end of year	$ 9,374,914	$ 2,633,544	$ 12,008,458	$ 10,205,222	$ 2,878,057	$ 13,083,279

** Chart spans two pages*

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

FY 2014 ACTUAL			FY 2015 CURRENT			FY 2016 BUDGET		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,039,347		$ 5,039,347	$ 5,267,990		$ 5,267,990	$ 5,538,450		$ 5,538,450
1,724,565		1,724,565	1,764,000		1,764,000	1,844,640		1,844,640
835,071		835,071	865,900		865,900	830,900		830,900
1,757,237		1,757,237	1,848,160		1,848,160	1,923,160		1,923,160
489,208		489,208	556,700		556,700	516,000		516,000
8,163		8,163	39,700		39,700	16,200		16,200
588,695		588,695	627,150		627,150	732,620		732,620
811,071		811,071	807,190		807,190	1,157,190		1,157,190
110,438	$ 133,790	244,228	110,500	$ 136,000	246,500	105,580	$ 136,000	241,580
1,537,086		1,537,086	1,402,830		1,402,830	1,732,770		1,732,770
38,790	929	39,719	47,600	500	48,100	36,230	1,000	37,230
181,606		181,606	213,500		213,500	213,500		213,500
35,819		35,819	15,000		15,000	10,000		10,000
13,157,096	134,719	13,291,815	13,566,220	136,500	13,702,720	14,657,240	137,000	14,794,240
519,071		519,071	560,020		560,020	588,490		588,490
557,053		557,053	272,680		272,680	379,490		379,490
			786,320		786,320	834,190		834,190
1,001,828		1,001,828	1,341,830		1,341,830	1,381,550		1,381,550
667,182		667,182	506,990		506,990	506,640		506,640
1,912,234	119,767	2,032,001	2,169,150	237,000	2,406,150	2,326,930	280,820	2,607,750
597,242		597,242	786,560		786,560	802,280		802,280
4,178,443		4,178,443	4,772,350		4,772,350	5,550,690		5,550,690
476,449		476,449	522,150		522,150	548,650		548,650
1,587,121		1,587,121	1,591,260		1,591,260	1,591,330		1,591,330
11,496,623	119,767	11,616,390	13,309,310	237,000	13,546,310	14,510,240	280,820	14,791,060
1,660,473	14,952	1,675,425	256,910	(100,500)	156,410	147,000	(143,820)	3,180
8.282		8,282	2,500		2,500	5,000		5,000
226,026	100,000	326,026	186,630		186,630	222,000	100,000	322,000
(2,104,146)		(2,104,146)	(1,952,000)		(1,952,000)	(374,000)		(374,000)
(1,869,838)	100,000	(1,769,838)	(1,762,870)	-	(1,762,870)	(147,000)	100,000	(47,000)
(209,365)	114,952	(94,413)	(1,505,960)	(100,500)	(1,606,460)	-	(43,820)	(43,820)
10,205,222	2,878,057	13,083,279	9,995,857	2,993,009	12,988,866	8,489,897	2,892,509	11,382,406
$ 9,995,857	$ 2,993,009	$ 12,988,866	$ 8,489,897	$ 2,892,509	$ 11,382,406	$ 8,489,897	$ 2,848,689	$ 11,338,586

FY 2012 Actual

	GENERAL	SUWANEE FEST	COMMUNITY 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	COMMUNITY 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 Revenues	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

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

BUDGET

FY 2014 Actual	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,540,902						$ 1,498,445	$ 5,039,347
Franchise Taxes	1,724,565							1,724,565
Alcoholic Beverage Taxes	835,071							835,071
Business Taxes	1,757,237							1,757,237
Hotel/motel Taxes						$ 489,208		489,208
Other Taxes Penalties	8,163							8,163
Licenses and Permits	588,695							588,695
Intergovernmental Revenue	808,671		$ 2,400					811,071
Charge for Services	110,438							110,438
Fines and Forfeitures	1,494,216			$ 42,870				1,537,086
Investment Income	32,432			259	$ 17	107	5,975	38,790
Contributions and Donations	50	$ 136,280	38,797		6,479			181,606
Miscellaneous Revenues	35,819							35,819
TOTAL REVENUES	**10,936,259**	**136,280**	**41,197**	**43,129**	**6,496**	**489,315**	**1,504,420**	**13,157,096**
Expenditures								
Council & Chief Executive	519,071							519,071
Administrative Services	557,053							557,053
Economic Development	634,754	106,880	2,872			257,322		1,001,828
Financial Services	667,182							667,182
Parks & Public Works	1,911,097				1,137			1,912,234
Planning	597,242							597,242
Police	4,161,512			16,931				4,178,443
Non-Departmental	476,449							476,449
Debt Service							1,587,121	1,587,121
TOTAL EXPENDITURES	**9,524,360**	**106,880**	**2,872**	**16,931**	**1,137**	**257,322**	**1,587,121**	**11,496,623**
Excess (deficiency) of revenues over (under) expenditures	**1,411,899**	**29,400**	**38,325**	**26,198**	**5,359**	**231,993**	**(82,701)**	**1,660,473**
Other Financing Sources (Uses)								
Sale of capital asset	8,282							8,282
Transfers in	226,026							226,026
Transfers out	(1,894,790)					(209,356)		(2,104,146)
TOTAL OTHER FINANCING SOURCES	**(1,660,482)**	**-**	**-**	**-**	**-**	**(209,356)**	**-**	**(1,869,838)**
Net change in fund balance	(248,583)	29,400	38,325	26,198	5,359	22,637	(82,701)	(209,365)
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	$ 8,341,047	$ 27,689	$ 44,302	$ 173,625	$ 32,086	$ 111,944	$ 1,265,164	$ 9,995,857

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2015 Current	GENERAL	SUWANEE FEST	COMMUNITY 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	1,848,160							1,848,160
Hotel/motel Taxes						$ 556,700		556,700
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	1,287,830			$ 115,000				1,402,830
Investment Income	45,000	$ 250		250	$ 20		2,080	47,600
Contributions and Donations	5,000	148,500	$ 53,000		7,000			213,500
Miscellaneous Revenues	15,000							15,000
TOTAL REVENUES	**11,094,240**	**148,750**	**53,000**	**115,250**	**7,020**	**556,700**	**1,591,260**	**13,566,220**
Expenditures								
Council & Chief Executive	560,020							560,020
Administrative Services	272,680							272,680
Business Services	786,320							786,320
Economic Development	818,880	148,750	53,000			321,200		1,341,830
Financial Services	506,990							506,990
Parks & Public Works	2,162,130				7,020			2,169,150
Planning	786,560							786,560
Police	4,657,100			115,250				4,772,350
Non-Departmental	522,150							522,150
Debt Service							1,591,260	1,591,260
TOTAL EXPENDITURES	**11,072,830**	**148,750**	**53,000**	**115,250**	**7,020**	**321,200**	**1,591,260**	**13,309,310**
Excess (deficiency) of revenues over (under) expenditures	**21,410**	**-**	**-**	**-**	**-**	**235,500**	**-**	**256,910**
Other Financing Sources (Uses)								
Sale of capital asset	2,500							2,500
Transfers in	186,630							186,630
Transfers out	(1,716,500)					(235,500)		(1,952,000)
TOTAL OTHER FINANCING SOURCES	**(1,527,370)**	**-**	**-**	**-**	**-**	**(235,500)**	**-**	**(1,762,870)**
Net change in fund balance	(1,505,960)	-	-	-	-	-	-	(1,505,960)
FUND BALANCE, BEGINNING OF YEAR	8,341,047	27,689	44,302	173,625	32,086	111,944	1,265,164	9,995,857
FUND BALANCE, END OF YEAR	$ 6,835,087	$ 27,689	$ 44,302	$ 173,625	$ 32,086	$ 111,944	$ 1,265,164	$ 8,489,897

FY 2016 Budget	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,949,230						$ 1,589,220	$ 5,538,450
Franchise Taxes	1,844,640							1,844,640
Alcoholic Beverage Taxes	830,900							830,900
Business Taxes	1,923,160							1,923,160
Hotel/motel Taxes						$ 516,000		516,000
Other Taxes Penalties	16,200							16,200
Licenses and Permits	732,620							732,620
Intergovernmental Grants	1,157,190							1,157,190
Charge for Services	105,580							105,580
Fines and Forfeitures	1,617,770			$ 115,000				1,732,770
Investment Income	33,500	$ 250		250	$ 20	100	2,110	36,230
Contributions and Donations	5,000	148,500	$ 53,000		7,000			213,500
Miscellaneous Revenues	10,000							10,000
TOTAL REVENUES	**12,225,790**	**148,750**	**53,000**	**115,250**	**7,020**	**516,100**	**1,591,330**	**14,657,240**
Expenditures								
Council & Chief Executive	588,490							588,490
Administrative Services	379,490							379,490
Business Services	834,190							834,190
Economic Development	885,700	148,750	53,000			294,100		1,381,550
Financial Services	506,640							506,640
Parks & Public Works	2,319,910				7,020			2,326,930
Planning	802,280							802,280
Police	5,435,440			115,250				5,550,690
Non-Departmental	548,650							548,650
Debt Service							1,591,330	1,591,330
TOTAL EXPENDITURES	**12,300,790**	**148,750**	**53,000**	**115,250**	**7,020**	**294,100**	**1,591,330**	**14,510,240**
Excess (deficiency) of revenues over (under) expenditures	**(75,000)**	**-**	**-**	**-**	**-**	**222,000**	**-**	**147,000**
Other Financing Sources (Uses)								
Sale of capital asset	5,000							5,000
Transfers in	222,000							222,000
Transfers out	(152,000)					(222,000)		(374,000)
TOTAL OTHER FINANCING SOURCES	**75,000**	**-**	**-**	**-**	**-**	**(222,000)**	**-**	**(147,000)**
Net change in fund balance	-	-	-	-	-	-	-	-
FUND BALANCE, BEGINNING OF YEAR	6,835,087	27,689	44,302	173,625	32,086	111,944	1,265,164	8,489,897
FUND BALANCE, END OF YEAR	$ 6,835,087	$ 27,689	$ 44,302	$ 173,625	$ 32,086	$ 111,944	$ 1,265,164	$ 8,489,897



Project Based Budgets	2009 SPLOST	2005 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues						
Intergovernmental Grants	$ 15,871,249	$ 7,454,763				
Title Ad Valorem Tax	274,080					
Investment Income	50,000	402,718	$ 500	$ 500	$ 250	$ 500
TOTAL REVENUES	**16,195,329**	**7,857,481**	**500**	**500**	**250**	**500**
Expenditures						
Purchased Professional and Technical Services	2,479,295	1,544,265	25,000	25,000	5,000	50,000
Supplies		5,000	10,000			
Capital Outlay	18,794,973	5,630,343	355,000	372,500	30,000	250,000
TOTAL EXPENDITURES	**21,274,268**	**7,179,608**	**390,000**	**397,500**	**35,000**	**300,000**
Excess (deficiency) of revenues over (under) expenditures	(5,078,939)	677,873	(389,500)	(397,000)	(34,750)	(299,500)
Other Financing Sources (Uses)						
Transfer In	5,205,414	114,875	389,500	397,000	34,750	299,500
Transfer Out	(126,475)	(792,748)				
TOTAL OTHER FINANCING SOURCES	**5,078,939**	**(677,873)**	**389,500**	**397,000**	**34,750**	**299,500**
Net change in fund balance	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	MASTER PLAN IMPLEMENTATION	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	2014 SPLOST	TOTAL
				$ 6,584,700	$ 29,910,712
					274,080
$ 250	$ 500	$ 500	$ 500		456,218
250	**500**	**500**	**500**	**6,584,700**	**30,641,010**
10,000	10,000	5,000	20,000	672,300	4,845,860
					15,000
240,000	856,000	30,000	130,000	5,912,400	32,601,216
250,000	**866,000**	**35,000**	**150,000**	**6,584,700**	**37,462,076**
(249,750)	(865,500)	(34,500)	(149,500)	-	(6,821,066)
249,750	865,500	34,500	149,500		7,740,289
					(919,223)
249,750	**865,500**	**34,500**	**149,500**	**-**	**6,821,066**
$ -	$ -	$ -	$ -	$ -	$ -

Project Balances as of June 1, 2015	2009 SPLOST	2005 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues						
Intergovernmental Grants	$ 5,351,300					
Investment Income	201	$ -	$ 500	$ 500	$ 250	$ 500
TOTAL REVENUES	**5,351,501**	**-**	**500**	**500**	**250**	**500**
Expenditures						
Purchased Professional and Technical Services	1,237,757		25,000	25,000	5,000	50,000
Supplies			10,000			
Capital Outlay	12,669,151	52,899	355,000	372,500	30,000	250,000
TOTAL EXPENDITURES	**13,906,908**	**52,899**	**390,000**	**397,500**	**35,000**	**300,000**
Excess (deficiency) of revenues over (under) expenditures	(8,555,407)	(52,899)	(389,500)	(397,000)	(34,750)	(299,500)
Other Financing Sources (Uses)						
Transfer In						
TOTAL OTHER FINANCING SOURCES	-	-	-	-	-	-
Net change in fund balance	(8,555,407)	(52,899)	(389,500)	(397,000)	(34,750)	(299,500)
Fund Balance, beginning of year	8,555,407	52,899	389,500	397,000	34,750	299,500
Fund Balance, end of year	$ -	$ -	$ -	$ -	$ -	$ -

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	MASTER PLAN IMPLEMENTATION	COMMUNITY STABILIZATION	SUWANEE TAX ALLOCATION DISTRICT	2014 SPLOST	TOTAL
				$ 4,829,766	$ 10,181,066
$ 250	$ 500	$ 500	$ 500		3,701
250	**500**	**500**	**500**	**4,829,766**	**10,184,767**
10,000	10,000	5,000	20,000	665,313	2,053,070
					10,000
240,000	856,000	30,000	130,000	5,912,200	20,897,750
250,000	**866,000**	**35,000**	**150,000**	**6,577,513**	**22,960,820**
(249,750)	(865,500)	(34,500)	(149,500)	(1,747,747)	(12,776,053)
			10,000		10,000
-	**-**	**-**	**10,000**	**-**	**10,000**
(249,750)	(865,500)	(34,500)	(139,500)	(1,747,747)	(12,766,053)
249,750	865,500	34,500	139,500	1,747,747	12,766,053
$ -	$ -	$ -	$ -	$ -	$ -

Governmental Funds

Revenues	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Property Taxes	$ 5,583,972	$ 5,120,259	$ 5,039,347	$ 5,267,990	$ 5,538,450
Franchise Taxes	1,897,907	1,755,375	1,724,565	1,764,000	1,844,640
Alcoholic Beverage Taxes	881,679	865,862	835,071	865,900	830,900
Business Taxes	1,648,831	1,693,350	1,757,237	1,848,160	1,923,160
Hotel/motel Taxes	417,319	442,293	489,208	556,700	516,000
Other Taxes Penalties	17,024	55,025	8,163	39,700	16,200
Licenses and Permits	613,838	648,686	588,695	627,150	732,620
Intergovernmental Grants	21,351	1,000,294	811,071	807,190	1,157,190
Charge for Services	106,324	106,532	110,438	110,500	105,580
Fines and Forfeitures	1,147,017	970,895	1,537,086	1,402,830	1,732,770
Investment Income	52,745	27,909	38,790	47,600	36,230
Contributions and Donations	124,575	137,701	181,606	213,500	213,500
Miscellaneous Revenues	41,429	36,822	35,819	15,000	10,000
TOTAL REVENUES	**12,554,011**	**12,861,003**	**13,157,096**	**13,566,220**	**14,657,240**
Expenditures					
Council & Chief Executive	622,226	532,963	519,071	560,020	588,490
Administrative Services	521,913	537,126	557,053	272,680	379,490
Business Services				786,320	834,190
Economic Development	917,324	946,006	1,001,828	1,341,830	1,381,550
Financial Services	668,430	691,744	667,182	506,990	506,640
Parks & Public Works	1,767,296	1,825,121	1,912,234	2,169,150	2,326,930
Planning	570,699	553,515	597,242	786,560	802,280
Police	3,907,196	4,007,185	4,178,443	4,772,350	5,550,690
Non-Departmental	535,150	489,886	476,449	522,150	548,650
Debt Service	1,597,171	1,587,290	1,587,121	1,591,260	1,591,330
TOTAL EXPENDITURES	**11,107,405**	**11,170,836**	**11,496,623**	**13,309,310**	**14,510,240**
Excess (deficiency) of revenues over (under) expenditures	1,446,606	1,690,167	1,660,473	256,910	147,000
Other Financing Sources (Uses)					
Sale of capital asset	2,455	5,612	8,282	2,500	5,000
Transfers in	1,781,781	1,792,051	226,026	186,630	222,000
Transfers out	(2,940,515)	(2,657,522)	(2,104,146)	(1,952,000)	(374,000)
TOTAL OTHER FINANCING SOURCES	**(1,156,279)**	**(859,859)**	**(1,869,838)**	**(1,762,870)**	**(147,000)**
Net change in fund balance	290,327	830,308	(209,365)	(1,505,960)	-
Fund Balances, beginning of year	9,084,587	9,374,914	10,205,222	9,995,857	8,489,897
Fund Balances, end of year	**$ 9,374,914**	**$ 10,205,222**	**$ 9,995,857**	**$ 8,489,897**	**$ 8,489,897**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

General Fund

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Revenues					
Property Taxes	$ 5,583,972	$ 5,120,259	$ 3,540,902	$ 3,678,810	$ 3,949,230
Franchise Taxes	1,897,907	1,755,375	1,724,565	1,764,000	1,844,640
Alcoholic Beverage Taxes	881,679	865,862	835,071	865,900	830,900
Business Taxes	1,648,831	1,693,350	1,757,237	1,848,160	1,923,160
Other Taxes Penalties	17,024	55,025	8,163	39,700	16,200
Licenses and Permits	613,838	648,686	588,695	627,150	732,620
Intergovernmental Grants	21,351	997,894	808,671	807,190	1,157,190
Charge for Services	106,324	106,532	110,438	110,500	105,580
Fines and Forfeitures	1,109,122	916,625	1,494,216	1,287,830	1,617,770
Investment Income	48,403	23,020	32,432	45,000	33,500
Contributions and Donations		3,936	50	5,000	5,000
Miscellaneous Revenues	41,429	36,822	35,819	15,000	10,000
TOTAL REVENUES	**11,969,880**	**12,223,386**	**10,936,259**	**11,094,240**	**12,225,790**
Expenditures					
Council & Chief Executive	622,226	532,963	519,071	560,020	588,490
Administrative Services	521,913	537,126	557,053	272,680	379,490
Business Services				786,320	834,190
Economic Development	579,880	573,052	634,754	818,880	885,700
Financial Services	668,430	691,744	667,182	506,990	506,640
Parks & Public Works	1,763,898	1,822,524	1,911,097	2,162,130	2,319,910
Planning	570,699	553,515	597,242	786,560	802,280
Police	3,882,167	3,987,611	4,161,512	4,657,100	5,435,440
Non-Departmental	535,150	489,886	476,449	522,150	548,650
TOTAL EXPENDITURES	**9,144,363**	**9,188,421**	**9,524,360**	**11,072,830**	**12,300,790**
Excess (deficiency) of revenues over (under) expenditures	2,825,517	3,034,965	1,411,899	21,410	(75,000)
Other Financing Sources (Uses)					
Sale of capital asset	2,455	5,612	8,282	2,500	5,000
Transfer in	179,881	189,941	226,026	186,630	222,000
Transfers out	(2,760,634)	(2,467,581)	(1,894,790)	(1,716,500)	(152,000)
TOTAL OTHER FINANCING SOURCES	**(2,578,298)**	**(2,272,028)**	**(1,660,482)**	**(1,527,370)**	**75,000**
Net change in fund balance	247,219	762,937	(248,583)	(1,505,960)	-
Fund Balances, beginning of year	7,579,474	7,826,693	8,589,630	8,341,047	6,835,087
Fund Balances, end of year	**$ 7,826,693**	**$ 8,589,630**	**$ 8,341,047**	**$ 6,835,087**	**$ 6,835,087**

Special Revenue

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Revenues					
Hotel/motel taxes	$ 417,319	$ 442,293	$ 489,208	$ 556,700	$ 516,000
Intergovernmental Revenue		2,400	2,400		
Fines and Forfeitures	37,895	54,270	42,870	115,000	115,000
Investment Income	188	221	383	520	620
Contributions and Donations	124,575	133,765	181,556	208,500	208,500
TOTAL REVENUES	**579,977**	**632,949**	**716,417**	**880,720**	**840,120**
Expenditures					
Economic Development	337,444	372,954	367,074	522,950	495,850
Parks & Public Works	3,398	2,597	1,137	7,020	7,020
Police	25,029	19,574	16,931	115,250	115,250
TOTAL EXPENDITURES	**365,871**	**395,125**	**385,142**	**645,220**	**618,120**
Excess (deficiency) of revenues over (under) expenditures	214,106	237,824	331,275	235,500	222,000
Other Financing Sources (Uses)					
Transfer in	-	10,000	-		
Transfer out	(179,881)	(189,941)	(209,356)	(235,500)	(222,000)
TOTAL OTHER FINANCING SOURCES	**(179,881)**	**(179,941)**	**(209,356)**	**(235,500)**	**(222,000)**
Net change in fund balance	34,225	57,883	121,919	-	-
Fund Balances, beginning of year	175,619	209,844	267,727	389,646	389,646
Fund Balances, end of year	**$ 209,844**	**$ 267,727**	**$ 389,646**	**$ 389,646**	**$ 389,646**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Debt Service

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Revenues					
Property Taxes			$ 1,498,445	$ 1,589,180	$ 1,589,220
Investment Income	$ 4,154	$ 4,668	5,975	2,080	2,110
TOTAL REVENUES	**4,154**	**4,668**	**1,504,420**	**1,591,260**	**1,591,330**
Expenditures					
Debt Service-Principal	755,000	780,000	810,000	840,000	875,000
Debt Service-Interest	842,171	807,290	774,971	747,260	713,230
Fiscal Agent's Fees			2,150	4,000	3,100
TOTAL EXPENDITURES	**1,597,171**	**1,587,290**	**1,587,121**	**1,591,260**	**1,591,330**
Excess (deficiency) of revenues over (under) expenditures	(1,593,017)	(1,582,622)	(82,701)	-	-
Other Financing Sources (Uses)					
Transfer in	1,601,900	1,592,110			
TOTAL OTHER FINANCING SOURCES	**1,601,900**	**1,592,110**	**-**	**-**	**-**
Net change in fund balance	8,883	9,488	(82,701)	-	-
Fund Balances, beginning of year	1,329,494	1,338,377	1,347,865	1,265,164	1,265,164
Fund Balances, end of year	**$ 1,338,377**	**$ 1,347,865**	**$ 1,265,164**	**$ 1,265,164**	**$ 1,265,164**

Proprietary Fund

Revenues	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Water and Sewer Charges	$ 118,172	$ 153,714	$ 133,790	$ 136,000	$ 136,000
Investment Income	77	357	929	500	1,000
TOTAL REVENUES	**118,249**	**154,071**	**134,719**	**136,500**	**137,000**
Expenditures					
Administration	31,594	32,673	39,307	46,660	49,650
Supply	14,216	6,831	13,989	17,000	17,000
Distribution	61,050	69,556	66,471	86,000	86,000
System Improvements	3,210	498		87,340	128,170
TOTAL EXPENSES	**110,070**	**109,558**	**119,767**	**237,000**	**280,820**
Excess (deficiency) of revenues over (under) expenditures	8,179	44,513	14,952	(100,500)	(143,820)
Other Financing Sources (Uses)					
Transfers in	150,000	200,000	100,000		100,000
TOTAL OTHER FINANCING SOURCES	**150,000**	**200,000**	**100,000**	**-**	**100,000**
Net change	158,179	244,513	114,952	(100,500)	(43,820)
Total Net Position, beginning of year	2,475,365	2,633,544	2,878,057	2,993,009	2,892,509
Total Net Position, end of year	**$ 2,633,544**	**$ 2,878,057**	**$ 2,993,009**	**$ 2,892,509**	**$ 2,848,689**



APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2015-2016 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 2015-2016 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 2015-2016; 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 2015-2016; 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 23rd day of June 2015.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

General Fund

REVENUES AND OTHER SOURCES		
Property Taxes	$	3,949,230
Franchise Taxes		1,844,640
Alcoholic Beverage Taxes		830,900
Business Taxes		1,923,160
Other Taxes Penalties		16,200
Licenses & Permits		732,620
Intergovernmental Revenues		1,157,190
Charge for Services		105,580
Fines & Forfeitures		1,617,770
Investment Income		33,500
Contributions & Donations		5,000
Miscellaneous Revenue		10,000
Other Financing Sources		227,000
TOTAL REVENUES AND OTHER SOURCES	$	12,452,790
EXPENDITURES AND OTHER USES		
Council & Chief Executive	$	588,490
Administrative Services		379,490
Business Services		834,190
Economic Development		885,700
Financial Services		506,640
Parks & Public Works		2,319,910
Planning		802,280
Police		5,435,440
Non-Departmental		548,650
Transfers-Capital		152,000
TOTAL EXPENDITURES AND OTHER USES	$	12,452,790
FUND BALANCE		
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	$	4,150,930

Special Revenue Funds

SUWANEE FEST FUND		
Revenues and Other Sources		
Investment Income	$	250
Contributions and Donations		148,500
TOTAL REVENUES AND OTHER SOURCES	$	148,750
Expenditures and Other Uses		
Special Activities	$	148,750
TOTAL EXPENDITURES AND OTHER USES	$	148,750

COMMUNITY ARTS FUND		
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	$	516,100
TOTAL REVENUES AND OTHER SOURCES	$	516,100
Expenditures and Other Uses		
Tourism	$	516,100
TOTAL EXPENDITURES AND OTHER USES	$	516,100

Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	21,400,743
Expenditures	$	21,400,743
2005 SPLOST Fund (Project Basis)		
Revenues	$	7,972,356
Expenditures	$	7,972,356
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	390,000
Expenditures	$	390,000
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	397,500
Expenditures	$	397,500
Cemetery Fund (Project Basis)		
Revenues	$	35,000
Expenditures	$	35,000
Paved Streets Fund (Project Basis)		
Revenues	$	300,000
Expenditures	$	300,000
Storm Drainage Fund (Project Basis)		
Revenues	$	250,000
Expenditures	$	250,000
Master Plan Implementation Fund (Project Basis)		
Revenues	$	866,000
Expenditures	$	866,000
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	$	1,589,220
Investment Income		2,110
TOTAL REVENUES AND OTHER SOURCES	$	1,591,330
Expenditures and Other Uses		
Debt Service	$	1,591,330
TOTAL EXPENDITURES AND OTHER USES	$	1,591,330
WATER FUND		
Revenues		
Charges for Services	$	136,000
Investment Income		1,000
Other Financing Sources		143,820
TOTAL REVENUES	$	280,820
Expenses		
Water Administration	$	49,650
Supply		17,000
Distribution		86,000
System Improvements		128,170
TOTAL EXPENSES	$	280,820
MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	2,426,000
TOTAL REVENUES AND OTHER SOURCES	$	2,426,000
Expenditures and Other Uses		
Municipal Court	$	808,230
Other Financing Uses		1,617,770
TOTAL EXPENDITURES AND OTHER USES	$	2,426,000
COMPONENT UNIT		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		12,400
Other Financing Sources		7,000
TOTAL REVENUES AND OTHER SOURCES	$	19,500
Expenditures and Other Uses		
Economic Development	$	19,500
TOTAL EXPENDITURES AND OTHER USES	$	19,500

CITY OF SUWANEE, GEORGIA AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2015-2016.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year **2015-2016**; 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 2015-2016; 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	18
Administrative Assistant	12
BUSINESS SERVICES	
Business Services Director	24
Business Services Manager	19
Court Services Administrator	19
Bailiffs Pool	14
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 Prosecuting Attorney	Appointed
Prosecuting Attorney (3)	Appointed
ECONOMIC DEVELOPMENT	
Assistant City Manager	26
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	7
Custodian	7
Custodian (PT) (2)	7

AUTHORIZED POSITIONS RESOLUTION

	Salary Grade
PLANNING	
Planning Director	24
Planning Division Director	21
Building Official	20
Senior Planner	19
Building Inspector	16
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
Communications Supervisor	16
Police Corporal (4)	16
Police Officer (16)	14
Police Detective (4)	14
Crime Analyst	13
Communications Officer (6)	12
Office Administrator	12
Records & Evidence Technician	11
Administrative 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 23rd day of June 2015.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2016 is as follows:

FUND	TRANSFER IN	FUND	TRANSFER OUT		AMOUNT
100	General	745	Municipal Court	$	1,617,770
100	General	275	Hotel/Motel		222,000
505	Water Fund	100	General		100,000
360	Downtown Development Authority	100	General		7,000
361	Tax Allocation District	100	General		45,000
				$	1,991,770



GENERAL FUND

Fiscal Year 2015-2016

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



Summary of General Fund Revenues

Description	Actual FY 2012	Actual FY 2013	Actual FY 2014*	FY 2015 Current Budget**	FY 2016 Adopted Budget	FY 2016 Change Amount	FY 2016 Change %
Property Taxes	$ 5,583,972	$ 5,120,259	$ 3,540,902	$ 3,678,810	$ 3,949,230	$ 270,420	7.3%
Franchise Taxes	1,897,907	1,755,375	1,724,565	1,764,000	1,844,640	80,640	4.6%
Alcoholic Beverage Taxes	881,679	865,862	835,071	865,900	830,900	(35,000)	-4.0%
Business Taxes	1,648,831	1,693,350	1,757,237	1,848,160	1,923,160	75,000	4.0%
Other Taxes & Penalties	17,024	55,025	8,163	39,700	16,200	(23,500)	-59.2%
Licenses & Permits	613,838	648,686	588,695	627,150	732,620	105,470	16.8%
Intergovernmental Revenues	21,351	997,894	808,671	807,190	1,157,190	350,000	43.4%
Charges for Services	106,324	106,532	110,438	110,500	105,580	(4,920)	-4.4%
Fines & Forfeitures	1,109,122	916,625	1,494,216	1,287,830	1,617,770	329,940	25.6%
Investment Income	48,403	23,020	32,432	45,000	33,500	(11,500)	-25.5%
Contributions & Donations	-	3,936	50	5,000	5,000	-	0.0%
Miscellaneous Revenues	41,429	36,822	35,819	15,000	10,000	(5,000)	-33.3%
Total Revenues	**11,969,880**	**12,223,386**	**10,936,259**	**11,094,240**	**12,225,790**	**1,131,550**	**10.2%**
Other Financing Sources							
Sale of Capital Items	2,455	5,612	8,282	2,500	5,000	2,500	100.0%
Transfer In	179,881	189,941	226,026	186,630	222,000	35,370	18.9%
Budgeted Fund Balance	-	-	-	1,505,960	-	(1,505,960)	n/a
Total Other Financing Sources	**182,336**	**195,553**	**234,308**	**1,695,090**	**227,000**	**(1,468,090)**	**n/a**
Total Revenues and Other Financing Sources	**$ 12,152,216**	**$ 12,418,939**	**$ 11,170,567**	**$ 12,789,330**	**$ 12,452,790**	**$ (336,540)**	**-2.6%**

*FY 2014 Property taxes decrease is due to a change in accounting for receipting property taxes and not due to declining revenues or property values.

**FY 2015 Current Budget column includes 4th quarter capital transfers, $1,505,960.

SUMMARY OF GENERAL FUND REVENUES



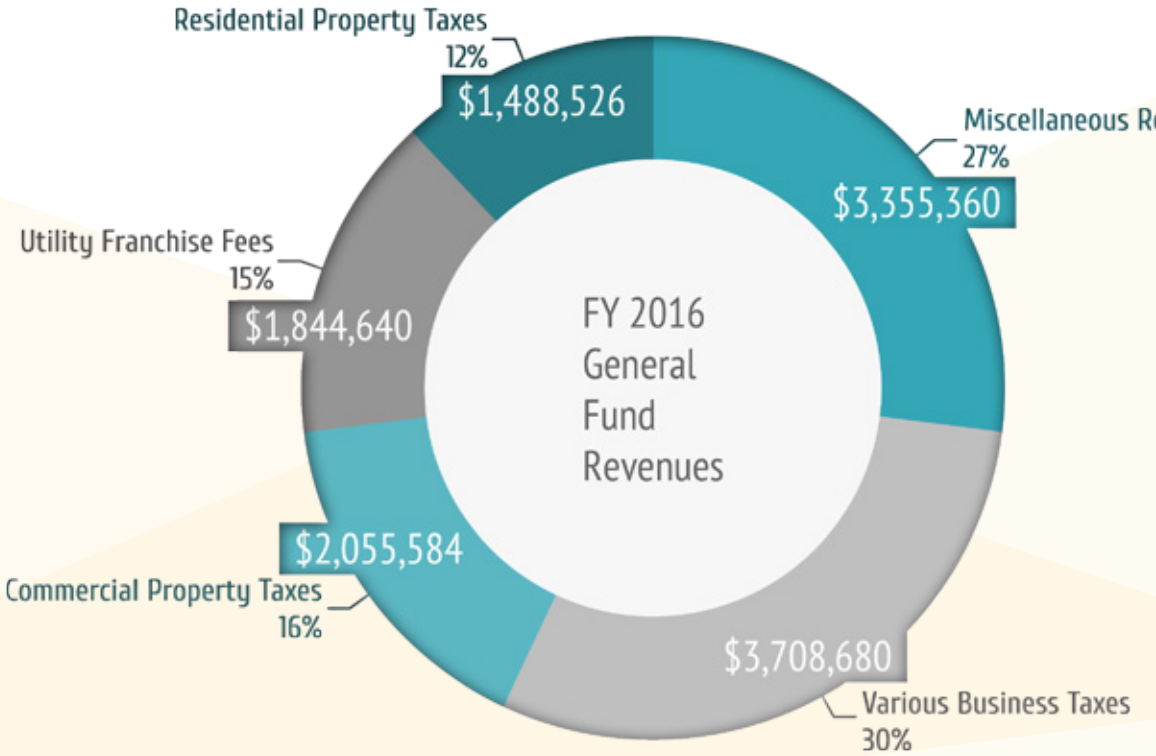
FY 2016 General Fund Revenues

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

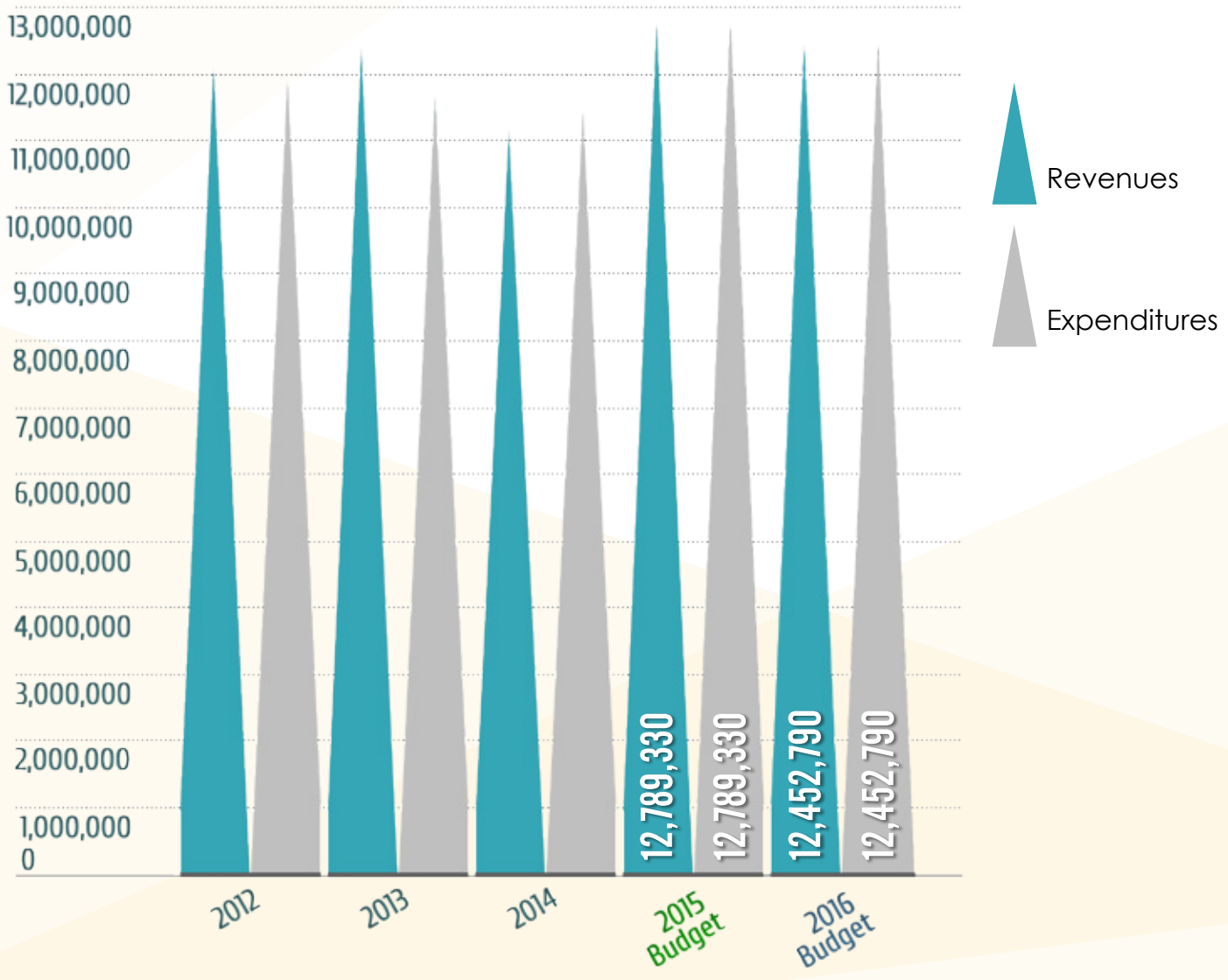
Description	Actual FY 2012	Actual FY 2013	Actual FY 2014	FY 2015 Budget Original	FY 2015 Budget Current	FY 2016 Adopted Budget	FY 2016 Change Amount	FY 2016 Change %
Council & Chief Executive	$ 622,226	$ 532,963	$ 519,071	$ 560,020	$ 560,020	$ 588,490	28,470	5.1%
Administrative Services	521,913	537,126	557,053	272,680	272,680	379,490	106,810	39.2%
Business Services*	-	-	-	768,820	786,320	834,190	47,870	6.0%
Economic Development	579,880	573,052	634,754	797,850	818,880	885,700	66,820	8.2%
Financial Services	668,430	691,744	667,182	506,990	506,990	506,640	(350)	-0.1%
Parks & Public Works	1,763,898	1,822,524	1,911,097	2,137,130	2,162,130	2,319,910	157,780	7.3%
Planning	570,699	553,515	597,242	779,550	786,560	802,280	15,720	2.0%
Police	3,882,167	3,987,611	4,161,512	4,657,100	4,657,100	5,435,440	778,340	16.7%
Non-Departmental	535,150	489,886	476,449	543,030	522,150	548,650	26,500	5.0%
Total Operating	9,144,363	9,188,421	9,524,360	11,023,170	11,072,830	12,300,790	1,227,960	11.1%
Bond Payments**	1,601,900	1,592,110	-	-	-	-	-	n/a
Capital***	1,158,734	875,471	1,894,790	156,710	1,716,500	152,000	(1,564,500)	n/a
Transfers	2,760,634	2,467,581	1,894,790	156,710	1,716,500	152,000	(1,564,500)	n/a
Total Expenditures & Transfers	**$ 11,904,997**	**$ 11,656,002**	**$ 11,419,150**	**$ 11,179,880**	**$ 12,789,330**	**$ 12,452,790**	**$ (336,540)**	**-2.6%**

*__Business Services__ was a new department created in 2014. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create this new department.

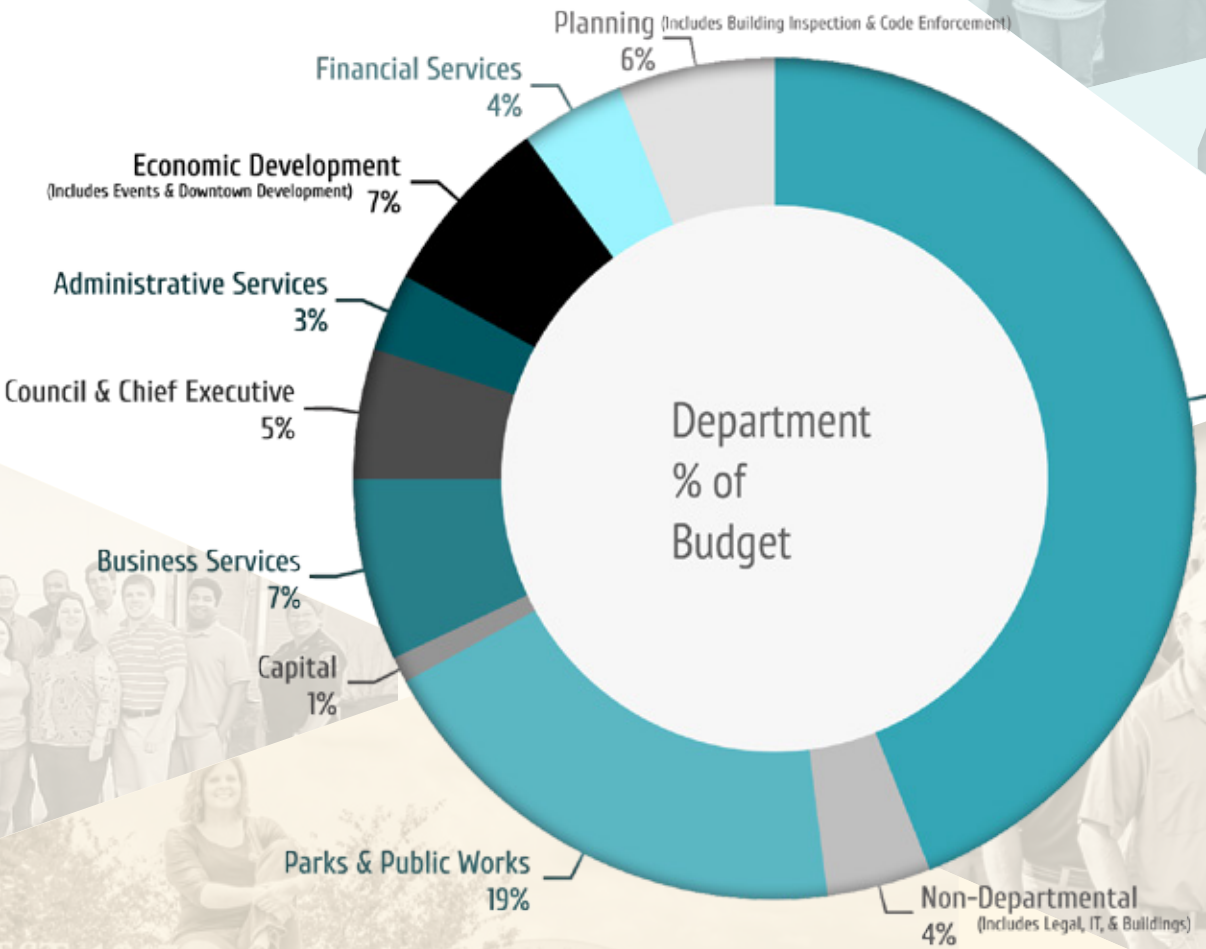
** **Change in accounting practice:** During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund. Based on this change in technology, 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 2015 Current Budget__ and the FY 2016 Adpoted Budget is due to fourth quarter FY 2015 capital improvement prefunding of $1,505,960. Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.

Summary of Revenues and Expenditures by Year

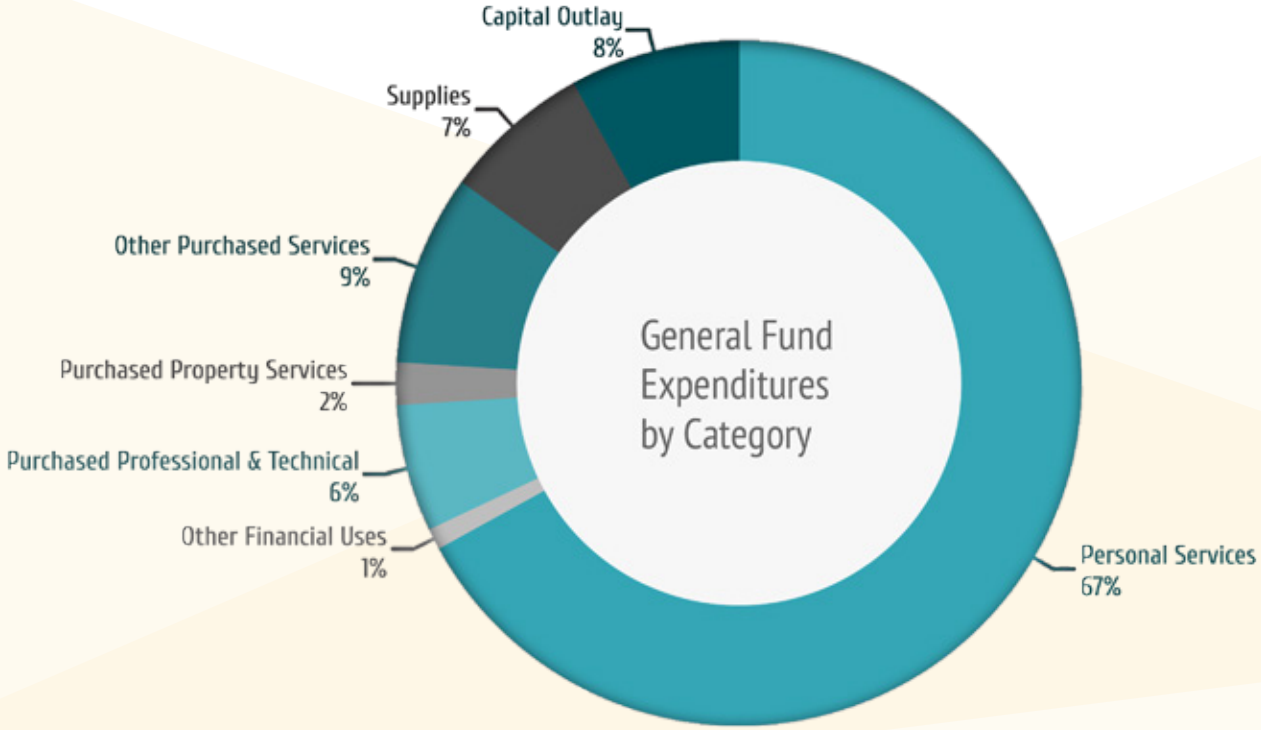


Department % of Budget



General Fund Expenditures by Category

Description	Actual FY 2012	Actual FY 2013	Actual FY 2014	FY 2015 Budget Original	FY 2015 Budget Current	FY 2016 Adopted Budget	FY 2016 Change Amount	FY 2016 Change %
Personal Services	$ 6,339,538	$ 6,523,057	$ 6,747,990	$ 7,639,460	$ 7,684,100	$ 8,261,020	$ 576,920	7.5%
Purchased Professional & Technical	396,216	428,505	395,912	728,980	728,350	730,070	1,720	.2%
Purchased Property Services	207,804	213,190	196,045	237,740	244,990	243,630	(1,360)	-.6%
Other Purchased Services	894,511	872,432	944,733	1,124,020	1,114,920	1,125,760	10,840	1.0%
Supplies	793,392	801,548	821,464	951,850	956,600	942,760	(13,840)	-1.4%
Capital Outlay	512,902	349,689	418,216	341,120	343,870	997,550	653,680	190.1%
Other Financing Uses	2,760,634	2,467,581	1,894,790	156,710	1,716,500	152,000	(1,564,500)	n/a
Total	**$ 11,904,997**	**$ 11,656,002**	**$ 11,419,150**	**$ 11,179,880**	**$ 12,789,330**	**$ 12,452,790**	**$ (336,540)**	**-2.6%**



Revenue Definitions and Assumptions

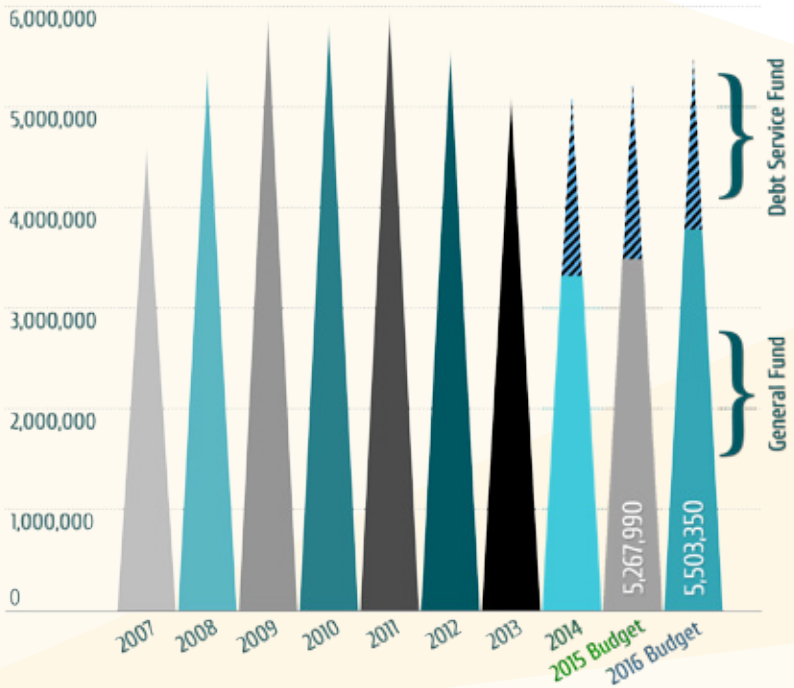
Property Taxes
Utility Franchise Fees
Alcoholic Beverage Taxes
Business Taxes
Licenses and Permits
Intergovernmental
Charge for Service
Fines and Forfeitures
Investment Income
Miscellaneous Revenues
Other Financing Sources

Property Taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 32% of the total FY 2016 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 increasing due to rising property values (re-assessments) and growth due to new construction.

To determine the value due to re-assessments, fiscal year 2015 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 2014 building permit activity was reviewed. Based upon this review, $60,500 of assessed value was added to the current digest. In total, approximately 6% increase in property taxes from projected current year collections has been predicted for fiscal year 2016.



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 2006 - 2013 include both operating and debt service millage rates. The reduction noted in fiscal years 2014, 2015 and 2016 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 2015 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 2015 monthly average to project FY 2016 revenues. Motor vehicle taxes will continue to decline as new vehicles are purchased and the selective use tax is applied.

FIRST METHOD: **Summary of trend review of real and personal property**		
Projected FY 2015 Collection	$	4,681,349
Projected FY 2016:		
Real estate	$	4,256,588
Personal property		702,202
TOTAL FY 2016 PROJECTION	$	4,958,790
Increase	$	277,441
% Increase from PY collection		6%
Assumed Millage Rate		
Operating		3.35
Debt Service		1.58
TOTAL		4.93

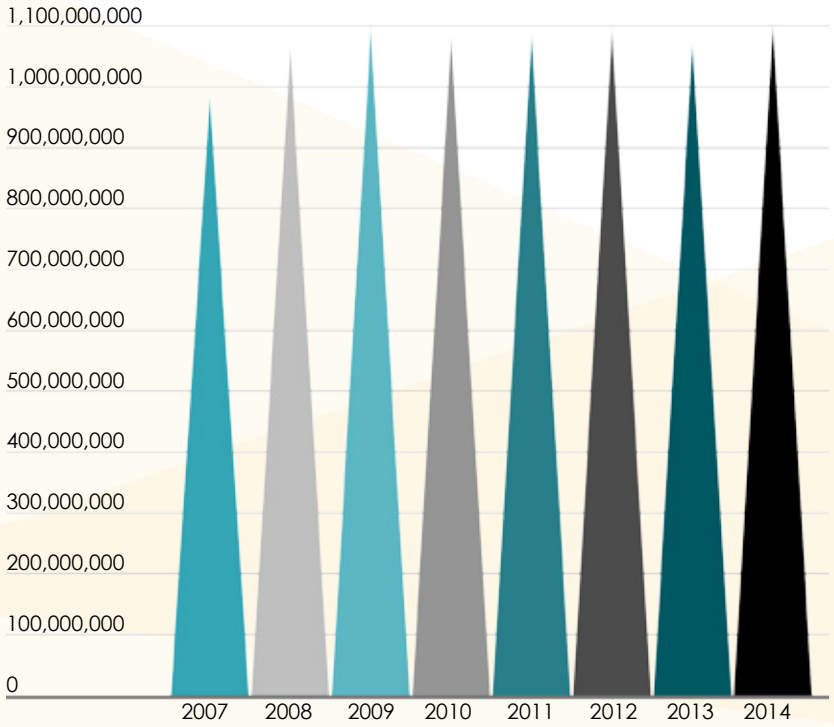
SECOND METHOD: **Building Permit Activity**		
90 % of Construction Value	$	30,724,964
Assessed Value @ 40%	$	12,289,985.60
Millage Rate		4.93
Estimated Construction Value Added	$	60,589.63

Projected **FY 2015** Property Tax Revenues **$3,665,086**
Original **FY 2015** Budget **$3,678,810**.
Current **FY 2015** Budget **$3,678,810**.
FY 2016 budget is a **7.3%** increase from **FY 2015**.

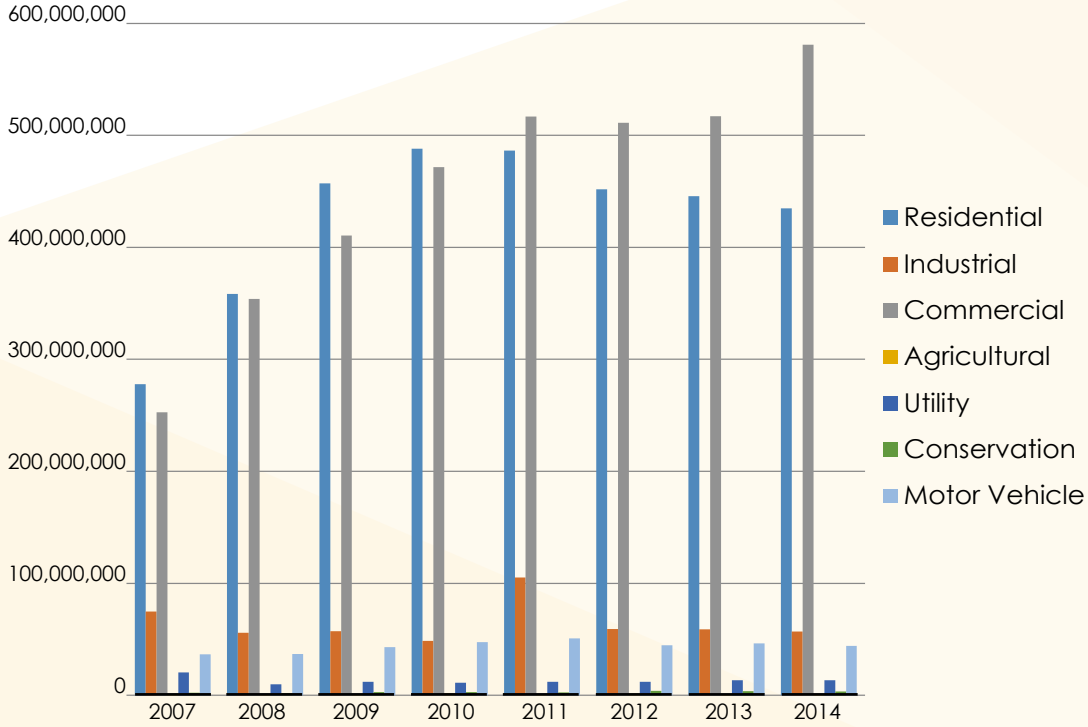
Assessed Values by Year

	2007	2008	2009	2010	2011	2012	2013	2014
Residential	$ 457,212,920	$ 488,117,714	$ 486,439,880	$ 451,799,790	$ 445,584,730	$ 429,759,170	$ 432,603,500	$ 485,002,970
Industrial	57,336,610	48,620,230	105,077,530	59,192,480	58,949,530	59,583,750	45,165,510	46,638,220
Commercial	410,537,343	471,717,632	516,909,258	511,108,207	517,133,040	547,739,480	525,333,930	551,808,900
Agricultural	1,275,320	1,587,200	1,164,800	1,355,920	1,285,920	1,034,760	881,040	618,640
Utility	12,059,680	11,265,240	11,989,000	12,001,880	13,491,200	13,839,840	14,028,880	14,237,160
Conservation	2,906,200	2,963,880	2,472,280	4,079,360	3,643,120	3,321,960	2,344,400	2,277,440
Motor Vehicle	43,078,050	47,370,020	50,660,550	44,682,260	46,381,880	46,640,940	51,763,830	44,973,930
TOTAL	**$ 984,406,123**	**$ 1,071,641,916**	**$ 1,174,713,298**	**$ 1,084,219,897**	**$ 1,086,469,420**	**$ 1,101,919,900**	**$ 1,072,121,090**	**$ 1,145,557,260**

Assessed Values by Year



Assessed Values by Type



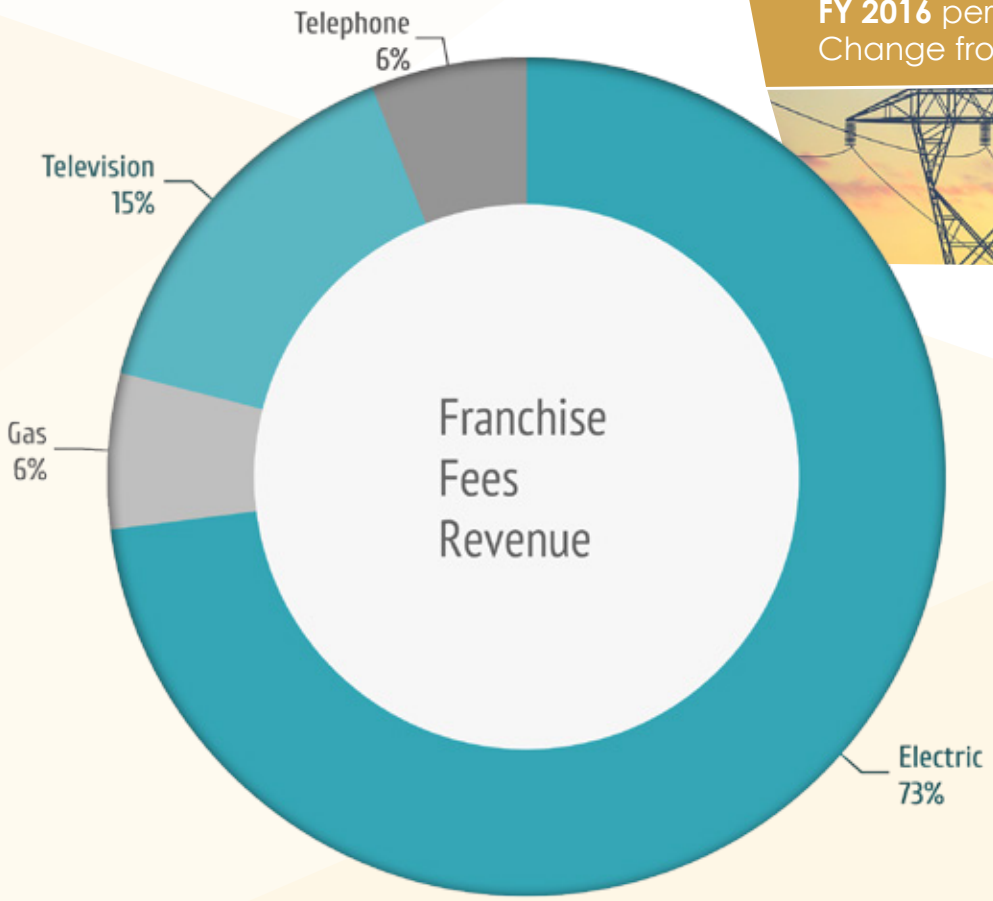
Utility Franchise Fees

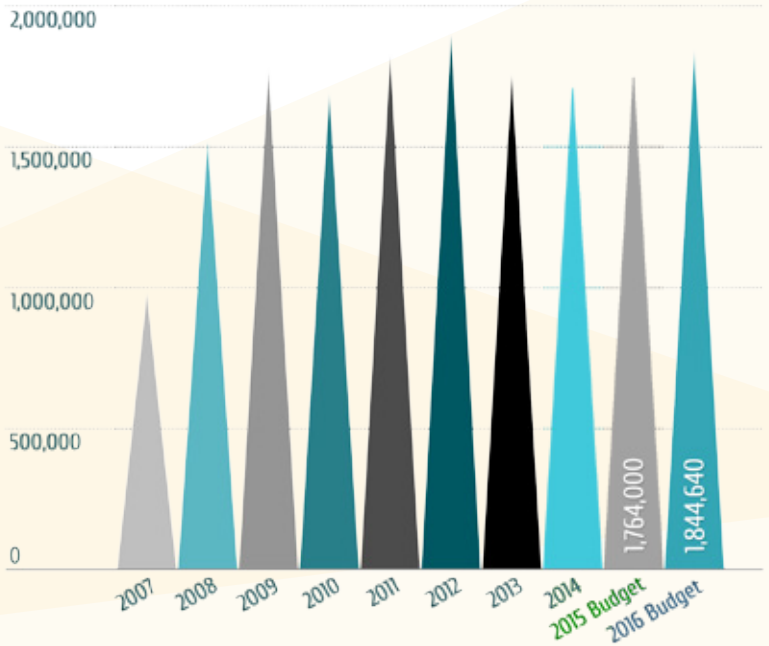
Franchise taxes are the fees charged to utility companies for use of City streets and rights-of-way to conduct their private business of delivering natural gas, telephone, cable television, water, and other fiber optics cable services. This category represents 15% of the total FY 2016 general fund revenues. 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 2015** Franchise Fees **$1,840,016**
Original **FY 2015** Budget **$1,764,000**. Current Budget **$1,764,000**.
FY 2016 percentage of change from **FY 2015** budget is a 4.6% increase.
Change from **2015** projected is **$4,624** increase.





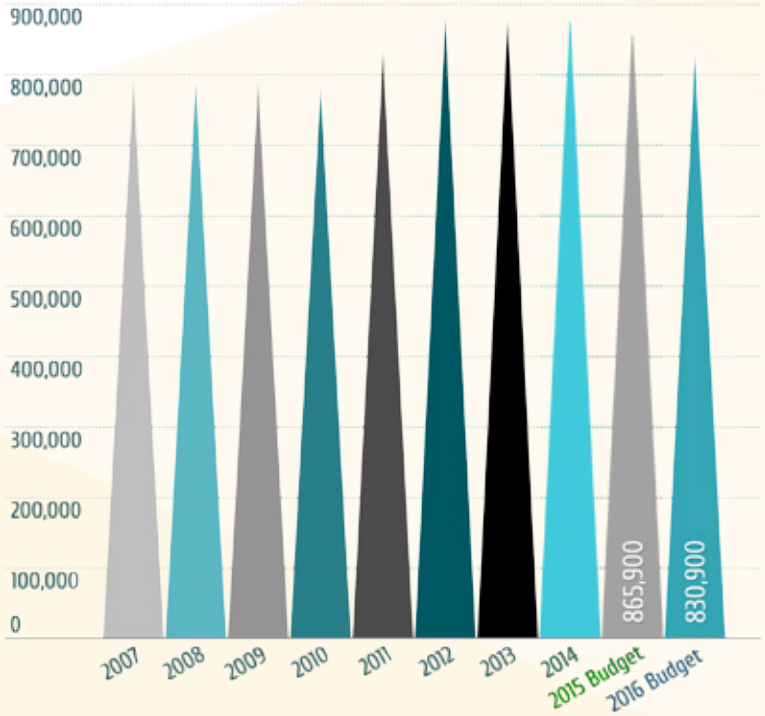


Alcoholic Beverage Taxes

Alcoholic beverage taxes are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 7% of the total FY 2016 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 2015 projected actuals.

Projected **FY 2015** Alcoholic Beverage Taxes **$826,140**
Original **FY 2015** Budget **$865,900**. Current Budget **$865,900**.
FY 2016 percentage of change from **FY 2015** budget is a **4%** decrease.





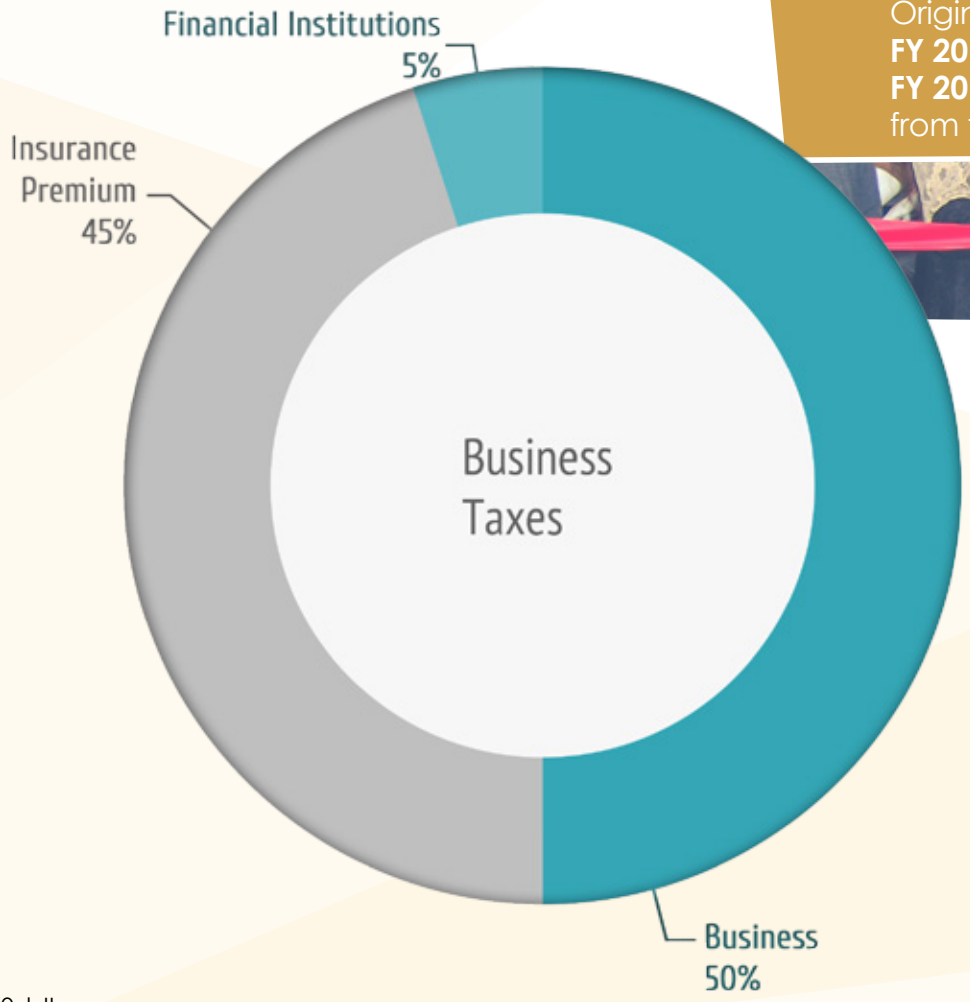
Business Taxes

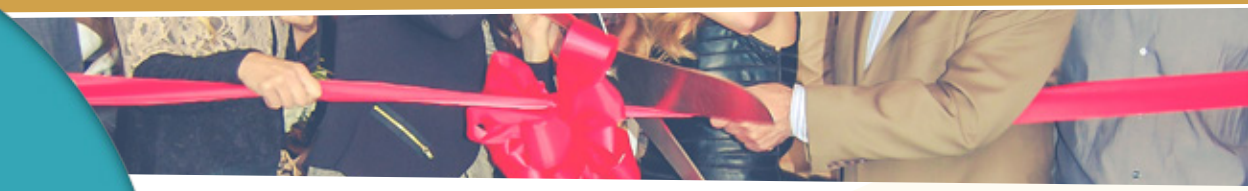
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 15% of the total FY 2016 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth.

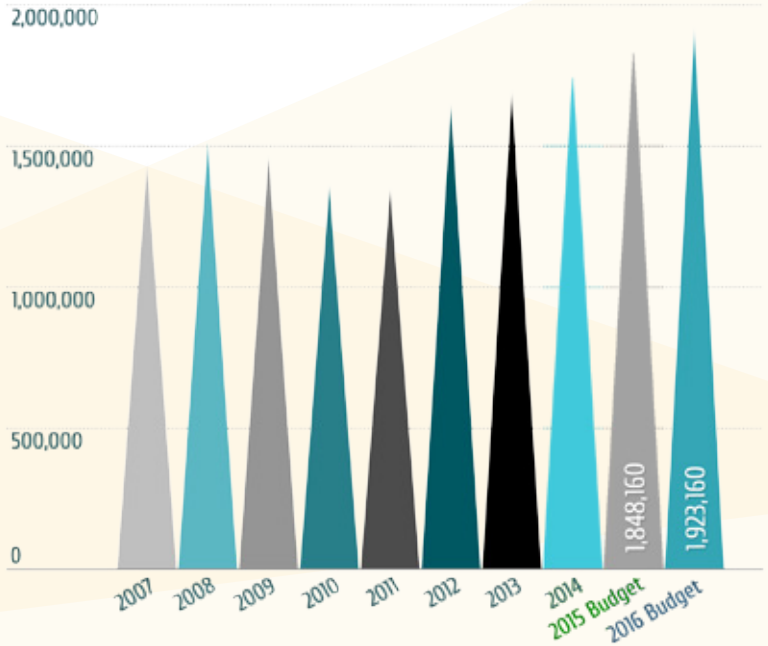
Current estimates for business and financial institutions' occupational licenses assume a 5% growth based on projected FY 2015 collections.

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 rate until the next official census.

Projected **FY 2015** Business Taxes Revenue **$1,836,283**
Original **FY 2015** Budget **$1,832,500.** Current Budget **$1,848,160.**
FY 2016 percentage of change from **FY 2015** budget is a **4.0%** increase.
FY 2012 revenues include a one-time anticipated increase
from the state insurance premium tax as a result of the **2010** census.







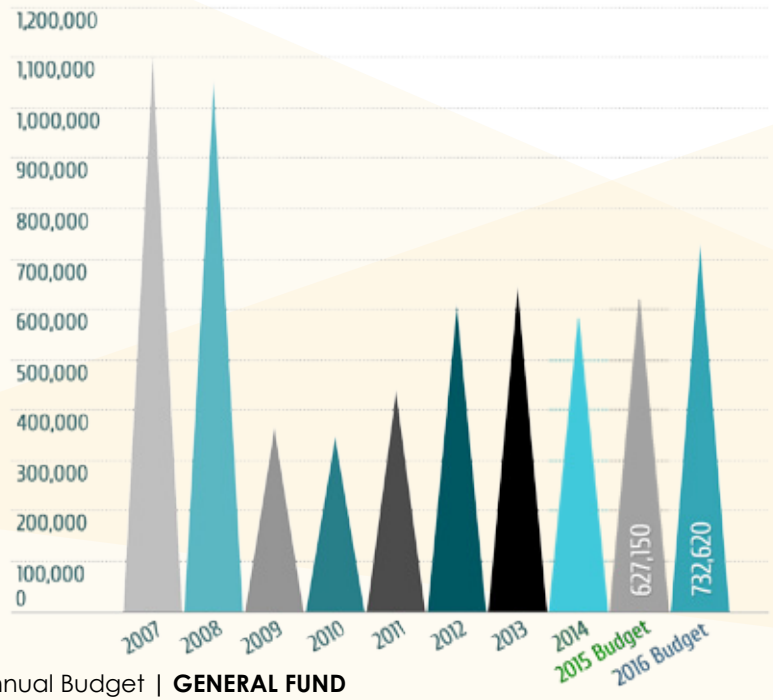
Licenses and Permits

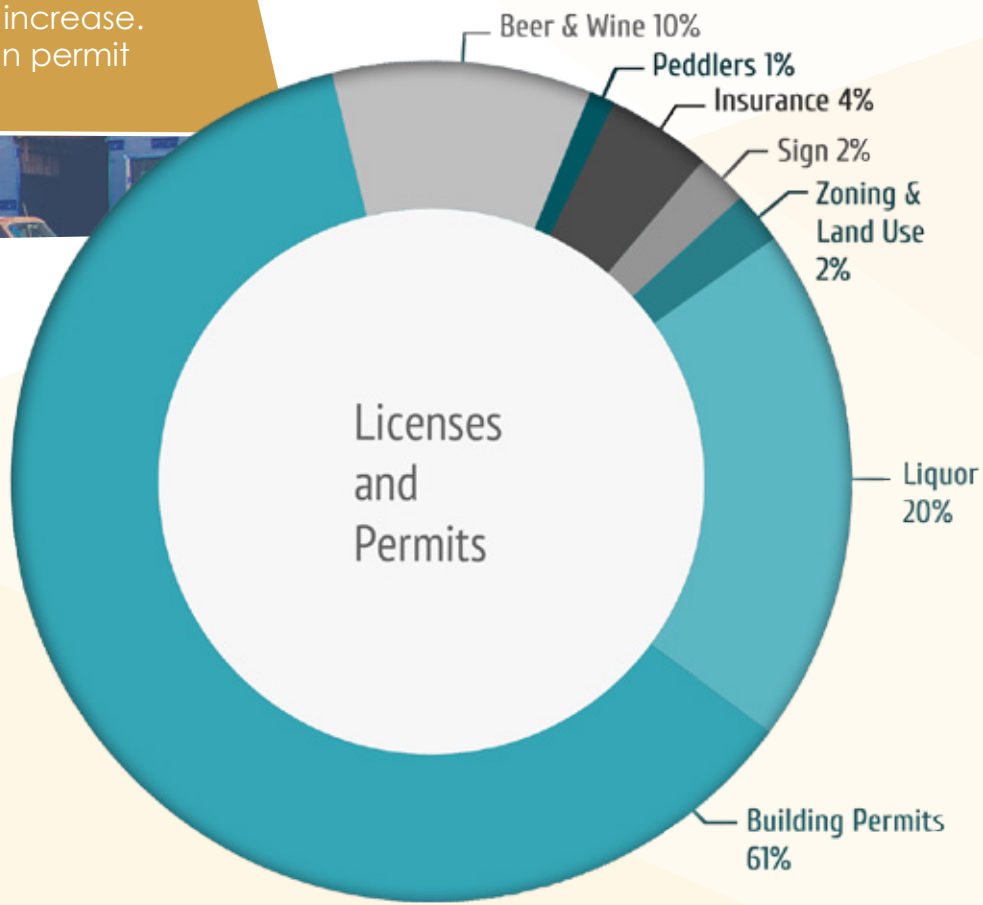
Licenses and permit fees include revenues realized from alcoholic privilege licenses, peddler license fees, fees for issuance of licenses to insurance companies that sell policies within the City, fees received from applications for zoning amendments, site plan reviews, special use and variance, and 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 through 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 6% of the total FY 2016 general fund revenues.

Projected **FY 2015** Licenses and Permits Revenues **$723,309.**
Original **FY 2015** Budget **$627,150.** Current **FY 2015** Budget **$627,150.**
FY 2016 percentage of change from **FY 2015** budget is a **16.8%** increase.
This increase is due to a proposed data center interior expansion permit expected to be pulled during FY 2016.







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 $1,157,190 includes a one time reimbursement of $350,000 for dispatch equipment.

This category represents 9% of the total FY 2016 general fund revenues.



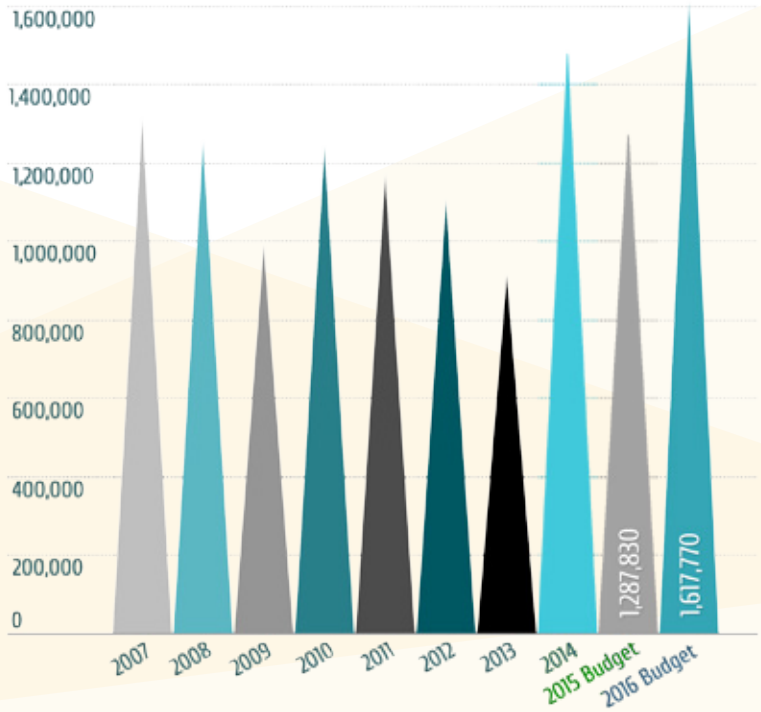
Fines and Forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 13% of the total FY 2016 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 2016 projections used a rolling two year average of receipts received from fiscal year 2014 and 2015.

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 2015** Fines and Forfeitures **$1,897,903**
Original **FY 2015** Budget **$1,200,000**.
Current **FY 2015** Budget **$1,287,830**.
FY 2016 percentage of change from **FY 2015** budget is a **25.6%** increase.



Expenditure Summary

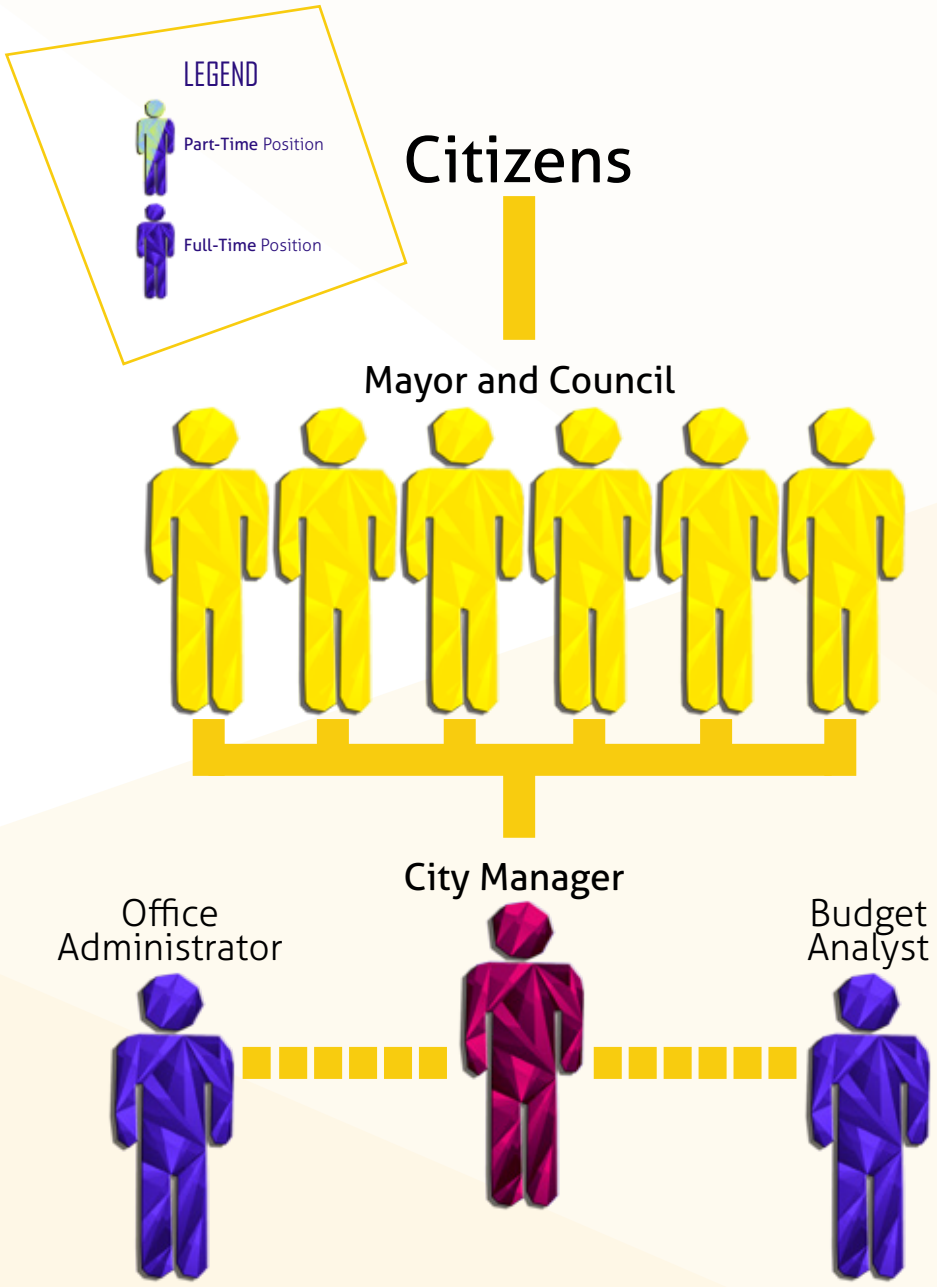
Council and Chief Executive
Administrative Services
Business Services
Economic Development
Financial Services
Parks & Public Works
Planning
Police
Non-departmental


EXIT
30024
city of
Suwanee
georgia

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 2016 Budget Items	Gwinnett Municipal Association dues $30,000. Funding for 16 weeks summer intern $10,340, $25,000 for a facilties evaluation and $10,000 for branding of the Suwanee logo.
Current FY 2015 Budget	$560,020
Adopted FY 2016 Budget	$588,490
Change from PY Budget	$28,470
Reason for Change	4% salary adjustments, 11% group health insurance increase and $25,000 for a facilties evaluation.





FY 2015 CURRENT BUDGET	**$560,020**	
Changes:		
Council Education	1,600	Addition based on current year usage
Council Machinery & Equipment	(750)	Funding for purchase of two iPads, removed FY 2016
Salary & benefit changes due to 4% raises	5,400	
Group Health Insurance 11% increase	4,800	
Facilities Evaluation Study	22,500	
Reduction in Advertising	(100)	
Reduction in Dues & Fees	(2,400)	
PlayTown Suwanee Birthday	(2,000)	FY 2015 event
Reduction in Equipment	(580)	
FY 2016 ADOPTED BUDGET	**$588,490**	

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 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Council Meetings	12	12	12	12	12	12
Work Sessions	14	14	14	14	14	14
Ordinances Effected	6	7	7	8	5	6
Resolutions Adopted	10	1	5	5	6	6
Specially Called Meetings	8	8	5	7	5	6
Public Hearings	11	10	11	10	14	14
Executive Sessions	14	11	9	10	9	10
Council Work Retreat	1	2	1	1	2	1

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

The National Citizen Survey is a statistically valid survey tool used by local government jurisdictions across the United States to assess resident satisfaction with community amenities and government services. The survey is a collaborative effort between the National Research Center, Inc., and the International City/County Management Association (ICMA).

Periodic sounding of resident opinion offers staff, elected officials, and other stakeholders an opportunity to identify challenges, to plan for and evaluate improvements, and to sustain services and amenities for long-term success. Staff can use the results to improve service delivery. Elected officials can use the results to set goals and priorities. Managers can use the results for performance measurements

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Opportunities to participate in community matters	79%	80%	78%	79%	6th
The value of services for the taxes paid to Suwanee	78%	71%	76%	77%	9th
The overall direction that Suwanee is taking	87%	79%	89%	91%	2nd
The job Suwanee government does at welcoming citizen involvement	79%	80%	76%	81%	1st
Overall image or reputation of Suwanee	95%	93%	98%	94%	7th
Suwanee as a place to live	97%	98%	99%	98%	18th
Overall quality of life in Suwanee	95%	95%	97%	96%	29th
Services provided by City of Suwanee	93%	87%	93%	92%	7th
Recommend living in Suwanee to someone who asks	95%	96%	99%	96%	15th
Remain in Suwanee for the next five years	91%	91%	91%	92%	33rd
% of citizens surveyed that have attended a meeting of local elected officials or other local public meeting	34%	28%	22%	27%	51st
Ease of public parking	48%	57%	62%	70%	15th
Overall confidence in Suwanee government	*	*	*	83%	1st
Generally acting in the best interest of the community	*	*	*	86%	1st
Being honest	*	*	*	85%	1st
Treating all residents fairly	*	*	*	83%	1st
Contacted Suwanee elected officials (in person, phone, email or web) to express your opinion	*	*	*	9%	77th
Ease of walking in Suwanee	61%	63%	74%	67%	86th
Ease of bicycle travel in Suwanee	50%	57%	64%	65%	82nd
Ease of car travel in Suwanee	54%	65%	68%	72%	66th
Quality of K-12 Education	89%	91%	92%	95%	6th
Public places where people want to spend time	*	*	*	88%	2nd
Walked or biked instead of driving (at least 2-4 times per month)	*	*	*	27%	58th

**new measure*



GOVERNANCE
HOW WE MEET EXPECTATIONS
HOW WELL DOES THE GOVERNMENT OF SUWANEE MEET THE NEEDS AND EXPECTATIONS OF ITS RESIDENTS?

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Value of services for the taxes paid to Suwanee	2014	77%	9	352	97
	2012	76%	5	366	99
	2010	71%	17	322	95
	2008	78%	64	271	76
The overall direction that Suwanee is taking	2014	91%	2	277	99
	2012	89%	2	300	99
	2010	79%	5	266	98
	2008	87%	19	221	91
The overall image or reputation of Suwanee	2014	94%	7	297	98
	2012	98%	5	298	98
	2010	93%	6	245	98
	2008	95%	12	180	93
Job Suwanee government does at welcoming citizen involvement	2014	81%	1	265	99
	2012	76%	4	292	99
	2010	80%	1	280	99
	2008	79%	55	238	77
Services provided by the City of Suwanee	2014	92%	7	377	98
	2012	93%	8	383	98
	2010	87%	7	350	98
	2008	93%	14	304	95
Overall confidence in Suwanee Government*	2014	83%	1	87	99
Generally acting in the best interest of the community*	2014	86%	1	85	99
Being honest*	2014	85%	1	84	99
Treating all residents fairly*	2014	83%	1	85	99

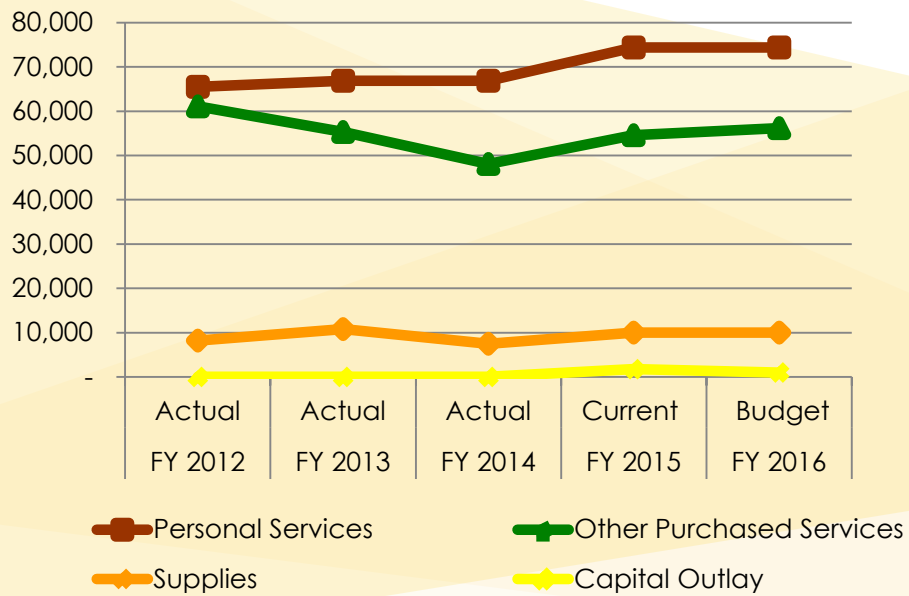
Almost all residents (**91%**) reported being satisfied with the overall direction that Suwanee was taking. More than **80%** of respondents gave positive ratings for the City welcoming citizen involvement, acting in the best interest of Suwanee, being honest, treating all residents fairly and their confidence in City's government.

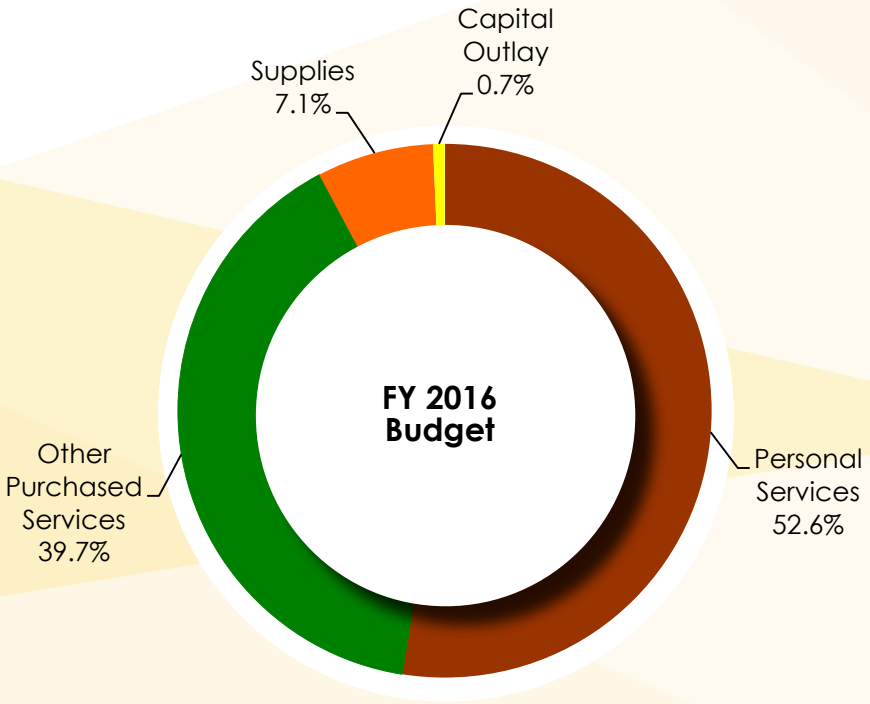
*New survey questions added by the National Research Center in 2014.

1110 GOVERNING BODY

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 65,475	$ 66,851	$ 66,850	$ 74,400	$ 74,400
Other Purchased Services	61,107	55,316	48,088	54,550	56,150
Supplies	8,181	10,785	7,457	10,000	10,000
Capital Outlay	-	-	-	1,750	1,000
TOTAL	$ 134,763	$ 132,952	$ 122,395	$ 140,700	$ 141,550





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 citizen's 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 306-314***
   - ***CIP, Equipment & Vehicles, Parks & Facilities, and Transportation Projects, pages 285-294***
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 310-314***
4. Provide adequate maintenance to existing capital facilities.
   - ***STWP, Facility Maintenance, page 304***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
5. Provide staff with direction and assistance in implementation of their duties, assignments and projects.
   - ***STWP, City Services, Staffing, Strategic Anchor Points, pages 310-314***
6. Manage annual and capital budgets.
   - ***STWP, City Services, Staffing, pages 310-314***
   - ***CIP, Equipment & Vehicles, Parks & Facilities and Transportation Projects, pages 285-294***
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, pagess 310-314***
9. Reinforce City's culture. Empower employees to make decisions and be creative.
   - ***STWP, Strategic Anchor Points, Strategic Plan Implementation, City Services, Staffing, pages 306-314***
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 300-314***

OBJECTIVES FOR FISCAL YEAR 2016

1. Evaluate and implement, as needed, organizational structuring to create a Business Services Department.
2. Evaluate and implement, as needed, daytime court proceedings.
3. Successfully issue RFP for probation services.
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, and Brushy Creek Greenway, page 293***
5. Conduct the 2014 National Citizen Survey©.
    - ***STWP, National Citizen Survey, Citizen Engagement, and Strategic Plan Implementation, pages 300-306***
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 300-310***
    - ***CIP, Transportation Projects, Stormwater Projects, Parks & Facilities Projects, Park Enhancement Projects, pages 289-294***
7. Other projects identified by the Mayor and Council.
    - ***STWP, Comprehensive Plan, Strategic Plan Implementation, City Services, pages 304-310***
    - ***CIP, Equipment & Vehicles, Parks & Facilities, and Transportation Projects, pages 285-294***

STAFF MISSION STATEMENT

S.E.E. Suwanee Exceeds Expectations
Our Team Will:

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

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Council Agenda Packages	24	24	24	24	24	24
Council Meetings	12	12	12	12	12	12
Council Work Sessions	14	14	14	14	14	14
Department Head Meetings	12	12	12	12	12	12
Staff Meetings	12	12	12	12	12	12
Staff Work Retreat	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 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		

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 National Citizen Survey

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Overall customer service by Suwanee employees	91%	84%	85%	86%	53rd
Contacted Suwanee (in person, phone, email or web) for help or informaiton	52%	47%	35%	32%	258th



COMMUNITY
HOW LIVABLE WE ARE
WHAT MAKES A COMMUNITY LIVABLE, ATTRACTIVE AND A PLACE WHERE PEOPLE WANT TO BE?

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Suwanee as a place to live	2014	98%	18	338	95
	2012	99%	9	338	97
	2010	98%	6	314	98
	2008	97%	20	270	93
Suwanee as a place to raise kids	2014	97%	14	328	96
	2012	97%	12	338	96
	2010	96%	11	306	96
	2008	97%	27	262	90
Suwanee as a place to retire	2014	78%	56	311	82
	2012	79%	42	321	87
	2010	72%	69	287	76
	2008	71%	71	238	70
Overall appearance of Suwanee	2014	94%	10	308	97
	2012	94%	9	312	97
	2010	93%	6	287	98
	2008	92%	28	244	89

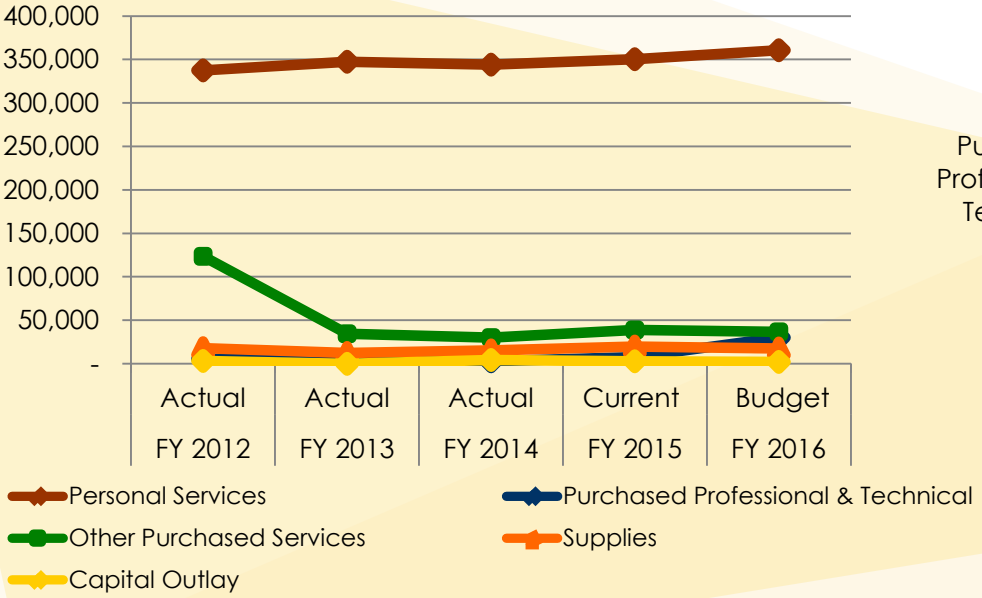
Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. **98%** rated the City as an excellent or good place to live. About **9 in 10** respondents gave positive ratings to their neighborhood as a place to live, Suwanee as a place to raise children, as well as Suwanee's overall appearance. **78%** rated Suwanee as an excellent or good place to retire.

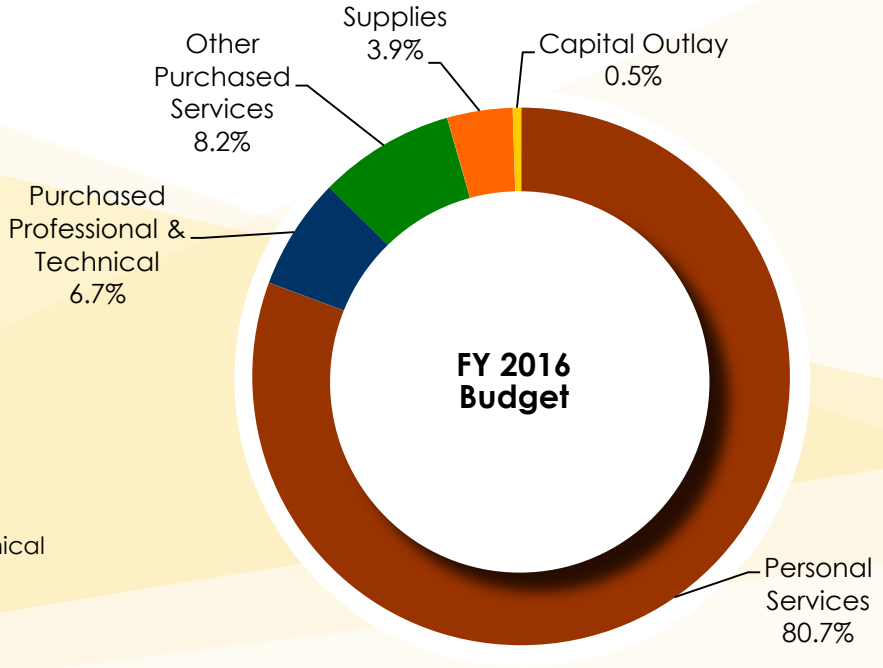


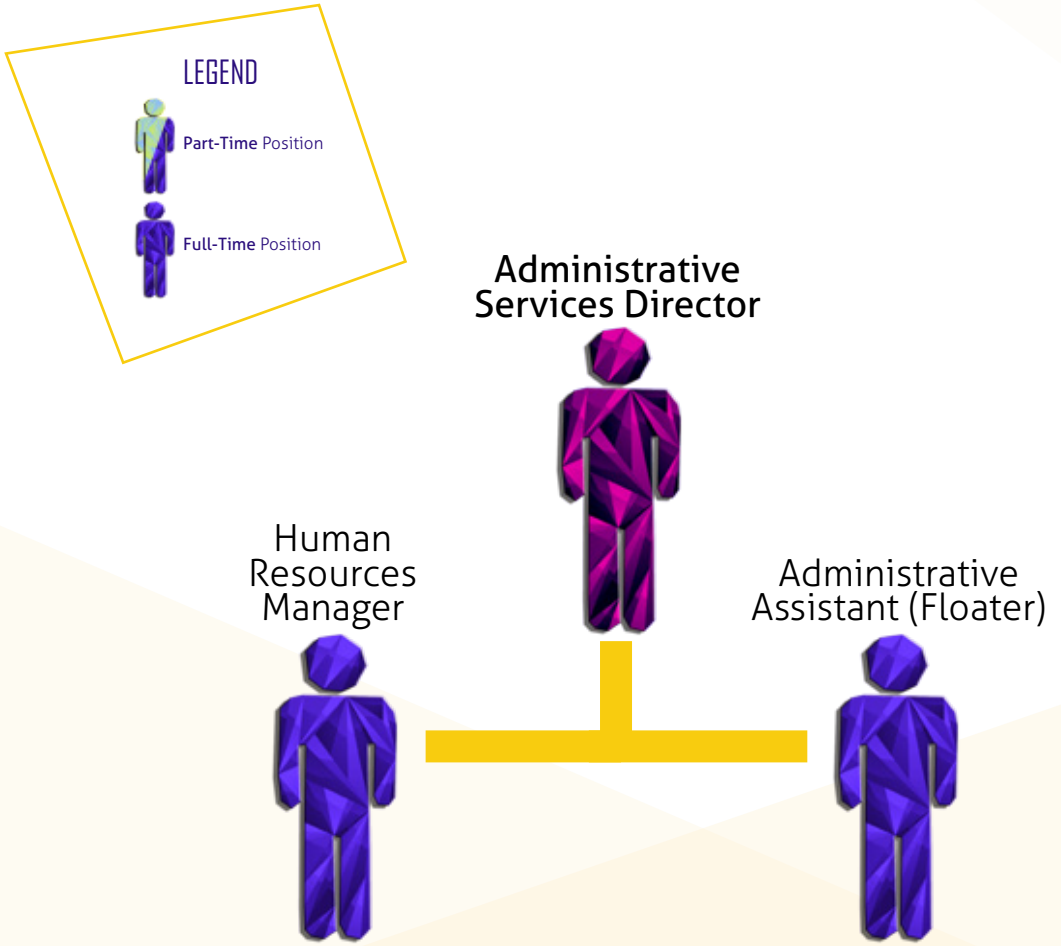
AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager (1)	23	1	1	1	0	0
Budget Analyst (1)	18	0	0	0	1	1
Office Administrator	12	1	1	1	1	1
TOTAL		3	3	3	3	3

(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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 337,428	$ 347,304	$ 344,064	$ 350,350	$ 360,550
Purchased Professional & Technical	5,400	5,600	2,650	7,500	30,000
Other Purchased Services	123,645	34,643	30,137	39,050	36,550
Supplies	17,888	12,464	15,432	19,600	17,600
Capital Outlay	3,102	-	4,393	2,820	2,240
TOTAL	$ 487,463	$ 400,011	$ 396,676	$ 419,320	$ 446,940







Administrative Services

Functions	Includes the operations of Adminstrative Services
Positions	3 full-time
Role	This department is responsible for City Clerk and Human Resources operations.
Notable FY 2016 Budget Items	$63,490 for a new floater Administrative Assistant position. $50,000 funding for Actuarial and Pension Attorney services used for the retirement plans, Police promotion process, classification and compensation study and Municode expenditures which include publication of the Code of Ordinances. $25,750 for the fall elections. $21,000 for drug screens, background checks, language line, and employee service awards.
Current FY 2015 Budget	$272,680
Adopted FY 2016 Budget	$379,490
Change from PY Budget	$106,810
Reason for Change	The majority of the change, $63,490, is for a new Administrative Assistant floater. This new position would support all departments. $20,000 for a classification and compensation study and $25,750 for the fall elections.



FY 2015 CURRENT BUDGET	**$272,680**	
Changes:		
Proposed new Administrative Assistant position		Floater position to benefit all departments
Salaries & benefits	58,930	
Computer	1,500	
Salaries & payroll taxes Poll Workers	12,320	Fall Election funding
Salary and benefit change due to 4% raises and vacant position	9,360	During FY 2015 two part time positions were combined into one position. Positon was vacant 6 months. FY 2015 current budget only included 9 months of salaries.
Group Health Insurance 11% increase and adding one full time family coverage	7,700	In FY 2015 two part time positions were combined into one full time position. FY 2015 budget only included 9 months of family group health coverage.
Increase in professional services	16,500	Classification and compensation study
Increase in communication and advertising	500	
FY 2016 ADOPTED BUDGET	**$379,490**	

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.

1. 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.

2. 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 goal of the City Clerk's Office is to provide high quality records management for City employees, citizens, and customers at large. The City Clerk encourages transparency and works to improve the function of the City by maintaining its vital documents in a well-organized and readily available manner. The department strives to provide the highest level of customer service and to facilitate effective governance by maintaining a responsive dialogue with staff and citizens.
- In addition, the Clerk's Office answers open records requests for the City, manages records retention, oversees the qualification of candidates for municipal elections and ensures compliance with E-Verify and SAVE.
- 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 with internal and external customers in conjunction with Open Records Request, day-to-day operations, etc.
   - ***STWP, City Services, Strategic Anchor Points, pages 310-314***
2. 2015 Municipal Election:
   - Election Call
   - Superintendent Oath
   - Staff training: Secretary of State & Kennesaw State University (DRE Equipment).
   - DRE Intergovernmental Agreement with Gwinnett County
   - Qualifying
   - Logic & Accuracy Testing for Equipment
   - Poll Workers Recruitment
   - Poll Worker Training
   - Early Voting
   - Election Day
3. Qualifying Officer (State Ethics Commission). Confirm that all documents are reported on a timely basis.
4. Monitor Title II ADA (Americans with Disabilities Act) Compliance.
5. Monitor Title VI ADA (Americans with Disabilities Act) Compliance.
6. City of Suwanee Safety Committee.
7. DOAA Annual Reporting for Public Benefits
   - Contract Affidavits
   - Business/Occupational Tax License
   - Employee Benefits
8. Continue training through University of Georgia Carl Vison Institute to maintain Municipal Clerk certification; currently working on Masters Certification.
   - ***STWP, Learning Opportunities, page 312***

OBJECTIVES FOR FISCAL YEAR 2016 - 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 support departments in recruiting and retaining top talent.
   - ***STWP, Staffing, page 314***
3. Continue to collect data and participate in the ICMA Performance Measures initiative.
4. Work with Benefits Broker to maintain and review employee benefit package. Look at self-funding option.
   - ***STWP, Employee Benefits Program, page 300***
5. WELLNESS: Work with Benefits Broker liaison to continue to inform employees about the importance of education, awareness, self-care, and behavioral change in improving wellness and productivity.
6. BS&A Applicant Tracking System- begin utilizing BS&A for applicant recruiting.
   - ***STWP, Staffing, page 314***
7. 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. E-Verify new hires.
8. Recruit and fill vacant Human Resource Manager posititon.
9. Workers' Compensation RFP.
   - ***STWP, Staffing, page 314***
10. Benefit Broker RFP.

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Applications/resumes processed	717	572	504	500	307	500
Positions filled	13	11	14	10	11	12
Employee separations	10	6	6	8	14	8
Employee drug tests conducted	45	47	46	50	55	50
Employee training workshops conducted (hours)	24	23	32	5*	2	10
Supervisory training conducted (hours)	24	24	6*	10	2	10

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

PRODUCTIVITY MEASURES - Human Resources	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	90/45/90	90/95/90	195/71/113	90/45/90	132/104/246	90/45/90
Turnover rate (excluding seasonal) /sworn	7%/17%	10%/0%	5%/1%	6%/15%	14%/15%	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 2016 - City Clerk

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

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Council Workshops attended	12	12	12	12	12	12
Council meetings attended/Called Meetings	12/7	12/8	12/4	12/2	12/4	12
Action Minutes prepared within 3 days	19	20	16	14	16	12
Council Minutes recorded & transcribed w/in two weeks	19	24	16	14	16	12
Open Records Requests processed	36	70	56	40	41	50
Info@suwanee.com inquiries received	281	245	248	225	150*	150
Ethics Complaints Received	0	4	0	0	0	0
Provide information regarding elections to candidates**	5	0	3	0	0	3

measure moved from Public Information function 1570 during FY 2015
***no City election scheduled in FY 2011, FY 2013 or 2015*

PRODUCTIVITY MEASURES - City Clerk	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	75%	100%	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	95%	100%	100%	100%	100%	100%
Percent of requests for information responded to within three days of receipt	100%	100%	100%	100%	100%	100%
Citizen inquiries responded to within 48 hours	99%	98%	99%	98%	100%	100%

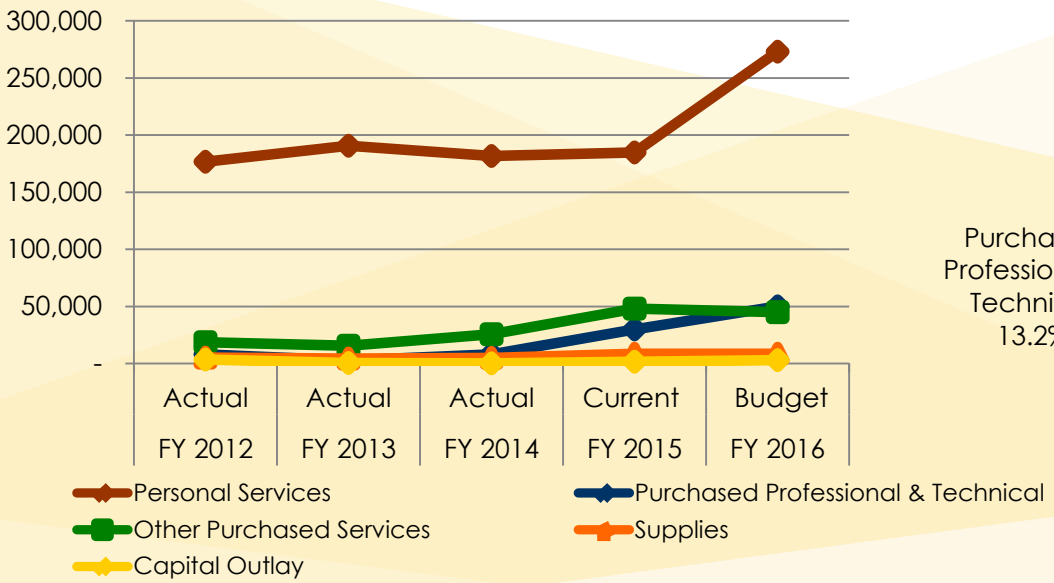
	MISSION:	**City Clerk: Record and transcribe Council Minutes within 2 weeks; Conduct Municipal Elections.**			
	INPUTS	• City Clerk • City Council	• Mayor • Facilities	• Secretary of State • GA Government Transparency and Campaign Finance Commission	
	ACTIVITIES	• Training for knowledge of local, state 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			

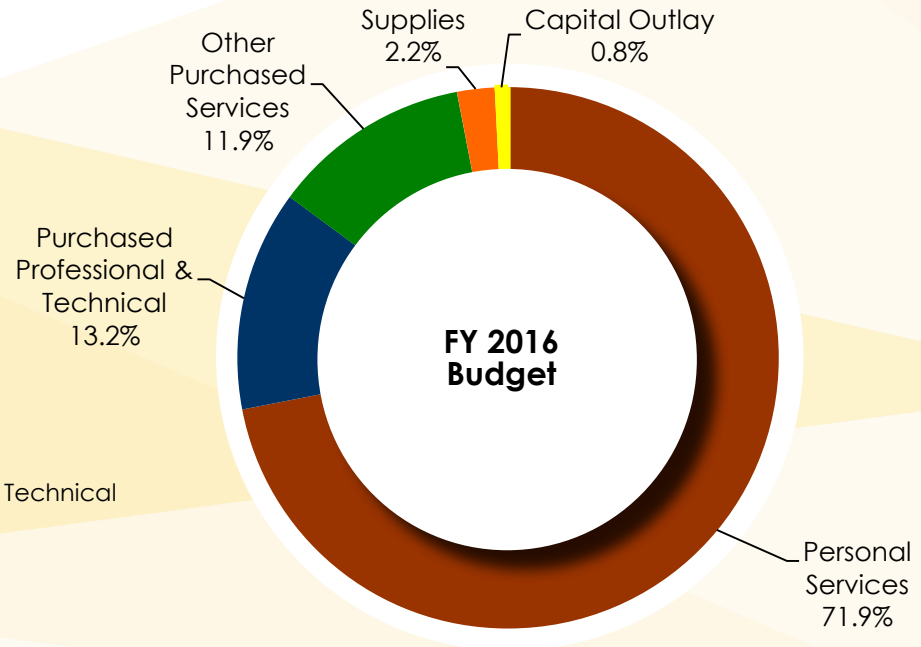
1500 GENERAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Administrative Services Director	24	1	1	1	1	1
Human Resources Manager(1)	18	0	0	0	1	1
Human Resources Manager(1)	PT-18	2	2	2	0	0
Administrative Assistant (Floater)(1)	12	0	0	0	0	1
TOTAL		3	3	3	2	3

(1) In 2015 the two part-time human resources manager positions were upgraded to one full-time position.
(2) In 2016 an Administrative Assistant Floater position was added.

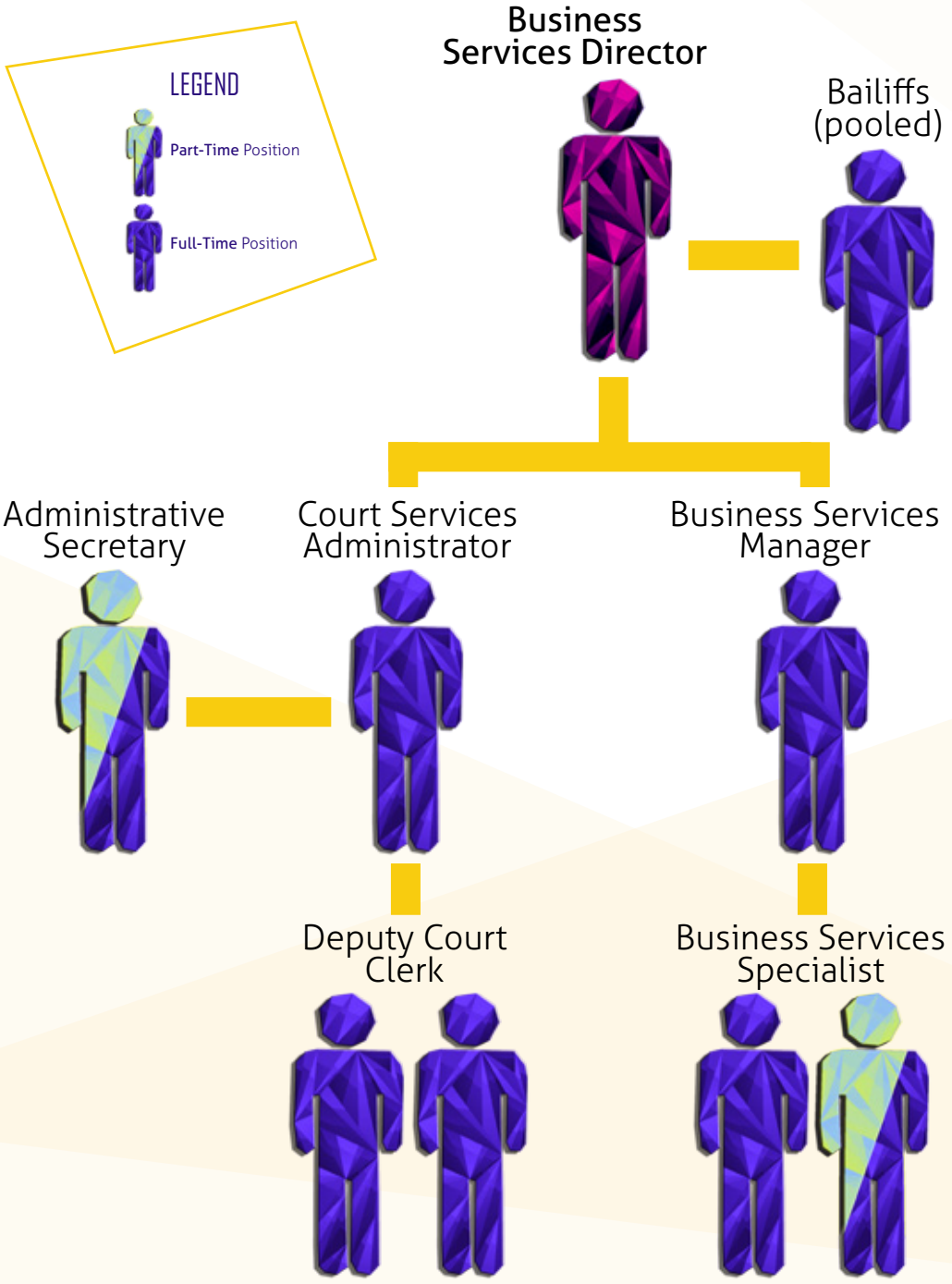
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 176,596	$ 190,733	$ 181,576	$ 184,680	$ 272,990
Purchased Professional & Technical	8,095	28,434	8,001	30,000	50,000
Other Purchased Services	18,572	15,703	25,687	48,000	45,000
Supplies	5,125	4,320	4,991	8,500	8,500
Capital Outlay	3,435	490	268	1,500	3,000
TOTAL	$ 211,823	$ 239,680	$ 220,523	$ 272,680	$ 379,490






SUWANEE

BUSINESS SERVICES



Business Services

Functions	Includes the operations of Business Services Administration and Municipal Court.
Positions	6 full-time, 2 part-time, 4 Judges, and 5 Prosecuting Attorneys. New pool of Bailiffs to help with court security.
Role	This department is responsible for Customer Service and Municipal Court operations.
Notable FY 2016 Budget Items	The FY 2016 budget adds a pooled Bailiffs position ($48,440) to help with court security.
Current FY 2015 Budget	786,320
Adopted FY 2016 Budget	$834,190
Change from PY Budget	$47,870
Reason for Change	4% salary adjustments, 11% group health insurance increase and $48,440 for a new pool of Bailiffs.



FY 2015 CURRENT BUDGET	**$786,320**	
Changes:		
Business Services		
Salary & benefit changes due to 4% raises	8,090	
Group Health Insurance 11% increase	4,380	
Reduction in contract services	(2,500)	Services to be performed in house.
Reduction in other purchased services	(3,880)	
MUNICIPAL COURT		
Proposed new pooled Marshall position		
Salaries & benefits	48,440	
Salary and benefit change due to 4% raises	2,470	
Salary and benefit changes due to temporary staffing	(17,500)	Temporary staffing changes in FY 2015
Group Health Insurance 11% increase	3,820	
Increase in legal services	2,500	
Increase in rental	500	
Increase in other purchased services	700	
Increase in supplies	850	
FY 2016 ADOPTED BUDGET	**$834,190**	

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 through accurate work, demonstrating a solid understanding of local and state regulations, and adding value and integrity to every interaction.

GOALS

1. Operations - Ensure that Suwanee's financial transactions and licensing function are administered in an efficient, professional, and fair manner.
   - ***STWP, City Services, Staffing, pages 310-314***
2. Customer Service - Provide customer service that models the employee mission statement, "Suwanee Exceeds Expectations."
   - ***STWP, Staffing, page 310***
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, City Services, Staffing, pages 310-314***
4. Internal - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, City Services, Staffing, pages 310-314***

OBJECTIVES FOR FISCAL YEAR 2016

1a. Fully implement delinquent tax module for BS&A software.
1b. Strive to collect 98% of property taxes owed in current fiscal year.
1c. Identify and undertake process improvement steps for staff functions.
1d. Audit one-third of hotels/motels to ensure revenues are calculated and submitted correctly.
1e. Audit one-third of liquor-by-the-drink licensees to ensure revenues are calculated and submitted correctly.
1f. Evaluate, and if appropriate, outsource revenue discovery and recovery services.
1g. Scan all archived paper records older than 24 months.

2a. Launch online renewal process for business licenses.
2b. Promote and educate customers on online transactions for licensing, taxes, and water bills.
2c. Complete internal customer service training; develop and implement department-wide.
2d. Evaluate, and if feasible, implement online reporting and payment for alcohol excise taxes.
2e. Evaluate, and if feasible, implement online reporting and payment for motel/hotel taxes.

3a. Cross train department staff, as well as other staff, who provide coverage in the department.
3b. 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.
3c. Each staff member attends annually at least one external continuing education course/conference related to their function area(s).
3d. Identify a colleague in a peer city for each department to shadow for one day.

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.

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Commercial property tax bills processed annually	*	*	1,234	1,300	1,211	1,250
Residential property tax bills processed annually	*	*	6,354	6,400	6,362	6,390
Commercial business license applications processed annually	*	*	1,076	1,100	1,093	1,200
Home business license applications processed annually	*	*	270	280	291	300
Alcohol licenses issued	54	59	61	63	65	67
Compliance audits for hotels/motels	*	*	8	8	8	**
Compliance audits for alcohol excise taxes	*	*	21	21	21	**
Water bills processed monthly	*	*	355	355	357	357
Continuing education classes attended per employee*	*	*	*	1	2	1

*new measure
**conducted every other year

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of property tax accounts collected	98%	98%	98%	98%	98%	99%
Percent of tax penalties assessed	2%	2%	2%	2%	2%	1%
Percent of F.I.F.A.'s filed by July 31 for prior fiscal year tax delinquencies	*	*	100%	100%	100%	100%
Percent of F.I.F.A.'s released within 30 days of payment	*	*	95%	100%	99%	100%
Percent of business license renewal payments collected by June 30	*	*	92%	94%	93%	95%
Percent of business license renewals submitted online	*	*	*	35%	0%	35%

*new measure

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

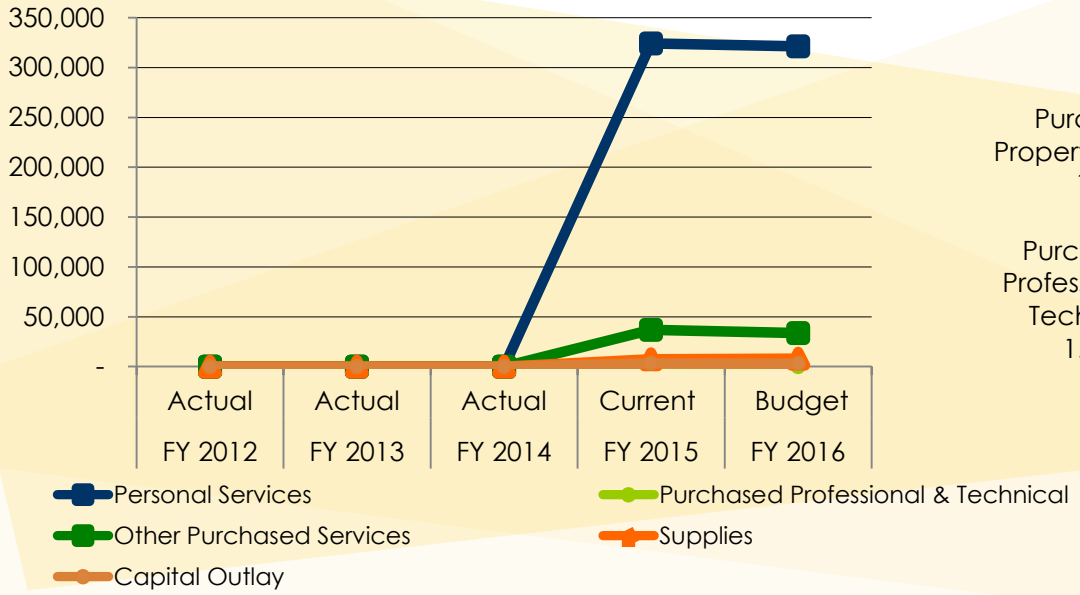
Inputs	• Staff • Bank accounts	• Cash receipts from customers funding • Cash received from other departments	• Accounting software • Deposit slips	
Activities	• Enter cash receipts into the financial system • Verify proper customer account is credited for funds received • Balance cash on hand to daily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

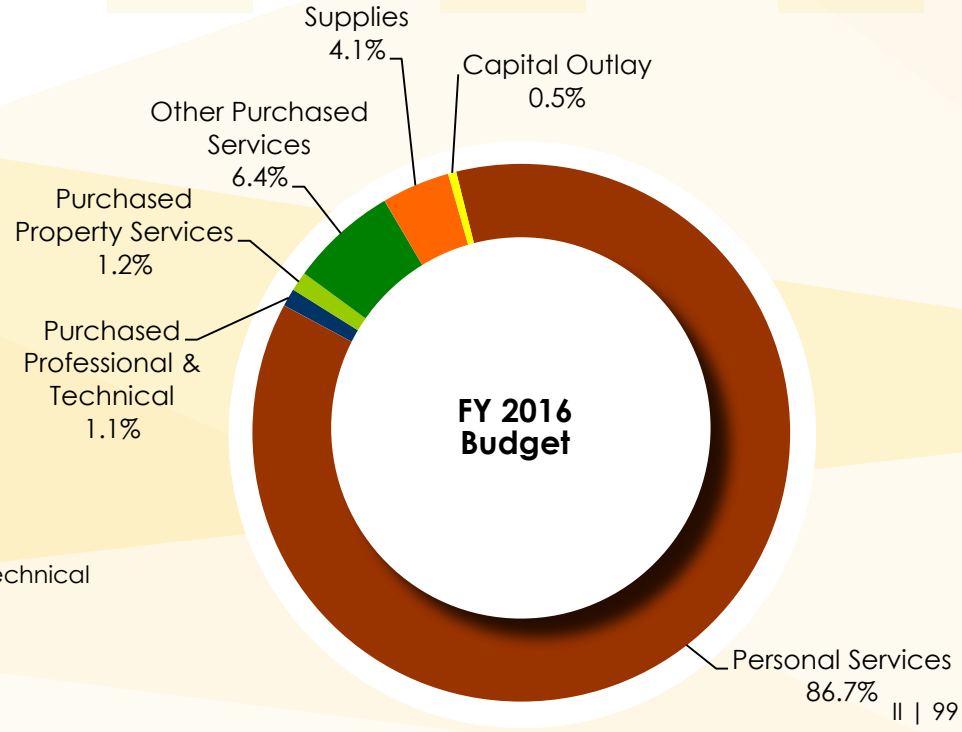
1590 BUSINESS SERVICES

AUTHORIZED POSITIONS*	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Business Services Director	24	0	0	0	1	1
Business Services Manager	19	0	0	0	1	1
Business Services Specialist	13	0	0	0	1	1
Business Services Specialist	PT-13	0	0	0	1	1
TOTAL		0	0	0	4	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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2015 BUDGET
Personal Services	$ -	$ -	$ -	$ 324,200	$ 321,220
Purchased Professional & Technical	-	-	-	3,500	-
Other Purchased Services	-	-	-	36,880	33,750
Supplies	-	-	-	7,500	8,000
Capital Outlay	-	-	-	3,070	2,820
TOTAL	$ -	$ -	$ -	$ 375,150	$ 365,790





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, City Services, page 310***
2. Customer Service - Provide customer service that models the employee mission statement, "Suwanee Exceeds Expectations."
   - ***STWP, City Services, page 310***
3. Education - Provide training opportunities for court personnel to ensure mandated training is completed and the court is providing "Suwanee Quality" services.
   - ***STWP, Strategic Anchor Points, City Services, Staffing, pages 310-314***
4. Internal - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, City Services, Staffing pages 310-314***

OBJECTIVES FOR FISCAL YEAR 2016

- Identify and undertake process improvement steps for staff functions.
- Maintain an average number of defendants per arraignment session of 125-130 or less.
- Dispose no less than 94% of cases on a monthly basis.
- Maintain an average arraignment session time of 2.5 hours or less.
- Update operating procedure manuals to reflect day sessions.
- Conduct an annual customer service survey for Municipal Court.
- Earn an overall average customer rating of no less than 4 on the annual survey.
- Offer additional payment options for Municipal Court customers: install self-service kiosks in Court and City Hall; install after-hours drop box at Court; explore feasibility of City Hall employees accepting Court payments.
- Complete internal customer service training; develop and implement department-wide.
- Identify a colleague in a peer city for each department to shadow for one day.
- Convert all archived records from paper to electronic files.
- 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 and monthly staff meetings.
- Strive to have 100% employee participation in the wellness program.
- Work with police to update customer service information provided to defendants.

2650 MUNICIPAL COURT

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of Ethics Complaints resolved	n/a	100%	100%	100%	100%	100%
Cases processed	13,089	9,858	12,300	13,500	17,437	15,714
New cases filed	*	*	*	*	17,949	16,200
Jury trials	370	355	198	210	256	225
Non-jury trials	462	154	200	210	261	250
Bench trial sessions	*	*	*	*	12	15
Jail arraignments-number of cases processed byJudge at the jail	95	59	70	75	62	65
Number of court sessions (arraignments)	*	*	*	*	73	76
Number of cases per arraignment session	*	*	*	*	88	95
Cases heard per Judge, per session	*	*	*	*	64	69
Cases managed per Prosecutor, per session	108	70	85	90	88	90
Warrants issued	297	212	240	250	312	320
Juvenile (under 17) cases referred to Gwinnett County	56	75	87	89	111	90
Fine and fee payments collected	1,871,175	1,825,841	1,663,732	1,800,000	2,164,630	1,950,500
Average amount of fines cut annually, per Judge	*	*	*	*	$13,068	$14,400
Average amount of fines cut annually, per Prosecutor	*	*	*	*	$53,789	$50,000
Syscon-number of online payments	*	*	*	*	6,561	6,700
nCourt-number of automated phone payments	*	*	*	*	1,000	1,200
Syscon-staff time saved based on 3 minute per transaction (hours)	*	*	*	*	328	350
nCourt-staff time saved based on 3 minute per transaction (hours)	*	*	*	*	50	60
Monthly cases on probation	378	268	265	275	300	325
Monthly average of cases on Pre-Trial Diversion Program	12	7	6	8	65	70
Total of community service hours ordered by the court	5,968	7,722	4,726	5,150	3,680	5,000
Fingerprint applicants	95	111	175	185	230	240
Notice of suspension cases	648	278	420	440	714	700

** new measure*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of cases disposed (monthly)	95%	94%	93%	94%	97%	97%
Percent of warrants issued (monthly)	2.4%	2.2%	1.9%	1.9%	1.8%	1.8%
Length of court docket (hours)	4.0	3.0	2.7	2.5	2.2	2.2
Failure to appear	4.8%	11.8%	10.4%	10.8%	4.0%	5.0%
Percent of active cases on probation	32%	33%	48%	49%	30%	35%
Percent of new monthly cases placed on probation	7.7%	8.2%	6.0%	6.5%	6.2%	6.5%

SUWANEE MUNICIPAL COURT TRENDS

During the month of February 2014, the Suwanee Municipal Court set out on a new initiative to survey its customers and employees. The results obtained through these measures highlighted the Court's successes as well as its deficiencies. The Court analyzed the data accumulated from the surveys, and sought out improvements. Strategic recommendations were provided from the results to help facilitate the continued success and improvement of the Court for now and in the years to come. The Court again surveyed its customers and employees during February and March 2015, with the Court meeting or exceeding its goals as illustrated below.

The 2015 report contains five of the ten court measures regarding court performance. The rating scale is:

1= Strongly agree 2= Disagree 3= Neither Agree or Disagree
4= Agree 5= Strongly Agree

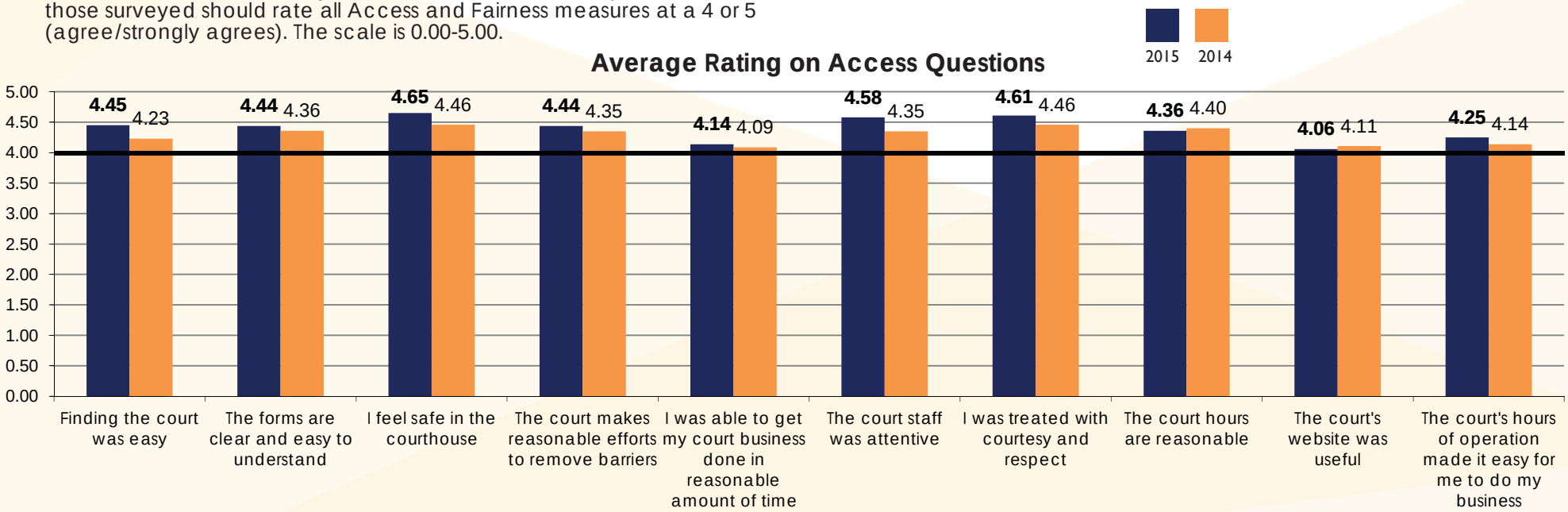
- **"CourTools"** are performance measures introduced by The National Center for State Courts. CourTools enables courts to collect and present evidence of the court successes and expectations of the stakeholders; these are necessary ingredients for accountability.
- **CourTools** supports efforts toward 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.

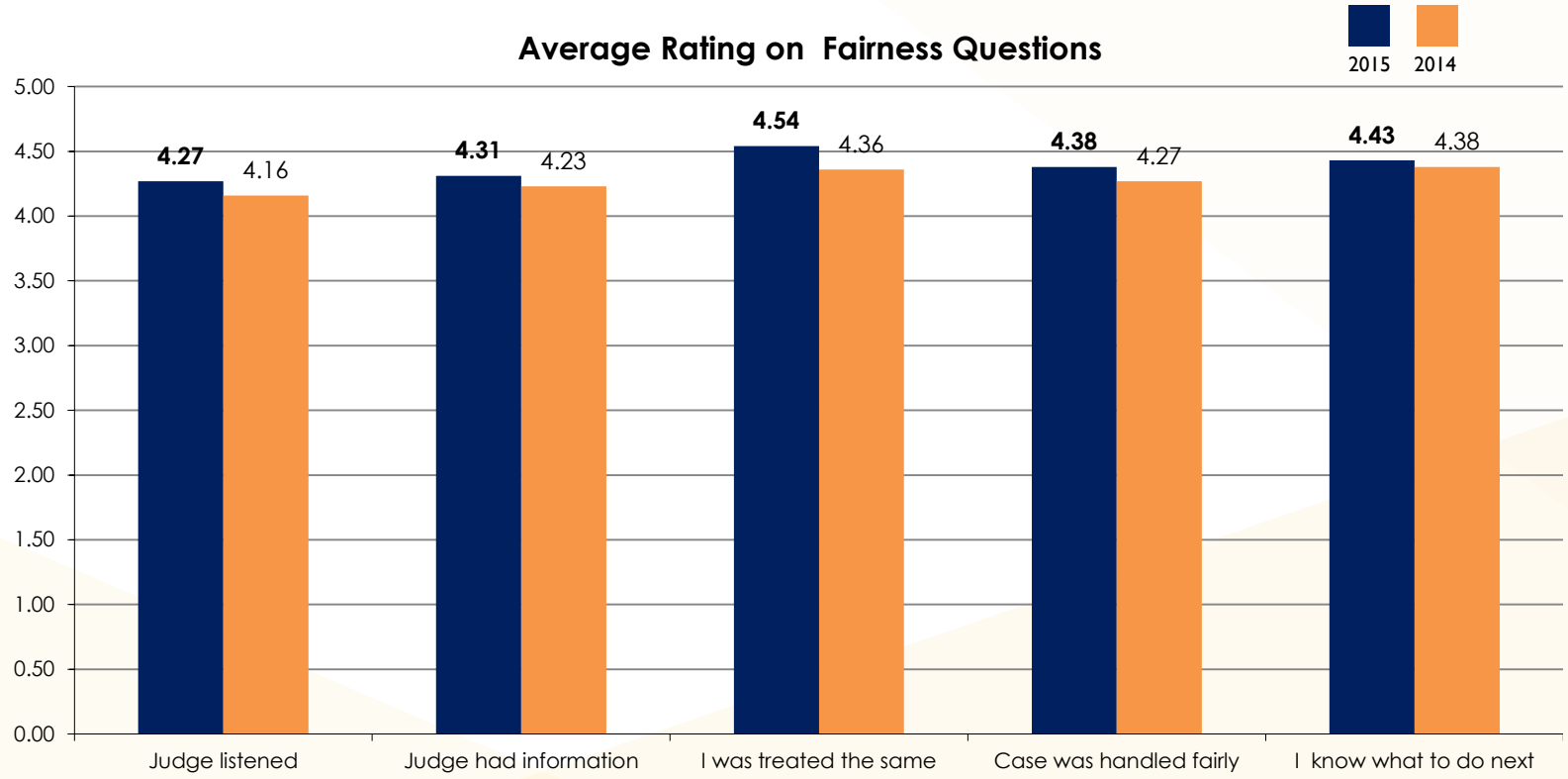
PERFORMANCE GOAL: It is a goal of the Suwanee Municipal Court that those surveyed should rate all Access and Fairness measures at a 4 or 5 (agree/strongly agrees). The scale is 0.00-5.00.

- The surveys were given during four court sessions in February and two court sessions in March 2015. One hundred fourty two (142) surveys were collected as individuals exited the courthouse.



The overall index score for the Access portion of the Survey was 100%. The Court has visibly met its goal of obtaining an average rating of 4 or 5 on Access Measures in all survey areas.

COURTOOLS MEASURE 1: Access and Fairness



The overall index score for the Fairness portion of the Survey was 100%. The Court has visible met its goal or obtaining an average rating of 4 or 5 on Fairness Measures in all survey areas.

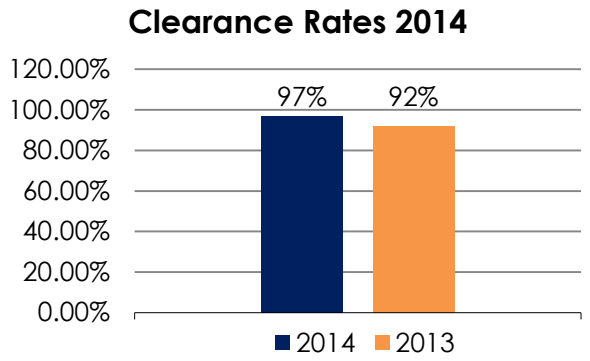
Survey Comments …

- Great service. Fair judgment.
- Mr. Mooney made courtroom feel comfortable/funny.
- Very pleasant.
- I believe the court unfairly upholds fines imposed on traffic citations.
- I just wish I didn't have to pay $50 extra on a seatbelt ticket.
- It was a 2 minute case. I was in at 9:00 and out at 11:01.
- The best judge.
- All is great except parking. It is unclear where people are supposed to park.
- Great work. Very friendly and fair to everybody.
- Only issue is interpreter is only available for plea. She is very helpful so could have used her to speak to my client.
- Work out of town so Tuesday required two days vacation to appear.
- Need better parking.
- Doing a great job!
- Great judge! He was fast and everyone was very helpful. The solicitor was great too!
- Morning or afternoon session and first come, first served. Very good occasion.

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.

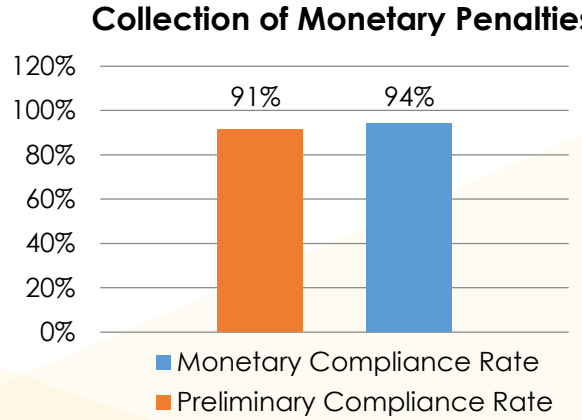
As Illustrated by the graphical representation, the 2014 Case Clearance rates were at 97% up from 92% the prior year. During 2014, there were 17,969 incoming cases with 17,416 outgoing cases. The Suwanee Municipal court will continue to work hard to reach its objective of 100% clearance rate.



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, 2014 to April 24, 2015.

Preliminary Compliance Rate is **91%** plus the 3% Conversion credit collected (jail time) gives the **94%** total **Monetary Compliance Rate**.



COURTOOLS MEASURE 4: Cost per Case

Definition: The average cost of processing a single case. We have 14,108 cases disposed as March 2015 and $257,639 YTD expenses.

Case Type	2014 Cost per Case	2013 Cost per Case
Disposed	$18.3	$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.

Rating: **1**=Strongly Disagree **2**=Disagree **3**=Neither Agree or Disagree **4**=Agree **5**=Strongly Agree

Court Employee Satisfaction Survey	2015 Average Response on 0-5 scale	2015 Converted to 100 pt scale	2014 Average Response on 0-5 scale	2014 Converted to 100 pt scale
1. My department looks for ways to improve processes and procedures.	5.0	100	5.0	100
2. I am kept informed about matters that affect me in my work place.	4.7	93	5.0	100
3. As I gain experience, I am given responsibility for new and exciting challenges at work.	4.7	93	4.7	93
4. The court is respected in the community.	4.0	80	4.3	87
5. The people I work with can be relied upon when I need help.	5.0	100	5.0	100
6. I have an opportunity to develop my own special abilities.	4.3	87	4.3	87
7. I understand how my job contributes to the overall mission of the court.	5.0	100	5.0	100
8. I am treated with respect.	5.0	100	4.7	93
9. When I do my job well, I am likely to be recognized and thanked by my supervisor.	5.0	100	4.7	93
10. My working conditions and environment enable me to do my job well.	5.0	100	4.7	93
11. I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	4.7	93	5.0	100
12. My court leaders communicate important information to me in a timely manner.	4.7	93	5.0	100
13. I enjoy coming to work.	4.7	93	4.3	87
14. The people I work with take a personal interest in me.	4.3	87	4.3	87
15. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	4.7	93	4.7	93
16. My meetings with my supervisor are useful and meaningful.	4.7	93	4.7	93
17. When appropriate, I am encouraged to use my own judgment in getting the job done.	4.7	93	4.3	87
18. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	4.3	87	4.7	93
19. On my job, I know exactly what is expected of me.	5.0	100	5.0	100
20. I am proud that I work in the court.	4.3	87	4.7	93
21. The court uses my time and talent well.	5.0	100	5.0	100
22. I get the training I need to do the job well.	5.0	100	4.7	93
23. I know what it means for me to be successful on the job.	4.7	93	5.0	100
24. My supervisor is available when I have questions or need help.	4.7	93	5.0	100
25. Communication within my division is good.	5.0	100	4.7	93
26. My co-workers work well together.	4.7	93	5.0	100
27. I have opportunities to express my opinion about how things are done in my division.	4.7	93	4.7	93
28. In the last 6 months, a supervisor manager has talked with me about my performance/career development.	4.0	80	4.7	93
29. The court and its leaders are dedicated to continuous improvement.	5.0	100	5.0	100
30. I am treated with respect by the public.	3.7	74	3.3	67
Overall Survey Average Response	**4.7**	**94**	**4.7**	**94**

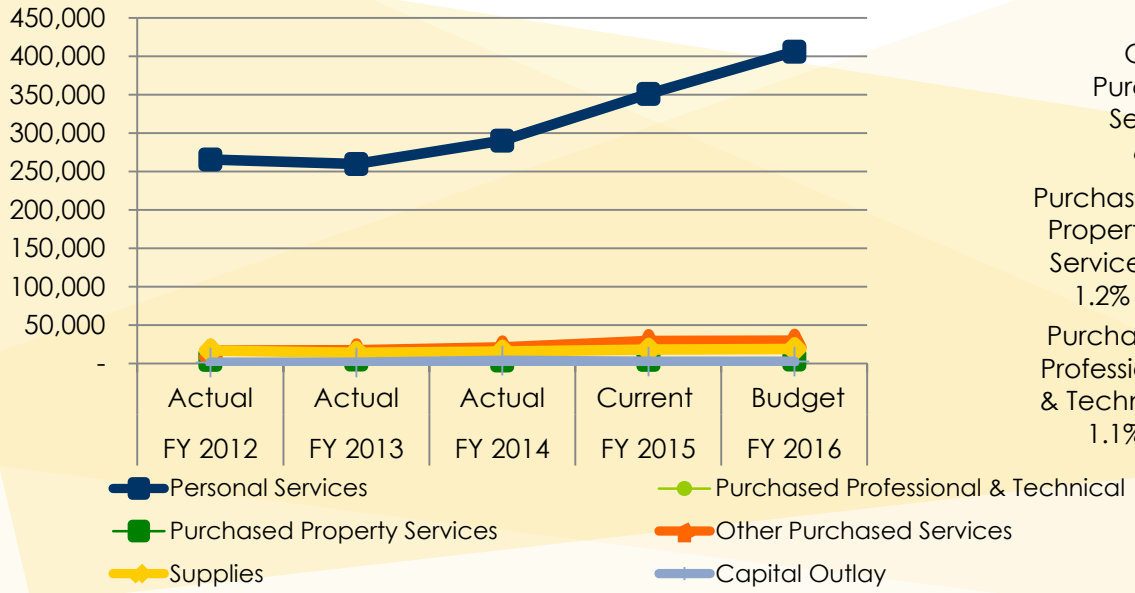
	MISSION:	**Process all City citations handled through Municipal Court.**			
	INPUTS	• Staff • Judge • Prosecutors	• Officer • Defendants • Attorneys	• Citizens • Other Agencies • Probation	• Jail • Bonding Companies
	ACTIVITIES	• Receive citations from Police Department, City code enforcement officers, 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 • Deposit slips • 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.			

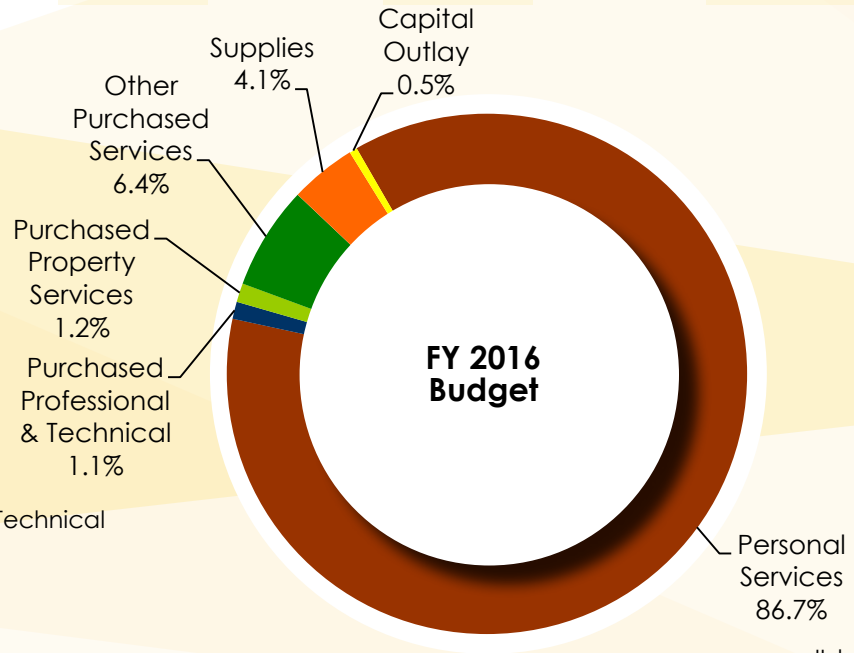
2650 MUNICIPAL COURT

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	3	2	3	3
Lead Prosecuting Attorney	Appointed	1	1	1	1	1
Prosecuting Attorney	Appointed	5	5	4	4	3
Court Services Administrator	19	1	1	1	1	1
Bailiff Pool (1)	14	0	0	0	0	1
Deputy Court Clerk	12	2	2	2	2	2
Administrative Secretary	PT-10	0	1	1	1	1
TOTAL		13	14	12	13	13

(1) In fiscal year 2016 a bailiff pool was added to assist with court security.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 265,736	$ 260,037	$ 290,366	$ 351,070	$ 406,250
Purchased Professional & Technical	4,237	(601)	1,612	5,000	5,000
Purchased Property Services	4,807	5,223	4,162	5,000	5,500
Other Purchased Services	16,921	17,484	21,064	29,400	30,100
Supplies	17,068	14,104	15,768	18,400	19,250
Capital Outlay	1,321	1,199	3,558	2,300	2,300
TOTAL	$ 310,090	$ 297,446	$ 336,530	$ 411,170	$ 468,400



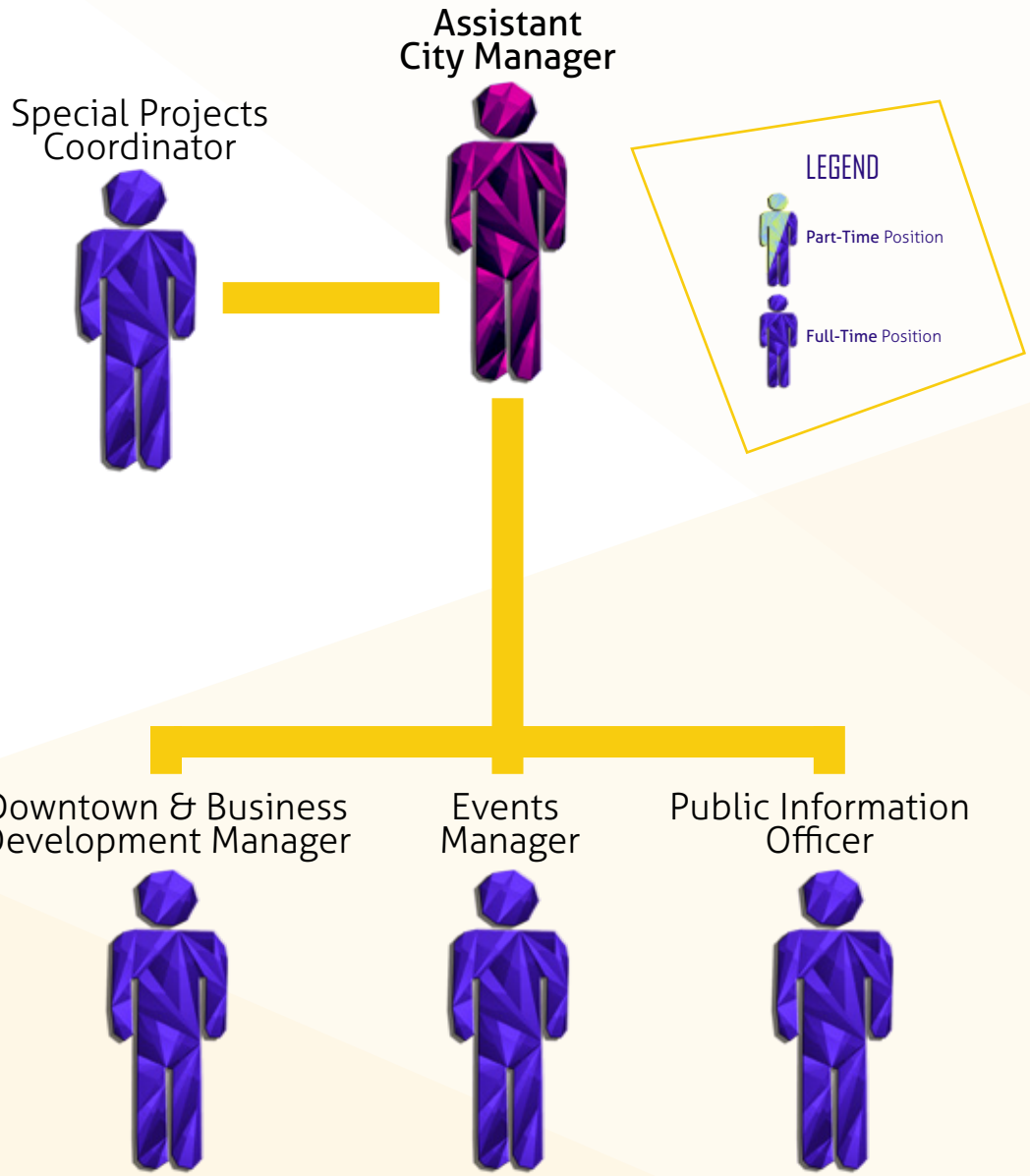




Economic Development

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 2016 Budget Items	Funding for 16 weeks summer intern, $10,340. Public Art Master plan, $30,000. $50,000 funding for downtown building lease.
Current FY 2015 Budget	$818,880
Adopted FY 2016 Budget	$885,700
Change from PY Budget	$66,820
Reason for Change	4% salary adjustments, 11% group health insurance increase. and $50,000 for a downtown building lease.





FY 2015 CURRENT BUDGET	**$818,880**	
Changes:		
Salary & benefit changes due to 4% raises	23,630	Economic Development director position upgraded to Assistant City Manager during FY 2015
Reduction in Overtime	(3,000)	
Group Health Insurance 10.5% increase	1,190	
Reduction in other purchased services	(1,700)	Public Information
Upgrade camera and computer equipment	3,200	Public Information
Additional funding for events	7,000	Events
Public Arts Master Plan	(20,000)	$50,000 funding requested in FY 2015. Plan crosses fiscal years. $30,000 request in FY 2016
Increase in Suwanee Youth Leadership funding	1,000	Economic Development
Increase in other purchased services	1,500	Economic Development
Supplies-Food	500	Economic Development
Downtown building lease	50,000	Downtown Suwanee
Downtown promotion materials	5,000	Downtown Suwanee
Increase in supplies	500	Downtown Suwanee
Reduction in computer equipment	(2,000)	New system purchased in FY 2015
FY 2016 ADOPTED BUDGET	**$885,700**	

1570 PUBLIC INFORMATION

STATEMENT OF SERVICE

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

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

GOALS

1. Manage City's overall message and image-related items to external audiences:
   - Create existing publications (including newsletter, event postcard, etc.).
   - Manage all media relations and social media efforts.
   - Manage City-related websites (Suwanee.com and Suwanee Fest).
   - Manage advertising messages, design, and placement.
   - Manage photo database and video projects.
2. Handle citizen inquiries.
   - ***STWP, City Services, page 310***
3. Update as needed new publications including the visitor guide and cut-sheets for major projects and initiatives.
4. Complete existing video projects-Suwanee Fest, 10 years of August concerts, and 30 second promotional video.
5. Totally re-vamp Economic Development pages on Suwanee.com to include resources available for small businesses, City's incentive ordinance, etc.
6. Advertising-Ongoing evaluation and maintenance of advertising efforts.
7. Evaluate and implement alternatives for more effectively using social media.
8. Rework event postcard design.
9. Update all internal Suwanee.com website pages.
   - ***STWP, Communications Technology, page 304***
10. Update Crisis Communication Plan.
11. Continue new logo implementation as opportunities arise to replace old logo.
    - ***STWP, Branding, page 300***
12. Evaluate enhanced website promotion of private events.
13. Respond to Georgia Tourism Guide requests for information.
    - ***CIP, Parks & Facilities Projects, Facility Enhancement, page 289***
15. Complete "volunteer opportunity" page on website.
    - ***STWP, Citizen Engagement, page 304***

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6
Number of newsletters distributed	38,300	40,302	42,400	42,000	40,608	40,600
Number of press releases generated	90	82	81	75	65	60
Number of website updates	37	27	28	24	26	24
Number of list-serve notices	18	12	11	10	8	6
Number of publications produced	5	3	5	4	6	4
Number of website-generated queries and requests	281	245	248	225	*	*
Average number of website visitors per day	1,264	1,414	1,691	1,400	872	850
Number of Facebook/Twitter employee posts	229/32	252/94	312/174	300/175	282/137	275/150
Number of Facebook fans/Twitter followers	5,534/1,068	6,181/1,941	7,394/2,827	8,000/3,500	9,335/4,171	10,000/4,500
E-mail List-Serve audience	1,722	1,820	1,927	1,950	2,006	2,050

** measure moved to Administrative Services function 1500 during FY 2015*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Media inquiries responded to within 24 hrs	98%	98%	98%	98%	98%	98%
Citizen inquiries responded to within 48 hrs	99%	98%	99%	98%	*	*
Generated media placements	316	328	410	325	275	300

** measure moved to Administrative Services function 1500 during FY 2015*

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	

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Public information services	85%	82%	86%	84%	17th
Citizens surveyed rated the following as YES:					
Contacted Suwanee (in person, phone, email or web) for help or informaiton	52%	47%	35%	32%	258th
Read or watched local news	*	*	*	83%	67th
Voted in last election	*	*	*	32%	105th
The following are a source for obtaining City information:					
City newsletter (Connects)	*	*	*	89%	-
City website (suwanee.com)	*	*	*	83%	-
Brochures	*	*	*	72%	-
Local media	*	*	*	70%	-
Public meetings	*	*	*	53%	-
Go!Suwanee mobile app	*	*	*	44%	-
Facebook	*	*	*	41%	-

**new measure*



COMMUNICATIONS & ENGAGEMENT
HOW WE CONNECT
WHY THIS MATTERS FOR SUWANEE: BE ENGAGED

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Sense of community	2014	86%	10	261	96
	2012	86%	9	279	97
	2010	86%	6	259	98
	2008	90%	9	217	96
Opportunities to participate in community matters	2014	79%	6	225	97
	2012	78%	8	201	96
	2010	80%	7	132	95
	2008	79%	14	42	67
Opportunities to volunteer	2014	83%	18	222	92
	2012	78%	39	201	81
	2010	81%	22	136	84
	2008	83%	21	42	50
Public information services	2014	84%	17	243	93
	2012	86%	6	251	98
	2010	82%	15	251	94
	2008	84%	11	205	95

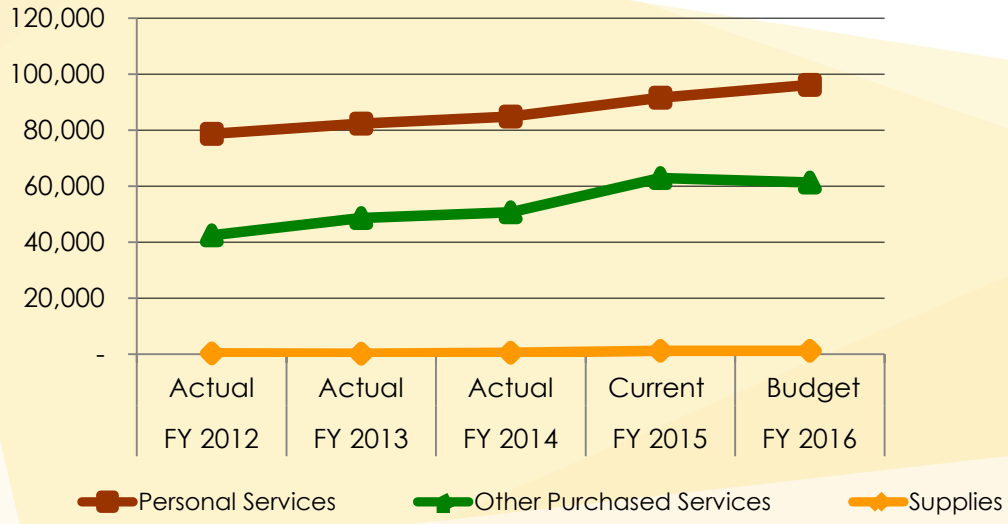
Most residents (**86%**) felt that the local sense of community was excellent or good. Survey participants rated the volunteer opportunities in the City favorably. Suwanee residents showed the largest amount of civic engagement in the area of electoral participation. **80%** reported they had voted in the last local election.

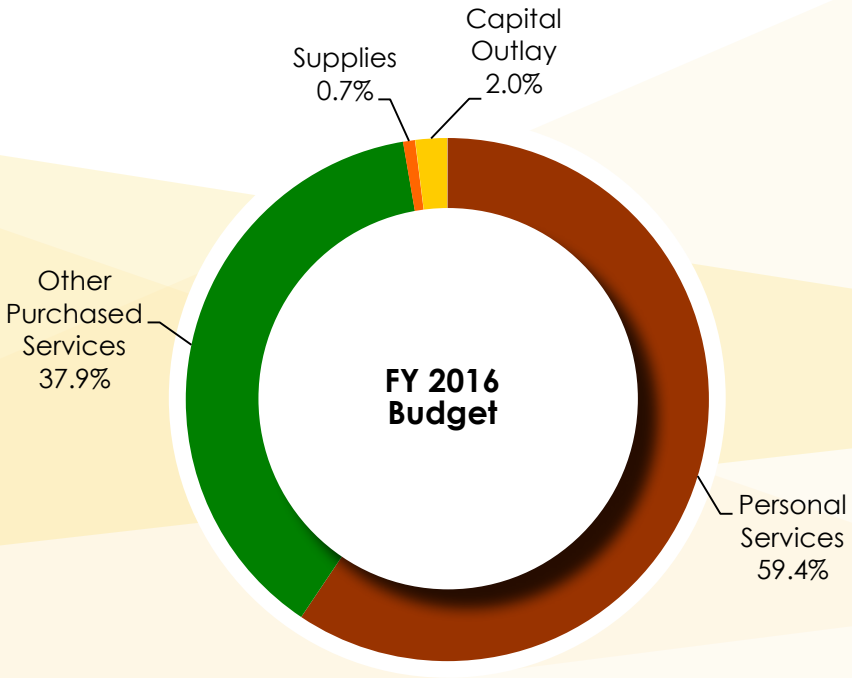


1570 PUBLIC INFORMATION BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Public Information Officer	20	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 78,684	$ 82,372	$ 84,787	$ 91,620	$ 96,140
Other Purchased Services	42,482	48,591	50,733	62,950	61,250
Supplies	340	159	509	1,200	1,200
Capital Outlay	1,900	-	-	-	3,200
TOTAL	$ 123,406	$ 131,122	$ 136,029	$ 155,770	$ 161,790





6190 SPECIAL FACILITIES & 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 314***
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.
   - ***STWP, Staffing, page314***
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. Develop private event evaluation criteria form and implement for 2015 events.
6. Evaluate use of fireworks at Memorial Day event.
7. Manage vendors and patrons of growing farmers market.
8. Events Manager on target for CFEE (Certified Festival & Events Executive) designation in 2015.
9. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
   - ***STWP, Special Events, Staffing & Citizen Engagement, pages 304-314***
10. Create "lead" event staff person to coordinate smaller events as needed.
11. Coordinate a VIP tent at the August concert for City to host executives from our larger businesses and sponsors/partners of City initiatives.
12. Create event parking map(s) on mobile website.
    - ***STWP, Communications Technology, page 304***

OBJECTIVES FOR FISCAL YEAR 2016

- 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 2015 CALENDAR OF EVENTS (* private event)

MONTH	DATE	DAY	TIME	EVENT
January	10	Sa	9 am	NGHS Soccer Sprint*
January	31	Sa	7:30 am	Suwanee Gateway Half Marathon
February	14	Sa	9 am	Suwanee's Sweetheart Sprint*
March	14	Sa	7:30 am	Suwanee Kiwanis Shamrock Run*
March	14	Sa	12 pm	Suwanee American Craft Beer Festival*
March	28	Sa	8 am	Georgia SPCA Run for the Rescues 5K*
April	3	Fr	5:30 pm	Food Truck Friday
April	4	Sa	9 am	Spring into Color 5K Dash*
April	5	Su	6:30 am	Community Sunrise Service*
April	11	Sa	8:30 am	Shemoves Atlanta Suwanee 5K*

PROPOSED CALENDAR OF EVENTS (* private event) - continued

MONTH	DATE	DAY	TIME	EVENT
April	18	Sa	2 pm	Big Cheesy Festival
April	25	Sa	9 am	March of Dimes Gwinnett County Walk*
May	1	Fr	5:30 pm	Food Truck Friday (Night of Jazz)
May	2	Sa	11 am	Chili Cookoff*
May	9	Sa	12 pm	Star 94's Woofstock
May	16	Sa	10 am	Arts in the Park
May	22	Fr	7 pm	Memorial Day Concert
May	30	Sa	1 pm	Melanoma Awareness Event*
June	5	Fr	5:30 pm	Food Truck Friday
June	6	Sa	7 pm	Movies Under the Stars - Double Feature
July	18	Sa	8 am	Georgia Tarheels Presents Cheyanne Faith 5K*
July	18	Sa	7 pm	Movies Under the Stars - Double Feature
July	24 & 25	Fr/Sa	7 pm	Broadway in the Park
August	1	Sa	9 am	Changing Roots Walkathon*
August	1	Sa	5 pm	Braves Game on the Green
August	7	Fr	5:30 pm	Food Truck Friday
August	8	Sa	5 pm	August Concert and Wing Fest
August	15	Sa	8 am	Gwinnett Road Race and Skylar's Run*
August	22	Sa	7:30 am	Thin Mint Sprint*
August	29	Sa	7 pm	Movies Under the Stars - Double Feature
September	4	Fr	5:30 pm	Food Truck Friday
September	12	Sa	8 am	Suwanee Fest Race
September	19 & 20	Sa/Su	9 am/12 pm	Suwanee Fest
October	2	Fr	5:30 pm	Food Truck Friday
October	6	Tu	6:30 pm	Suwanee Big Peach Anniversary Walk/Run*
October	10	Sa	12 pm	Taste of Suwanee*
October	17 & 18	Sa/Su	10 am	Korean Festival*
October	24	Sa	10 am	Alive! Expo*
October	31	Sa	11 am	Trek or Treat (Suwanee Creek Park)
November	7	Sa	8 am	The Extra Mile Walk/Run*
November	7	Sa	12 pm	Suwanee Wine Fest*
November	8	Su	10 am	Suwanee Classic Car Show*
November	14	Sa	8 am	Foodie 5K*
December	4	Fr	6:30 pm	Jolly Holly Day
December	12	Sa	8 am	Prancer's Panake 5K*

6190 SPECIAL FACILITIES & ACTIVITIES



WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of annual City-sponsored and co-sponsored events	17	16	22	18	21	18
Number of annual non-City sponsored events	16	14	14	18	25	18
Suwanee Fest (formerly Suwanee Day) attendance	45,000	55,000	8,500*	60,000**	55,000**	65,000**
Suwanee Fest Booths/Vendors	200/186	210/189	220/189	200/185	220/195	220/200
City event attendees (not including Suwanee Fest)	60,000	95,000	91,000	75,000	98,000	90,000

**low attendance due to inclement weather*
***Suwanee Fest (formerly Suwanee Day) is a 2 day event as of FY 2015*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percentage increase in sponsorship for Suwanee Fest	0%	26%	12%	0%	23%	0%
Volunteer hours generated for Suwanee Fest	870	960	800	1,000	1,194	1,300

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Opportunities to participate in social events and activities	80%	85%	85%	82%	5th
Opportunities to attend cultural activities	75%	74%	74%	75%	37th
Opportunities to volunteer	83%	81%	78%	83%	21st
Quality of City-sponsored special events	*	*	*	91%	1st
Attend City-sponsored special events	*	*	*	81%	2nd
Volunteered your time to some group or activity in Suwanee	33%	37%	39%	28%	193rd
Quality of recreation programs or classes	90%	82%	81%	79%	46th
Participated in a club or civic group in Suwanee	24%	23%	23%	24%	132nd

**new measure*

6190 SPECIAL FACILITIES & ACTIVITIES



COMMUNITY CULTURE
WHAT MAKES US INTERESTING

WHY THIS MATTERS FOR SUWANEE: BE UNIQUE

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Opportunities to attend cultural activities	2014	75%	37	250	85
	2012	74%	35	276	87
	2010	74%	24	259	91
	2008	75%	45	204	78
Acceptance towards people of diverse backgrounds	2014	88%	5	244	98
	2012	86%	6	251	98
	2010	87%	5	221	98
	2008	88%	12	180	93
Opportunities to participate in social events	2014	82%	5	211	98
	2012	85%	4	193	98
	2010	85%	3	135	98
	2008	80%	9	43	79
City-sponsored special events*	2014	91%	1	93	99

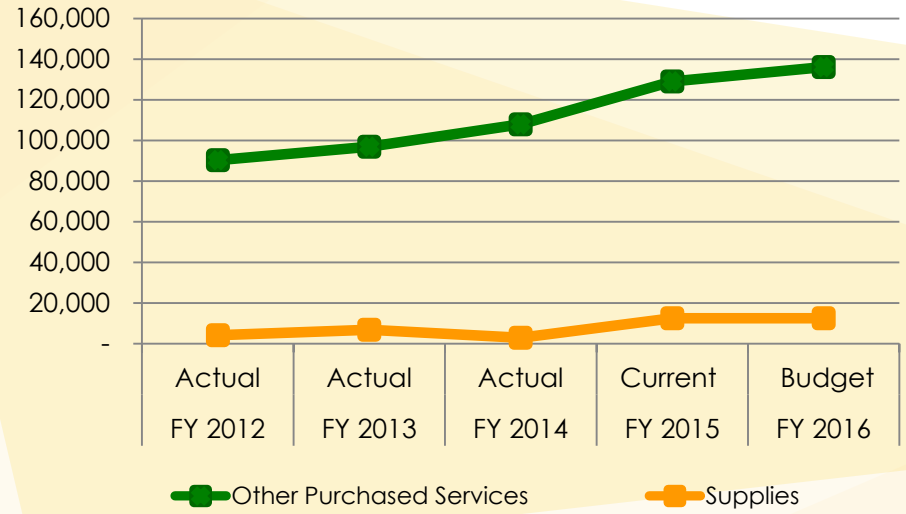
Opportunities to attend cultural activities were rated as excellent or good by **75%** of respondents. **88%** of respondents felt the City was open and accepting towards people of diverse backgrounds. At least **8 in 10** respondents noted that they have attended a City-sponsored event and **91%** of respondents rated City-sponsored special events as excellent or good.

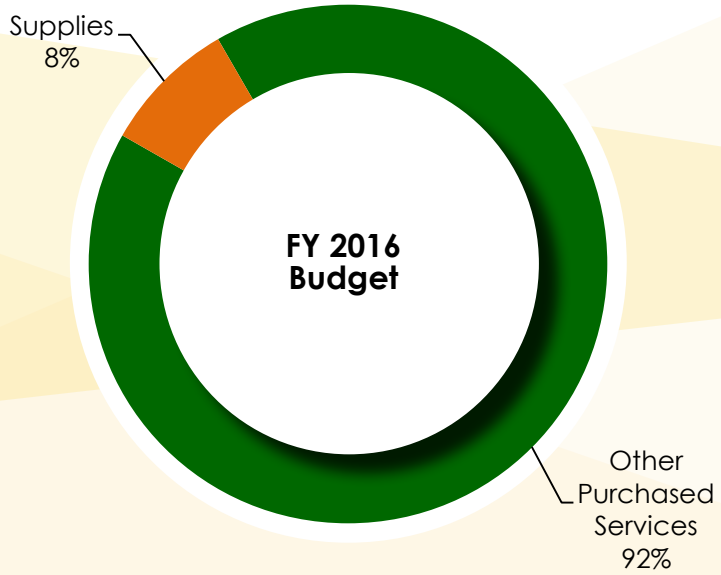
*New survey question added by the National Research Center in 2014.



6190 SPECIAL FACILITIES & ACTIVITIES BUDGET

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchased Services	$ 90,253	$ 96,876	$ 107,963	$ 129,000	$ 136,000
Supplies	4,090	6,883	2,831	12,500	12,500
TOTAL	$ 94,343	$ 103,759	$ 110,794	$ 141,500	$ 148,500





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 310***
3. Manage hotel fund expenditures.
4. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Learning Opportunties, page 312***
5. Continue to monitor TADs in area. Re-initiate conversations with Gwinnett County and School Board if needed.
6. Evaluate existing TEE program and implement as needed.
7. Continue Gateway PACT participation through active conversation with business owners and bringing in guest speakers (3 meetings to be offered in 2015; 3 meetings held in 2014).
   - ***STWP, Local Business Involvement, page 312***
   - ***STWP, Community Policing, page 310***
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 312***
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. Monitor "Terraces at Suwanee Gateway" site and other development opportunities. Work with broker marketing 5-story building.
    - ***STWP, Suwanee Gateway, page 314***
    - ***STWP, Citizen Engagement, page 304***
11. Implement directional signage for the Gateway area as part of the overall City plan (planning department taking lead role).
    - ***STWP, Branding, page 300***
    - ***CIP, Parks & Facilities Projects, Facility Enhancement Projects, page 289***
12. Manage Gateway initiative.
13. Develop a one-page introduction about the Gateway initiative to hand out to Gateway businesses during ongoing visits; include recent Gateway improvements.
    - ***STWP, Suwanee Gateway, page 314***
14. Evaluate, prioritize and implement Strategic Plan initiatives that come out of the 2015 Council Retreat.
    - ***STWP, Strategic Plan Implemention, page 306***
15. Visit a minimum of 10 Gateway businesses per month.
16. Contact a minimum of 5 large employers or other influentials 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 three committees through Partnership Gwinnett); Partnership Gwinnett is our primary traditional economic development recruiting organization.
19. Evaluate options for surveying Suwanee businesses similar to the National Citizen Survey for residents
20. Manage Suwanee Youth Leadership Program.
21. Continue to develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech); and 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 (with Business Services Department) to brainstorm ideas and how best to communicate those ideas to existing and prospective businesses.
    - ***STWP, Communications Technology, page 304***
23. Coordinate ED department employee "lunch-and-learn"; to educate new and existing employees on department initiatives and how they can assist with communication and citizen-relations efforts.
24. Coordinate Peter Kageyama workshops/presentations.
25. Create "Top 10 reasons to locate your business in Suwanee"
26. Create professional display rack in lobby of City Hall.
27. Evaluate "Suwanee wear" sales alternatives.
28. Manage public arts initiative.
    - ***STWP, Community Aesthetics, page 310***
29. SculpTour Program – Coordinate fourth exhibit to be installed in May 2015 (including fundraising, promotion, artist RFP, and installation).
    - ***STWP, Public Art SculpTour, page 300***
30. Continue refining developer component of the public arts initiative; promote private investment in public art.
    - ***STWP, Public Art, page 314***
31. Complete Public Art Master Plan.
    - ***STWP, Public Arts Master Plan, page 300***
32. Implement street piano project.

GOALS (continued)

33. Support and provide guidance to the Public Arts Commission (PAC). Following are selected PAC goals that came out of their 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 (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 initiatives.
  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 existing 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 opportunities to sustain public art initiative.***
  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 310***
     - ***STWP, Downtown Promotions, page 310***

OBJECTIVES FOR FISCAL YEAR 2016

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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Individual meetings with I-85 Gateway stakeholders	60	65	60	48	15	60
Attend/participate in local business association meetings	15	16	11	12	10	12
Attend/participate in regional/County/State Government associations	20	24	33	24	30	24
Attend/participate in Public Arts Commission (PAC) Meetings	10	8	7	8	12	10
Public presentations on I-85 Gateway Plan	4	3	3	4	3	4

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of identified objective completed	94%	100%	100%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Overall appearance of Suwanee	92%	93%	94%	94%	10th
Employment opportunities	51%	45%	52%	52%	35th
Shopping opportunities	61%	57%	66%	61%	96th
Suwanee as a place to work	81%	71%	83%	83%	30th
Overall quality of business and service establishments in Suwanee	81%	77%	79%	81%	28th
Sense of community	90%	86%	86%	86th	10th
Suwanee as a place to raise children	97%	96%	97%	97th	14th
Suwanee as a place to retire	71%	72%	79%	78%	56th
Economic development	79%	67%	78%	83%	3rd
Overall economic health of Suwanee	*	*	*	89%	4th
Cost of living in Suwanee	*	*	*	67th	4th
NOT experiencing housing cost stress	*	*	*	74%	49th
Suwanee as a place to visit	*	*	*	79%	24th
Purchased goods or services from a business located in Suwanee	*	*	*	98%	13th
Work inside the boundaries of Suwanee	*	*	*	29%	65th
Somewhat or very positive:					
Positive impact of economy on household income	10%	18%	27%	50%	2nd

**new measure*



ECONOMIC DEVELOPMENT: HOW WE PROSPER

WHY THIS MATTERS FOR SUWANEE: BE VIBRANT

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Overall quality of life in Suwanee	2014	96%	29	391	93
	2012	97%	15	412	96
	2010	95%	10	365	97
	2008	95%	31	326	90
Employment opportunities	2014	52%	35	265	97
	2012	52%	24	277	91
	2010	45%	44	252	83
	2008	51%	54	218	75
Shopping opportunities	2014	61%	96	247	61
	2012	66%	73	263	72
	2010	57%	92	251	63
	2008	61%	92	198	54
Economic development	2014	83%	3	240	99
	2012	78%	6	257	98
	2010	67%	18	243	93
	2008	79%	13	199	93

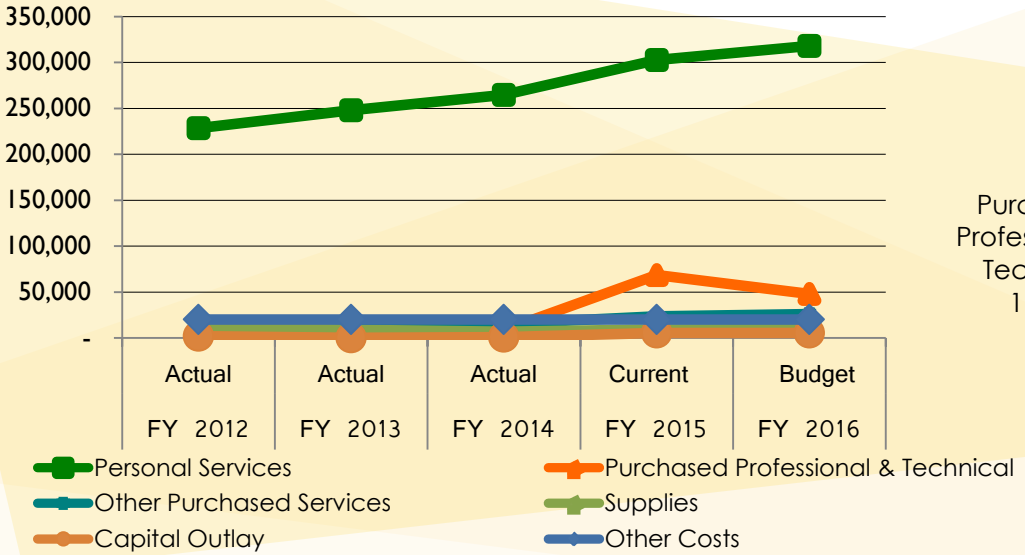
Almost all residents experienced a good quality of life in Suwanee and believed the City was a good place to live. The overall quality of life was rated as excellent or good by **96%** of respondents. **89%** of respondents rated Suwanee's overall economic health as excellent or good.

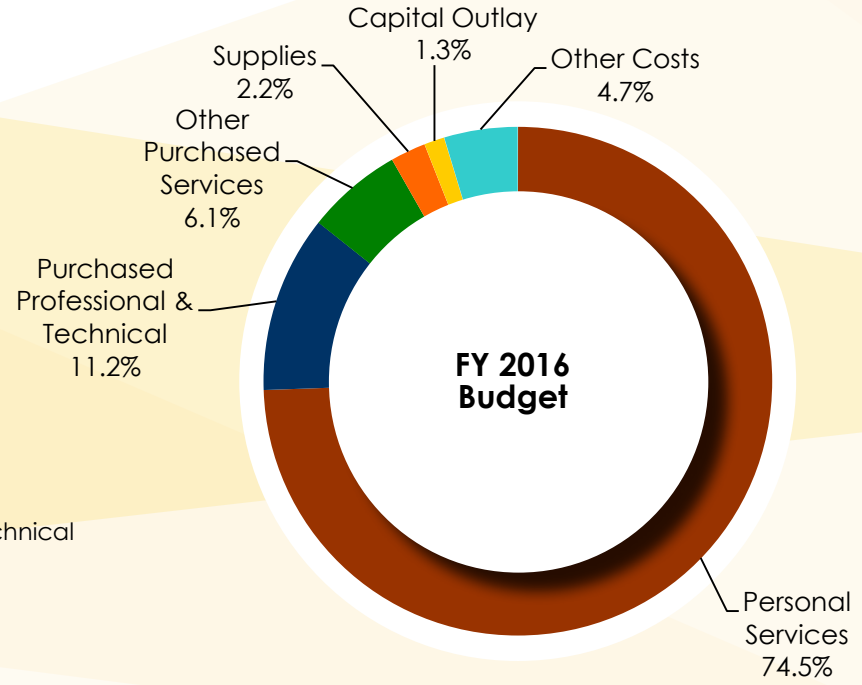


7510 ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 228,583	$ 247,981	$ 264,626	$ 302,530	$ 318,010
Purchased Professional & Technical	5,916	9,548	8,394	68,500	48,000
Other Purchased Services	10,941	10,767	15,490	23,500	26,000
Supplies	12,467	8,987	6,894	9,100	9,600
Capital Outlay	1,900	81	813	5,500	5,500
Other Costs	20,000	20,000	20,000	20,000	20,000
TOTAL	$ 279,807	$ 297,364	$ 316,217	$ 429,130	$ 427,110





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 2016

- 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. Continue to evaluate and implement options to capitalize on National Historic Register District designation.
2. 2. Update (at least quarterly) the list of available properties in downtown (commercial database).
   - ***STWP, Downtown Promotions, page 310***
3. Continue to market Pierce's Corner to prospective tenants.
4. Complete revolving loan fund applications (through DCA and Georgia Cities Foundation) for the DDA for Pierce's Corner.
5. Continue regular communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
   - ***STWP, Economic Development, page 312***
6. Coordinate meetings with downtown merchants at least every other month and before major events for a minimum of 6 per year.
7. Complete a downtown brochure.
   - ***STWP, Downtown Promotions, page 310***
8. Coordinate DDA planning retreat.
9. Contact minimum of 15 business "prospects" per month (net new cold calls or follow-up calls).
   - ***STWP, Economic Development, page 312***
10. Evaluate options for community event in Old Town area.
    - ***STWP, Citizen Engagement, page 304***
    - ***STWP, Communications Technology, page 304***
11. Evaluate cost/benefit of façade grant program; if kept – evaluate funding, raise funds as needed, promote program, and award grants.
12. Explore ways to assist with relocation of Metal Products Company facility.
13. Visit four well-established DDA/downtown program managers.
    - ***STWP, Learning Opportunities, page 312***

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Monthly DDA meetings	10	8	5	10	9	10
Other organizational meetings	12	8	8	10	10	10
Number of funding applications submitted	0	0	1	2	0	2
Number of regional meetings and trainings attended	4	4	2	6	8	8
Number of meetings with Downtown stakeholders	51	48	40	48	44	48

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	20%	0%	0%	25%	0%	25%

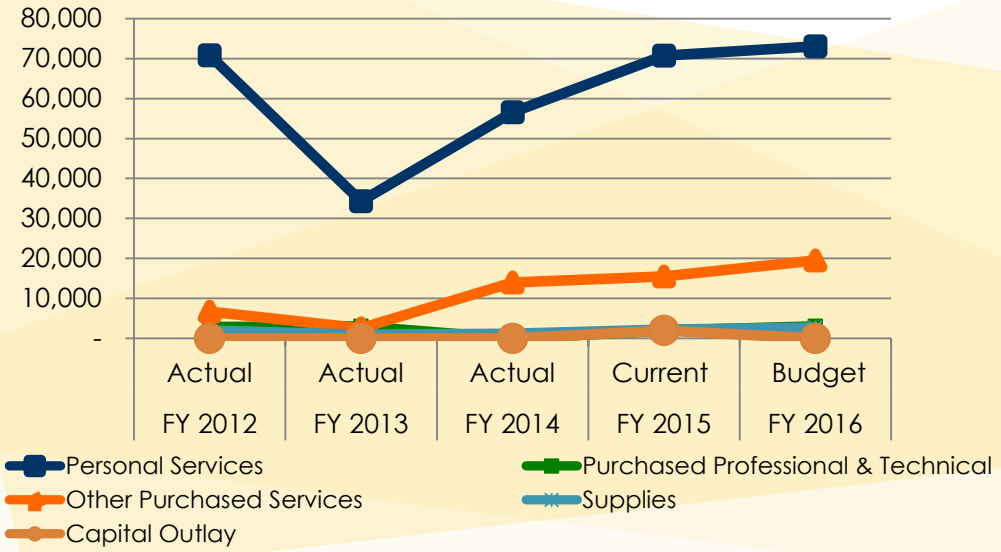
7520 DOWNTOWN SUWANEE

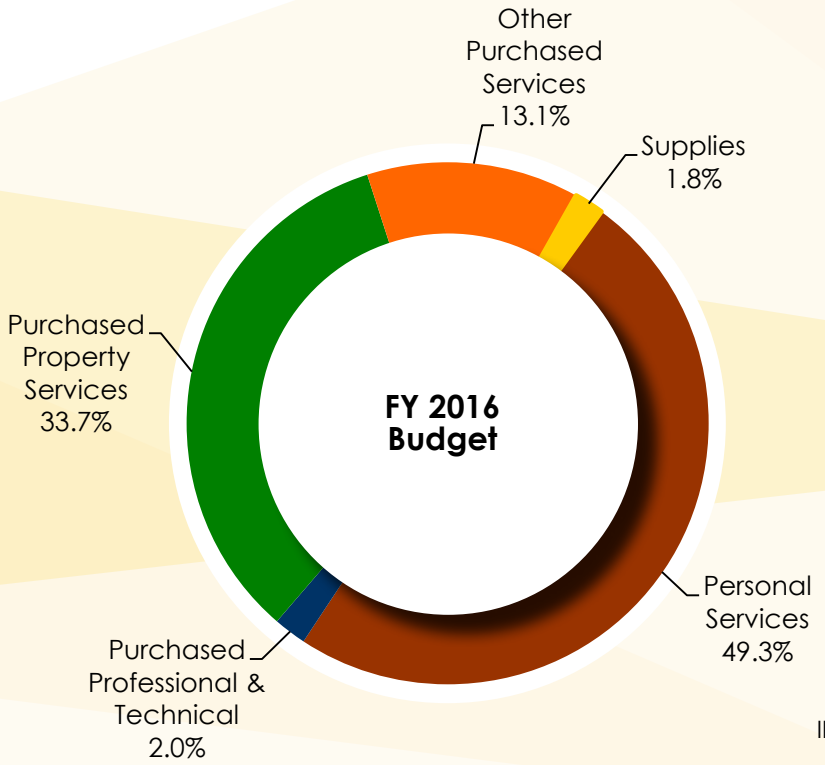
MEASUREMENT OF OUTCOMES- Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Vibrant downtown/commercial area	*	*	*	81%	5th

*new measure

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Downtown & Business Development Manager	19	1	1	1	1	1

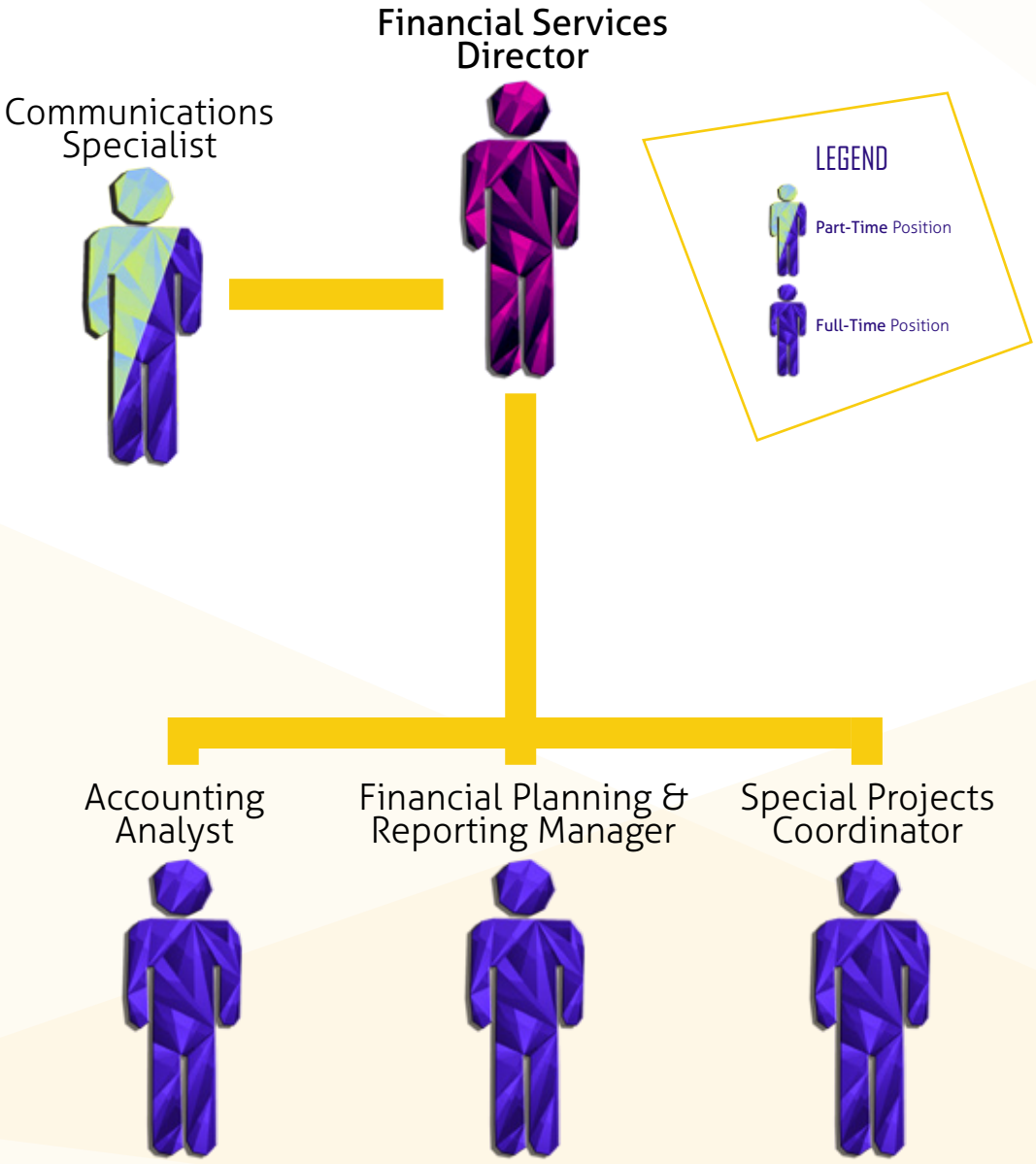
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 70,816	$ 34,311	$ 56,584	$ 70,780	$ 73,100
Purchased Professional & Technical	2,865	3,000	-	2,000	3,000
Purchased Property Services-Rental	-	-	-	-	50,000
Other Purchased Services	6,696	2,534	13,951	15,500	19,500
Supplies	1,947	962	1,179	2,200	2,700
Capital Outlay	-	-	-	2,000	-
TOTAL	$ 82,324	$ 40,807	$ 71,714	$ 92,480	$ 148,300







FINANCIAL SERVICES



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 2016 Budget Items	Includes funding $40,000 for the annual audit.
Current FY 2015 Budget	$506,990
Adopted FY 2016 Budget	$506,640
Change from PY Budget	($350)
Reason for Change	4% salary adjustments, 11% group health insurance increase and a reduction of $11,700 for the National Citizen Survey, which is conducted every two years.



FY 2015 CURRENT BUDGET	**$506,990**	
Changes:		
Salary & benefit changes due to 4% raises	9,830	
Overtime increase	1,000	
Group Health Insurance 11% increase	5,980	
National Citizen Survey	(11,700)	Every other year
Communication reduction	(2,380)	
Travel reduction	(2,000)	
Supplies reduction	(500)	
Equipment reduction	(580)	
FY 2016 ADOPTED BUDGET	**$506,640**	

STATEMENT OF SERVICE

The mission of Financial Administration is to provide superior 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. This includes the maintenance of all financial records including payroll, accounts payable, fixed assets, cash and investments, and budgets. The Department is responsible for the following items:

- Coordination, monitoring, analyzing and executing the City's budget, including operating, capital, and enterprise budgets.
- Managing the cash and other liquid assets of the City.
- Processes payments to the vendors and employees, including all related tax reporting requirements.
- Issues debt and managing the City's debt repayment and credit ratings.
- Ensures accounting practices, procedures, systems, and internal controls are embedded throughout the City's financial operations.
- Produces the Comprehensive Annual Financial Report.
- Maintains the City's fixed asset system and risk management program.

FOCUS STATEMENTS/TEAM COMMITMENT:

1. Budgets are balance.
2. Financial statements are fairly represented.
3. Performance measurements and National Citizen Survey.
   - ***STWP,National Citizen Survey, page 300***
4. Provide independent review of revenue and expenditure estimates.
5. Monitoring revenue and expenditures.
6. Fiscal impact analysis.
7. Debt management, including credit ratings.
   - ***STWP, Bond Restructuring, page 304***
8. Manage investment portfolio and investment policy.
9. Processing "doing" accounting, payroll and accounts payable.
10. Focus on making graphically presentations beautiful for all departments as requested.
11. Be courageous, creative, responsive, and responsible team player that is committed to providing excellence both internally and externally.
    - ***STWP, Staffing, page 314***
    - ***STWP, City Services, page 310***

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 and the Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association (GFOA).
   - ***STWP, Awards, page 310***
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.
   - ***STWP, Staffing, page 314***
   - ***STWP, City Services, page 310***
3. Maintain Suwanee's AAA bond rating from Standard and Poor's and work towards upgrading Fitch Rating from AA+ to AAA.
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, Staffing, page 314***
   - ***STWP, City Services, page 310***
   - ***STWP, Awards, page 310***
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 controls procedures manual and the purchasing policy.

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 including monitoring projected operating and capital budgets.
10. Calculate and distribute payroll payments to employees and ensure that payroll tax liabilities are paid in a timely manner. Strive towards electronically submitting w-2's and 1099's to federal and state agencies.
11. Maintain current inventory of fixed assets. Fully implement in the new fixed asset module and work towards correcting fix asset classifications and implement a new capitalization policy.
    - ***STWP, City Properties Inventory, page 304***
12. Cross-Train department staff to provide assistance, back-up coverage, and enhanced support for daily operations. Continue staff professional and technical development.
    - ***STWP, Staffing, page 314***
13. Improve internal and external communications.
14. Conduct the biennial National Citizen Survey and communicate survey results, which provide a means to measure Council and departmental goals outcomes and to provide a benchmark/score card of Suwanee's performance.
15. Provide the accounting structure and funding for sustainability of City facilities, capital assets, and infrastructure at accepted conditions levels.

GOAL STATEMENTS FROM RETREAT 2014

1. E-File W-2s and 1099's both federal and state reporting.
2. Conduct lunch and learn training on Employee Portal.
3. Update the purchasing policy.
4. Performance measures, continuing to work with departments on ICMA measures and expanding report options with software.
5. National Citizen Survey, work on data analysis and report presentation.
    - ***STWP, National Citizen Survey, page 300***
6. Expand department's knowledge of general ledger reporting.
7. Lunch and learn training on credit card reconciliation.
8. Converting fixed asset data base to BS&A. Cleaning up asset classification/re-organization. Writing new fixed asset capitalization policy, changing capitalization thresholds.
    - ***STWP, City Properties Inventory, page 304***
9. Updating operating procedures and internal control policies.
10. Reviewing budget document for understandability.
11. Being more available to other departments and working on being responsive to other department's needs. (focus on internal services)
    - ***STWP, Staffing, page 314***
    - ***STWP, City Services, page 310***
12. Focus on providing more video/interactive communications.
    - ***STWP, Communications Technology, page 304***

OBJECTIVES FOR FISCAL YEAR 2016

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.

1511 FINANCIAL ADMINISTRATION

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Accounts payable checks issued	2,832	3,172	3,126	3,150	4,271	4,300
Payroll checks issued	2,420	2,709	2,762	2,780	3,024	3,050
W-2's issued	138	142	150	150	150	150
1099's issued	16	41	42	20	17	20
Documents produced and published	10	11	11	10	5*	7
At least 1 surplus sale each fiscal year	1	1	1	1	1	1

* Various documents previously produced by the Financial Services Department moved to Business Services.

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of vendor invoices processed within 30 days	98%	99%	99%	100%	99%	100%
Percent of monthly operations reports distributed within 7 working days	100%	91%	82%	100%	90%	100%

MISSION: **To ensure all financiall resources are properly reported in accordance to GAAP, GASB, state and federal regulations**

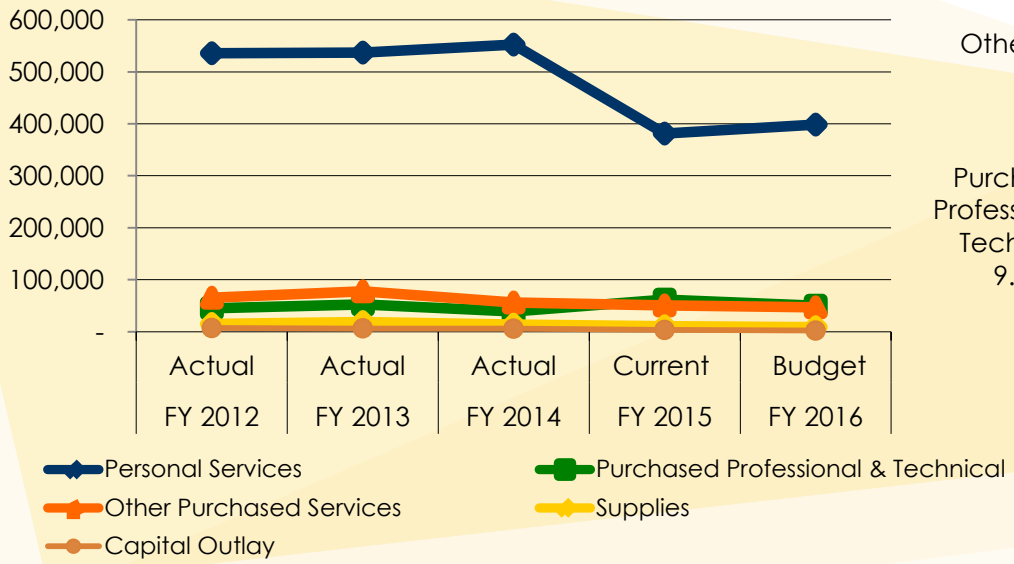
	INPUTS	• Staff • Capital assets • Bank accounts	• Vendor invoices • Accounting standards	• Accounting software • Fixed asset software
	ACTIVITIES	• Annual physical inventory of fixed assets • Prepare fixed asset documentation notebook • Reconcile monthly bank statements to financial system		• Process 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 • Number of bank accounts reconciled • Number of journal entries required to correct receipt posting errors	
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 City financial resources are properly recorded		

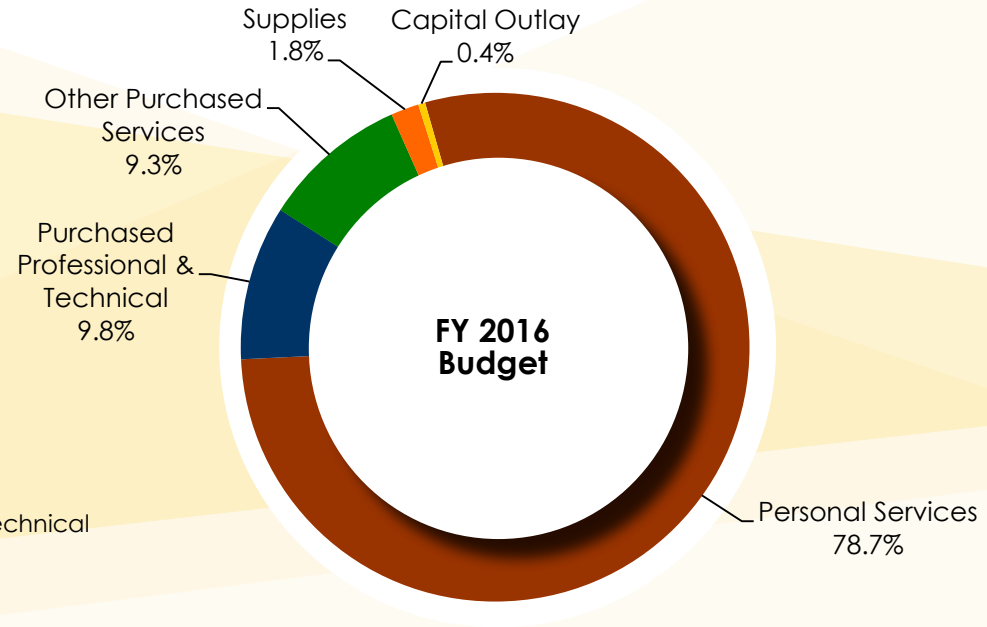
1511 FINANCIAL ADMINISTRATION BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Financial Services Director	25	1	1	1	1	1
Accounting Manager	19	1	1	1	0	0
Budget Analyst(1)	18	1	1	1	0	0
Financial Planning & Reporting Manager(2)	18	0	0	0	1	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	1	1
Accounting Analyst(1)	PT-13	1	1	1	0	0
TOTAL		9	9	9	5	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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 535,766	$ 536,721	$ 552,478	$ 381,090	$ 398,650
Purchased Professional & Technical	45,063	52,400	39,000	61,400	49,700
Other Purchased Services	65,413	77,904	56,406	50,680	47,050
Supplies	15,174	18,450	13,372	10,500	9,000
Capital Outlay	7,014	6,269	5,926	3,320	2,240
TOTAL	$ 668,430	$ 691,744	$ 667,182	$ 506,990	$ 506,640

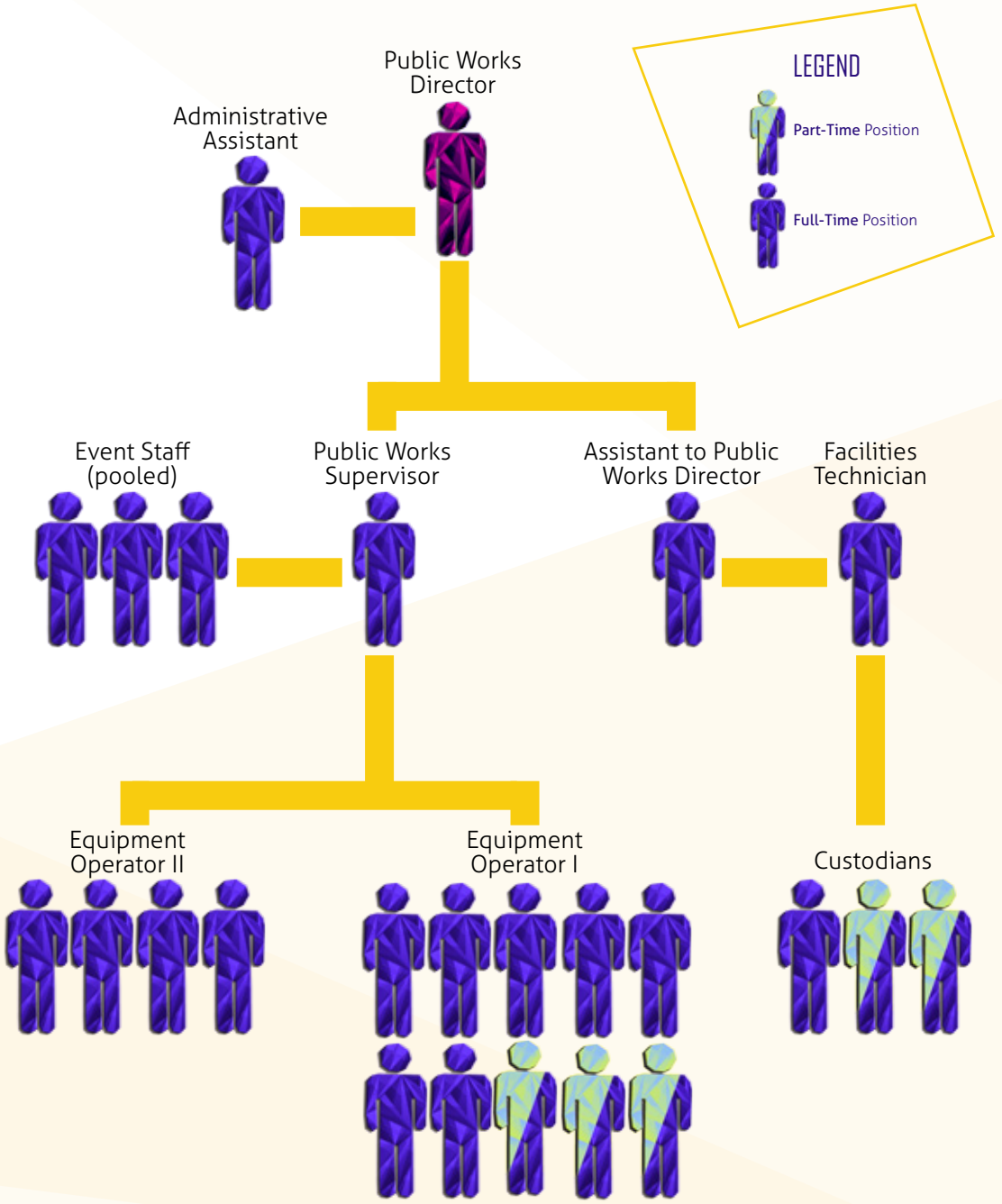




Parks & Public Works

Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	17 full-time, 5 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 2016 Budget Items	A position change from one part time custodian to a full time, elimating one part time custodian position and increasing the hours of the two part time custodians ($28,700). Mower replacements ($17,200), replacement of one public works truck ($32,750), and purchasing a new chipper ($38,700).
Current FY 2015 Budget	$2,162,130
Adopted FY 2016 Budget	$2,319,910
Change from PY Budget	$157,780
Reason for Change	4% salary adjustments, 11% group health insurance increase and $28,700 in position upgrades. $88,650 in new equipment.





FY 2015 CURRENT BUDGET	**$2,162,130**	
Changes:		
Salary & benefit changes due to 4% raises and change in Custodian positions	51,500	
Reduction in Overtime	(5,250)	
Group Health Insurance 11% increase	36,730	
Decrease in workers compensation	(25,000)	FY 2015 claim paid
Repairs	500	Public Works
Communications	250	Public Works
Dues & Fees	30	Public Works
Contract Services	10,060	
Solid Waste	1,600	
General Supplies	3,130	Additional spray for the disc golf course. Altosid larvicies ($2,000) for disc golf & Suwanee Creek Greenway
Water & Sewer	430	
Electricity	10,500	Outdoor lighting
Gasoline	910	
New Truck, Crew Cab (250 or 2500)	32,750	Public Works
Zero Turn mowers	500	Request for two new zero turn, rear discharge
Chipper	33,100	
Computers	(1,650)	Current request ($2,050)
PIB Landscape	60	Total request $58,260
MS4 monitoring	(6,620)	Current request ($43,680)
Park Areas -Professional Services	11,960	Top dressing, lawn maintenance, tree removal and Geese Police program
Park Repairs	1,700	
Park Rental	(1,010)	
Park Supplies	1,300	
Parks Site improvements	300	Current request ($26,300)
FY 2016 ADOPTED BUDGET	**$2,319,910**	

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, Staffing, page 314***
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 310***
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 304***
6. Continue efforts to maximize efficiency and effectiveness of community service workers.
7. Manage employee based custodial services for City owned facilities 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, stormwater, 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.
    - ***STWP, City Services, page 310***
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 310***
    - ***STWP, Staffing, page 314***
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. Continue discussions as appropriate with Gwinnett County to revise water service district maps to more correctly depict actual service areas.
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 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
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 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
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 289***
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. Manage consultant, development RFP, bid recommend award of contract, and manage construction necessary to replace the pump in well number one.
21. Continue and improve maintenance of existing parks, greenways, rights-of-ways, highway medians, sidewalks, roads, and City facilities.
    - ***STWP, Community Aesthetics, page 310***
    - ***STWP, Park Enhancements, page 306***

GOALS (continued)

22. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
    - ***STWP, Facility Maintenance, page 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
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 314***
    - ***CIP, Equipment & Vehicles Projects, Public Works Equipment, Replacement and New Purchases, page 286***
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 310***
    - ***STWP, Staffing, page 314***
29. Study our water rate structure and operational cost and determine recommendations on water rates beyond the July 2015 water rate structure and submit recommendations to Council and implement accordingly.
    - ***STWP, Water System Structure, page 306***
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 new finance software.
31. Determine necessary waterline relocations for the Buford Highway improvement project and recommended waterline improvements as part of the construction project and begin design phase of any needed waterlines.
    - ***STWP, Water System Infrastructure Improvements, page 306***
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 306***
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 306***
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 306***
    - ***STWP, Water System Strategy, page 306***
    - ***CIP, Transportation Projects, Stormwater Projects, page 294***
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.
    - ***STWP, Citizen Engagement, page 304***
    - ***STWP, Land Use, page 312***
    - ***CIP, Parks & Facilities Projects, Cemetery Improvements, page 289***
37. 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 304***
    - ***STWP, Driver Speeding, page 310***
    - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, Radar Signs page 294***
    - ***CIP, Transportation Projects, Transportation Enhancement Projects, Sign Reflectivity Program, page 295***
38. Manage City's consultant, Sky Design, in development of concepts for the Suwanee Logo on street name signs or logo sing toppers to promote Suwanee Branding; present concepts and study to Council; and begin implementation.
    - ***STWP, Signage/Wayfinding, Community Aesthetics, Branding pages 300-310***
39. Install new light pole logo banners in Town Center Park area, Main Street, etc.
    - ***STWP, Signage/Wayfinding, page 302***
    - ***STWP, Community Aesthetics, page 310***
39. Seek direction in potentially installing a charging station for electric plug-in vehicles and proceed as directed.
    - ***STWP, Community Aesthetics, page 310***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of work orders completed	5,294	5,175	5,371	5,400	6,135	6,150
Number of times parks are mowed during the growing season	32	31	35	32	32	32
Number of work orders completed on playground equipment	31	21	29	30	29	29
Number of work orders completed for City buildings	1,552	1,374	1,481	1,480	1,724	1,720
Hours of litter pick-up services provided	985	868	947	950	920	940
Number of street lights maintained	922	960	981	999	997	1,018
Number of special events requiring special detail services	50	47	44	53	44	49

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percentage of work orders completed in 30 days	99%	99%	99%	99%	99%	99%
Work orders completed per FTE	481	470	488	450	557	473

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

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

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

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Cleanliness of Suwanee	95%	93%	93%	94%	12th
Drinking water	83%	79%	82%	83%	47th
Air quality	78%	81%	86%	90%	24th
Street lighting	74%	69%	70%	79%	22nd
Snow removal	79%	63%	52%	53%	182nd
Made efforts to conserve water	*	*	*	83%	38th

**new measure*

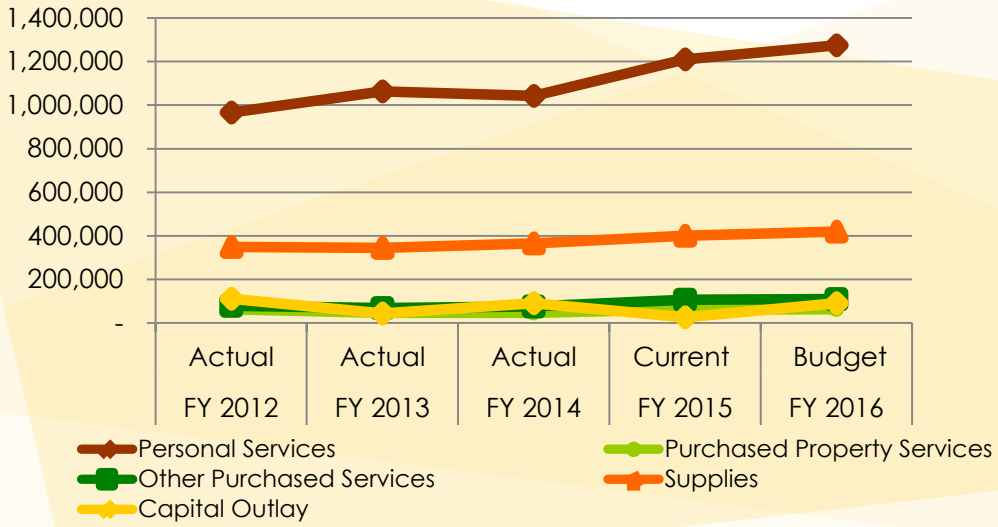


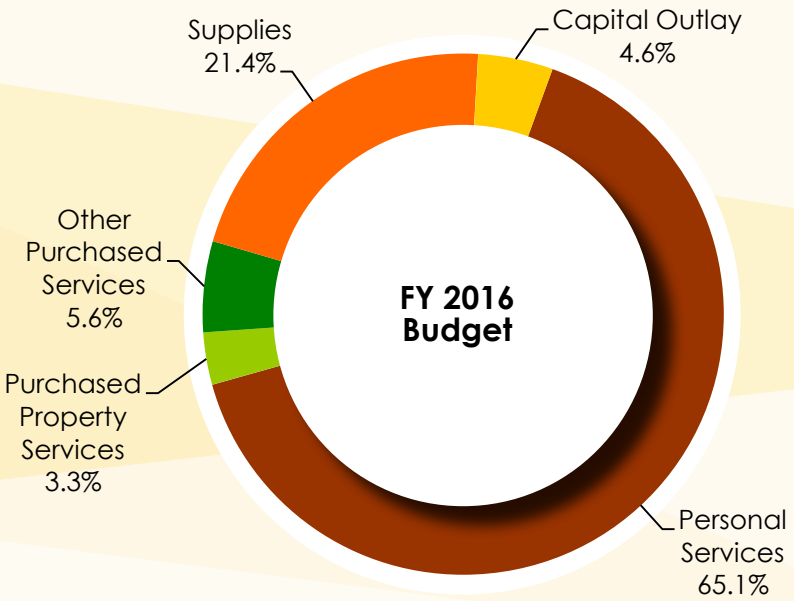
4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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	0	0
Public Works Supervisor (1)	16	0	0	0	1	1
Equipment Operator II (2)	12	2	2	4	4	4
Facilities Technician	12	1	1	1	1	1
Administrative Assistant	12	1	1	1	1	1
Equipment Operator I (2), (3)	10	8	8	9	10	10
Custodian (4)	PT-7	3	4	4	4	3
Seasonal Laborer(3)	PT	1	1	0	0	0
Seasonal Park Attendant (4)	PT-7	1	0	0	0	0
Event Staff Pool (5)	PT-7	1	1	1	1	1
TOTAL		22	22	23	24	23

(1) In fiscal year 2015, the capital asset manager position was disolved 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 2013, the two part time seasonal laborer positions were reclassed to two part time equipment operators level I.
(4) In fiscal year 2013, the seasonal park attendant function was reclassed to part time custodian..
(5) 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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 966,357	$ 1,063,808	$ 1,042,607	$ 1,210,580	$ 1,274,560
Purchased Property Services	63,556	47,616	46,501	63,200	63,700
Other Purchased Services	79,687	68,769	75,606	107,440	110,380
Supplies	349,749	345,342	365,308	401,380	419,350
Capital Outlay	111,689	44,549	90,847	26,000	90,700
TOTAL	$ 1,571,038	$ 1,570,084	$ 1,620,869	$ 1,808,600	$ 1,958,690





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 three and begin year four of multi-year program to meet FHWA Traffic Control Sign Reflectivity requirements.
   - ***STWP, Road Improvement Projects, page 306***
   - ***STWP, Annual Resurfacing Projects, page 310***
   - ***STWP, Road Maintenance, page 306***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects, Sign Reflectivity Program, page 294***
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 300***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects: PIB Landscaping Enhancements, page 294***
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 304-314***
   - ***STWP, Road Improvement Projects, Branding, pages 300-306***
   - ***STWP, Community Aesthetics, page 310***
6. Bid and recommend award to a Vendor to be named for the Peachtree Industrial Boulevard medians and right-of-way maintenance.
   - ***STWP, Peachtree Industrial Blvd. Medians, page 300***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects: PIB Landscaping Enhancements, page 294***
7. Complete GaDOT audit process for 2013 and 2014 LMIG resurfacing program.
8. Monitor proposed Peachtree Industrial Boulevard widening project at McGinnis Ferry and Moore Road intersections to determine impacts to median landscaping project.
9. Develop Program, submit 2015 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 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Street repair work orders completed	39	16	29	32	31	32
Pothole repair work orders completed	46	30	21	40	20	30
Street overlay (lane miles)	3.88	6.63	3.67	5.75	11.59	5.50
Number of damaged or missing street signs replaced	75	50	51	50	46	50

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of potholes repaired within 30 days of receipt	83%	87%	86%	87%	85%	87%
Percent of damaged or missing low-priority signs corrected within 10 workdays	91%	90%	92%	92%	93%	92%

	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

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Street repairs	76%	68%	74%	68%	51st
Street cleaning	79%	78%	80%	80%	30th
Sidewalk maintenance	73%	67%	71%	73%	34th
Traffic flow on major streets	38%	48%	52%	48%	153rd



TRANSPORTATION
HOW WE MOVE

WHY THIS MATTERS FOR SUWANEE: **BE CONNECTED**

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Ease of car travel in Suwanee	2014	72%	66	252	74
	2012	68%	72	267	73
	2010	65%	93	243	62
	2008	54%	126	194	35
Ease of bicycle travel in Suwanee	2014	65%	82	256	68
	2012	64%	55	265	79
	2010	57%	83	239	65
	2008	50%	113	192	41
Ease of walking in Suwanee	2014	67%	86	247	65
	2012	74%	55	260	79
	2010	63%	92	241	62
	2008	61%	96	193	50
Availability of paths and walking trails	2014	85%	11	256	96
	2012	90%	3	209	99
	2010	84%	9	144	94
	2008	88%	3	48	94

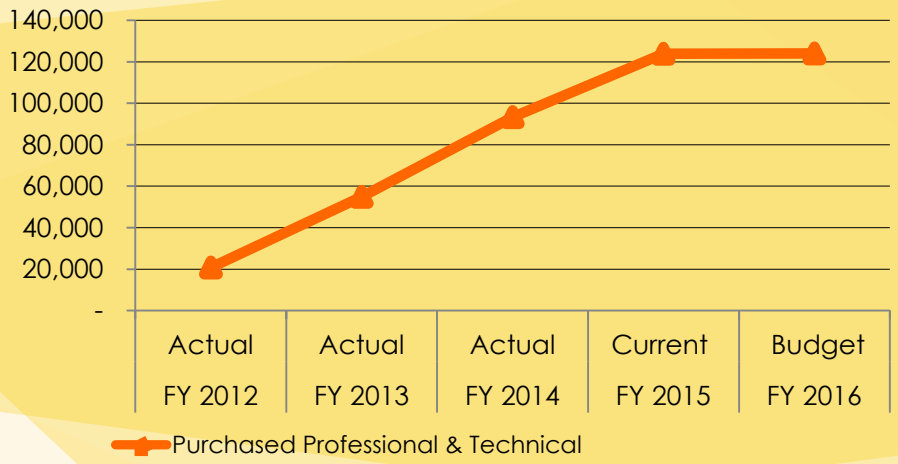
The rating for ease of car travel in Suwanee improved from **2012 to 2014**. The availability of paths and walking trails was given the most positive rating (rated as excellent or good by **85%**), followed by ease of walking in Suwanee (rated as excellent or good by **67%**). At least **7 in 10** residents rated street repair, street cleaning, street lighting and sidewalk maintenance as excellent or good.



4221 PAVED STREETS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 20,807	$ 54,944	$ 93,379	$ 123,900	$ 123,960





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 306***
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 of the Storm Water Management Plans SWMP and STWP Audit with GaEPD as promoted with issuance of the new NPDES Permit on June 11, 2014.
3. Continue TMDL (Total Maximum Daily Load) Monitoring and Evaluation Plan for six 305 (b) 303 (d) listed stream segments, and complete the attempt that is underway to have one segment de-listed via use of additional monitoring.
   - ***STWP, Water Regulations, page 306***
   - ***STWP, Annual Stormwater Projects, page 310***
   - ***STWP, MS4 Operating Permit, page 306***
   - ***CIP, Transportation Projects, Stormwater Projects, page 294***
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 310***
   - ***CIP, Transprotation Projects, Stormwater Projects, page 294***
6. Develop revisions to Floodplain Management/Floodplain Damage Prevention Ordinance and submit to Council to consider adoption.
   - ***STWP, Annual Stormwater Projects, page 310***
   - ***CIP, Transprotation Projects, Stormwater Projects, page 294***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Inspections of storm drainage system during or just after significant rainfall	90%	90%	89%	90%	90%	90%
Number of citizen's drainage complaints and requests for service	36	33	48	40	35	40
Annual NPDES report	1	1	1	1	1	1

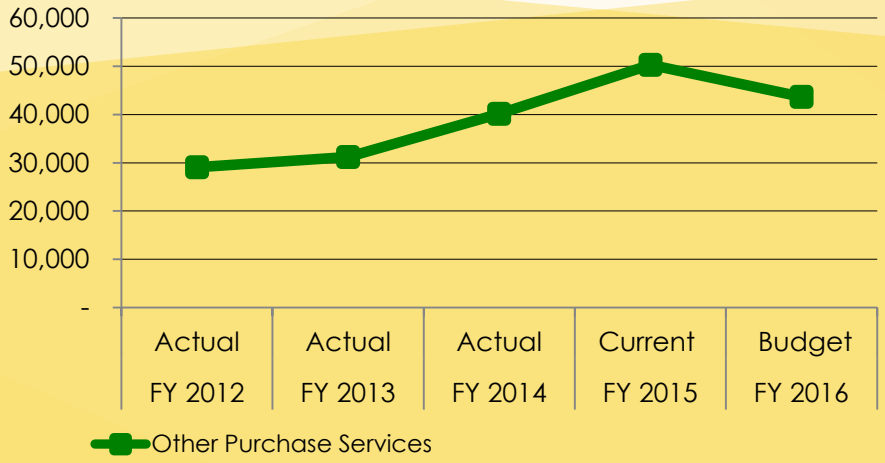
PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of complaints or requests responded to within 48 hours	96%	97%	96%	97%	97%	97%

4250 STORM DRAINAGE

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Storm drainage	82%	74%	79%	78%	46th

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchased Services	$ 29,097	$ 31,201	$ 40,167	$ 50,300	$ 43,680





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 304***
   - ***CIP, Parks & Facilities Projects, Park Enhancements, page 289***
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 310***
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 310***
   - ***STWP, Facility Maintenance, page 304***
   - ***STWP, , Community Aesthetics, page 310***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
4. Implement a recycling program for two more parks much like Town Center Park's recycling program.
   - ***STWP, Environmental Stewardship & Sustainability, page 312***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
5. Develop and implement maintenance and operations plan for the proposed new Brushy Creek Greenway.
   - ***STWP, Facility Maintenance, page 304***
   - ***CIP, Parks & Facilities Projects, Facility Enhancements Projects, page 289***
   - ***CIP, Transportation Projects, Brushy Creek Greenway, page 293***
6. Develop and implement maintenance and operations plan for the maintenance portion that the City will be responsible for at the proposed Orchard at White Street Park.
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
7. Monitor newly developed maintenance management plan for the new Disc Golf Course in the Suwanee Creek Park and adjust as necessary.
8. Manage consultant and contractor in design and installation of a dock on the lake at Sims Lake Park.
9. Continue to improve reliability of installed video surveillance system in various parks via new software and/or equipment communication monitoring system.
   - ***CIP, Equipment & Vehicles, Public Safety Projects, Parks Video Surveillance, page 285***
10. Continue managing maintenance contracts for Town Center Park grounds.
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
11. Provide training in operation and maintenance of the well water irrigation system for all Equipment Operators II employees.
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 304***
    - ***STWP, City Services, page 310***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
13. Manage development and completion of 5K/10K signage project along a portion of the Suwanee Greenway from Town Center Park.

OBJECTIVES FOR FISCAL YEAR 2016

- 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.

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Acres of City-owned open space	372	372	372	372	372	372
Number of hours required to mow and trim park	836	909	836	850	845	850
Number of hours spent on greenway and trail maintenance	384	132*	615	325	379	380
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	3	6	10	6	12	12

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

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of investigations, repairs, or responses to citizen concerns within 1 day	100%	100%	100%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
City parks	97%	95%	97%	96%	2nd
Quality of overall natural environment in Suwanee	89%	89%	93%	94%	5th
Preservation of natural areas such as open space, farmlands, and greenbelts	82%	86%	89%	84%	4th
% of citizens that have visited a neighborhood park or City park	95%	94%	97%	96%	4th
Recreational opportunities	87%	90%	86%	86%	13th
Availability of paths and walking trails	88%	84%	90%	85%	11th
Health and wellness opportunities	*	*	*	84%	14th
Fitness opportunties (including exercise classes, paths or trails, etc.)	*	*	*	89%	2nd
Suwanee open space	*	*	*	86%	7th

**new measure*



PARKS + OPEN SPACE
HOW WE PLAY

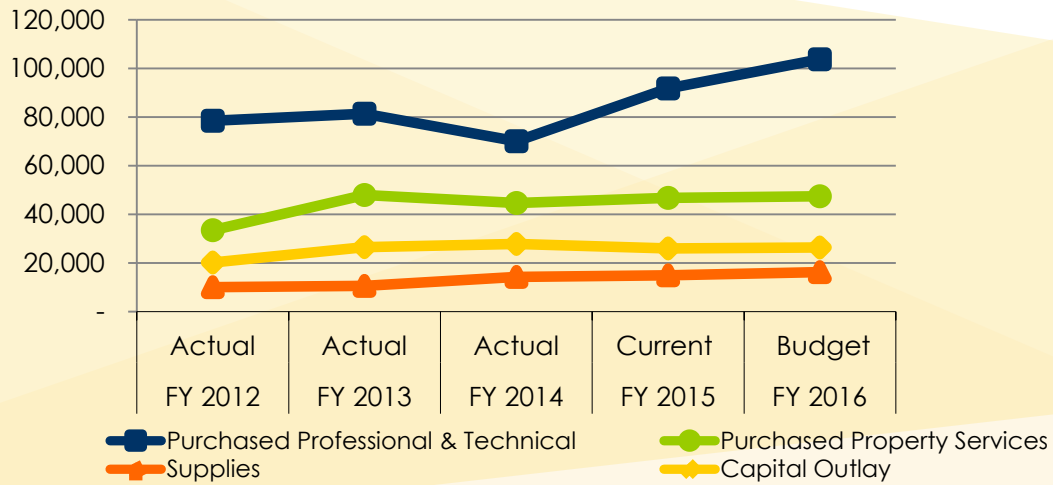
WHY THIS MATTERS FOR SUWANEE: **BE FUN**

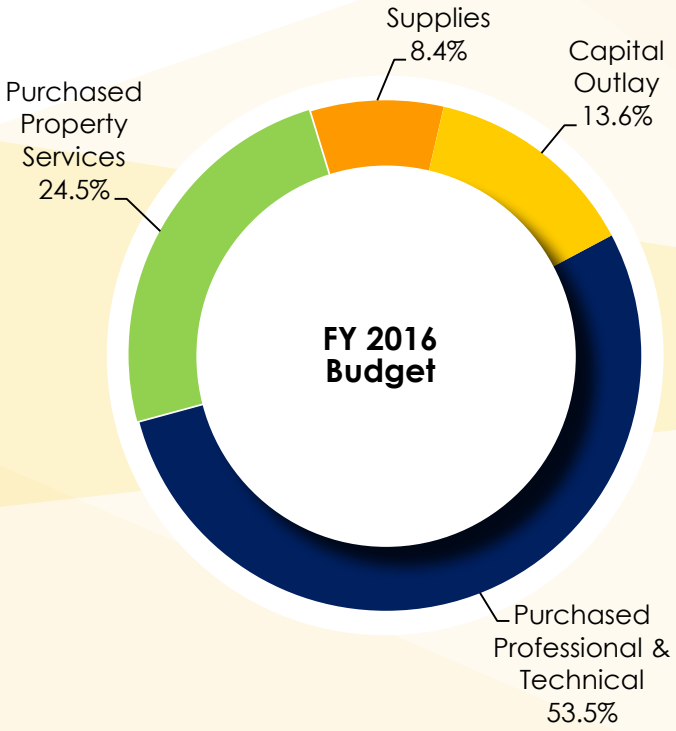
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Quality of overall natural environment	2014	94%	5	234	98
	2012	93%	7	210	97
	2010	89%	11	140	92
	2008	89%	12	45	73
Preservation of natural areas such as open space	2014	84%	4	219	99
	2012	89%	1	208	99
	2010	86%	1	144	99
	2008	82%	3	58	95
Recreation opportunities	2014	86%	13	259	95
	2012	86%	11	273	96
	2010	90%	13	255	95
	2008	87%	22	210	90
City Parks	2014	96%	2	275	99
	2012	97%	1	285	99
	2010	95%	2	269	99
	2008	97%	3	235	99

The overall quality of the natural environment was rated as excellent or good by **94%** of survey respondents. Recreation opportunities in Suwanee were rated positively as were services related to parks and recreation.

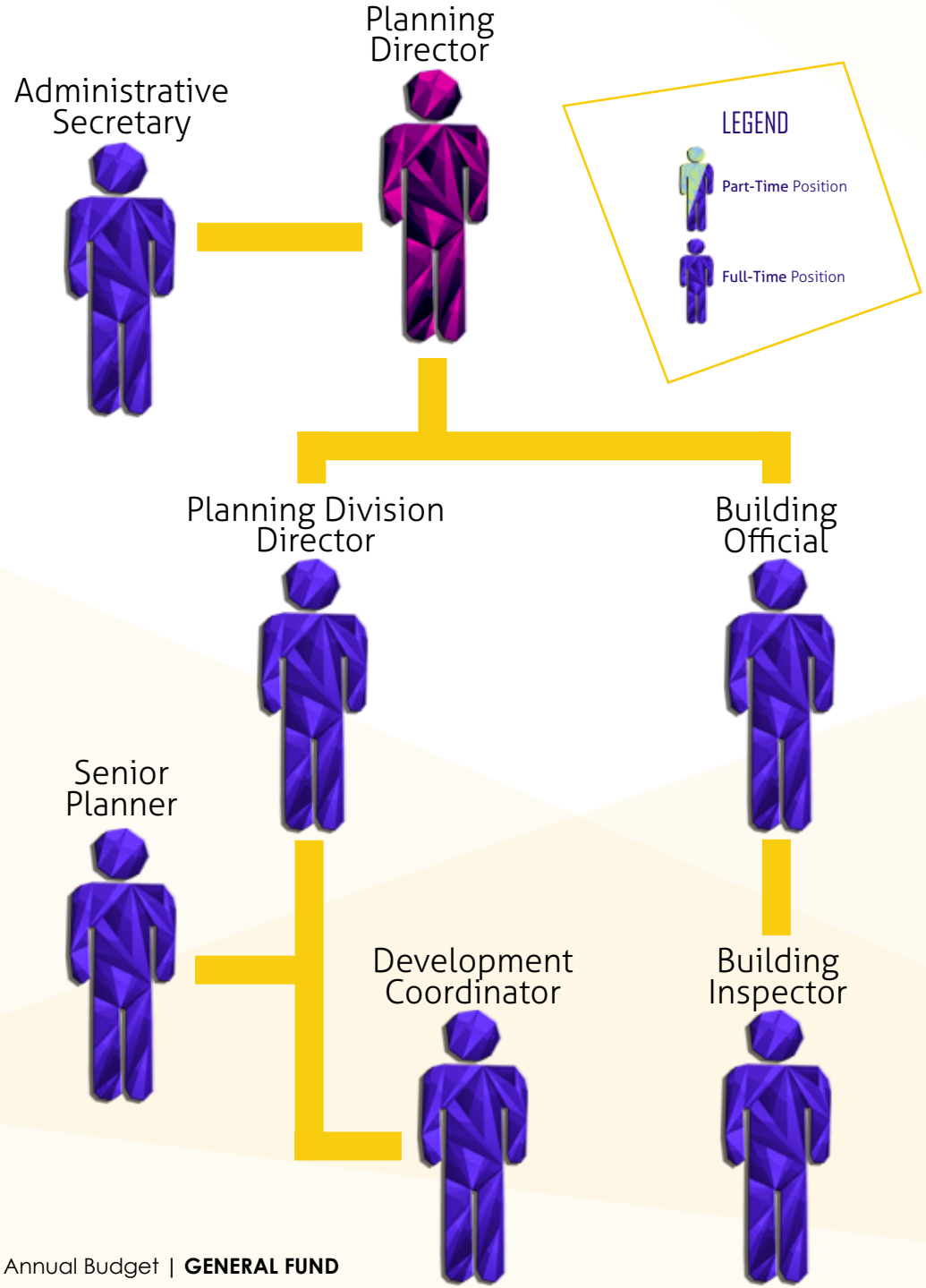


SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 78,461	$ 81,297	$ 70,067	$ 91,700	$ 103,660
Purchased Property Services	33,485	47,991	44,622	46,730	47,420
Supplies	10,085	10,540	14,226	14,900	16,200
Capital Outlay	20,173	26,467	27,767	26,000	26,300
TOTAL	$ 142,204	$ 166,295	$ 156,682	$ 179,330	$ 193,580









Planning

Functions	Includes the operations of Protective Inspection Administration, Planning & Zoning, and Code Enforcement.
Positions	7 full-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 2016 Budget Items	Includes funding for updating the Downtown Suwanee Master Plan, $15,000, $50,000 for development plan reviews and $35,000 for a replacement vehicle.
Current FY 2015 Budget	$786,560
Adopted FY 2016 Budget	$802,280
Change from PY Budget	$15,720
Reason for Change	4% salary adjustments, 11% group health insurance increase and a reduction for the second year of the Downtown Suwanee Master plan and new vehicle request.



FY 2015 CURRENT BUDGET	**$786,560**	
Changes:		
Salary & benefit changes due to 4% raises	28,560	In FY 2015, one building inspector position was upgraded from part time to full time. FY 2015 budget only included 6 months at full time.
Group Health Insurance 25% increase	14,960	
Replacement vehicle Inspections	35,000	
Planning Professional Services	(63,000)	2 year of Downtown Master Plan
Equipment	200	
FY 2016 ADOPTED BUDGET	**$802,280**	

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 310***
   - ***STWP, Joint Meetings, page 306***
   - ***STWP, Land Use, Design Guidelines, Zoning Ordinance Review, pages 304-312***

OBJECTIVES FOR FISCAL YEAR 2016

- 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.

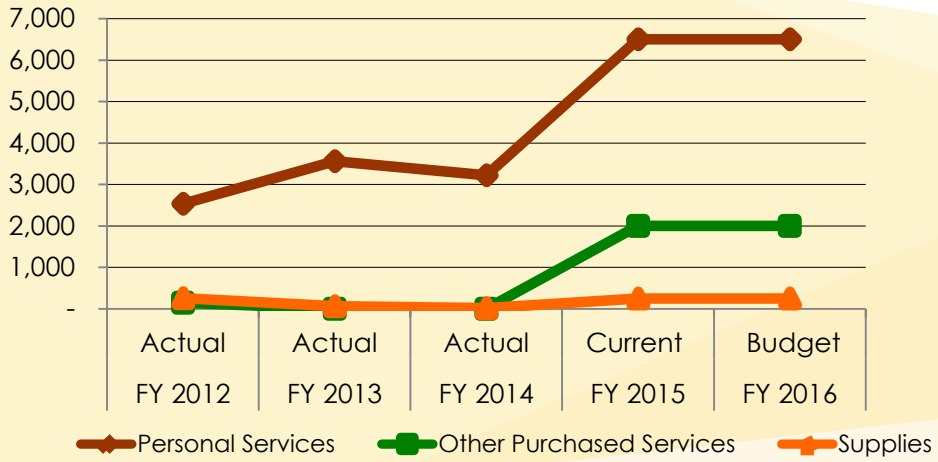
WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Planning Commission meetings	4	5	9	10	6	8
Zoning Board of Appeals meetings	4	6	6	7	6	8

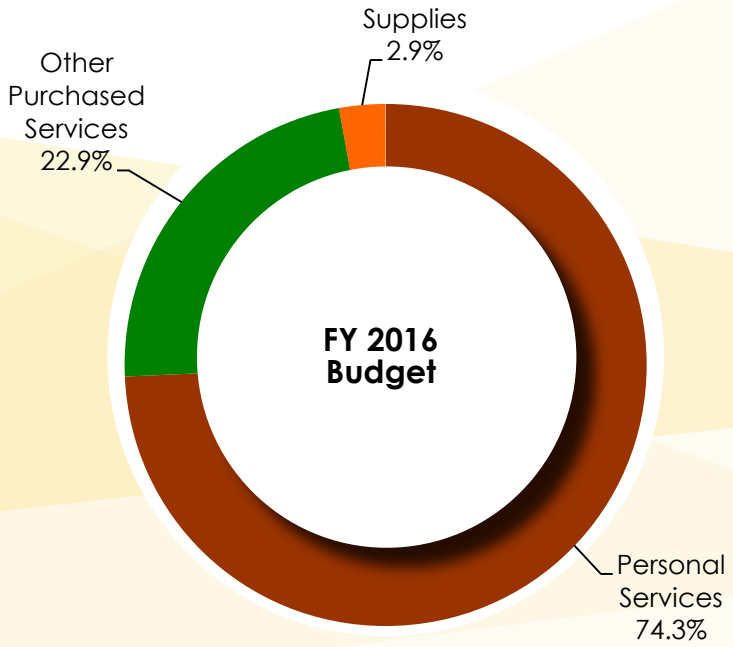
AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Planning and Zoning Board	Appointed	5	5	5	5	5
Zoning Board of Appeals	Appointed	5	5	5	5	5
TOTAL		10	10	10	10	10

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Educational opportunities	75%	75%	78%	81%	17th
Adult educational opportunities	*	*	*	62%	35th

*new meausre

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 2,533	$ 3,563	$ 3,224	$ 6,500	$ 6,500
Other Purchased Services	150	-	-	2,000	2,000
Supplies	256	64	19	250	250
TOTAL	$ 2,939	$ 3,627	$ 3,243	$ 8,750	$ 8,750





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 314***
3. Implement GIS capabilities within program.
4. Keep up with scanning electronic files.
5. Implement roof permits.
6. Pursue digital plan submission requirement.
7. Complete BS&A field inspection component implementation.

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of building permits issued	224	242	307	320	492	260
Number of calls for inspections	2,079	2,304	3,067	3,300	3,346	3,300

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of building inspections performed within 24 hours	100%	100%	99%	99%	99%	99%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

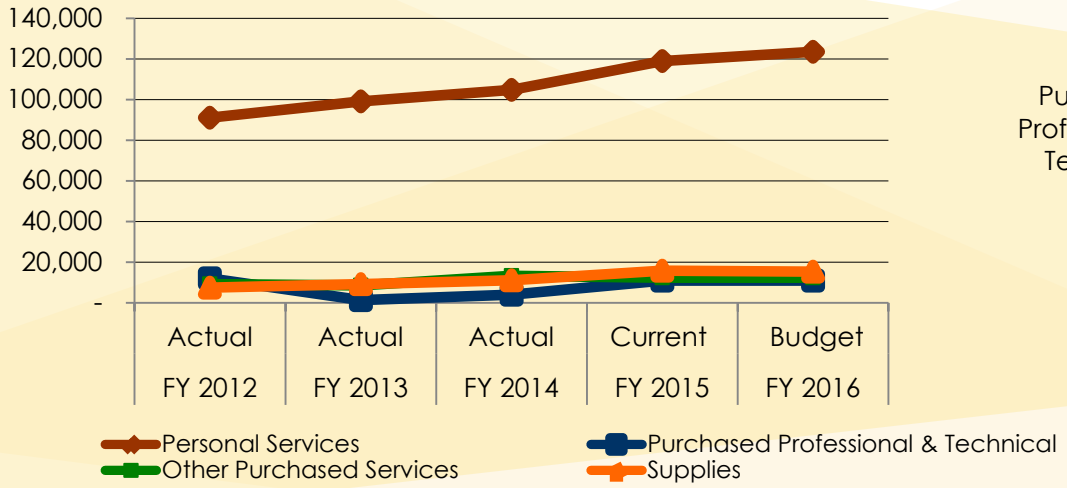
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Overall quality of new development in Suwanee	83%	78%	87%	81%	7th

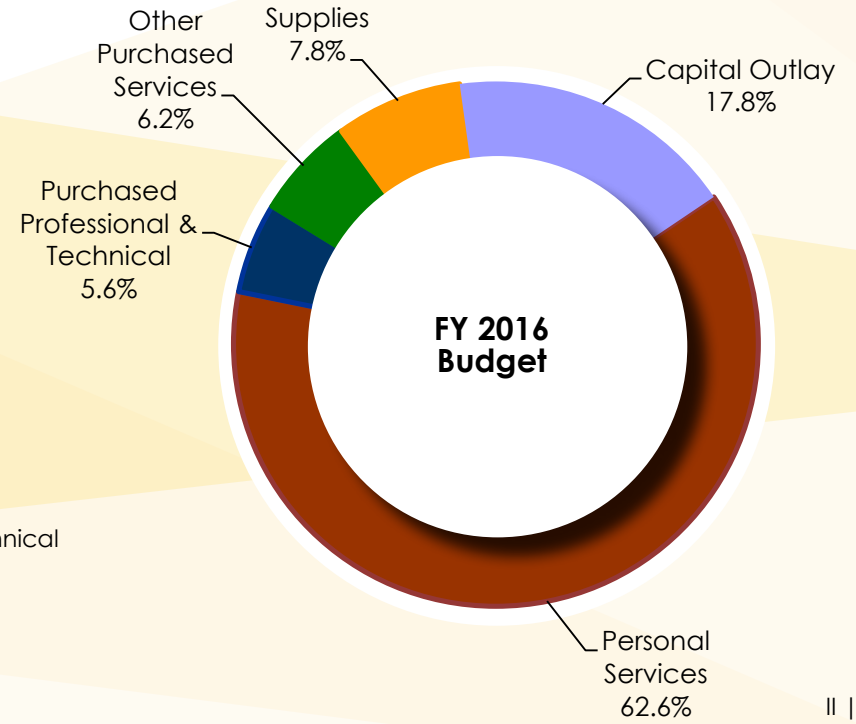


7200 PROTECTIVE INSPECTION ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Building Official	20	0	1	1	1	1
Building Inspector	16	1	0	0	0	0
TOTAL		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 91,039	$ 99,081	$ 104,767	$ 118,930	$ 123,430
Purchased Professional & Technical	12,093	1,400	3,994	11,000	11,000
Other Purchased Services	9,163	8,643	13,223	12,300	12,300
Supplies	7,435	9,177	11,032	15,830	15,330
Capital Outlay	3,935	-	-	-	35,000
TOTAL	$ 123,665	$ 118,301	$ 133,016	$ 158,060	$ 197,060





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.
     - ***STWP, City Services, page 310***
2. Implement the 2030 Comprehensive Plan; implement projects in the plan.
   - ***STWP, Comprehensive Plan, page 304***
3. Continue to implement/create Town Center; manage site development.
   - ***STWP, Town Center, page 314***
4. Continue to monitor economic conditions.
   - Monitor trends.
   - Create quarterly report.
   - Create annual report
     - ***STWP, Economic Indicators, page 304***
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, The Reserve at Moore Road and Three Bridges
8. Conduct training for appointed Board Members.
   - ***STWP, Staffing, page 314***
9. Create a Community Planning Academy.
10. Facilitate adding on an Urban Forest Management Plan to the STWP.
11. Implement Buford Highway reconstruction project.
    - ***STWP, Buford Highway Reconstruction & Streetscaping, page 300***
    - ***CIP, Transportation Projects, Buford Highway Corridor Improvements, page 293***
12. Complete annual update to the comprehensive plan.
    - ***STWP, Comprehensive Plan, page 304***
13. Continue promoting commuter rail services in Suwanee and beyond with the appropriate entities.
    - **STWP, Commuter Rail, page 310**
14. Continue implementing Pedestrian and Bicycle Plan.
    - ***STWP, Pedestrian Bicycle Plan Implementation, page 306***
    - ***CIP, Transportation Projects, Pedestrian Bicycle Plan Projects, page 293***
15. Implement recommendations from the Downtown Suwanee Master Plan.
    - ***STWP, Downtown Suwanee Master Plan, page 300***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 289***
16. Complete 10 year update to the Downtown Suwanee Master Plan.
    - ***STWP, Downtown Suwanee Master Plan, page 300***
    - ***CIP, Transportation Projects, Transportation & Enhancement Projects, page 294***
17. Implement Brushy Creek Greenway.
    - ***STWP, Pedestrian Bicycle Plan Implementation, page 306***
    - ***CIP, Transportation Projects, Burshy Creek Greenway, page 293***
18. Fully utilize BS&A software.
19. Organize and maintain ViewWise.
20. Continue to develop strategy for the I-85 annexations.
21. Evaluate need for additions to the City's wayfinding signage.

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Zoning certification letters	12	10	16	20	19	20
Rezoning cases processed	5	5	4	5	8	10
Special Use permits processed	5	2	4	5	4	5
Variances processed	7	6	9	10	14	15
Text Amendments processed	3	1	2	3	1	2
Development permit application processed	2	14	8	15	22	24
Master Plans managed/created	0	0	0	1	0	1
Public Meetings attended by planning staff	40	38	39	40	39	40
Emails sent (Planning Director and Planning Division Director)	4,164	4,287	3,880	4,000	3,208	3,500

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 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	92%	100%	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	50%	63%	96%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Availability of affordable quality housing	73%	72%	73%	71%	9th
Variety of housing options	83%	78%	75%	83%	6th
Own neighborhood as a place to live	90%	92%	93%	92%	55th
Overall built environment	*	*	*	87%	1st
Availability of affordable quality mental health care	*	*	*	64%	17th
Availability of preventive health services	70%	67%	70%	72%	37th
Availability of affordable quality healthcare	66%	65%	70%	69%	46th
Availability of affordable quality food	84%	79%	81%	79%	13th
Availability of affordable quality childcare	78%	71%	75%	83%	1st
Land use, planning and zoning	71%	64%	77%	73%	3rd

**new measure*



PLANNING
HOW WE GROW

WHY THIS MATTERS FOR SUWANEE: BE PROACTIVE

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Availability of affordable quality housing	2014	71%	9	255	96
	2012	73%	7	277	97
	2010	72%	3	263	99
	2008	73%	6	227	97
Variety of housing options	2014	83%	6	229	97
	2012	75%	8	201	96
	2010	78%	5	132	96
	2008	83%	2	45	96
Quality of new development in Suwanee	2014	81%	7	242	97
	2012	87%	4	254	98
	2010	78%	7	215	97
	2008	83%	6	150	96
Land use, planning and zoning	2014	73%	3	250	99
	2012	77%	1	270	99
	2010	64%	5	251	98
	2008	71%	10	298	95

The availability of affordable housing was rated as excellent or good by **71%** of respondents, while the variety of housing options was rated as excellent or good by **83%** or respondents. At least **8 in 10** residents rated the quality of new development in Suwanee as excellent or good.

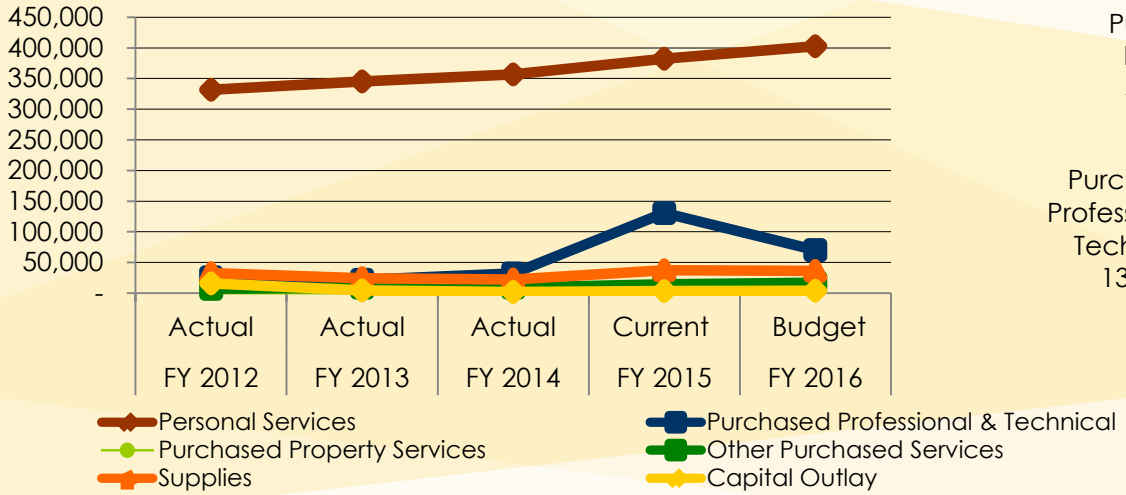


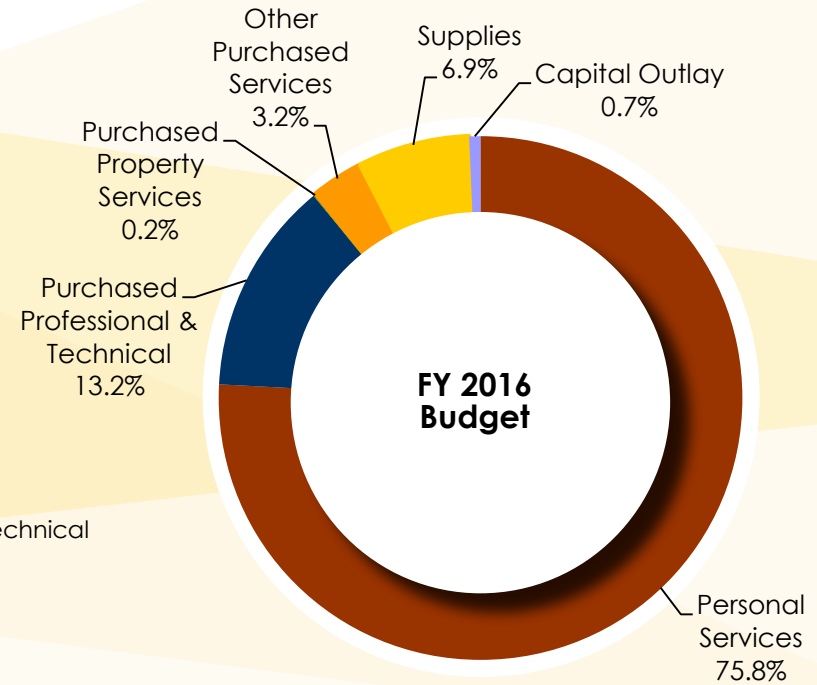
7400 PLANNING & ZONING

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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	1	1
Planner(1)	17	1	1	1	0	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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 331,490	$ 345,345	$ 356,938	$ 382,170	$ 402,560
Purchased Professional & Technical	25,729	21,805	32,206	130,500	70,000
Purchased Property Services	-	-	-	1,000	1,000
Other Purchased Services	7,080	8,994	8,939	14,600	17,100
Supplies	32,484	24,471	22,163	37,510	36,510
Capital Outlay	16,128	4,510	1,863	3,500	3,700
TOTAL	$ 412,911	$ 405,125	$ 422,109	$ 569,280	$ 530,870





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 310***
2. Ongoing education of citizens and business owners about code enforcement regulations and issues.
   - ***STWP, Citizen Engagement, page 304***
3. Response and resolution of citizen complaints and inquiries.
   - ***STWP, City Services, page 310***
4. Proactive removal of illegal signs on City's right-of-way.
   - ***STWP, Code Enforcement, page 310***
5. Review of sign permit applications to ensure compliance with applicable City regulations.
   - ***STWP, Staffing, page 314***
6. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Code Enforcement, page 310***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of property maintenance complaints	254	264	219	260	249	260

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	97%	99%	99%	98%	99%	98%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Code enforcement	71%	66%	72%	74%	20th
Citizens surveyed rated the following as YES:					
Did NOT observe a code violation or other hazard in Suwanee	*	*	*	67%	15th

**new measure*

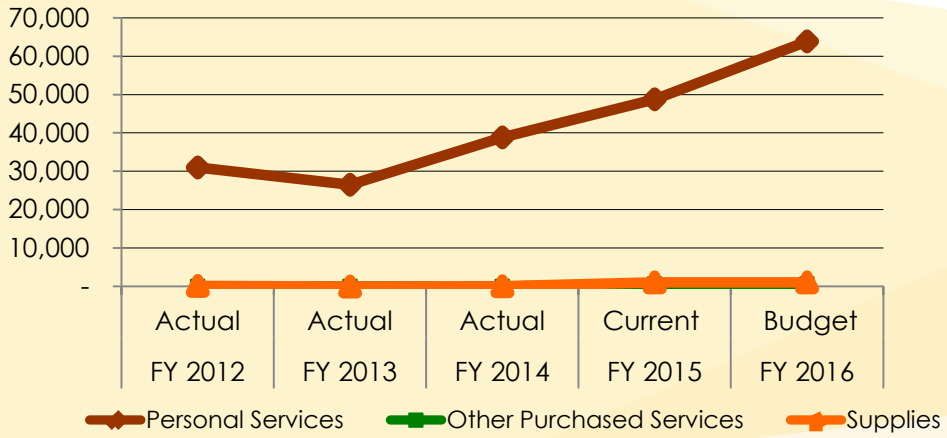


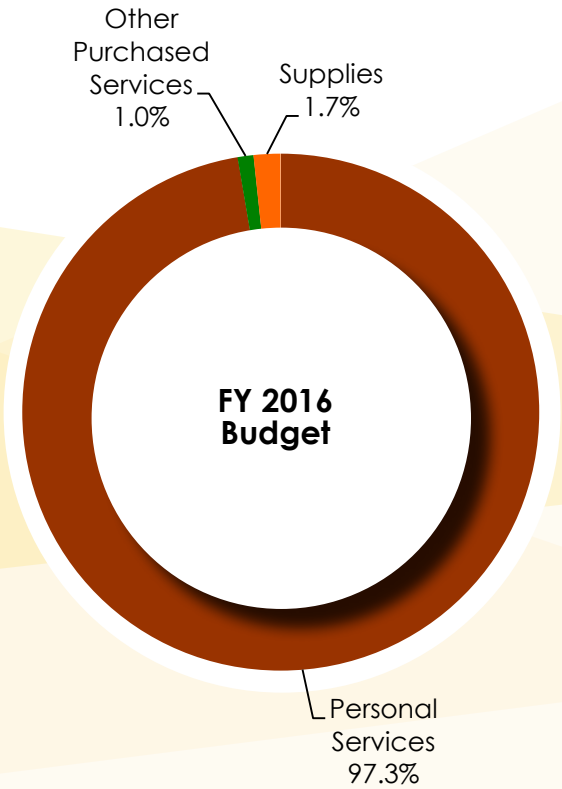
7450 CODE ENFORCEMENT BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Building Inspector(1)	16	0	0	0	1	1
Building Inspector(1)	PT-6	1	1	1	0	0
TOTAL		1	1	1	1	1

(1) In 2015 the part-time building inspector position was upgraded to a full-time position.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 31,011	$ 26,462	$ 38,787	$ 48,720	$ 63,850
Other Purchased Services	-	-	-	650	650
Supplies	173	-	87	1,100	1,100
TOTAL	$ 31,184	$ 26,462	$ 38,874	$ 50,470	$ 65,600

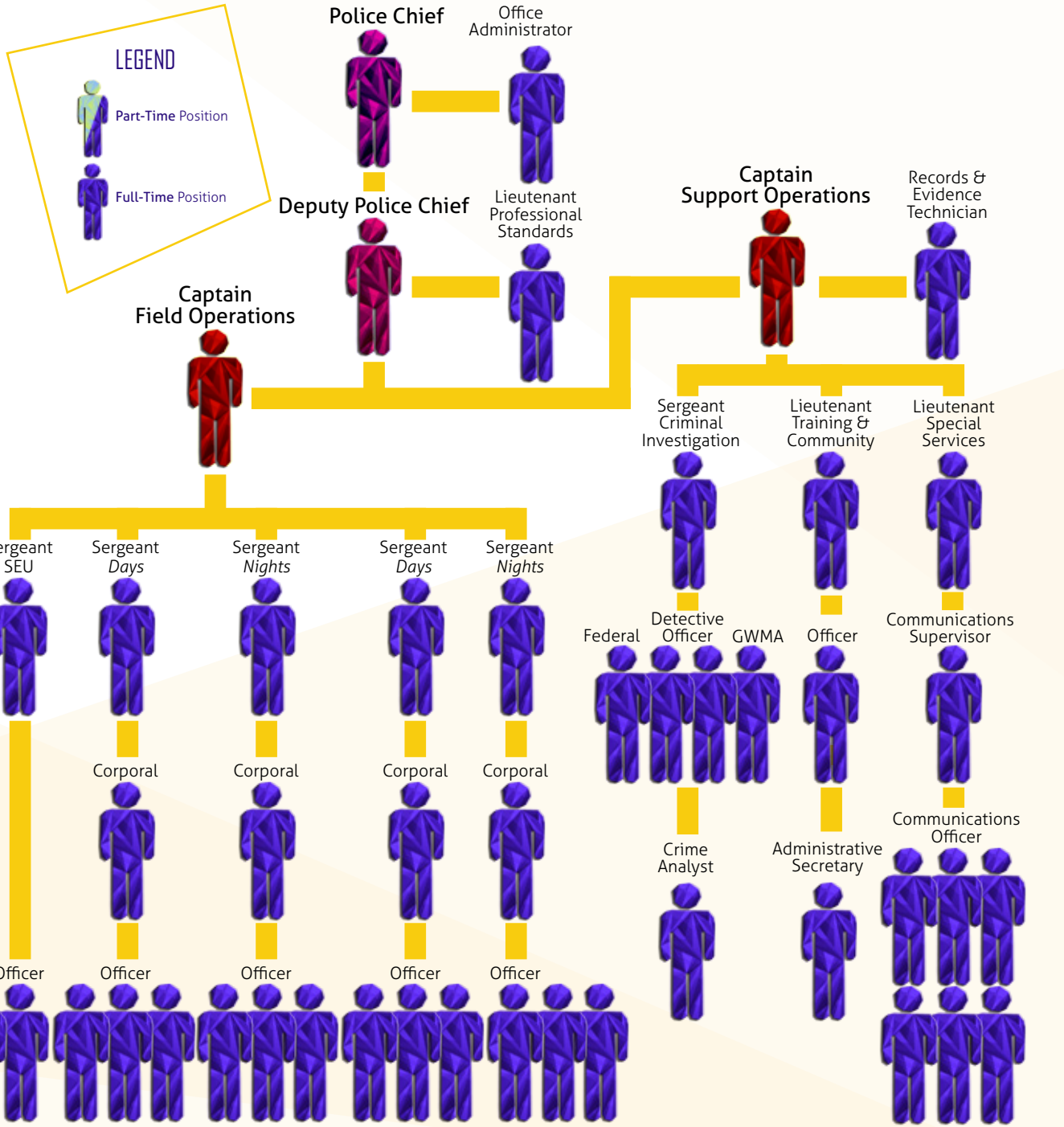




Police

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 and 11 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 2016 Budget Items	Replacement of five fleet vehicles $199,030, police equipment $90,440, dispatch software $107,420 and console upgrades for dispatch $350,000. 2 position upgrades and one new Criminal Analyst position.
Current FY 2015 Budget	$4,657,100
Adopted FY 2016 Budget	$5,435,440
Change from PY Budget	$778,340
Reason for Change	4% salary adjustments and 11% group health insurance increase. Funding for five replacement police vehicles $199,030, new police equipment $90,440, and dispatch console upgrades $350,000 .





FY 2015 CURRENT BUDGET	$4,657,100	
Changes:		
Salary & benefit changes due to new position request and 2 position upgrades	112,320	
Salary & benefit changes due to 4% raises	102,320	
Reduction in Overtime	(9,500)	
Group Health Insurance 11% increase	64,150	
Purchased Professional Services	(1,000)	Police Administration
Printing	200	Police Administration
Supplies	(550)	Police Administration
Computer equipment	(220)	Police Administration
Forensics software	5,180	CLEAR background and LeadsOnline
Supplies	260	Criminal Investigation
Furniture	600	Criminal Investigation
Computer equipment	(6,030)	Criminal Investigation
Repair vehicles	(5,000)	Patrol
Supplies Gasoline	(6,000)	Patrol
Other Supplies	(12,000)	Reduction due to FY 2015 one time purchases
Equipment Vehicles	123,350	Request five replacement vehicles, total request $199,030
Police Equipment	90,440	10 laptops, 10 portable radios, 2 mobile radios, and 5 in car video systems, total request $94,220
Software	(550)	ALPR annual maintenance contract
Records Computer	(2,900)	State required security subscription Advanced Authentication
Travel	(1,010)	Police Training
Supplies	940	Police Training
Other Supplies	(1,010)	Police Training
Property insurance	(11,400)	Police Station
Supplies	(3,500)	Police Station
Property insurance	(1,500)	Police Substation
Supplies	(10,000)	Police Substation
Communications	3,600	Dispatch
Other supplies	1,400	Dispatch
Console upgrades	350,000	Dispatch
Computers	(2,000)	Dispatch
Professional services	(750)	Public Relations
Supplies	(1,500)	Public Relations
FY 2016 ADOPTED BUDGET	**$5,435,440**	

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

1. Maintain requirements for CALEA accreditation and State certification.
   - Complete all time sensitive activities.
   - Continue to educate officers on benefits of programs.
   - Have a successful State certification on-site.

- ***STWP, Police CALEA, page 308***
- ***STWP, Police State Certification, page 308***

OBJECTIVES FOR FISCAL YEAR 2016

- 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.

	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, organizations, 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	

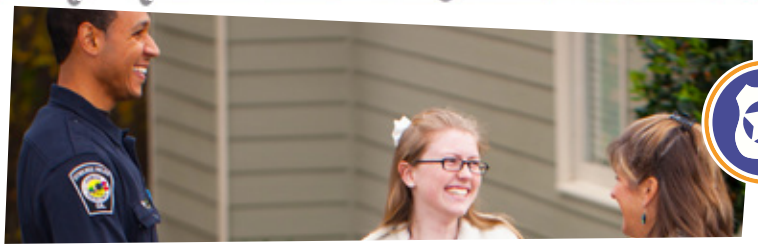
WORKLOAD MEASURES	**2012 ACTUAL**	**2013 ACTUAL**	**2014 ACTUAL**	**2015 BUDGET**	**2015 ACTUAL**	**2016 BUDGET**
Council Meetings	12	12	12	12	12	12
Council Workshops	4	10	8	8	8	8
Police Supervisor Meetings	12	12	12	12	12	12
Citizen Police Academies held	2	2	2	2	2	2
Calls for Service	43,926	33,511	47,626	48,000	61,770	65,000
Traffic Accidents	1,086	1,157	1,178	1,200	1,306	1,400
Part I Offenses	452	443	484	500	569	700
Traffic Citations	11,797	7,678	12,403	12,500	16,929	18,000
Community Relation Activity Contacts (meetings, classes, mentoring)	5,725	5,000	5,765	6,000	4,150	6,000
Incident Reports Filed	1,942	1,852	1,864	1,900	2,152	2,100

PRODUCTIVITY MEASURES	**2012 ACTUAL**	**2013 ACTUAL**	**2014 ACTUAL**	**2015 BUDGET**	**2015 ACTUAL**	**2016 BUDGET**
Average response time (emergency)	5:29	3:48	4:05	4:00	4:47	4:00
Average response time (non-emergency)	6:59	5:11	5:45	6:00	5:53	6:00
Percent of referred criminal cases cleared	53%	55%	46%	50%	65%	50%
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	100%	100%	100%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Police services	91%	86%	91%	86%	80th
Crime prevention	87%	88%	88%	85th	27th
Stock supplies for an emergency	*	*	*	31%	52nd

**new measure*



PUBLIC SAFETY- WHAT PROVIDES US COMFORT

WHY THIS MATTERS FOR SUWANEE: BE SAFE

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Police services	2014	86%	80	372	78
	2012	91%	32	382	92
	2010	86%	33	354	91
	2008	91%	61	321	81
Crime prevention	2014	88%	27	301	91
	2012	88%	17	312	95
	2010	88%	9	278	97
	2008	87%	40	224	82
Traffic enforcement	2014	74%	48	326	85
	2012	73%	52	331	84
	2010	73%	26	299	91
	2008	80%	23	257	91
Feeling of safety in your neighborhood during the day	2014	97%	91	302	70
	2012	96%	69	308	78
	2010	97%	48	272	82
	2008	97%	82	239	66
Feeling of safety in Suwanee's downtown during the day	2014	96%	40	256	84
	2012	93%	55	261	79
	2010	95%	39	234	83
	2008	96%	58	196	70

Almost all residents rated the overall feeling of safety in Suwanee positively, **94%** as excellent or good. Similarly, almost all residents rated their feeling of safety in their neighborhood and Suwanee's downtown as positive. At least **7 in 10** residents gave positivie ratings to all aspects of safety in Suwanee.

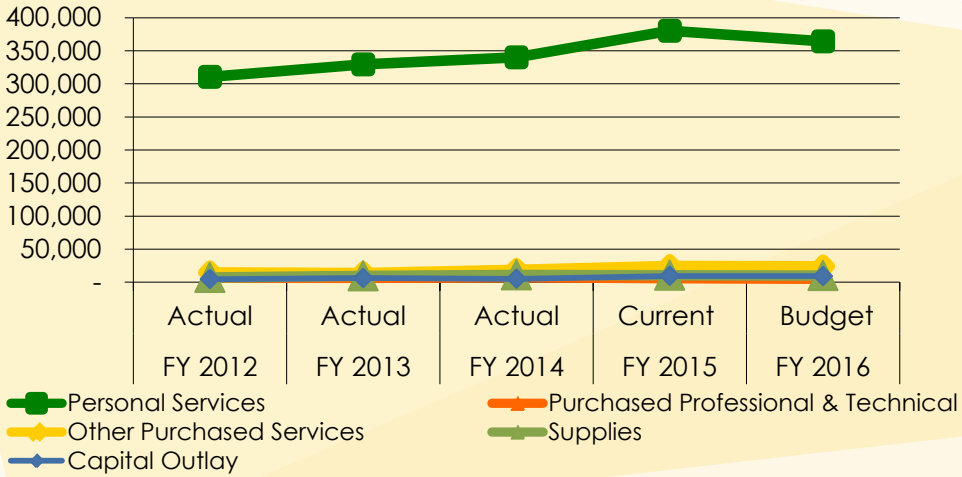


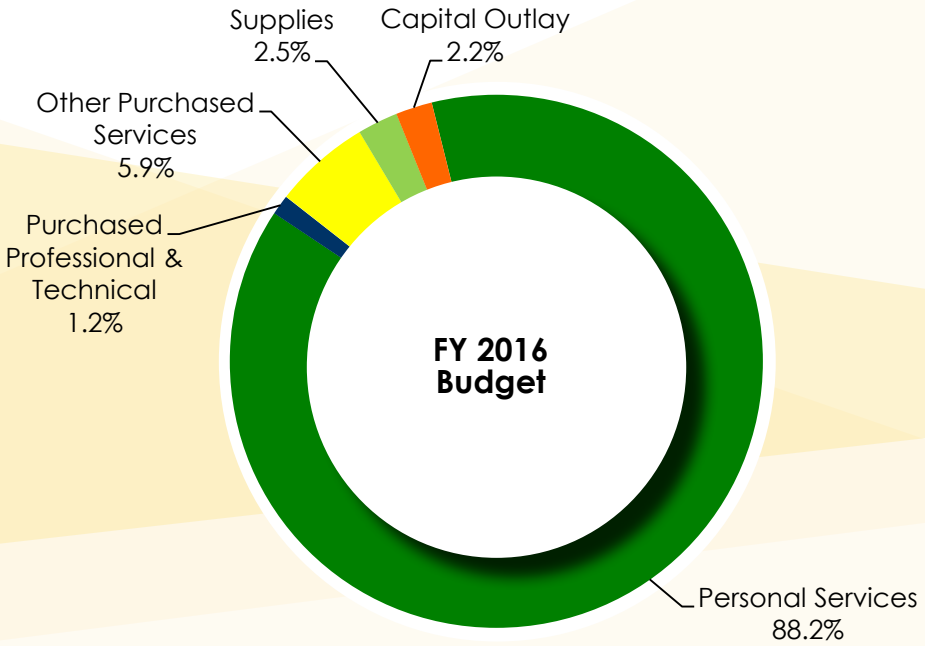
3210 POLICE ADMINISTRATION BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Police Chief	26	1	1	1	1	1
Police Captain	22	1	1	1	1	1
Office Administrator	12	1	1	1	1	1
Administrative Secretary(1)(2)	10	0	0	0	1	0
TOTAL		3	3	3	4	3

(1)In 2014 an administrative secretary position was added.
(2) In 2016 the administrative secretary position was moved to Police Training.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 310,308	$ 329,515	$ 340,027	$ 380,260	$ 364,310
Purchased Professional & Technical	7,238	6,583	7,802	6,000	5,000
Purchased Property Services	789	-	-	-	-
Other Purchased Services	14,636	13,827	18,812	24,460	24,220
Supplies	7,290	9,394	11,080	10,700	10,150
Capital Outlay	4,517	6,221	4,960	9,370	9,150
TOTAL	$ 344,778	$ 365,540	$ 382,681	$ 430,790	$ 412,830





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 1 compliance checks on massage businesses.
   - Continue to monitor the precious metal dealers, smoke shops and gaming machines in the City.
   - Conduct at least 2 crime suppression details in the Hotel/Motel areas of the City.
   - ***STWP, Community Policing, page 310***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 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	75	100	100	100	100
Annual Performance Evaluations	3	4	4	5	5	5
Background investigations	6	7	10	5	8	5
Training hours	820	489	283	750	668	300
Cases assigned	365	409	399	500	546	500
Precious metals dealers checked	24	22	5	5	1*	1
Gaming machines checked and certified	27	33	33	35	35	35
Number of Intelligence reports prepared, analyzed, and investigated	13	12	64	75	104	75

**Due to the downturn in gold prices, all but one precious metal dealers in the CIty have closed.*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Total Clearance all Cases	53%	55%	46%	50%	50%	50%
Percent of referred cases that were assigned to an investigator	83%	76%	70%	80%	77%	75%
Total Clearance of Assigned Cases	64%	72%	66%	65%	65%	65%
Percent of performance evaluations completed on time	33%	75%	100%	100%	100%	100%
Percent of cases cleared by arrest	18%	22%	24%	20%	21%	20%
Percent of cases exceptionally cleared	34%	41%	36%	40%	25%	30%
Percent of cases unfounded	7%	9%	6%	5%	3%	5%

3221 CRIMINAL INVESTIGATION DIVISION BUDGET

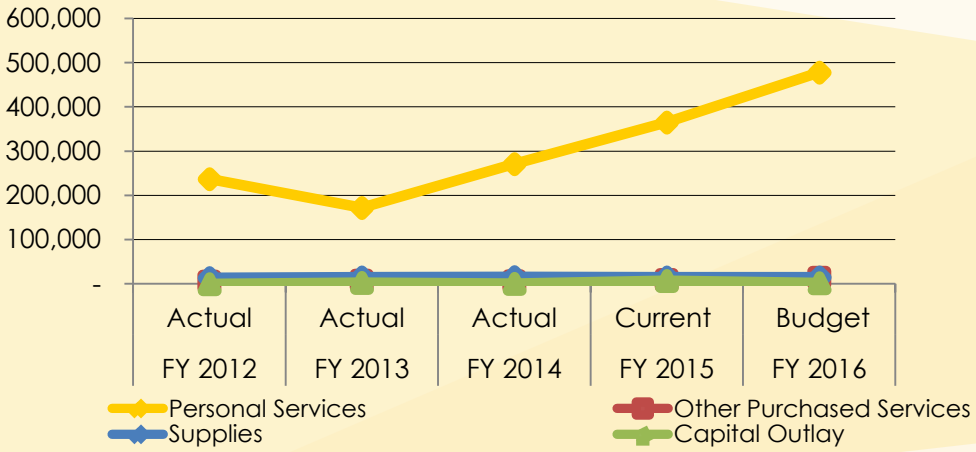
MEASUREMENT OF OUTCOME- Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Household member victim of a crime	8%	6%	6%	9%	78th
Report a crime	*	*	*	16%	26th

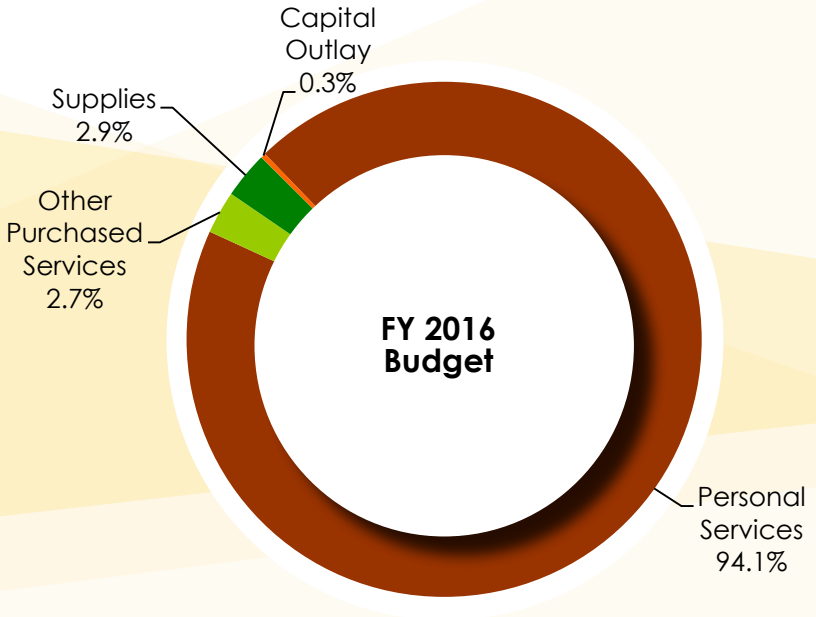
**new measures*

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Police Sergeant	18	1	1	1	1	1
Police Detective	14	2	2	3	4	4
Crime Analyst(1)	13	0	0	0	0	1
TOTAL		3	3	4	5	5

(1) In fiscal year 2016, the position of crime analyst was created.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 236,935	$ 172,221	$ 271,088	$ 365,150	$ 477,880
Purchased Property Services	1,272	-	-	-	-
Other Purchased Services	4,623	6,867	5,615	8,500	13,630
Supplies	13,118	14,821	15,853	14,640	14,900
Capital Outlay	-	2,500	608	6,980	1,550
TOTAL	$ 255,948	$ 196,409	$ 293,164	$ 395,270	$ 507,960





3223 PATROL DIVISION

STATEMENT OF SERVICE

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

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

GOALS

1. Maintain a safe environment for our citizens to travel upon the roadways.
   - Conduct at least 2 safety checkpoints every six months.
   - Engage the officers to implement enforcement strategies that assist with Governor's Office of Highway Safety (GOHS) initiatives (Click it or Ticket, Summer HEAT, Operation Zero Tolerance, etc.) throughout the year.
   - Have a minimum of 2 officers attend the Advanced Roadside Roadside Impaired Driving Enforcement (ARIDE) in order to improve the department's DUI detection efforts for substances other than just alcohol and obtain successful prosecutions.
   - Continue to attend all GOHS meetings throughout the year.
   - Strive to send at least 1 officer to the 2015 GOHS Conference.
   - Continue to develop officers' skills to investigate serious injury/fatality related traffic crashes by sending them to advanced traffic crash courses.
     - ***STWP, Citizen Engagement, page 304***
     - ***STWP, City Services, page 310***
     - ***STWP, Traffic Enforcement, page 314***
2. Continue to utilize patrol officers for patrolling the area of parks and trails.
   - Send a minimum of 3 officers to a POST approved bicycle patrol class.
     - ***STWP, Park Ambassador Program, page 312***
     - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, page 285***
3. Enhance the officers' abilities in the service of warrants.
   - Provide warrant service training to the Selective Enforcement Officers. class.
4. Obtain the state mandated Intoxilyzer 9000 during the year.
   - Purchase the upgraded Intoxilyzer 9000 and put into operation.
   - Send all officers certified in Intoxilyzer to the Intoxilyzer 9000 update course for operation.
     - ***STWP, Traffic Enforcement, page 314***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	43,926	33,511	47,626	48,000	61,770	65,000
Traffic accidents	1,086	1,157	1,178	1,100	1,306	1,400
Traffic related injuries	239	242	272	250	260	275
Traffic citations	11,797	7,678	12,403	12,500	16,929	18,000
Part I crimes	452	443	484	500	569	700
Citizen complaints against officers	30	17	27	30	15	20
Police vehicles equipped with MDT	25	25	26	26	26	26
PRIDE classes	4	4	4	4	4	4
PACT Meetings	96	95	97	96	99	99
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

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Average response time (emergency)	5:29	3:48	4:05	4:00	4:47	4:00
Average response time (non-emergency)	6:59	5:11	5:45	6:00	5:53	6:00

	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			

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Traffic enforcement	80%	73%	73%	74%	48th
Safety in Suwanee's downtown area during the day	96%	95%	93%	96%	40th
Safety in own neighborhood during the day	97%	97%	96%	97%	91st

3223 PATROL DIVISION



Police Services

86%

EXCELLENT OR GOOD



Traffic Enforcement

26%

FAIR OR POOR

Traffic Enforcement

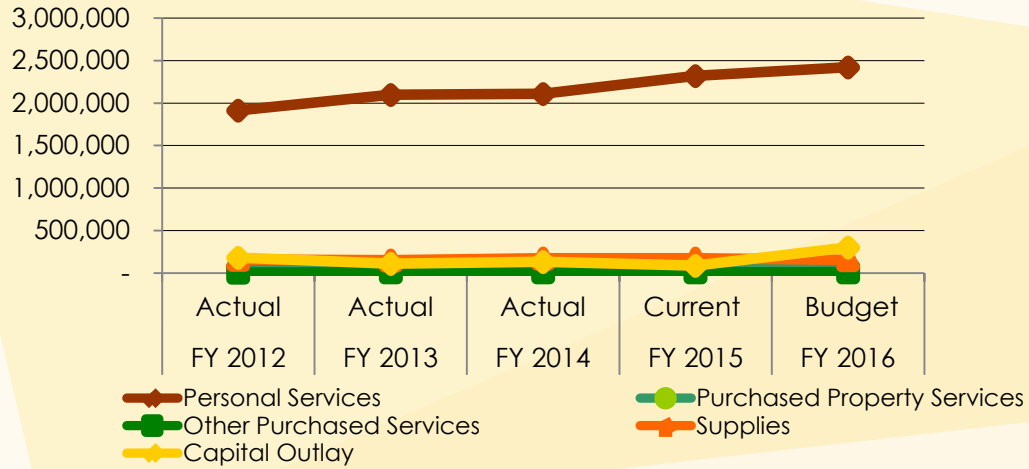
74%

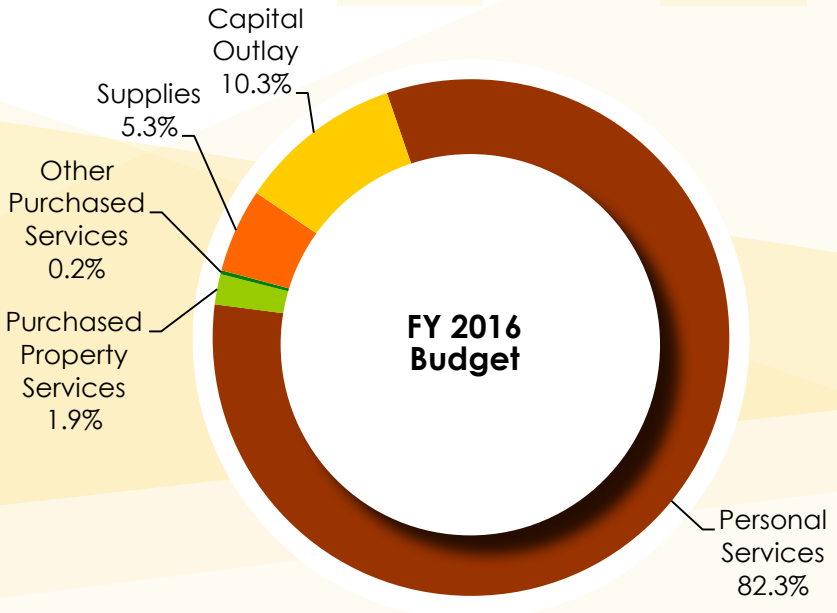
EXCELLENT OR GOOD

3223 PATROL DIVISION BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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	15	15	15	15	15
TOTAL		27	27	27	27	27

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 1,912,381	$ 2,097,094	$ 2,108,572	$ 2,320,330	$ 2,420,970
Purchased Property Services	47,703	54,478	50,656	61,760	55,960
Other Purchased Services	5,741	6,385	7,393	8,100	7,100
Supplies	160,195	152,360	172,095	174,340	154,630
Capital Outlay	182,277	108,578	130,408	88,810	302,050
TOTAL	$ 2,308,297	$ 2,418,895	$ 2,469,124	$ 2,653,340	$ 2,940,710





STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2016

- 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

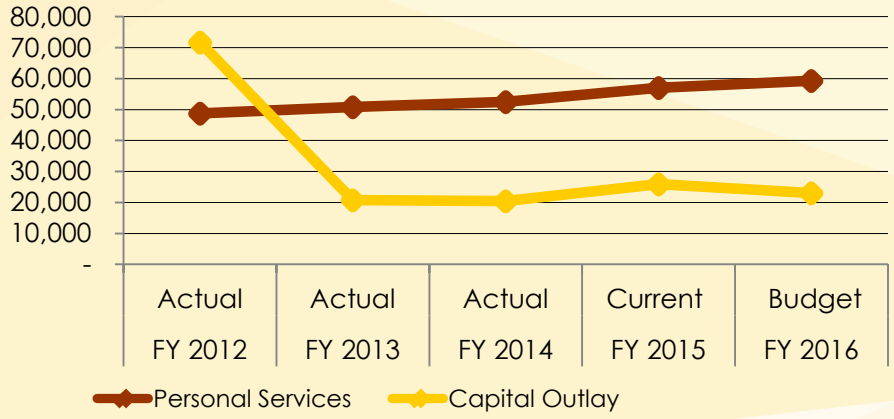
WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Records filed and maintained	809	728	702	800	829	800
Accident reports requested	1,039	983	818	1,000	581	1,000
Open records requests completed	190	132	120	150	165	150
Other filing (criminal histories, serving permits, etc.) completed	908	1,160	1,057	1,200	1,097	1,200
Video copying requests fulfilled (DA, Prosecutor)	301	216	197	250	281	250
Report requests fulfilled (DA, Prosecutor)	610	681	582	700	631	700
Local background checks completed	114	134	99	150	103	150
Expungements processed	22	23	120*	200*	569*	800*

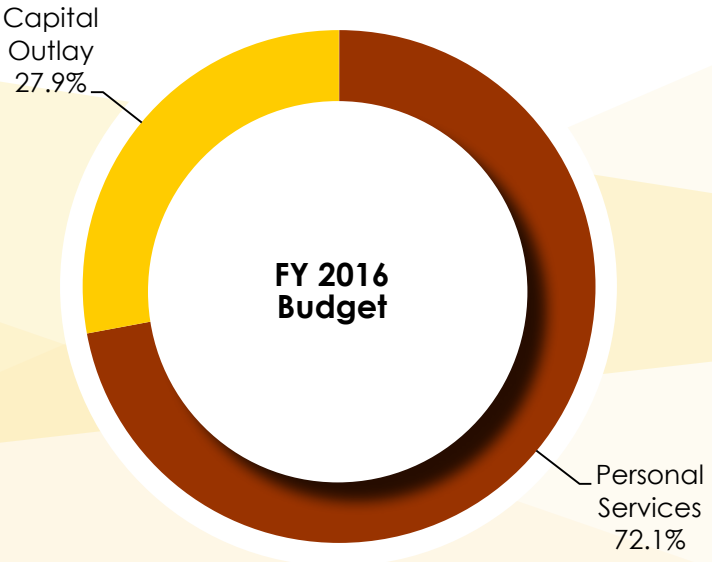
**law changed allowing expungement more attainable*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Records & Evidence Technician	11	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 48,775	$ 50,861	$ 52,539	$ 57,080	$ 59,360
Capital Outlay	71,673	20,803	20,481	25,900	23,000
TOTAL	$ 120,448	$ 71,664	73,020	82,980	82,360





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.
   - 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 Active Shooter Principles involving multiple agencies.
   - Incorporate first responder first aid training to be used during critical incidents or during events involving multiple life threatening injuries.
   - Identify what items are necessary to fill a "Go Bag" for the officers to use during critical incidents with emergency medical supplies as well as extra ammo, etc.
   - Implement quarterly defensive tactics training for the officers.
   - 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 POST Instructor course.
   - Host an Armorer's course at our training center.

- ***STWP, Police Substation & Training Facility, page 314***
- ***STWP, Communications Technology, page 304***

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 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	28	33	35	35	110	100
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	4	4	4	4	3	4
Annual training hours	4,661	3,796	6,408	4,500	7,820	6,000

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of officers with Associates Degree or higher	50%	47%	47%	52%	36%	36%
Percent of officers with Bachelors Degree or higher	50%	37%	41%	41%	41%	41%
Percent of officers with Masters Degree or higher	22%	20%	22%	27%	22%	22%
Percent of officers with intermediate certification or higher	36%	34%	80%	80%	80%	80%
Percent of officers with advanced certification or higher	17%	14%	55%	55%	58%	58%
Percent of officers with supervisory certification or higher	28%	40%	44%	44%	47%	44%
Percent of officers with management certification or higher	17%	26%	22%	22%	25%	22%
Percent of officers with executive certification or higher	3%	3%	3%	3%	3%	3%

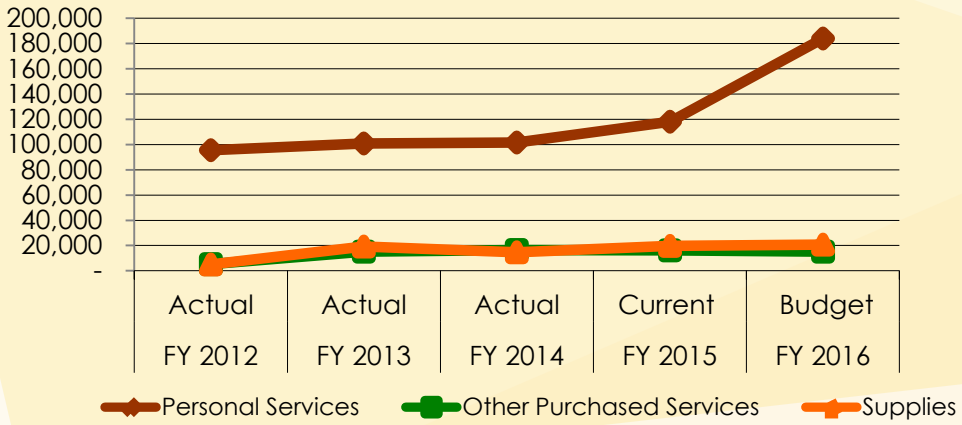
3240 POLICE TRAINING

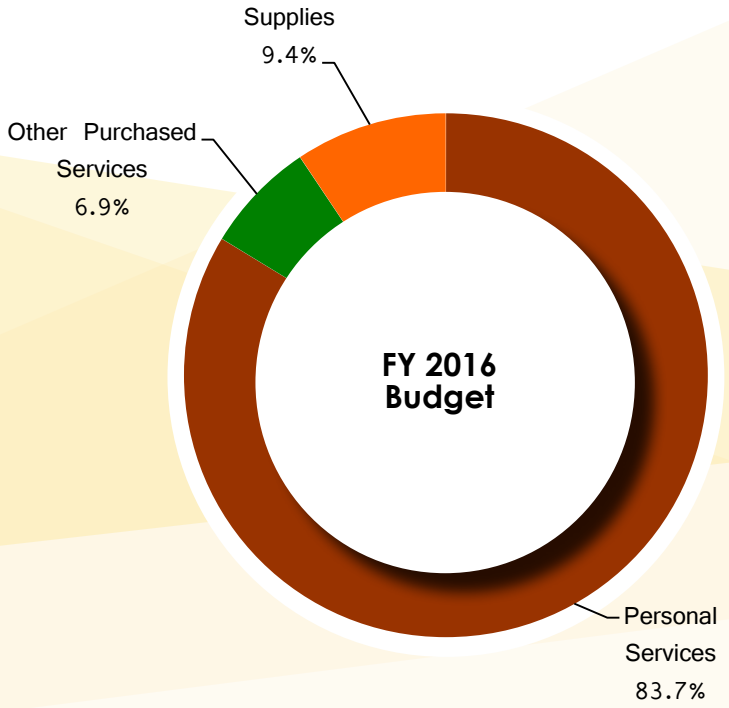
BUDGET

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Police Lieutenant (1)	20	0	0	1	1	1
Sergeant	18	1	1	0	0	0
Administrative Secretary	10	0	0	0	0	1
TOTAL		1	1	1	1	2

(1) In fiscal year 2013, the Sergeant position was promoted to Lieutenant.
(2) In 2016 the administrative secretary position was moved from Police Administration.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 95,597	$ 100,932	$ 101,747	$ 118,060	$ 184,070
Other Purchased Services	5,256	15,263	16,339	16,190	15,180
Supplies	5,117	19,155	14,626	19,700	20,640
TOTAL	$ 105,970	$ 135,350	$ 132,712	$ 153,950	$ 219,890





3250 SPECIAL DETAIL SERVICES

STATEMENT OF SERVICE

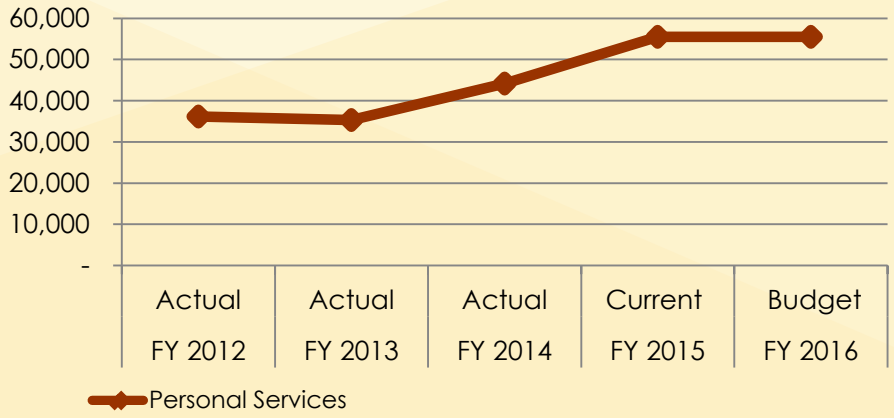
Special Detail Services refers to police officers who work off-duty assignments at various events and businesses within the City. There are no regularly assigned staff because participation is strictly on a voluntary basis. There are some events sponsored by the private sector that require a certified 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.

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Number of special events requiring special detail services	*	*	35	35	40	42

**new measure*

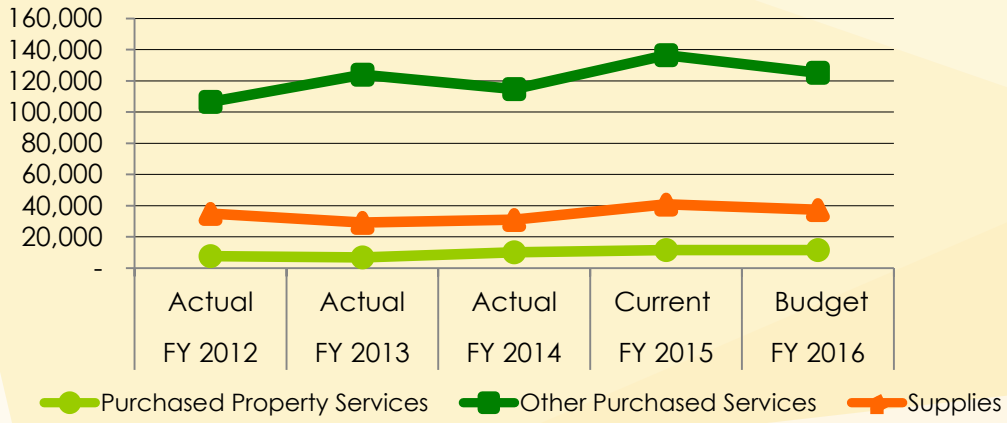
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 36,199	$ 35,341	$ 44,136	$ 55,500	$ 55,500

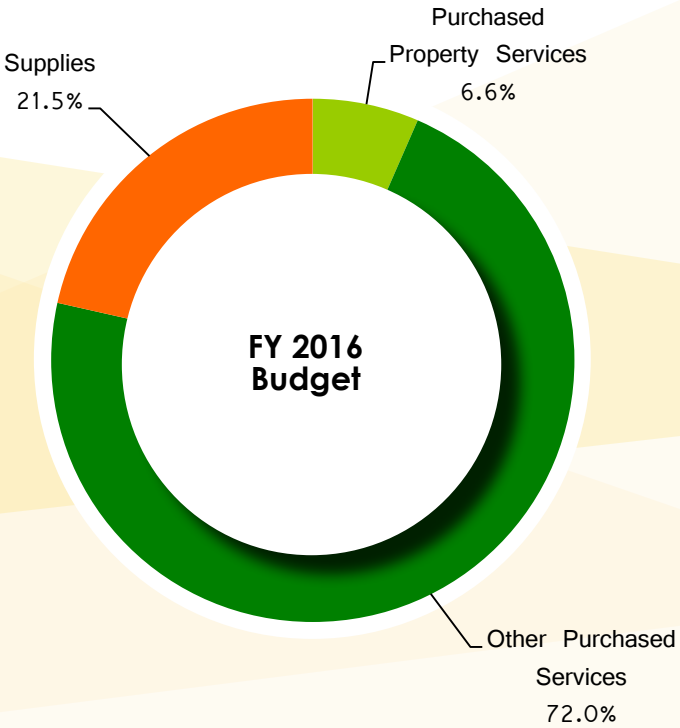


STATEMENT OF SERVICE

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services	$ 7,645	$ 6,698	$ 10,058	$ 11,400	$ 11,400
Other Purchased Services	106,542	123,847	114,695	136,500	125,100
Supplies	34,900	29,163	31,029	40,800	37,300
TOTAL	$ 149,087	$ 159,708	$ 155,782	$ 188,700	$ 173,800



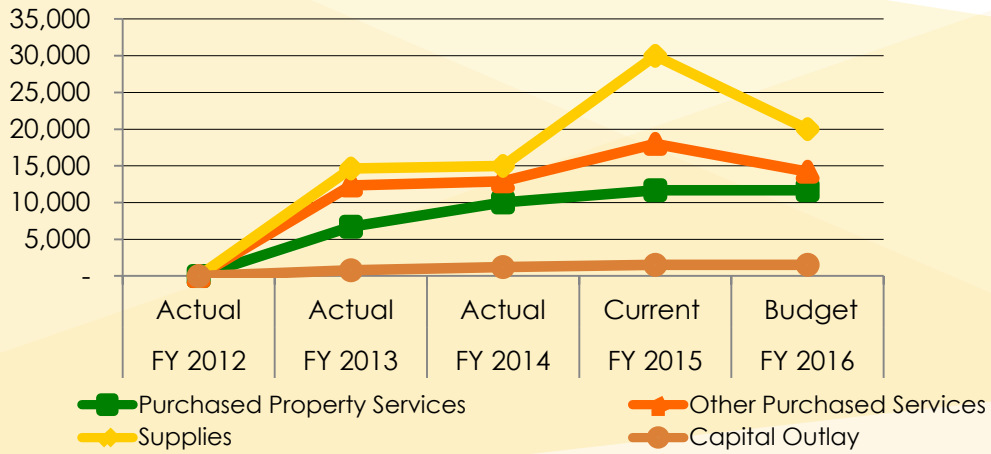


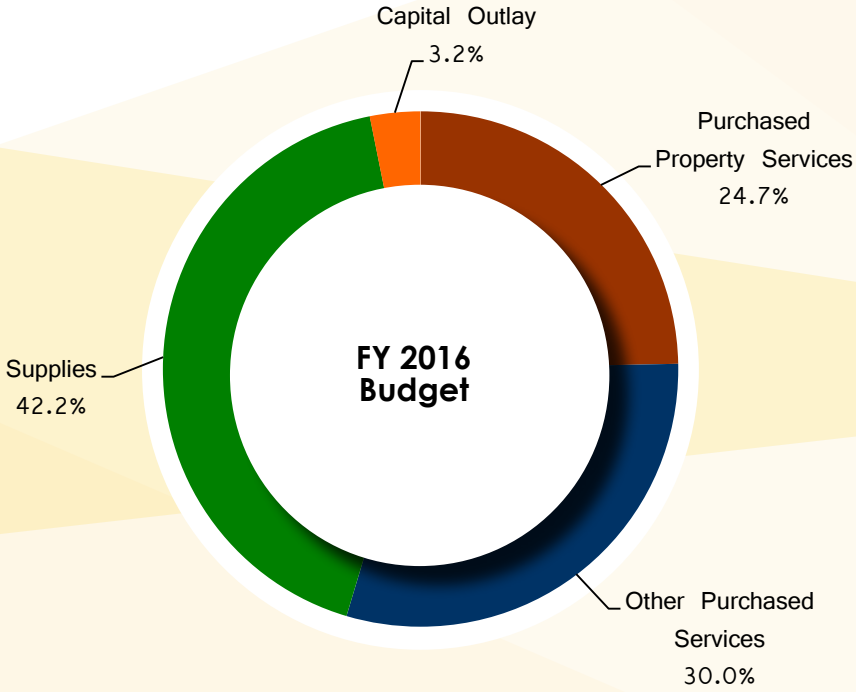
3261 POLICE SUBSTATION & TRAINING FACILITY

STATEMENT OF SERVICE

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services	$ -	$ 6,707	$ 10,036	$ 11,700	$ 11,700
Other Purchased Services	-	12,351	12,886	18,000	14,200
Supplies	-	14,652	14,984	30,000	20,000
Capital Outlay	-	784	1,218	1,500	1,500
TOTAL	$ -	$ 34,494	$ 39,124	$ 61,200	$ 47,400





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 2016

- 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 310***
- Provide accident report copies to appropriate parties.
- Transfer incoming calls to the appropriate parties.

GOALS

1. Update the radio room and equipment
   - Update the 2 radio room consoles to current platforms.
   - Install new flooring.
   - Assess the current desks to determine if they need updating.
   - Have all communication officers up to date with their Communication Officer Certifications and NIMS compliant.
     - ***STWP, Police Radio Communication System, page 300***
     - ***STWP, Staffing, page 314***

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Calls for service dispatched	43,926	33,511	47,626	48,000	61,770	65,000
Phone calls received	204,336	201,150	76,740*	80,000*	50,411*	60,000
Criminal history checks completed	1,228	1,160	1,057	1,200	1,087	1,200
Georgia Crime Information Center (GCIC) Entries	306	417	400	425	151	200
Computer Aided Dispatch (CAD) Entries	537,769	430,787	537,759	525,500	641,415	650,000
Dispatcher training hours	52	107	123	100	17	100

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

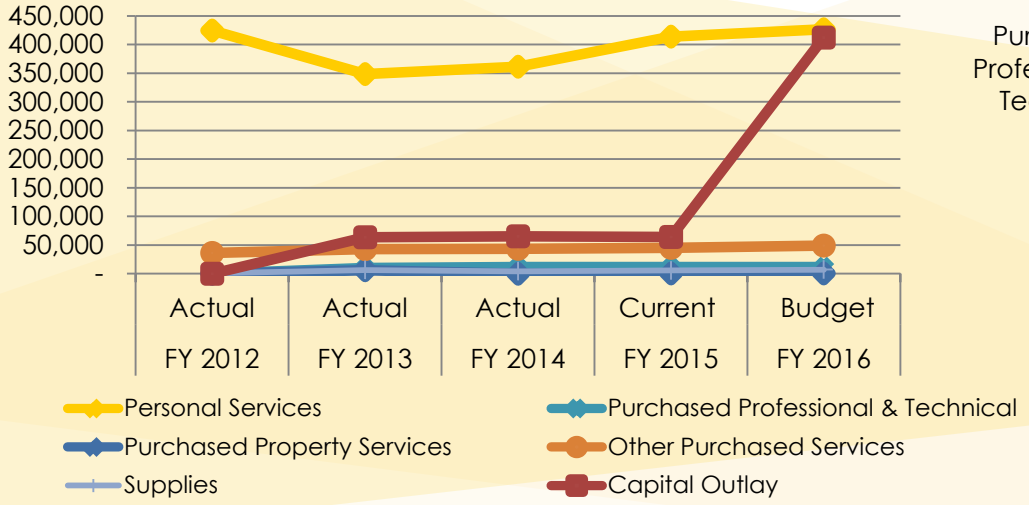
PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of calls for service dispatched appropriately	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	Pass	n/a	n/a	Pass	Pass	n/a

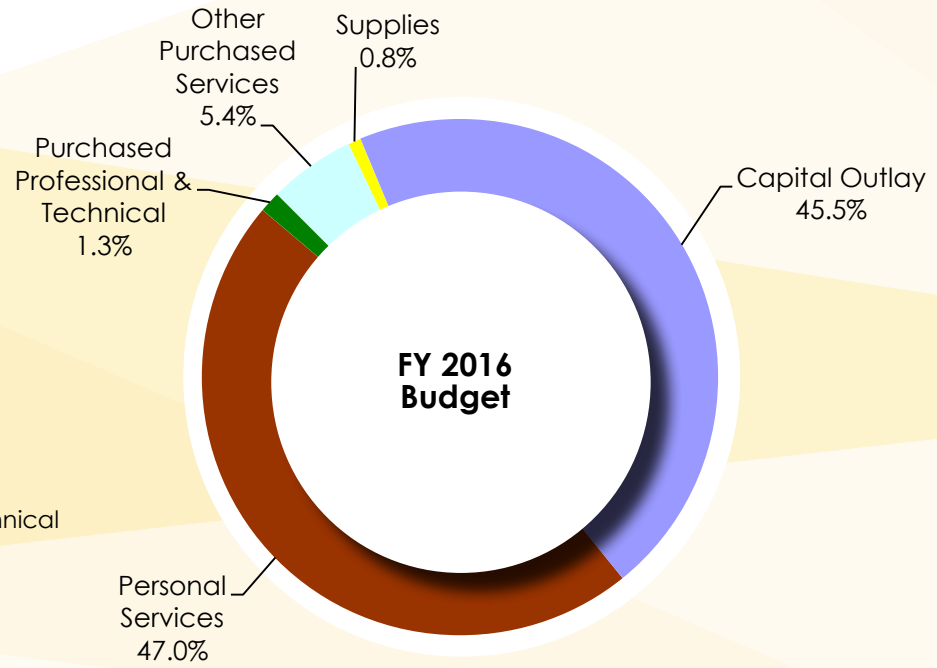
3270 DISPATCHER

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Police Lieutenant	20	1	1	1	1	1
Communications Supervisor(1)	16	0	0	0	0	1
Communication Officer	12	6	6	6	7	6
Communications Officer (2)(3)	PT-12	1	1	1	0	0
TOTAL		8	8	8	8	8

(1) In fiscal year 2016 a communication supervisor was created.
(2) In fiscal year 2012, a part-time communications officer was added.
(3) In fiscal year 2015, the part-time communications officer was change to full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 424,550	$ 348,736	$ 361,201	$ 413,880	$ 426,500
Purchased Professional & Technical	-	9,925	11,800	11,800	11,800
Purchased Property Services	-	5,853	43	250	250
Other Purchased Services	36,129	42,683	43,719	45,370	48,970
Supplies	1,001	6,521	4,305	5,700	7,100
Capital Outlay	-	63,504	65,324	64,450	412,450
TOTAL	$ 461,680	$ 477,222	$ 486,392	$ 541,450	$ 907,070





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.
   - Conduct an in-service training class on COP principles.
   - 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 areas.
   - Conduct meetings with the banking institutions quarterly for information sharing.
   - Continue implementing the 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, Police Communications, page 306***
   - ***STWP, Citizens Police Academy, page 304***
   - ***STWP, Community Policing, page 310***
   - ***STWP, Citizens Engagement, page 304***

OBJECTIVES FOR FISCAL YEAR 2016

- Schedule, recruit and facilitate two Citizen's Police Academies.
- 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 Citizens Police Academy graduates to do volunteer work at various special events.

3285 PUBLIC RELATIONS

WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
Explorers meetings	26	22	25	25	24	24
Citizen Police Academies	2	2	2	2	1	2
PRIDE programs	4	4	4	4	4	4
Station tour for kids (tours/participants)	11/161	5/105	10/172	10/100	2/18	5/100
Citizen Academy (academies/participants)	2/30	2/26	2/24	2/24	1/14	2/24
Explorer meetings (meetings/participants)	26/330	22/325	25/232	24/230	24/336	24/275
Safety meetings (meetings/participants)	6/71	4/46	5/30	4/30	2/77	3/30
Senior Citizens/Elderly Training (sessions/participants)	11/658	10/695	7/501	12/500	2/175	3/300
Kid Print meetings (meetings/participants)	1/15	0/0	1/2	2/25	2/10	1/10
PACT meetings (meetings/participants)	94/778	95/668	97/723	95/700	99/729	95/700
Business Contacts/Resident Contacts	111/2,601	51/3,180	43/3,217	43/3,215	220/2,154	100/2,000
Special Events/Movies/concerts (events/participants)	7/280	16/63	7/296	2/290	10/79	4/300
School visits (visits/participants)	13/237	7/3,683	8/321	8/321	4/205	4/200

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	100%	100%	100%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOME-Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Neighborliness of Suwanee	*	*	*	100%	3rd
Talked to or visited with your immediate neighbors	*	*	*	91%	42nd
Done a favor for a neighbor	*	*	*	80%	49th
Openness and acceptance of the community towards people of diverse backgrounds	88%	87%	86%	88%	5th

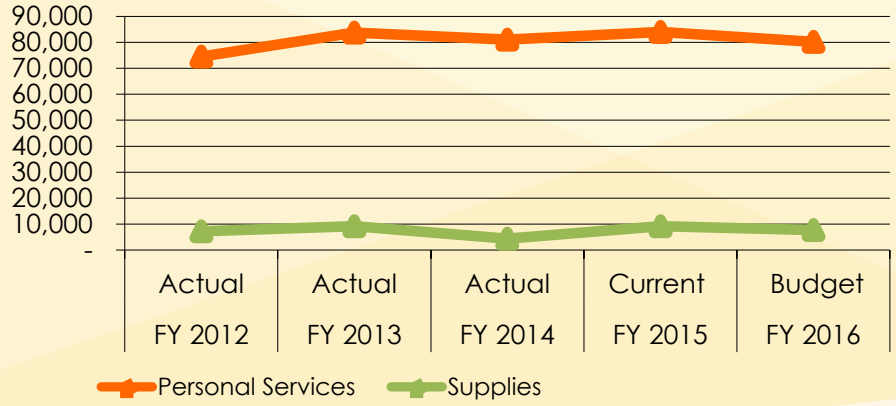
**new measure*

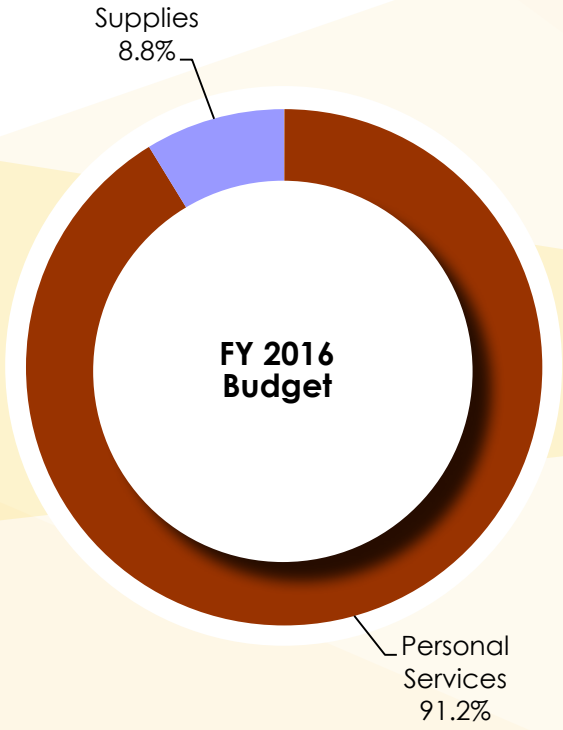


3285 PUBLIC RELATIONS

AUTHORIZED POSITIONS	GRADE	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Police Officer	14	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services	$ 74,534	$ 83,788	$ 81,026	$ 83,970	$ 80,220
Purchase Professional & Technical	-	-	-	750	-
Supplies	7,233	9,200	4,351	9,200	7,700
TOTAL	$ 81,767	$ 92,988	85,377	93,920	$ 87,920






CITY HALL
Suwanee

Other Non-Departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

FY 2015 CURRENT BUDGET	**$2,238,650**	
Changes:		
Legal fees	8,700	
Professional Services -Total Tech	4,950	Contract to be negotiated
General Gov building-Purchased property services	1,950	
General Gov building-Property insurance	8,900	
General Gov Building-Supplies	2,000	
Operating Transfers-Capital	(1,659,100)	FY 2015 4th Quarter capital funding
Operating Transfer-Water	100,000	
Operating Transfer -TAD	9,600	
Operating Transfer -DDA	(15,000)	FY 2015 included one time request for Historic Home signage. Total request $7,000
FY 2016 ADOPTED BUDGET	**$700,650**	

STATEMENT OF SERVICE

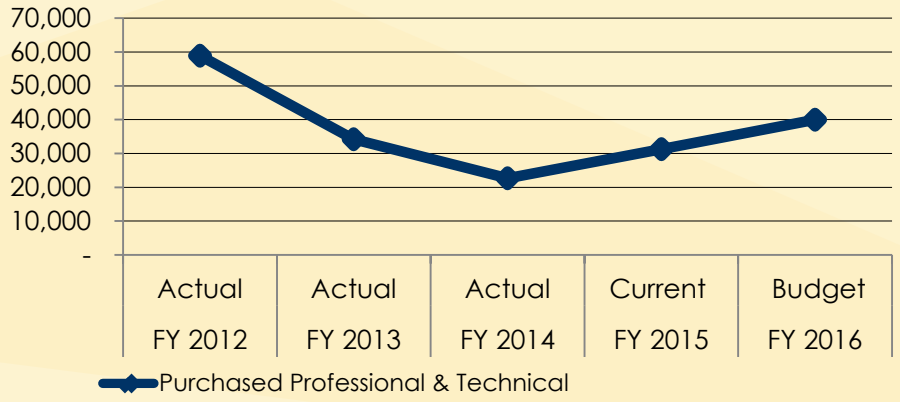
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2016

- 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	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Council meetings attended	12	13	15	12	15	12
Work Sessions attended	12	12	11	12	12	12
Average monthly hours billed	28	17	11	17	11	14
Number of contracts, agreements, leases reviewed	31	15	18	20	12	15

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 58,932	$ 34,174	$ 22,696	$ 31,300	$ 40,000



STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2016

- 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.

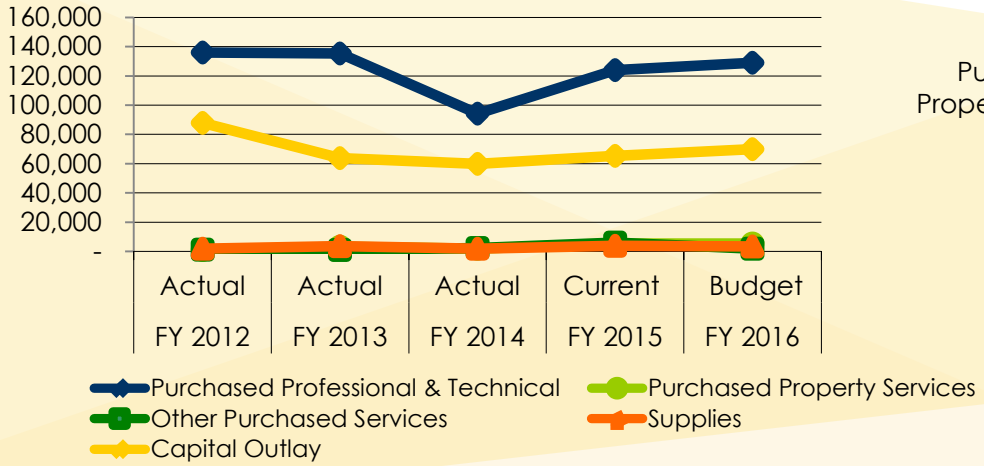
WORKLOAD MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Workstations supported - LAN (local area network)	124	140	143	145	145	146
Email addresses under management	127	137	147	149	170	170
Servers - (Hardware) under management LAN	8	6	7	7	7	7
Virtual Servers Hosted	25	28	29	29	28	28
Educational Seminars	1	1	1	1	1	1
Office Space Coverage/sq ft	41,273	48,000*	48,000	48,000	48,000	48,000

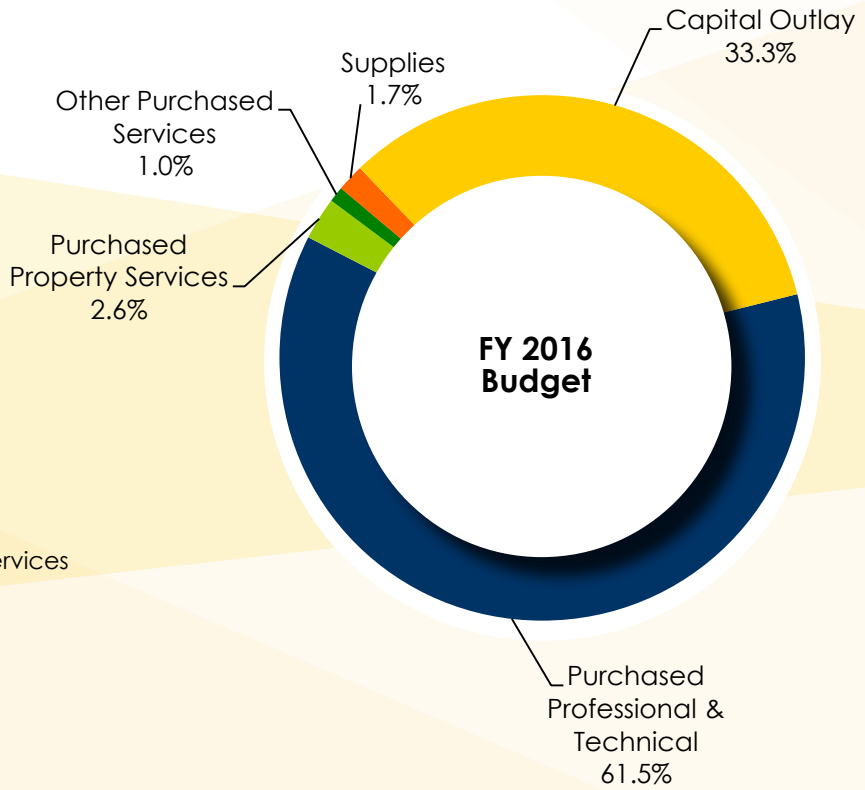
**added Police Substation*

PRODUCTIVITY MEASURES	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET
Enterprise Server Uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	100	115	119	120	120	123
Average number of hours spent on server maintenance	30	35	38	39	39	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	4.0	4.0	3.0	3.0	2.0	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

1535 DATA PROCESSING

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 135,887	$ 135,403	$ 94,311	$ 124,000	$ 128,950
Purchased Property Services	1,120	3,250	2,027	5,500	5,500
Other Purchased Services	1,274	1,095	2,470	6,000	2,000
Supplies	1,848	3,596	1,859	4,000	3,500
Capital Outlay	87,773	63,734	59,782	65,350	69,850
TOTAL	$ 227,902	$ 207,078	$ 160,449	$ 204,850	$ 209,800

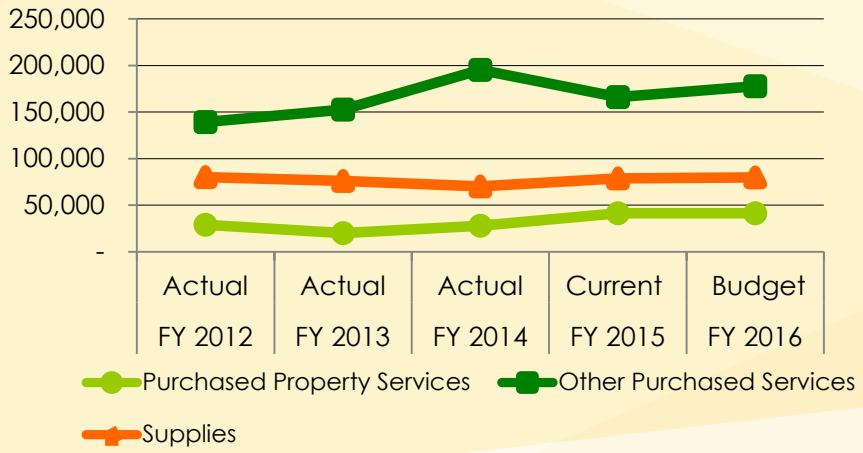


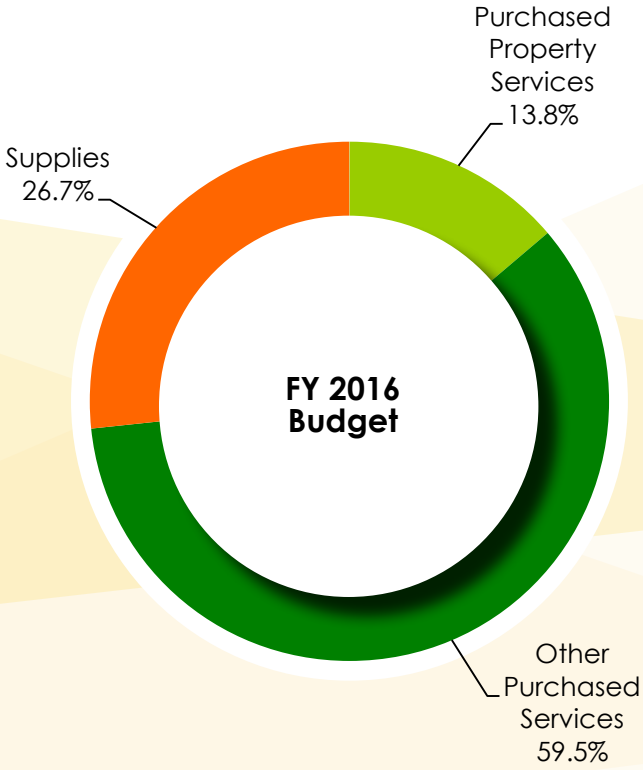


STATEMENT OF SERVICE

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services	$ 28,985	$ 19,967	$ 27,940	$ 41,250	$ 41,200
Other Purchased Services	139,103	152,689	195,350	166,000	177,900
Supplies	80,228	75,978	70,014	78,750	79,750
Total	$ 248,316	$ 248,634	$ 293,304	$ 286,000	$ 298,850





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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Operating Transfer Out - Debt Service	$ 1,601,900	$ 1,592,110	$ -	$ -	$ -
Operating Transfer Out - Capital	975,420	663,530	1,787,790	1,659,100	-
Operating Transfer Out - Water	150,000	200,000	100,000	-	100,000
Operating Transfer Out - TAD	26,314	4,941	-	35,400	45,000
Operating Transfer Out - DDA	7,000	7,000	7,000	22,000	7,000
TOTAL	$ 2,760,634	$ 2,467,581	$ 1,894,790	$ 1,716,500	$ 152,000

BUDGET



Ten-Year Projections

TEN-YEAR PLANNING

In fiscal year 2008, the City started 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. 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. 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 - 2015 for fiscal years 2012-2016. 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	6%	12,009,673	11,904,997	-1%
FY 2013	11,873,490	12,418,939	4%	12,701,208	11,656,002	-8%
FY 2014*	10,923,498	11,170,568	2%	11,595,141	11,419,145	-1%
FY 2015 (Projected)*	11,758,172	11,283,370	-4%	11,951,952	12,789,330	7%
FY 2016 (Budget)*	12,610,374	12,452,790	-1%	12,750,933	12,452,790	-2%

	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*	10,814,961	11,170,568	3%	12,044,466	11,419,145	-5%
FY 2015 (Projected)*	11,302,191	11,283,370	-.01%	12,034,362	12,789,330	-6%
FY 2016 (Budget)*	11,835,855	12,452,790	5%	12,824,567	12,452,790	-3%

	REVENUES			EXPENDITURES		
FY 2013 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2014*	10,865,672	11,170,568	3%	11,525,441	11,419,145	-.01%
FY 2015 (Projected)*	11,381,286	11,283,370	-.01%	11,468,655	12,789,330	11%
FY 2016 (Budget)*	11,985,881	12,452,790	4%	12,990,351	12,452,790	-4%

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 (Projected)*	11,155,034	11,283,370	1%	11,913,990	12,789,330	7%
FY 2016 (Budget)*	11,745,482	12,452,790	6%	12,073,338	12,452,790	3%
FY 2015 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2016 (Budget)	11,530,595	12,452,790	8%	12,457,566	12,452,790	-.001%

***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

Suwanee's economy shows sustained economic growth. In fiscal year 2015, Suwanee's projected year end revenue showed a 7% increase when compared to fiscal year 2014 actual. Fiscal year 2016 budget revenues continued to grow with overall projections 4.7% higher than the projected ending fiscal year 2015. 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. 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 have been stabilizing between $350,000 to $450,000. Property values are predicted to increase by 5% for fiscal year 2016 and collection rates are predicted to maintain the current collection rate of 98%. Excise taxes and licenses are also predicted to maintain current levels, which have continued to show a modest 3% growth in both 2014 and 2015 fiscal years. The economy is expected to maintain the new norm into fiscal year 2017 and 2018 with most revenues showing a 3.5% to 4% increase.

Starting in fiscal year 2019, revenues are predicted to improve to a 5% increase for the next five years. In year eight, revenues are predicted to stabilize to a 3.5% to 4% increases for the remaining three years. Also in fiscal year 2019, the intergovernmental funds the City currently receives 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. Annexations will alter projections.

EXPENDITURES

Suwanee projects expenditures by category (salary, benefits, other costs) and summarizes these costs by departments. Projected operating impacts from future capital projects and general fund funding of the capital improvement program (CIP) are also included.

Personal services costs are Suwanee's biggest item of expense. These costs are affected by two controllable factors: number of employees and projected raises. A return to pay for performance reviews was implemented in fiscal year 2014, fiscal year 2015 included a 4% pay for performance reviews, and fiscal year 2016 continued funding for 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.

Employee benefits costs are affected by various factors, including health care costs and pensions. Benefit increases were projected using 6% annual increases based on our past market renewal trends. Suwanee's pension cost are stable at 9% of regular earnings.

The population is projected to grow from 17,425 in fiscal year 2016 to 22,524 in fiscal year 2026. Our projected population to employment ratio will range from 5.77 the first year to 4.77 at year ten. Part time employees have been converted to full time equivalent. Other operating costs have been inflated by 1.8% compounded each year using the past twelve-month's consumer price index (all items less food and energy). 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.

Other costs for repairs and maintenance 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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
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
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	341	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		**$ 257,650**	**$ 257,650**	**$ 262,650**	**$ 322,650**	**$ 343,650**	**$ 343,650**	**$ 343,650**	**$ 343,650**	**$ 383,650**	**$ 343,650**

Summary of Future Capital Projects with Proposed Funding by General Fund

PROJECT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
City Vehicles New	$ -	-	$ 37,000	-	-	$ 38,850	-	-	$ 40,793	-
City Vehicles Replacement	141,500	$ 35,000	75,000	$ 40,000	$ 96,862	100,000	$ 35,875	$ 100,000	99,284	$ 36,593
Master Plan Implementation	1,800,000	-	-	-	-	-	-	-	-	-
Police Vehicles Replacement	165,000	118,000	161,000	204,000	120,000	120,000	120,000	120,000	120,000	120,000
Public Safety Projects	96,000	96,000	96,000	15,000	70,000	70,000	70,000	70,000	70,000	70,000
Public Works Equipment New Purchases	205,000	-	-	-	49,642	-	50,883	-	52,155	-
Public Works Equipment Replacements	97,000	45,500	77,500	21,000	67,650	96,350	96,350	20,500	82,473	20,910
Stormwater Projects	80,000	141,820	340,000	345,000	300,000	300,000	300,000	300,000	300,000	300,000
Street Maintenance and Resurfacing	100,000	322,600	850,000	900,000	800,000	800,000	800,000	800,000	800,000	800,000
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	**$ 2,784,500**	**$ 858,920**	**$ 1,756,500**	**$ 1,645,000**	**$ 1,604,154**	**$ 1,625,200**	**$ 1,573,108**	**$ 1,510,500**	**$ 1,664,705**	**$ 1,447,503**

General Fund Ten Year Financial Plan

	FY 2016 BUDGET	PREDICTION YEAR 1 FY 2017	PREDICTION YEAR 2 FY 2018	PREDICTION YEAR 3 FY 2019	PREDICTION YEAR 4 FY 2020	PREDICTION YEAR 5 FY 2021	PREDICTION YEAR 6 FY 2022	PREDICTION YEAR 7 FY 2023	PREDICTION YEAR 8 FY 2024	PREDICTION YEAR 9 FY 2025	PREDICTION YEAR 10 FY 2026
Revenues											
Property Taxes	$ 3,949,230	$ 4,225,676	$ 4,521,473	$ 4,747,547	$ 4,984,924	$ 6,024,871	$ 6,326,114	$ 6,642,420	$ 6,908,117	$ 7,184,441	$ 7,471,819
Utility Franchise Taxes	1,844,640	1,936,872	2,033,716	2,135,401	2,242,171	2,354,280	2,471,994	2,595,594	2,699,417	2,807,394	2,919,690
Alcohol Beverage Taxes	830,900	872,445	916,067	961,871	1,009,964	1,060,462	1,113,485	1,163,592	1,210,136	1,258,541	1,308,883
Business Taxes	1,923,160	2,019,318	2,120,284	2,226,298	2,337,613	2,454,494	2,827,218	2,954,443	3,072,621	3,195,526	3,323,347
Other Taxes	16,200	17,010	17,861	18,754	19,691	20,971	22,544	24,235	25,568	26,974	28,997
Licenses & Permits	732,620	754,599	777,237	800,554	824,570	849,307	874,787	901,030	937,071	974,554	1,013,536
Intergovernmental Revenues	1,157,190	790,700	790,700	790,700	790,700	-	-	-	-	-	-
Charge for Services	105,580	110,859	116,402	122,222	128,333	134,750	141,487	148,562	154,504	160,684	167,112
Fines and Forfeitures	1,617,770	1,666,303	1,716,292	1,767,781	1,820,814	1,875,439	1,931,702	1,989,653	2,069,239	2,152,009	2,238,089
Investment Income	33,500	60,000	60,600	61,206	62,736	64,305	65,912	67,560	69,249	70,980	72,755
Contributions and Donations	5,000	7,500	7,875	8,269	8,475	8,899	9,344	9,811	10,302	10,817	11,358
Miscellaneous Revenues	10,000	10,300	10,609	11,139	11,696	12,281	12,895	13,540	14,217	14,928	15,674
TOTAL REVENUES	12,225,790	12,471,582	13,089,116	13,651,742	14,241,687	14,860,059	15,797,482	16,510,440	17,170,441	17,856,848	18,571,260
Expenditures											
Council & Chief Executive	588,490	658,918	681,873	705,772	730,659	756,581	783,588	811,732	841,069	927,500	961,649
Administrative Services	379,490	354,239	365,736	377,684	390,106	403,022	416,455	430,432	444,976	460,115	475,877
Business Services	834,190	805,137	834,137	864,354	895,843	928,668	962,668	998,585	1,035,815	1,074,661	1,115,199
Economic Development	885,700	780,325	802,906	826,300	850,545	971,207	1,001,047	1,032,026	1,064,195	1,097,610	1,132,328
Financial Services	506,640	519,637	537,525	556,143	575,525	595,707	616,729	741,885	768,832	796,930	826,236
Parks & Public Works	2,319,910	2,539,098	2,615,525	2,694,797	2,868,950	2,957,920	3,050,299	3,146,244	3,353,299	3,461,188	3,573,360
Planning	802,280	753,232	778,738	805,274	832,889	861,634	891,562	922,730	955,197	989,026	1,024,283
Police	5,435,440	4,774,782	4,942,657	5,205,913	5,391,460	5,584,776	5,786,233	6,099,479	6,322,541	6,555,173	6,797,841
Non-Departmental	548,650	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	-	257,650	257,650	262,650	322,650	343,650	343,650	343,650	343,650	383,650	343,650
CIP Funding Request-General Fund	152,000	2,784,500	858,920	1,756,500	1,645,000	1,604,154	1,625,200	1,573,108	1,510,500	1,664,705	1,477,503
TOTAL EXPENDITURES	12,452,790	14,781,952	13,241,744	14,633,351	15,093,729	15,609,813	16,092,577	16,727,935	17,281,328	18,065,278	18,396,395
Excess (deficiency) of revenues over (under) expenditures	(227,000)	(2,310,370)	(152,628)	(981,609)	(852,042)	(749,754)	(295,095)	(217,495)	(110,887)	(208,430)	174,865
Other Financing Sources (Uses)											
Sale of General Fixed Asset	5,000	5,000	5,000	5,000	5,000	5,000	7,500	7,500	7,500	7,500	7,500
Transfer in	222,000	225,330	228,710	232,141	235,623	239,157	242,744	246,386	251,313	256,340	261,466
TOTAL OTHER FINANCING SOURCES	227,000	230,330	233,710	237,141	240,623	244,157	250,244	253,886	258,813	263,840	268,966
Net change in fund balance	-	(2,080,040)	81,082	(744,468)	(611,419)	(505,597)	(44,851)	36,391	147,926	55,410	443,831
Fund Balances, beginning of year	6,835,087	6,835,087	4,755,047	4,836,129	4,091,661	3,480,242	2,974,645	2,929,794	2,966,185	3,114,111	3,169,521
Fund Balances, end of year	$ 6,835,087	$ 4,755,047	$ 4,836,129	$ 4,091,661	$ 3,480,242	$ 2,974,645	$ 2,929,794	$ 2,966,185	$ 3,114,111	$ 3,169,521	$ 3,613,352

Population to Employees Ratio

	FY 2016	YEAR 1 FY 2017	YEAR 2 FY 2018	YEAR 3 FY 2019	YEAR 4 FY 2020	YEAR 5 FY 2021	YEAR 6 FY 2022	YEAR 7 FY 2023	YEAR 8 FY 2024	YEAR 9 FY 2025	YEAR 10 FY 2026
Population	17,425	17,878	18,343	18,820	19,309	19,811	20,326	20,855	21,397	21,953	22,524
DEPARTMENTS:											
Council & Chief Executive	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	7	7
Employee per 1,000 Population *range .45 to .30*	0.37	0.36	0.35	0.35	0.34	0.33	0.32	0.31	0.30	0.32	0.31
Administrative Services	3	3	3	3	3	3	3	3	3	3	3
Employee per 1,000 Population *range .20 to .10*	0.17	0.17	0.16	0.16	0.16	0.15	0.15	0.14	0.14	0.14	0.13
Business Services	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5
Employee per 1,000 Population *range .49 to .35*	0.49	0.48	0.46	0.45	0.44	0.43	0.42	0.41	0.40	0.39	0.38
Economic Development	5	5	5	5	5	6	6	6	6	6	6
Employee per 1,000 Population *range .35 to .25*	0.29	0.28	0.27	0.27	0.26	0.30	0.30	0.29	0.28	0.27	0.27
Financial Services	4.5	5	5	5	5	5	5	6	6	6	6
Employee per 1,000 Population *range .35 to .25*	0.26	0.28	0.27	0.27	0.26	0.25	0.25	0.29	0.28	0.27	0.27
Parks & Public Works	18	18	18	18	19	19	19	19	20	20	20
Employee per 1,000 Population *range 1.10 to .89*	1.03	1.01	.98	.96	.98	0.96	0.93	0.91	0.93	0.91	0.89
Planning	7	7	7	7	7	7	7	7	7	7	7
Employee per 1,000 Population range .45 to .30	0.40	0.39	0.38	0.37	0.36	0.35	0.34	0.34	0.33	0.32	0.31
Police	48	48	48	49	49	49	49	50	50	50	50
Employee per 1,000 Population range 2.75 to 2.20	2.75	2.68	2.62	2.60	2.54	2.47	2.41	2.40	2.34	2.28	2.22
Total Employee	100.5	101	101	102	103	104	104	106	107	107.5	107.5
Employee per 1,000 Population *range 5.77 to 4.77*	5.77	5.65	5.51	5.42	5.33	5.25	5.12	5.08	5.00	4.90	4.77
Population Change per year		453	465	477	489	502	515	529	542	556	571
Employee Change per year		0.5	0	1	1	1	0	2	1	0.5	0

Employee Cost

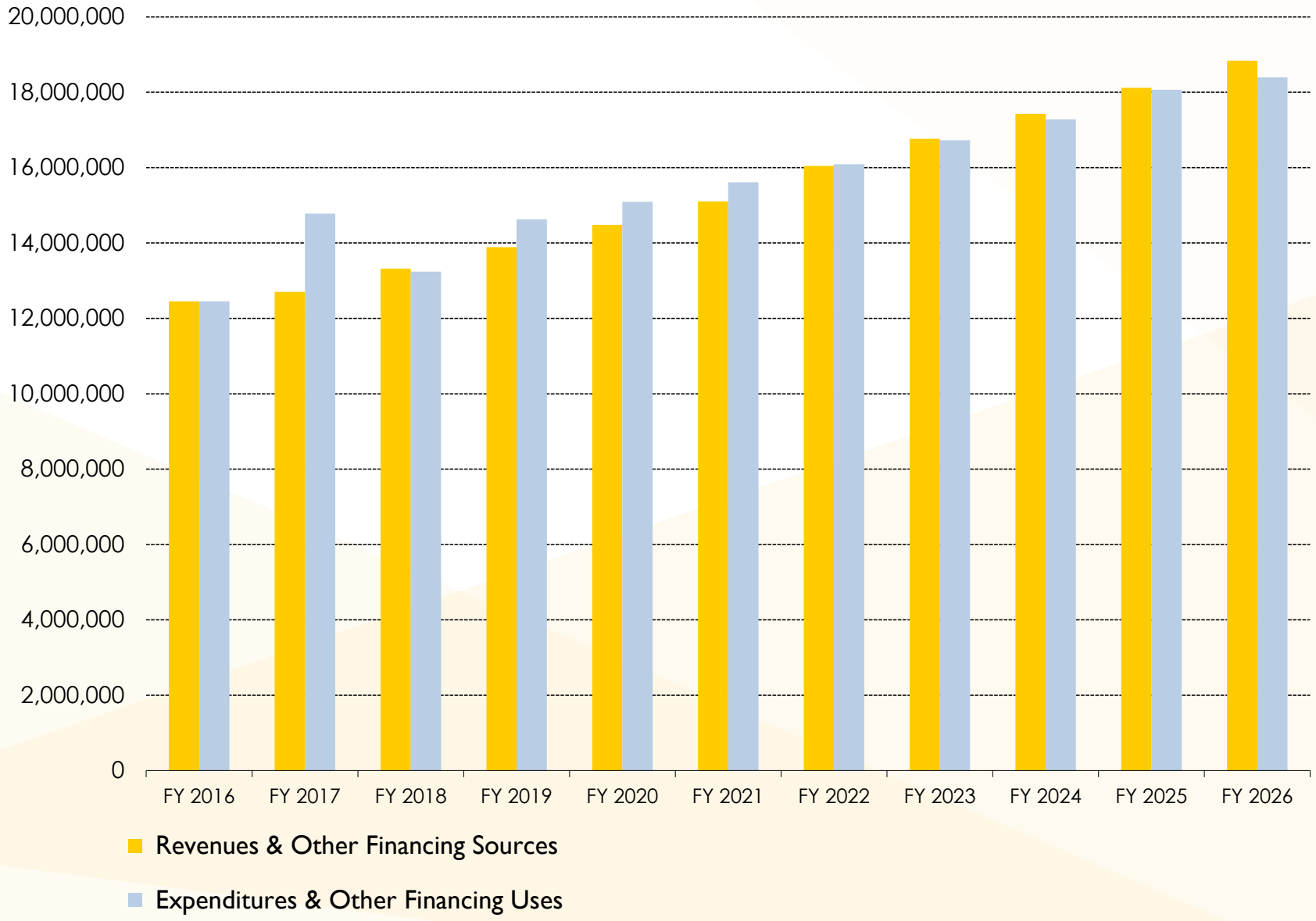
	FY 2016	YEAR 1 FY 2017	YEAR 2 FY 2018	YEAR 3 FY 2019	YEAR 4 FY 2020	YEAR 5 FY 2021	YEAR 6 FY 2022	YEAR 7 FY 2023	YEAR 8 FY 2024	YEAR 9 FY 2025	YEAR 10 FY 2026
Annual Cost											
Salary	$ 5,641,870	$ 5,840,037	$ 6,015,238	$ 6,257,039	$ 6,507,934	$ 6,768,251	$ 6,971,299	$ 7,318,523	$ 7,609,193	$ 7,874,092	$ 8,110,315
Benefits	$ 2,286,709	$ 2,435,971	$ 2,582,129	$ 2,764,156	$ 2,958,731	$ 3,166,704	$ 3,356,707	$ 3,626,534	$ 3,880,391	$ 4,132,436	$ 4,380,382
Cost per employee											
Salary	$ 56,138	$ 57,822	$ 59,557	$ 61,344	$ 63,184	$ 65,079	$ 67,032	$ 69,043	$ 71,114	$ 73,247	$ 75,445
Benefits	$ 22,753	$ 24,119	$ 25,566	$ 27,100	$ 28,726	$ 30,449	$ 32,276	$ 34,213	$ 36,265	$ 38,441	$ 40,748

Projection includes 3% annual salary increases per employee and 6% annual benefit renewal increase per employee

Department Operating

	FY 2016	YEAR 1 FY 2017	YEAR 2 FY 2018	YEAR 3 FY 2019	YEAR 4 FY 2020	YEAR 5 FY 2021	YEAR 6 FY 2022	YEAR 7 FY 2023	YEAR 8 FY 2024	YEAR 9 FY 2025	YEAR 10 FY 2026
Council & Chief Executive											
Salary	$ 333,600	$ 375,844	$ 387,119	$ 398,733	$ 410,695	$ 423,016	$ 435,706	$ 448,777	$ 462,241	$ 512,732	$ 528,114
Benefits	101,350	156,770	166,177	176,147	186,716	197,919	209,794	222,382	235,725	269,089	285,234
Other	153,540	126,304	128,577	130,892	133,248	135,646	138,088	140,573	143,104	145,679	148,302
SUBTOTAL	588,490	658,918	681,873	705,772	730,659	756,581	783,588	811,732	841,069	927,500	961,649
Administrative Services											
Salary	195,470	173,466	178,670	184,031	189,551	195,238	201,095	207,128	213,342	219,742	226,334
Benefits	77,520	72,356	76,697	81,299	86,177	91,347	96,828	102,638	108,796	115,324	122,243
Other	106,500	108,417	110,369	112,355	114,378	116,436	118,532	120,666	122,838	125,049	127,300
SUBTOTAL	379,490	354,239	365,736	377,684	390,106	403,022	416,455	430,432	444,976	460,115	475,877
Business Services											
Salary	547,960	491,488	506,233	521,420	537,063	553,174	569,770	586,863	604,469	622,603	641,281
Benefits	179,510	205,007	217,308	230,346	244,167	258,817	274,346	290,807	308,255	326,751	346,356
Other	106,720	108,641	110,596	112,587	114,614	116,677	118,777	120,915	123,091	125,307	127,563
SUBTOTAL	834,190	805,137	834,137	864,354	895,843	928,668	962,893	998,585	1,035,815	1,074,661	1,115,199
Economic Development											
Salary	357,780	289,111	297,784	306,718	315,919	390,476	402,190	414,256	426,684	439,484	452,669
Benefits	129,470	120,593	127,828	135,498	143,628	182,694	193,656	205,276	217,592	230,648	244,486
Other	398,450	370,622	377,293	384,085	390,998	398,036	405,201	412,494	419,919	427,478	435,172
SUBTOTAL	885,700	780,325	802,906	826,300	850,545	971,207	1,001,047	1,032,026	1,064,195	1,097,610	1,132,328
Financial Services											
Salary	286,950	289,111	297,784	306,718	315,919	325,397	335,159	414,256	426,684	439,484	452,669
Benefits	111,700	120,593	127,828	135,498	143,628	152,245	161,380	205,276	217,592	230,648	244,486
Other	107,990	109,934	111,913	113,927	115,978	118,065	120,191	122,354	124,556	126,798	129,081
SUBTOTAL	506,640	519,637	537,525	556,143	575,525	595,707	616,729	741,885	768,832	796,930	826,236
Parks & Public Works											
Salary	875,300	1,040,799	1,072,023	1,104,183	1,200,493	1,236,507	1,273,603	1,311,811	1,422,279	1,464,947	1,508,896
Benefits	399,260	434,133	460,181	487,792	545,785	578,533	613,244	650,039	725,307	768,825	814,955
Other	1,045,350	1,064,166	1,083,321	1,102,821	1,122,672	1,142,880	1,163,452	1,184,394	1,205,713	1,227,416	1,249,509
SUBTOTAL	2,319,910	2,539,098	2,615,525	2,694,797	2,868,950	2,957,920	3,050,299	3,146,244	3,353,299	3,461,188	3,573,360
Planning											
Salary	405,110	404,755	416,898	429,405	442,287	455,555	469,222	483,299	497,798	512,732	528,114
Benefits	191,230	168,830	178,959	189,697	201,079	213,144	225,932	239,488	253,857	269,089	285,234
Other	205,940	179,647	182,881	186,172	189,524	192,935	196,408	199,943	203,542	207,206	210,936
SUBTOTAL	802,280	753,232	778,738	805,274	832,889	861,634	891,562	922,730	955,197	989,026	1,024,283
Police											
Salary	2,695,570	2,775,463	2,858,727	3,005,832	3,096,007	3,188,888	3,284,554	3,452,134	3,555,698	3,662,368	3,772,240
Benefits	1,373,240	1,157,689	1,227,150	1,327,879	1,407,552	1,492,005	1,581,525	1,710,629	1,813,267	1,922,063	2,037,387
Other	1,366,630	841,630	856,779	872,201	887,901	903,883	920,153	936,716	953,577	970,741	988,214
SUBTOTAL	5,435,440	4,774,782	4,942,657	5,205,913	5,391,460	5,584,776	5,786,233	6,099,479	6,322,541	6,555,173	6,797,841
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	**$ 12,295,170**	**$ 11,739,802**	**$ 12,125,173**	**$ 12,614,200**	**$ 13,126,078**	**$ 13,662,008**	**$ 14,123,952**	**$ 14,811,177**	**$ 15,427,178**	**$ 16,016,922**	**$ 16,575,242**

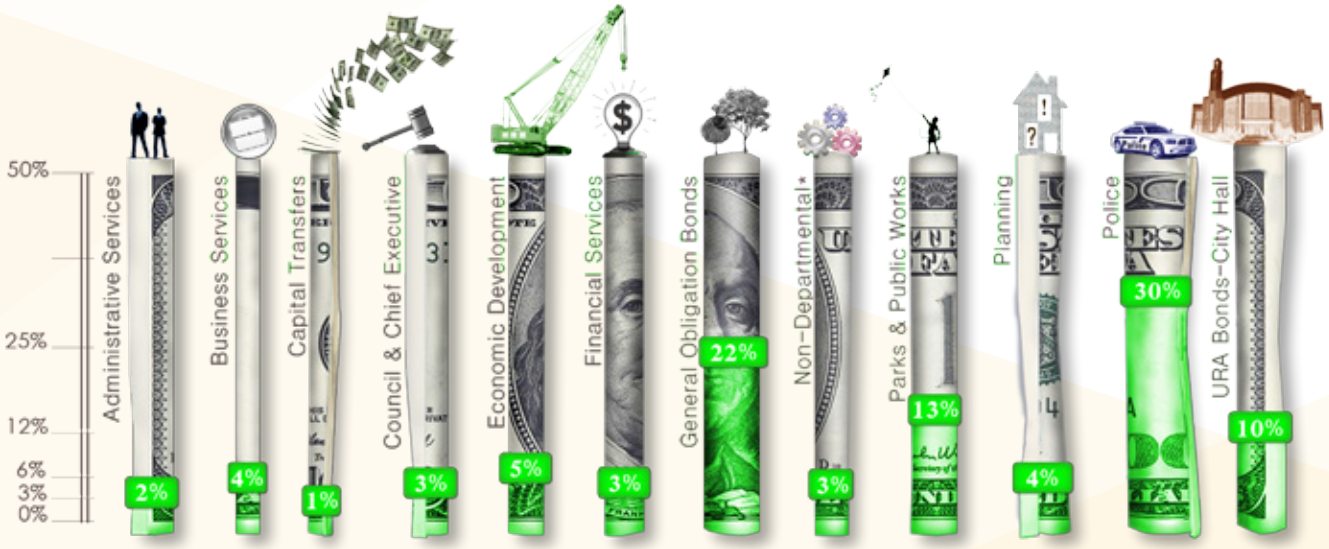
Other expenditures inflated by 1.8% current twelve month consumer price index (CPI).


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FY 2021
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
Revenues & Other Financing Sources
Expenditures & Other Financing Uses

Where do your taxes go?

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

In 2015, the average home value in Suwanee is $250,000 and the typical resident will pay about $493 in property taxes. The chart to the right answers a common question asked by Suwanee residents, **"Where do my property taxes go?"**



$493 = $10 + $22 + $4 + $16 + $24 + $14 + $111 + $15 + $62 + $22 + $146 + $47

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

The average home owner pays $493 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Administrative Services	$10
Business Services	$22
Capital Transfers	$4
Council & Chief Executive	$16
Economic Development	$24
Financial Services	$14
General Obligation Bonds	$111
Non-Departmental	$15
Parks & Public Works	$62
Planning	$22
Police	$146
URA Bonds - City Hall	$47
Total	**$493**

SPECIAL REVENUE FUNDS

Fiscal Year 2015-2016

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Investment Income	$ -	$ -	$ -	$ 250	$ 250
Contributions and Donations	77,195	98,432	136,280	148,500	148,500
TOTAL	$ 77,195	$ 98,432	$ 136,280	$ 148,750	$ 148,750

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services	$ 12,870	$ -	$ 11,328	$ 16,000	$ 16,000
Other Purchased Services	41,325	18,579	32,416	46,750	46,750
Supplies	38,068	83,972	63,136	86,000	86,000
TOTAL	$ 92,263	$ 102,551	$ 106,880	$ 148,750	$ 148,750





Statement of Service

The City Council appointed Public Arts Commission (PAC) was established to work with and encourage developers to include public art or support public art as a component of new projects and to create programs that bring and promote public art in Suwanee.
The 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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Intergovernmental	$ 3,500	$ 5,400	$ 2,400	$ -	$ -
Contributions and Donations	36,865	26,740	38,797	53,000	53,000
TOTAL	$ 40,365	$ 32,140	$ 41,197	$ 53,000	$ 53,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Professional & Technical Services	$ 564	$ 2,400	$ 2,700	$ 2,000	$ 2,000
Purchased Property Services	18,000	17,250	-	22,500	22,500
Other Purchased Services	3,500	-	9	2,500	2,500
Supplies	-	380	-	1,000	1,000
Capital Outlay Property	21,131	24,082	163	20,000	20,000
Other Costs	-	3,000	-	5,000	5,000
TOTAL	$ 43,195	$ 47,112	$ 2,872	$ 53,000	$ 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

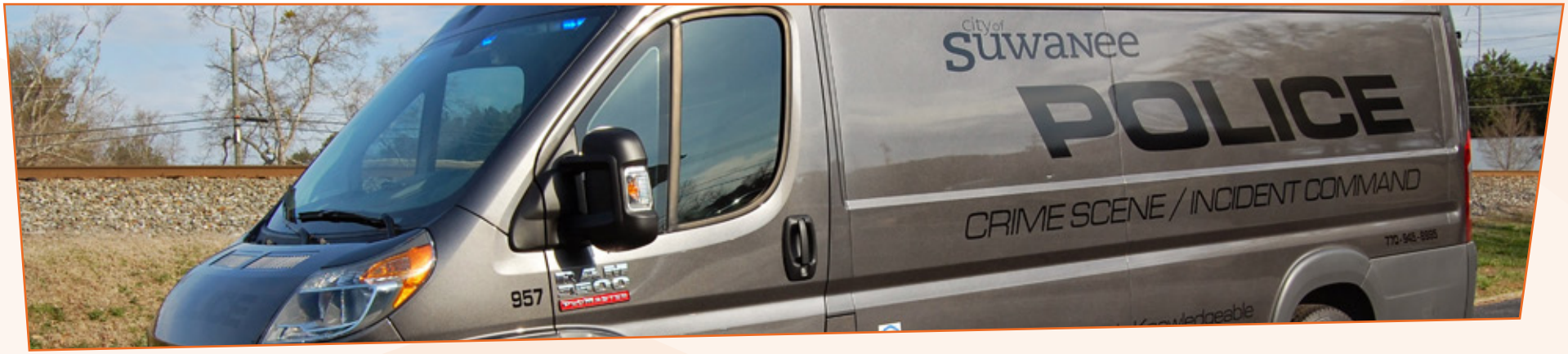
Definition: Cash and property confiscations relating to illegal activities.

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Fines and Forfeitures	$ 37,895	$ 54,270	$ 42,870	$ 115,000	$ 115,000
Investment Income	180	208	259	250	250
TOTAL	$ 38,075	$ 54,478	$ 43,129	$ 115,250	$ 115,250

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Capital Outlay-Machinery & Equipment	$ 25,029	$ 19,574	$ 16,931	$ 115,250	$ 115,250

220 COMMUNITY GARDEN FUND BUDGET

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Investment Income	$ 8	$ 8	$ 17	$ 20	$ 20
Contributions and Donations	7,015	5,593	6,479	7,000	7,000
Other Financing Sources	-	10,000	-	-	-
TOTAL	$ 7,023	$ 15,601	$ 6,496	$ 7,020	$ 7,020

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchased Services	$ 31	$ 201	$ 57	$ 400	$ 400
Supplies	2,845	2,396	1050	3,145	3,145
Capital Outlay Property	522	-	30	3,475	3,475
TOTAL	$ 3,398	$ 2,597	$ 1,137	$ 7,020	$ 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 2016 estimate.

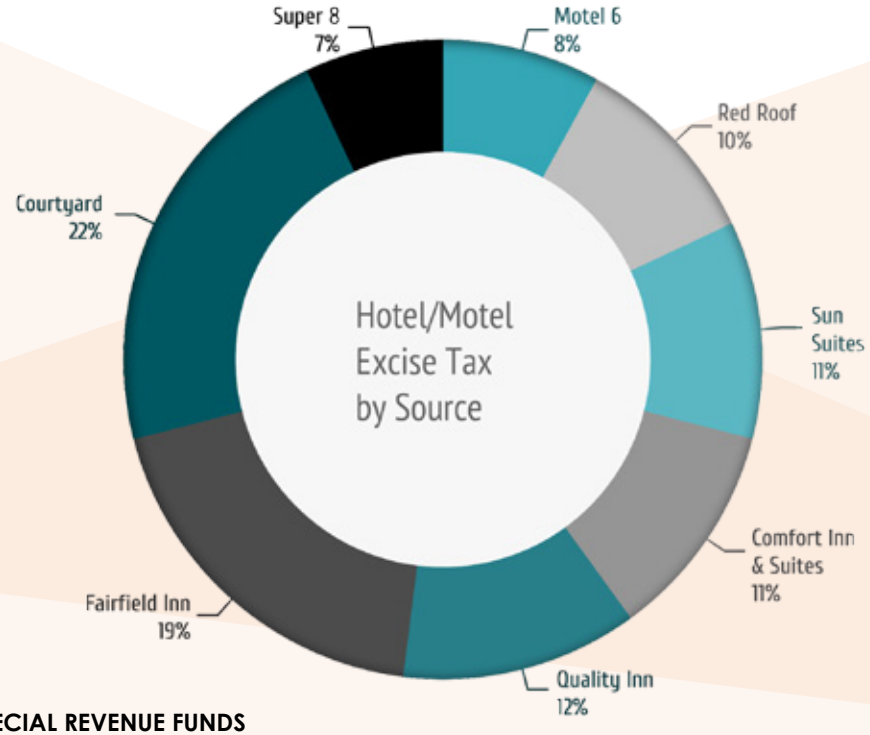
Investment Income

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.

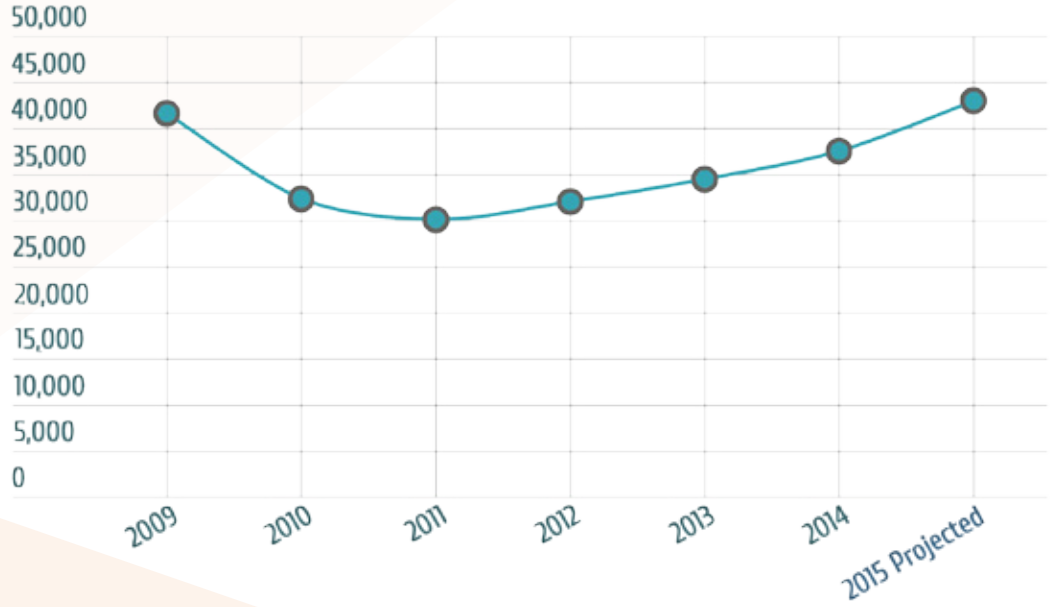
History and Projections:

Fiscal Year	Monthly Average	% Change From PY
2010	32,422	-22%
2011	30,181	-7%
2012	32,114	6%
2013	34,555	8%
2014	37,604	9%
2015	43,032	14%



275 HOTEL / MOTEL TAX FUND BUDGET

Hotel Excise Tax Monthly Average



SUMMARY OF REVENUES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Selective Sales and Use Taxes	$ 417,321	$ 442,293	$ 489,208	$ 556,700	$ 516,000
Investment Income	-	5	107	-	100
TOTAL	$ 417,321	$ 442,298	$ 489,315	$ 556,700	$ 516,100

SUMMARY OF BY EXPENDITURES CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 5,097	$ 5,765	$ 8,504	$ 20,200	$ 20,700
Other Purchased Services	196,889	217,526	248,818	301,000	273,400
Other Financing Uses	179,881	189,941	209,356	235,500	222,000
TOTAL	$ 381,867	$ 413,232	$ 466,678	$ 556,700	$ 516,100

CAPITAL PROJECT FUNDS

Fiscal Year 2015-2016

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

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

Statement of Service

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

Revenue Assumptions

Intergovernmental Grants	
Definition:	This category includes the distribution of the proceeds generated by the 2008 special purpose local option sales tax referendum. The City has entered into an intergovernmental agreement with Gwinnett County and was allocated $10,356,865 that was 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 a concrete 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 2016 budget includes a small amount for training equipment. Current operating coosts are included in the current budget. 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.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2015	BALANCE
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,160,670	$ 10,160,670	$ -
Intergovernmental Grants - Federal	-	3,782,779	359,279	3,423,500
Intergovernmental Grants-Gwinnett County	-	1,927,800	-	1,927,800
Title Ad Valorem Tax	-	274,080	274,080	-
Investment Income	-	50,000	49,799	201
Other Financing Sources	1,329,500	5,205,414	5,205,414	-
TOTAL REVENUES	**$ 12,573,720**	**$ 21,400,743**	**$ 16,049,242**	**$ 5,351,501**

	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	50,368	3,900	46,468
	Capital Outlay Property	1,806,560	1,549,212	1,449,212	100,000
	TOTAL	2,406,560	1,599,580	1,453,112	146,468
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

BUDGET

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2015	BALANCE
310	**Annual Stormwater Projects**				
	Purchased Professional and Technical Services	$ 46,000	$ 19,780	$ 16,600	$ 3,180
	Capital Outlay Property	300,170	205,220	165,220	40,000
	TOTAL	346,170	225,000	181,820	43,180
311	**Buford Highway Reconstruction & Streetscape**				
	Purchased Professional and Technical Services	125,000	939,322	534,958	404,364
	Capital Outlay Property	736,720	5,869,217	-	5,869,217
	TOTAL	861,720	6,808,539	534,958	6,273,581
312	**Pedestrian Bicycle Plan**				
	Purchased Professional and Technical Services	120,000	505,075	133,814	370,261
	Capital Outlay Property	687,720	4,368,958	353,030	4,015,928
	TOTAL	807,720	4,874,033	486,844	4,386,189
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	2,135,745	25,930
	TOTAL	1,781,710	2,400,428	2,374,498	25,930
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	-	62,196	25,671	36,525
	Capital Outlay Property	-	927,244	170,370	756,874
	TOTAL	-	989,440	196,041	793,399
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	-	278,329	44,436	233,893
	TOTAL	-	313,329	48,516	264,813
	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**	**$ 21,400,743**	**$ 7,493,835**	**$ 13,905,908**

320 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2005 SPLOST

Statement of Service

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

Revenue Assumptions

Intergovernmental Grants	
Definition:	This category includes the distribution of the proceeds generated by the 2004 special purpose local option sales tax referendum. The City entered into an intergovernmental agreement with Gwinnett County to receive the funds over a four-year period as the taxes are collected. This category also includes combining a small portion of the 2009 SPLOST along with grants received from the state.
Assumptions:	Revenue projections for sales tax are sensitive to economic conditions. The City has received all of the 2005 SPLOST proceeds.
Investment Income	
Definition:	Investment income includes revenue from investment of fund equity.
Assumptions:	Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.
Other Financing Sources	
Definition:	Other financing sources include operating financial inflows from other funds.
Assumptions:	Transfers have included funding from the general fund and other local resources previously allocated to other capital projects.

Operational Impact (open projects)

PROJECT	COMMENTS
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

BUDGET

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2015	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 6/1/2015	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	882,897	-
TOTAL	1,888,933	1,752,682	1,752,682	-
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	242,666	52,899
TOTAL	243,001	345,565	292,666	52,899
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 6/1/2015	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**	**$ 7,919,457**	**$ 52,899**





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.

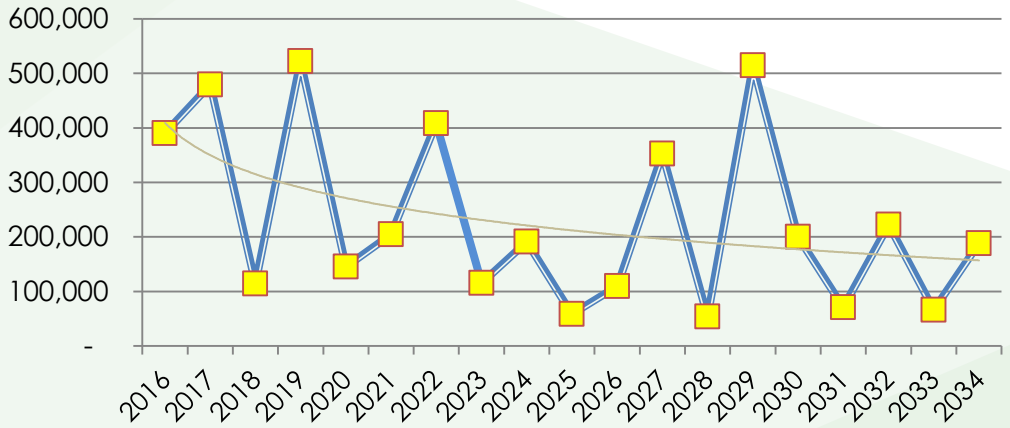
Other Financing Sources

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 2016 BUDGET
Investment Income	$	500
Other Financing Sources		389,500
TOTAL REVENUES	**$**	**390,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	25,000
Supplies		10,000
Capital Outlay Property		355,000
TOTAL EXPENDITURES	**$**	**390,000**

Summarized below are highlights of large capital maintenance items for FY 2016 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**
Police Substation: $25,000

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 16 projects include landscaping on the railroad sloped right-of-way, Lawrenceville Suwanee Road sloped bank landscaping and public safety projects.

Operational Impact

Charging Station - Implementation and installation of an electric charging station at City Hall. Annual operating costs are estimated at $5,000. Charging fees should offset the cost of the electrical usage and annual maintenance. This cost has been included in the FY 2016 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. Also included in this category is body cameras for the sworn police officers ($70,000). Operational impacts include server storage space ($10,000), personnel time for analysis of the recording (20% of the new Crime Analyst position $12,000) and replacement of equipment every three years ($70,000).

SUMMARY OF REVENUES BY CATEGORY		FY 2016 BUDGET
Investment Income	$	500
Other Financing Sources		397,000
TOTAL REVENUES	**$**	**397,500**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	25,000
Capital Outlay Property		372,500
TOTAL EXPENDITURES	**$**	**397,500**

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 2016 BUDGET
Investment Income	$	250
Other Financing Sources		34,750
TOTAL REVENUES	**$**	**35,000**

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



344 PAVED STREETS FUND

Statement of Service

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

Revenue Assumptions

Investment Income

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

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

Other Financing Sources

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

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

Operational Impact

This fund covers the annual maintenance and repair of street resurfacing. The fund itself is the ongoing maintenance costs for Suwanee's street system.



SUMMARY OF REVENUES BY CATEGORY		FY 2016 BUDGET
Investment Income	$	500
Other Financing Sources		299,500
TOTAL REVENUES	**$**	**300,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	50,000
Capital Outlay Property		250,000
TOTAL EXPENDITURES	**$**	**300,000**

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 2016 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**



Statement of Service

This purpose of this fund is to allocate funds that can be used to implement the projects identified in the 2015 Downtown Master Plan, which will most likely involve major streetscaping, road, sidewalk, and trial constructions. The specific details of these projects, including estimated cost, scope, and operating impacts will be determined after the Master Plan is completed.

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 have been transferred from the general fund to provide initial funding for projects included in the Downtown Master Plan.

Operational Impact

The specific details of these projects, will be determined after the Master Plan has been completed.

SUMMARY OF REVENUES BY CATEGORY		FY 2016 BUDGET
Investment Income	$	500
Other Financing Sources		865,500
TOTAL REVENUES	**$**	**866,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	10,000
Capital Outlay Property		856,000
TOTAL EXPENDITURES	**$**	**866,000**



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 for other purposes.

Revenue Assumptions

Investment Income

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

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

Intergovernmental

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

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

Operational Impact

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



SUMMARY OF REVENUES BY CATEGORY		FY 2016 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 2016 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**



370 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2014 SPLOST

BUDGET

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 existing 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 existng 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 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.
376 Buford Highway Reconstruction & Streetscape	This fund provides additional funding from the 2014 SPLOST to complete the Buford Highway Reconstruction and Streetscape project. The majority of this project funding is in Fund 311, 2009 SPLOST program.

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	TOTAL AT 6/1/2015	BALANCE
Intergovernmental Grants - SPLOST	$ 6,584,700	$ 2,323,774	$ 4,260,926
TOTAL REVENUES	**$ 6,584,700**	**$ 2,323,774**	**$ 4,260,926**

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	TOTAL AT 6/1/2015	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	300,000	-	300,000
	Capital Outlay Property	2,296,420	-	2,296,420
	TOTAL	2,596,420	-	2,596,420
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	6,987	19,513
	Capital Outlay Property	238,500	-	238,500
	TOTAL	265,000	6,987	258,013
376	**Bufor Highway Reconstruction & Streetscape**			
	Purchased Professional and Technical Services	50,000	-	50,000
	Capital Outlay Property	715,280	-	715,280
	TOTAL	765,280	-	765,280
	TOTAL EXPENDITURES	**$ 6,584,700**	**$ 6,987**	**$ 6,577,713**


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DEBT SERVICE FUND

Fiscal Year 2015-2016

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 Agency 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 2016 is estimated at 1.58 mills. This millage rate is applied to the estimated assessed values for calendar year 2015. 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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
General Property Taxes	$ -	$ -	$ 1,498,445	$ 1,589,180	$ 1,589,220
Investment Income	4,154	4,668	5,975	2,080	2,110
Other Financing Sources	1,601,900	1,592,110	-	-	-
TOTAL	$ 1,606,054	$ 1,596,778	$ 1,504,420	$ 1,591,260	$ 1,591,330

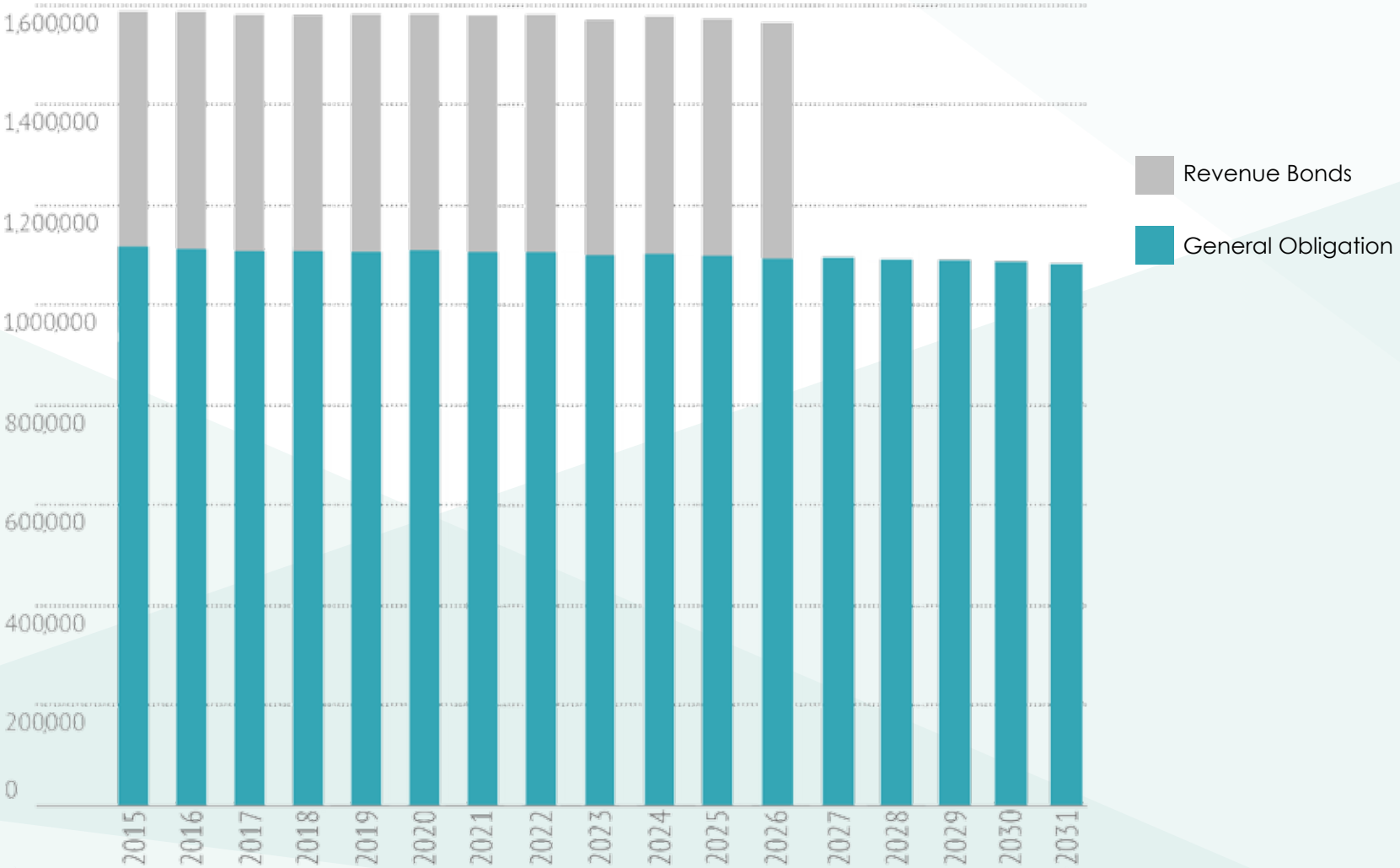
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Debt Service Principal	$ 755,000	$ 780,000	$ 810,000	$ 840,000	$ 875,000
Debt Service Interest	842,171	807,290	774,971	747,260	713,230
Fiscal Agent's Fees	-	-	2,150	4,000	3,100
TOTAL	$ 1,597,171	$ 1,587,290	$ 1,587,121	$ 1,591,260	$ 1,591,330

Summary of City Debt by Category as of 7/01/2015

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	13,395,000
Revenue Bonds		4,515,000
TOTAL	$	17,910,000

	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
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	1,581,966
2018	635,000	473,093	1,108,093	340,000	132,423	472,423	1,580,516
2019	660,000	447,193	1,107,193	355,000	120,353	475,353	1,582,546
2020	690,000	420,193	1,110,193	365,000	107,573	472,573	1,582,766
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	1,578,190
2025	835,000	263,977	1,098,977	440,000	34,238	474,238	1,573,215
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
	$ 13,395,000	$ 5,325,326	$ 18,720,326	$ 4,515,000	$ 1,167,501	$ 5,682,501	$ 24,402,827

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, 2014 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 $13,395,000 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
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
	$ 13,395,000	$ 5,325,326	$ 18,720,326

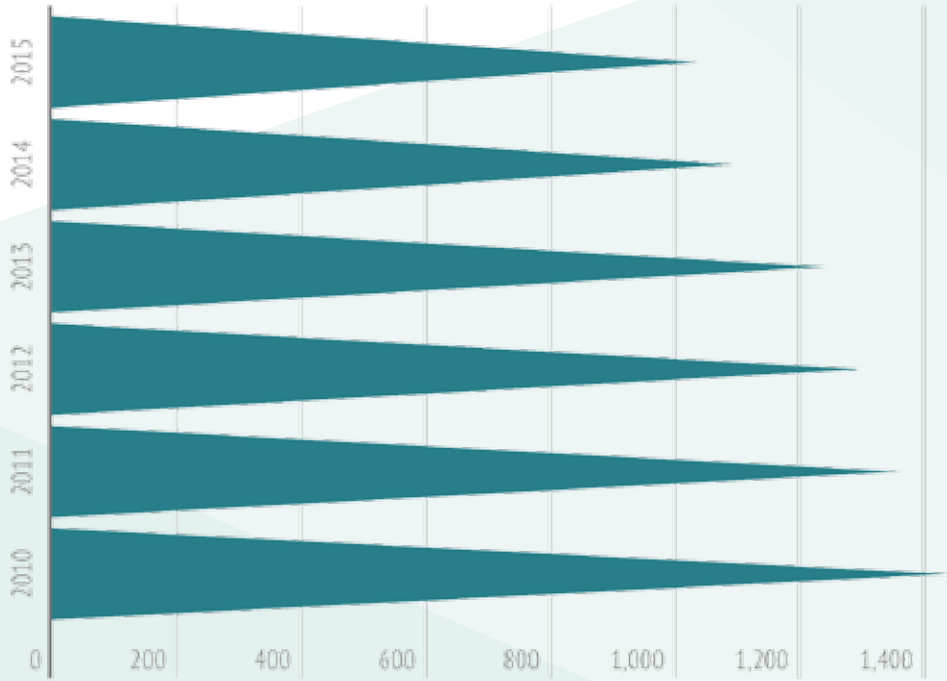
2006 Revenue Bonds

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
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
	$ 4,515,000	$ 1,167,501	$ 5,682,501

Debt Per Capita 2010 - 2015



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	$ 13,395,000	100.00%	$ 13,395,000
Revenue Bonds	4,515,000	100.00%	4,515,000
TOTAL DIRECT DEBT	17,910,000		17,910,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	20,370,000	4.62%	941,094
Gwinnett County Board of Education	929,085,000	4.62%	42,923,727
TOTAL OVERLAPPING DEBT	949,455,000		43,864,821
TOTAL DIRECT AND OVERLAPPING DEBT	$ 967,365,000		$ 61,774,821

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
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%	1,098
2015	13,395,000	4,515,000	-	-	17,910,000	2.80%	1,038

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 2011	FY 2012	FY 2013	FY 2014	FY 2015
Assessed value of all taxable property	$ 1,084,267,457	$ 1,086,484,780	$ 1,101,919,900	$ 1,072,129,730	$ 1,147,684,530
Debt limit 10% of assessed value	108,426,746	108,648,478	110,191,990	107,212,973	114,768,453
Less: Total debt applicable to limit	14,125,505	13,631,622	13,117,134	12,674,835	12,147,285
Legal debt margin available	$ 94,301,241	$ 95,016,856	$ 97,074,856	$ 94,448,138	$ 102,621,168
Total debt applicable to the limit as a percentage of debt limit	13.03%	12.55%	11.90%	11.91%	10.58%

ENTERPRISE FUND

Fiscal Year 2015-2016

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 357 metered customers. The current average consumption of water from the City's water system is approximately 47,441 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**

505 WATER FUND BUDGET

SUMMARY OF REVENUES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Charge for Services	$ 118,172	$ 153,714	$ 133,790	$ 136,000	$ 136,000
Investment Income	77	357	929	500	1,000
Other Financing Sources	150,000	200,000	100,000	100,500	143,820
TOTAL	$ 268,249	$ 354,071	$ 234,719	$ 237,000	$ 280,820

SUMMARY OF EXPENSES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Administration	$ 31,594	$ 32,673	$ 39,307	$ 46,660	$ 49,650
Supply	14,216	6,831	13,989	17,000	17,000
Distribution	61,050	69,556	66,471	86,000	86,000
System Improvements	3,210	498	-	87,340	128,170
TOTAL	$ 110,070	$ 109,558	$ 119,767	$ 237,000	$ 280,820



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

FY 2016 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 2016 July 2015 Billing
Base	up to 2,000 gallons	$20.50

Rate per thousand gallons for each tier amount of water use over base amount of 2,000 gallons		AMOUNT per 1,000 gallons
Tier 1	2,001-5,000 gallons	$3.66
Tier 2	5,001-8,000 gallons	$5.10
Tier 3	8,000+ gallons	$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 2016 have yet to be determined.

YEAR	PROJECT DESCRIPTION		2016 PROJECTED COST ESTIMATES
FY 2016	Complete replacement of well pump and pump control panel in well number one on Stonecypher Road.	$	35,000
FY 2016	Master Meter Vaults Replacement/Relocation Project.		35,000
FY 2016	Design of water line relocation projects along Buford Highway and design of line extension along Davis Street from King Street to White Street.		18,170
FY 2016	$40,000 construction funding in case a minor portion of the construction occurs prior to July 1, 2016 for the water line relocation projects along Buford Highway and the water line extension project along Davis Street from King Street to White Street.		40,000
	BUDGET REQUEST AMOUNT TOTAL	$	128,170

POTENTIAL PHASE	PROJECT DESCRIPTION		2016 PROJECTED COST ESTIMATES
Phase III	Relocate/replace 6" line on Buford Highway and Russell Street in the area of the proposed round-about.	$	112,443
	Extend Davis Street line from King Street to White Street.		103,484
	Replace 2" line on Buford Highway from near Tire Omni to near the intersection with Lawrenceville-Suwanee Road.		137,176
	Replace 2" line on Buford Highway from last fire hydrant south of Davis Street to our last customer (just before the GCPS Bus Facility).		83,764
Phase IV	Extend the 8" line on Main Street to a point near the pedestrian tunnel and install an 8" line under the railroad to connect with the 8" line on Buford Highway.		258,355
	Replace all water meters and convert to AMR (automatic meter reading).		94,500
	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).		470,827
Phase V	Replace lines on Scales Street, Scales Road, Main Street and Russell Street.		348,789
	Replace 6" line on Davis Street from King Street to Virginia Avenue.		289,104
Phase VI	Replace 2" line on White Street from Davis Street to White Lane.		270,665
	Replace 2" line on Whitlock Avenue from King Street to Plum Street.		164,038
	Replace 2" line on Plum Street from Whitlock Avenue to Martin Farm Road.		63,928
Phase VII	Replace PVC line on Bluegrass Trail.		64,568
	Connect Bluegrass Trail to Greenpark Drive.		50,491
	Replace 2" line on Calaboose Street from Jackson Street to Scales Road.		81,205
	Replace the 2" line on Mary Lou Street.		92,722
	TOTAL	$	2,686,059

AGENCY FUND

Fiscal Year 2015-2016

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 Council.

Assumptions: Projections are based on the rates set by Council and historical trends. Fiscal year 2016 projections used a rolling five year average of receipts received for fiscal year 2011 through 2015 to project a twelve month total.

SUMMARY OF REVENUES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Fines and Forfeitures	$ 1,825,841	$ 1,663,733	$ 2,164,631	$ 1,775,400	$ 2,426,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional and Technical	$ 93,982	$ 92,303	$ 126,215	$ 90,180	$ 140,000
Other Costs	592,373	523,006	614,030	535,220	668,230
Other Financing Uses-Transfers	1,109,122	916,625	1,494,216	1,150,000	1,617,770
TOTAL	$ 1,795,477	$ 1,531,934	$ 2,234,461	$ 1,775,400	$ 2,426,000



BUDGET



LINE ITEM

Fiscal Year 2015-2016

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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET	% Change
General Property Taxes	$ 7,481,879	$ 6,801,079	$ 4,958,539	$ 5,166,810	$ 5,490,750	6.27%
Selective Sales and Use Taxes	1,061,560	1,130,945	1,353,539	1,330,230	1,359,720	2.22%
Business Taxes	1,648,831	1,693,350	1,757,237	1,848,160	1,923,160	4.06%
Penalty and Interest on Taxes	17,024	54,438	5,979	38,000	12,500	-67.11%
Licenses and Permits	241,327	239,041	248,458	252,150	282,620	12.08%
Regulatory Fees	372,511	409,645	340,237	375,000	450,000	20.00%
Intergovernmental Grants	21,351	997,894	808,671	807,190	1,157,190	43.36%
Charge for Services	106,324	106,532	110,438	110,500	105,580	-4.45%
Fines and Forfeitures	1,109,122	916,625	1,494,216	1,287,830	1,617,770	25.62%
Investment Income	48,403	23,020	32,432	45,000	33,500	-25.56%
Contributions and Donations	-	3,936	50	5,000	5,000	0.00%
Miscellaneous Revenues	41,429	36,822	35,819	15,000	10,000	-33.33%
Other Financing Sources	2,455	5,612	24,952	1,508,460	5,000	-99.67%
TOTAL REVENUES	$ **12,152,216**	$ **12,418,939**	$ **11,170,567**	$ **12,789,330**	$ **12,452,790**	**-2.63%**

SUMMARY OF GENERAL FUND EXPENDITURES BUDGET

DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET	% CHANGE
Governing Body	$ 134,763	$ 132,952	$ 122,395	$ 140,700	$ 141,550	0.60%
Legislative Committees	2,939	3,627	3,243	8,750	8,750	0.00%
Chief Executive	487,463	400,011	396,676	419,320	446,940	6.59%
General Administration	211,823	239,680	220,523	272,680	379,490	39.17%
Financial Administration	668,430	691,744	667,182	506,990	506,640	-0.07%
Law	58,932	34,174	22,696	31,300	40,000	27.80%
Data Processing/MIS	227,902	207,078	160,449	204,850	209,800	2.42%
General Government Buildings	248,316	248,634	293,304	286,000	298,850	4.49%
Public Information	123,406	131,122	136,029	155,770	161,790	3.86%
Business Services	-	-	-	375,150	365,790	-2.50%
Municipal Court	310,090	297,446	336,530	411,170	468,400	13.92%
Police Administration	344,778	365,540	382,681	430,790	412,830	-4.17%
Criminal Investigation	255,948	196,409	293,164	395,270	507,960	28.51%
Patrol	2,308,297	2,418,895	2,469,124	2,653,340	2,940,710	10.83%
Records & Identification	120,448	71,664	73,020	82,980	82,360	-0.75%
Police Training	105,970	135,350	132,712	153,950	219,890	42.83%
Special Detail Services	36,199	35,341	44,136	55,500	55,500	0.00%
Gateway Patrol	17,993	-	-	-	-	n/a
Police Stations & Buildings	149,087	159,708	155,782	188,700	173,800	-7.90%
Police Substation & Training Center	-	34,494	39,124	61,200	47,400	-22.55%
Dispatcher	461,680	477,222	486,392	541,450	907,070	67.53%
Public Relations	81,767	92,988	85,377	93,920	87,920	-6.39%
Public Works Administration	1,571,038	1,570,084	1,620,869	1,808,600	1,958,690	8.30%
Paved Streets	20,807	54,944	93,379	123,900	123,960	0.05%
Storm Drainage	29,097	31,201	40,167	50,300	43,680	-13.16%
PW Special Detail Services	752	-	-	-	-	n/a
Special Facilities & Activities	94,343	103,759	110,794	141,500	148,500	4.95%
Park Areas	142,204	166,295	156,682	179,330	193,580	7.95%
Protective Inspection Administration	123,665	118,301	133,016	158,060	197,060	24.67%
Planning & Zoning	412,911	405,125	422,109	569,280	530,870	-6.75%
Code Enforcement	31,184	26,462	38,874	50,470	65,600	29.98%
Economic Development & Assistance	279,807	297,364	316,217	429,130	427,110	-0.47%
Downtown Suwanee	82,324	40,807	71,714	92,480	148,300	60.36%
Other Financing Uses	2,760,634	2,467,581	1,894,790	1,716,500	152,000	91.14%
TOTAL EXPENDITURES	**$ 11,904,997**	**$ 11,656,002**	**$ 11,419,150**	**$ 12,789,330**	**$ 12,452,790**	-2.63%
Revenues (over) under Expenditures	$ 247,219	$ 762,937	$ (248,583)	$ -	$ -	n/a

LINE ITEM REVENUES

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
General Property Taxes						
100-0000-311083	Real Property Current	$ 4,385,003	$ 3,743,899	$ 2,375,738	$ 2,614,650	$ 2,929,710
100-0000-311084	Real Property Prior Years	143,362	215,003	129,363	75,000	25,000
100-0000-311283	Personal Property Current	671,080	678,318	451,571	445,160	481,750
100-0000-311284	Personal Property Prior Years	1,793	4,702	7,114	3,000	3,000
100-0000-311600	Real Transfer Intangible	107,801	111,575	82,740	97,000	104,650
100-0000-311710	Franchise Tax Electric	1,397,342	1,299,276	1,253,010	1,300,000	1,349,520
100-0000-311730	Franchise Tax Gas	95,238	95,876	97,503	98,000	107,320
100-0000-311750	Franchise Tax Television	285,859	241,020	256,450	250,000	268,800
100-0000-311760	Franchise Tax Telephone	119,468	119,203	117,602	116,000	119,000
100-0000-318000	Other Taxes Motor Vehicle	274,933	292,207	187,448	168,000	102,000
	TOTAL	7,481,879	6,801,079	4,958,539	5,166,810	5,490,750
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	179,881	189,941	209,356	186,630	222,000
100-0000-314200	Alcoholic Beverage Excise	809,629	782,059	743,228	775,000	740,000
100-0000-314300	Local Option Mixed Drink	72,050	83,803	91,843	90,900	90,900
100-0000-314400	Energy Excise Tax	-	587	2,184	1,700	3,700
100-0000-314500	Title Ad Valorem Tax	-	74,555	306,928	276,000	303,120
	TOTAL	1,061,560	1,130,945	1,353,539	1,330,230	1,359,720
Business Taxes						
100-0000-316100	Business & Occupational Tax	844,175	847,560	863,624	915,000	955,000
100-0000-316200	Insurance Premium from State	720,214	764,988	792,072	828,160	863,160
100-0000-316300	Financial Institutions	84,442	80,802	101,541	105,000	105,000
	TOTAL	1,648,831	1,693,350	1,757,237	1,848,160	1,923,160
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	14,936	44,422	5,422	35,000	10,000
100-0000-319120	Personal Penalties & Interest	2,088	10,016	557	3,000	2,500
	TOTAL	17,024	54,438	5,979	38,000	12,500
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	60,525	62,250	64,300	63,800	70,000
100-0000-321130	Regulatory Fees Liquor	112,450	118,750	128,750	126,250	145,000
100-0000-321220	Regulatory Fees Insurance	33,125	28,300	30,312	31,600	33,120
100-0000-321290	Other Business License Peddlers	8,642	5,116	1,906	6,000	6,000
100-0000-322210	Zoning & Land Use Development	9,639	8,575	11,015	9,500	11,500
100-0000-322230	Sign	16,946	16,050	12,175	15,000	17,000
	TOTAL	241,327	239,041	248,458	252,150	282,620
Regulatory Fees						
100-0000-322100	Building Structure-Buildings	372,511	409,645	340,237	375,000	450,000
	TOTAL	372,511	409,645	340,237	375,000	450,000
Intergovernmental Grants						
100-0000-331103	Intergovernmental Grants-SDS	-	981,452	802,196	802,190	1,152,190
100-0000-337000	Intergovernmental Grants-State	21,351	15,442	-	-	-
100-0000-337002	Intergovernmental Grants-Local	-	1,000	6,475	5,000	5,000
	TOTAL	$ 21,351	$ 997,894	$ 808,671	$ 807,190	$ 1,157,190

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Charges for Services						
100-0000-341391	Development Plan Review	$ 20,983	$ 8,824	$ 11,316	$ 10,000	$ 20,900
100-0000-341400	Printing & Duplicating Service	6	-	-	-	-
100-0000-342100	Special Events-Police Service	42,850	39,870	46,110	50,000	50,000
100-0000-342104	Special Events-Billing Fee	6,125	11,095	11,445	14,000	12,500
100-0000-342110	Special Events-Miscellaneous	16,673	11,347	8,165	5,000	-
100-0000-342120	Accident Reports	3,732	4,847	7,293	5,000	5,000
100-0000-342900	Other Special Police Service	12,955	27,999	21,929	24,000	13,000
100-0000-346900	Background Check Fee	3,000	2,550	4,180	2,500	4,180
	TOTAL	106,324	106,532	110,438	110,500	105,580
Fines and Forfeitures						
100-0000-351170	Municipal Court	1,109,122	916,625	1,494,216	1,287,830	1,617,770
	TOTAL	1,109,122	916,625	1,494,216	1,287,830	1,617,770
Investment Income						
100-0000-361000	Interest Revenues	48,403	23,020	32,432	45,000	33,500
	TOTAL	48,403	23,020	32,432	45,000	33,500
Contributions Donations						
100-0000-371070	Contributions & Donations	-	3,936	50	5,000	5,000
	TOTAL	-	3,936	50	5,000	5,000
Miscellaneous						
100-0000-381000	Rents & Royalties	3,525	5,660	5,487	5,000	-
100-0000-389000	Other Miscellaneous Revenues	37,904	31,162	30,332	10,000	10,000
	TOTAL	41,429	36,822	35,819	15,000	10,000
Other Financing Sources						
100-0000-391100	Operating Transfer In	-	-	16,670	-	-
100-0000-392100	Sale of General Fixed Assets	2,455	5,612	8,282	2,500	5,000
100-0000-393000	Budgeted Fund Balance	-	-	-	1,505,960	-
	TOTAL	2,455	5,612	24,952	1,508,460	5,000
	TOTAL REVENUES	**$ 12,152,216**	**$ 12,418,939**	**$ 11,170,567**	**$ 12,789,330**	**$ 12,452,790**

Governing Body

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 60,822	$ 62,100	$ 62,100	$ 69,000	$ 69,000
	TOTAL	60,822	62,100	62,100	69,000	69,000
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,771	3,850	3,850	4,400	4,400
100-1110-512300	Employee Benefits-Mcare	882	901	900	1,000	1,000
	TOTAL	4,653	4,751	4,750	5,400	5,400
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	704	1,060	381	250	250
100-1110-523500	Other Purchase Srv-Travel	9,072	13,111	16,060	10,000	10,000
100-1110-523600	Other Purchase Srv-Dues & Fees	49,698	29,828	26,697	35,000	35,000
100-1110-523700	Other Purchase Srv-Education	758	10,442	4,075	8,400	10,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	900	900
	TOTAL	61,107	55,316	48,088	54,550	56,150
Supplies						
100-1110-531100	Supplies-General Supplies	1,836	1,844	1,451	2,000	2,000
100-1110-531300	Supplies-Food	6,345	8,941	6,006	8,000	8,000
	TOTAL	8,181	10,785	7,457	10,000	10,000
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	-	-	-	1,750	1,000
	TOTAL	-	-	-	1,750	1,000
	TOTAL GOVERNING BODY	**$ 134,763**	**$ 132,952**	**$ 122,395**	**$ 140,700**	**$ 141,550**

Legislative Committees

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 2,356	$ 3,317	$ 3,000	$ 6,000	$ 6,000
	TOTAL	2,356	3,317	3,000	6,000	6,000
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	143	199	182	400	400
100-1120-512300	Employee Benefits-Mcare	34	47	42	100	100
	TOTAL	177	246	224	500	500
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	150	-	-	2,000	2,000
	TOTAL	150	-	-	2,000	2,000
Supplies						
100-1120-531100	Supplies-General Supplies	256	64	19	250	250
	TOTAL	256	64	19	250	250
	TOTAL LEGISLATIVE COMMITTEES	**$ 2,939**	**$ 3,627**	**$ 3,243**	**$ 8,750**	**$ 8,750**

Chief Executive

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 255,144	$ 261,281	$ 252,317	$ 258,110	$ 263,100
100-1320-511300	Salaries & Wages Overtime	-	-	-	500	1,500
	TOTAL	255,144	261,281	252,317	258,610	264,600
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	40,558	43,436	53,852	51,500	56,300
100-1320-512200	Employee Benefits-SS	14,503	14,456	14,185	16,050	16,360
100-1320-512300	Employee Benefits-Mcare	3,668	3,603	3,533	3,760	3,830
100-1320-512400	Employee Benefits-Retirement	20,406	20,711	16,424	15,400	14,400
100-1320-512700	Employee Benefits-Workers Comp	1,381	1,255	1,153	2,300	2,300
100-1320-512920	Employee Benefits-Other	1,768	2,412	2,196	2,280	2,310
100-1320-512930	Employee Benefits-Wellness	-	150	404	450	450
	TOTAL	82,284	86,023	91,747	91,740	95,950
Purchased Professional & Technical						
100-1320-521230	Purchase Contract Service-Professional	5,400	5,600	2,650	7,500	30,000
	TOTAL	5,400	5,600	2,650	7,500	30,000
Other Purchased Services						
100-1320-523200	Other Purchase Srv-Communication	356	126	280	500	500
100-1320-523300	Other Purchase Srv-Advertising	-	-	-	100	-
100-1320-523400	Other Purchase Srv-Printing	2,796	13,725	4,963	5,000	5,000
100-1320-523500	Other Purchase Srv-Travel	3,117	2,189	5,200	4,000	4,000
100-1320-523600	Other Purchase Srv-Dues & Fees	10,016	11,038	8,422	14,400	12,000
100-1320-523700	Other Purchase Srv-Education	-	1,145	792	4,150	4,150
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract	106,485	5,545	9,605	10,000	10,000
	TOTAL	123,645	34,643	30,137	39,050	36,550
Supplies						
100-1320-531100	Supplies-General Supplies	11,981	6,842	7,536	9,100	9,100
100-1320-531270	Supplies-Gasoline	954	952	979	900	900
100-1320-531300	Supplies-Food	4,953	4,670	4,972	7,000	7,000
100-1320-531400	Supplies-PlayTown Suwanee Birthday	-	-	1,433	2,000	-
100-1320-531600	Supplies-Books & Periodicals	-	-	512	600	600
	TOTAL	17,888	12,464	15,432	19,600	17,600
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	3,102	-	4,393	2,820	2,240
	TOTAL	3,102	-	4,393	2,820	2,240
	TOTAL CHIEF EXECUTIVE	**$ 487,463**	**$ 400,011**	**$ 396,676**	**$ 419,320**	**$ 446,940**

General Administration

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 150,705	$ 162,416	$ 154,362	$ 143,090	$ 195,470
	TOTAL	150,705	162,416	154,362	143,090	195,470
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	8,506	9,910	9,633	19,150	49,400
100-1500-512200	Employee Benefits-SS	9,317	9,733	9,222	9,600	12,120
100-1500-512300	Employee Benefits-Mcare	2,179	2,277	2,156	2,300	2,840
100-1500-512400	Employee Benefits-Retirement	4,473	4,519	4,423	7,300	9,200
100-1500-512700	Employee Benefits-Workers Comp	714	752	692	1,380	1,380
100-1500-512920	Employee Benefits-Other	702	926	941	1,210	2,130
100-1500-512930	Employee Benefits-Wellness	-	200	147	650	450
	TOTAL	25,891	28,317	27,214	41,590	77,520
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	8,095	28,434	8,001	30,000	50,000
	TOTAL	8,095	28,434	8,001	30,000	50,000
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	182	159	241	500	700
100-1500-523300	Other Purchase Srv-Advertising	4,671	4,067	5,472	9,000	6,300
100-1500-523400	Other Purchase Srv-Printing	91	156	133	1,500	1,000
100-1500-523500	Other Purchase Srv-Travel	461	2,310	5,590	3,000	3,000
100-1500-523600	Other Purchase Srv-Dues & Fees	1,256	1,152	1,134	2,000	2,000
100-1500-523700	Other Purchase Srv-Education	1,853	3,074	4,358	6,000	6,000
100-1500-523710	Other Purchase Srv-Education Citywide	1,700	-	2,500	5,000	5,000
100-1500-523850	Other Purchase Srv-Contract	8,358	4,785	6,259	21,000	21,000
	TOTAL	18,572	15,703	25,687	48,000	45,000
Supplies						
100-1500-531100	Supplies-General Supplies	2,595	1,369	2,243	3,000	3,000
100-1500-531300	Supplies-Food	832	1,087	1,674	3,000	3,000
100-1500-531400	Supplies-Books & Periodicals	1,698	1,864	1,074	2,500	2,500
	TOTAL	5,125	4,320	4,991	8,500	8,500
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	3,435	490	268	1,500	3,000
	TOTAL	3,435	490	268	1,500	3,000
	TOTAL GENERAL ADMINISTRATION	**$ 211,823**	**$ 239,680**	**$ 220,523**	**$ 272,680**	**$ 379,490**

Financial Administration

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 401,129	$ 401,561	$ 414,438	$ 270,600	$ 284,700
100-1511-511300	Salaries & Wages Overtime	376	870	1,080	500	2,250
	TOTAL	401,505	402,431	415,518	271,100	286,950
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	62,825	63,831	70,909	62,500	62,220
100-1511-512200	Employee Benefits-SS	24,659	24,188	24,754	17,000	17,700
100-1511-512300	Employee Benefits-Mcare	5,767	5,658	5,788	3,980	4,150
100-1511-512400	Employee Benefits-Retirement	36,791	35,511	30,330	21,560	22,410
100-1511-512700	Employee Benefits-Workers Comp	1,334	1,204	1,095	1,900	1,900
100-1511-512920	Employee Benefits-Other	2,885	3,698	3,663	2,300	2,570
100-1511-512930	Employee Benefits-Wellness	-	200	421	750	750
	TOTAL	134,261	134,290	136,960	109,990	111,700
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	45,063	41,000	39,000	49,700	49,700
100-1511-521210	Purchase Contract Srv-Survey	-	11,400	-	11,700	-
	TOTAL	45,063	52,400	39,000	61,400	49,700
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	17,059	13,907	12,243	7,380	5,000
100-1511-523300	Other Purchase Srv-Advertising	2,382	1,007	1,227	1,500	1,500
100-1511-523400	Other Purchase Srv-Printing	11,177	17,901	18,323	13,650	13,650
100-1511-523500	Other Purchase Srv-Travel	5,630	12,905	7,093	8,250	6,250
100-1511-523600	Other Purchase Srv-Dues & Fees	14,343	12,509	8,096	11,500	11,000
100-1511-523700	Other Purchase Srv-Education	7,287	8,541	6,344	6,250	6,250
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	6,660	10,259	2,205	1,250	2,500
	TOTAL	65,413	77,904	56,406	50,680	47,050
Supplies						
100-1511-531100	Supplies-General Supplies	11,879	13,208	9,489	7,000	6,000
100-1511-531300	Supplies-Food	1,547	2,916	2,025	1,500	1,000
100-1511-531400	Supplies-Books & Periodicals	1,748	2,326	1,858	2,000	2,000
	TOTAL	15,174	18,450	13,372	10,500	9,000
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	7,014	6,269	5,926	3,320	2,240
	TOTAL	7,014	6,269	5,926	3,320	2,240
	TOTAL FINANCIAL ADMINISTRATION	**$ 668,430**	**$ 691,744**	**$ 667,182**	**$ 506,990**	**$ 506,640**

Law

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 58,932	$ 34,174	$ 22,696	$ 31,300	$ 40,000
	TOTAL	58,932	34,174	22,696	31,300	40,000
	TOTAL LAW	**$ 58,932**	**$ 34,174**	**$ 22,696**	**$ 31,300**	**$ 40,000**

Data Processing

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Prof Total	$ 94,311	$ 93,827	$ 94,311	$ 99,000	$ 103,950
100-1535-521230	Purchase Contract Service-Accounting	41,576	41,576	-	25,000	25,000
	TOTAL	135,887	135,403	94,311	124,000	128,950
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	1,120	3,250	2,027	5,500	5,500
	TOTAL	1,120	3,250	2,027	5,500	5,500
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	1,274	1,095	2,470	6,000	2,000
	TOTAL	1,274	1,095	2,470	6,000	2,000
Supplies						
100-1535-531100	Supplies-General Supplies	1,848	3,596	1,859	4,000	3,500
	TOTAL	1,848	3,596	1,859	4,000	3,500
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	1,454	3,088	5,121	3,000	3,000
100-1535-542401	Machinery & Equipment-Server	11,441	-	5,401	5,000	5,000
100-1535-542402	Machinery & Equipment-Software	21,448	18,088	19,179	19,850	19,850
100-1535-542403	Machinery & Equipment-Software Support	16,923	15,834	15,500	10,000	10,000
100-1535-542404	Machinery & Equipment-Other	20,671	16,844	4,581	5,000	10,000
100-1535-542406	Machinery & Equipment-New Program	15,836	9,880	10,000	22,500	22,000
	TOTAL	87,773	63,734	59,782	65,350	69,850
	TOTAL DATA PROCESSING	**$ 227,902**	**$ 207,078**	**$ 160,449**	**$ 204,850**	**$ 209,800**

General Government Buildings

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services						
100-1565-522100	Purchase Property Srv-Cleaning	$ 975	$ -	$ -	$ -	$ -
100-1565-522110	Purchase Property Srv-Disposal	1,469	1,164	1,483	1,800	2,000
100-1565-522200	Purchase Property Srv-Repair	13,774	8,636	13,844	23,000	24,000
100-1565-522310	Purchase Property Srv-Rental-Land/Building	1,910	540	2,976	3,700	4,200
100-1565-522320	Purchase Property Srv-Rental	10,857	9,627	9,637	12,750	11,000
	TOTAL	28,985	19,967	27,940	41,250	41,200
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	92,089	121,695	116,540	115,500	127,400
100-1565-523200	Other Purchase Srv-Communication	32,326	30,494	34,404	40,000	40,000
100-1565-573000	Other Costs-Payments to Other	14,688	500	44,406	10,500	10,500
	TOTAL	139,103	152,689	195,350	166,000	177,900
Supplies						
100-1565-531100	Supplies-General Supplies	11,994	13,965	10,815	17,000	16,000
100-1565-531210	Supplies-Water & Sewer	6,893	6,434	3,163	3,500	3,500
100-1565-531220	Supplies-Natural Gas	1,847	1,090	1,005	2,250	2,250
100-1565-531230	Supplies-Electricity	55,933	47,980	49,712	52,000	53,000
100-1565-531600	Supplies-Small Equipment	3,561	6,509	5,319	4,000	5,000
	TOTAL	80,228	75,978	70,014	78,750	79,750
	TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 248,316**	**$ 248,634**	**$ 293,304**	**$ 286,000**	**$ 298,850**

Public Information

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 58,717	$ 61,494	$ 64,101	$ 68,400	$ 71,230
	TOTAL	58,717	61,494	64,101	68,400	71,230
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	8,313	8,988	9,372	10,700	11,710
100-1570-512200	Employee Benefits-SS	3,614	3,470	3,742	4,200	4,420
100-1570-512300	Employee Benefits-Mcare	845	811	875	1,010	1,040
100-1570-512400	Employee Benefits-Retirement	6,413	6,644	5,790	6,100	6,420
100-1570-512700	Employee Benefits-Workers Comp	286	263	242	420	420
100-1570-512920	Employee Benefits-Other	496	652	665	640	750
100-1570-512930	Employee Benefits-Wellness	-	50	-	150	150
	TOTAL	19,967	20,878	20,686	23,220	24,910
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	188	1,143	461	350	350
100-1570-523210	Other Purchase Srv-Newsletter	9,697	19,462	22,958	25,000	25,000
100-1570-523400	Other Purchase Srv-Printing	381	10	31	500	500
100-1570-523410	Other Purchase Srv-Printing Newsletter	31,681	25,199	26,046	31,000	31,000
100-1570-523500	Other Purchase Srv-Travel	-	1,072	73	2,400	1,500
100-1570-523600	Other Purchase Srv-Dues & Fees	375	730	730	1,700	1,700
100-1570-523700	Other Purchase Srv-Education	160	975	434	2,000	1,200
	TOTAL	42,482	48,591	50,733	62,950	61,250
Supplies						
100-1570-531100	Supplies-General Supplies	340	159	412	700	700
100-1570-531400	Supplies-Books & Periodicals	-	-	97	500	500
	TOTAL	$ 340	$ 159	$ 509	$ 1,200	$ 1,200

Public Information (continued)

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	$ 1,900	$ -	$ -	$ -	$ 3,200
	TOTAL	1,900	-	-	-	3,200
	TOTAL PUBLIC INFORMATION	**$ 123,406**	**$ 131,122**	**$ 136,029**	**$ 155,770**	**$ 161,790**

Business Services

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-1590-511100	Salaries & Wages Regular	$ -	$ -	$ -	$ 237,300	$ 230,390
100-1590-511300	Salaries & Wages Overtime	-	-	-	1,500	1,500
	TOTAL	-	-	-	238,800	231,890
Personal Services-Employee Benefits						
100-1590-512100	Employee Benefits-Group Health	-	-	-	45,300	49,680
100-1590-512200	Employee Benefits-SS	-	-	-	14,350	14,290
100-1590-512300	Employee Benefits-Mcare	-	-	-	3,450	3,340
100-1590-512400	Employee Benefits-Retirement	-	-	-	17,900	17,290
100-1590-512700	Employee Benefits-Workers Comp	-	-	-	1,900	1,900
100-1590-512920	Employee Benefits-Other	-	-	-	1,900	2,230
100-1590-512930	Employee Benefits-Wellness	-	-	-	600	600
	TOTAL	-	-	-	85,400	89,330
Purchased Professional & Technical						
100-1590-521200	Purchase Contract Srv-Professionall	-	-	-	3,500	-
	TOTAL	-	-	-	3,500	-
Purchased Property Services						
100-1590-523200	Other Purchase Srv-Communication	-	-	-	10,380	11,000
100-1950-523300	Other Purchase Srv-Advertising	-	-	-	500	500
100-1590-523400	Other Purchase Srv-Printing	-	-	-	7,500	2,000
100-1590-523500	Other Purchase Srv-Travel	-	-	-	5,750	6,750
100-1590-523600	Other Purchase Srv-Dues & Fees	-	-	-	5,000	5,000
100-1590-523700	Other Purchase Srv-Education	-	-	-	2,250	6,000
100-1590-523850	Other Purchase Srv-Contract	-	-	-	5,500	2,500
	TOTAL	-	-	-	36,880	33,750
Supplies						
100-1590-531100	Supplies-General Supplies	-	-	-	6,000	6,000
100-1590-531300	Supplies-Food	-	-	-	1,000	1,000
100-1590-531600	Supplies-Books & Periodicals	-	-	-	500	1,000
	TOTAL	-	-	-	7,500	8,000
Capital Outlay						
100-1590-542400	Machinery & Equipment-Computers	-	-	-	3,070	2,820
	TOTAL	-	-	-	3,070	2,820
	TOTAL BUSINESS SERVICES	**$ -**	**$ -**	**$ -**	**$ 375,150**	**$ 365,790**

Municipal Court

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 200,100	$ 194,338	$ 216,205	$ 265,700	$ 314,570
100-2650-511300	Salaries & Wages Overtime	162	1,087	404	1,500	1,500
	TOTAL	200,262	195,425	216,609	267,200	316,070
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	35,708	35,009	41,489	48,890	49,850
100-2650-512200	Employee Benefits-SS	12,270	11,845	13,117	15,800	19,750
100-2650-512300	Employee Benefits-Mcare	2,870	2,771	3,067	3,700	4,620
100-2650-512400	Employee Benefits-Retirement	12,183	12,802	11,500	12,000	12,420
100-2650-512500	Employee Benefits-Tuition Reimbursement	659	-	-	-	-
100-2650-512700	Employee Benefits-Workers Comp	841	766	3,215	1,400	1,400
100-2650-512920	Employee Benefits-Other	943	1,319	1,359	1,480	1,540
100-2650-512930	Employee Benefits-Wellness	-	100	10	600	600
	TOTAL	65,474	64,612	73,757	83,870	90,180
Purchased Professional & Technical						
100-2650-521292	Purchase Contract Srv-Legal	4,237	(601)	1,612	5,000	5,000
	TOTAL	4,237	(601)	1,612	5,000	5,000
Purchased Property Services						
100-2650-522110	Purchase Property Srv-Disposal	-	-	-	500	500
100-2650-522320	Purchase Property Srv-Rental	4,807	5,223	4,162	4,500	5,000
	TOTAL	4,807	5,223	4,162	5,000	5,500
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	8,200	10,030	9,988	10,900	10,600
100-2650-523200	Other Purchase Srv-Communication	1,763	1,170	2,083	3,000	3,000
100-2650-523400	Other Purchase Srv-Printing	461	437	735	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	1,045	1,579	4,319	6,000	6,000
100-2650-523600	Other Purchase Srv-Dues & Fees	1,698	1,588	1,124	2,500	2,500
100-2650-523700	Other Purchase Srv-Education	3,754	2,680	2,815	6,000	7,000
	TOTAL	16,921	17,484	21,064	29,400	30,100
Supplies						
100-2650-531100	Supplies-General Supplies	3,978	2,504	2,915	4,500	4,500
100-2650-531210	Supplies-Water & Sewer	427	452	498	500	500
100-2650-531230	Supplies-Electricity	12,608	10,712	11,858	12,550	12,550
100-2650-531300	Supplies-Food	-	378	433	550	1,200
100-2650-531400	Supplies-Books & Periodicals	55	58	64	300	500
	TOTAL	17,068	14,104	15,768	18,400	19,250
Capital Outlay						
100-2650-542500	Machinery & Equipment-Small Equipment	1,321	1,199	3,558	2,300	2,300
	TOTAL	1,321	1,199	3,558	2,300	2,300
	TOTAL MUNICIPAL COURT	**$ 310,090**	**$ 297,446**	**$ 336,530**	**$ 411,170**	**$ 468,400**

Police Administration

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 231,731	$ 246,946	$ 253,286	$ 278,100	$ 266,790
100-3210-511300	Salaries & Wages Overtime	-	-	-	1,500	750
	TOTAL	231,731	246,946	253,286	279,600	267,540
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	26,933	29,527	37,295	39,900	37,600
100-3210-512200	Employee Benefits-SS	14,288	15,094	15,480	17,100	16,590
100-3210-512300	Employee Benefits-Mcare	3,343	3,532	3,765	4,000	3,880
100-3210-512400	Employee Benefits-Retirement	25,119	25,428	21,952	24,800	24,080
100-3210-512700	Employee Benefits-Workers Comp	7,131	6,467	5,874	11,800	11,800
100-3210-512920	Employee Benefits-Other	1,763	2,421	2,365	2,460	2,370
100-3210-512930	Employee Benefits-Wellness	-	100	10	600	450
	TOTAL	78,577	82,569	86,741	100,660	96,770
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	7,238	6,583	7,802	6,000	5,000
	TOTAL	7,238	6,583	7,802	6,000	5,000
Purchased Property Services						
100-3210-522200	Purchase Property Srv-Repair	789	-	-	-	-
	TOTAL	789	-	-	-	-
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	1,062	1,162	1,426	2,000	2,000
100-3210-523400	Other Purchase Srv-Printing	100	55	521	300	500
100-3210-523500	Other Purchase Srv-Travel	12,346	11,212	15,287	20,350	20,350
100-3210-523600	Other Purchase Srv-Dues & Fees	1,128	1,398	1,578	1,810	1,370
	TOTAL	14,636	13,827	18,812	24,460	24,220
Supplies						
100-3210-531270	Supplies-Gasoline	4,860	6,646	8,350	7,000	6,650
100-3210-531300	Supplies-Food	849	1,209	1,043	1,450	1,200
100-3210-531400	Supplies-Books & Periodicals	283	420	30	300	300
100-3210-531600	Supplies-Small Equipment	348	654	909	1,000	1,000
100-3210-531700	Supplies-Other Supplies	950	465	748	950	1,000
	TOTAL	7,290	9,394	11,080	10,700	10,150
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	-	1,278	-	1,890	950
100-3210-542500	Machinery & Equipment-Equipment	4,517	4,943	4,960	7,480	8,200
	TOTAL	4,517	6,221	4,960	9,370	9,150
	TOTAL POLICE ADMINISTRATION	**$ 344,778**	**$ 365,540**	**$ 382,681**	**$ 430,790**	**$ 412,830**

Criminal Investigation

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 152,411	$ 111,609	$ 183,087	$ 222,900	$ 295,730
100-3221-511300	Salaries & Wages Overtime	15,545	10,743	14,066	10,250	14,500
	TOTAL	167,956	122,352	197,153	233,150	310,230
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	28,802	17,812	27,557	58,950	85,500
100-3221-512200	Employee Benefits-SS	10,247	7,515	11,672	15,900	19,240
100-3221-512300	Employee Benefits-Mcare	2,520	1,758	2,730	3,700	4,500
100-3221-512400	Employee Benefits-Retirement	16,126	12,114	16,409	22,500	26,620
100-3221-512700	Employee Benefits-Workers Comp	10,355	9,393	13,864	27,660	27,660
100-3221-512920	Employee Benefits-Other	929	1,177	1,693	2,540	3,230
100-3221-512930	Employee Benefits-Wellness	-	100	10	750	900
	TOTAL	68,979	49,869	73,935	132,000	167,650
Purchased Property Services						
100-3221-522210	Purchase Property Srv-Repair	1,272	-	-	-	-
	TOTAL	1,272	-	-	-	-
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	9	-	-	250	250
100-3221-523500	Other Purchase Srv-Travel	1,627	1,700	1,718	3,000	2,950
100-3221-523900	Other Purchase Srv-Other	2,987	5,167	3,897	5,250	10,430
	TOTAL	4,623	6,867	5,615	8,500	13,630
Supplies						
100-3221-531270	Supplies-Gasoline	11,034	12,174	12,739	12,000	11,400
100-3221-531700	Supplies-Other Supplies	2,084	2,647	3,114	2,640	3,500
	TOTAL	13,118	14,821	15,853	14,640	14,900
Capital Outlay						
100-3221-542300	Machinery & Equipment-Furniture	-	-	-	-	600
100-3221-542400	Machinery & Equipment-Computer	-	2,500	608	6,980	950
	TOTAL	-	2,500	608	6,980	1,550
	TOTAL CRIMINAL INVESTIGATION	**$ 255,948**	**$ 196,409**	**$ 293,164**	**$ 395,270**	**$ 507,960**

Patrol

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,282,631	$ 1,390,936	$ 1,415,248	$ 1,501,900	$ 1,545,690
100-3223-511300	Salaries & Wages Overtime	14,748	17,278	13,605	24,250	19,250
	TOTAL	1,297,379	1,408,214	1,428,853	1,526,150	1,564,940
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	256,654	322,862	354,918	368,400	421,320
100-3223-512200	Employee Benefits-SS	82,401	86,018	85,843	94,500	97,050
100-3223-512300	Employee Benefits-Mcare	19,149	20,116	19,927	22,100	22,700
100-3223-512400	Employee Benefits-Retirement	133,894	149,188	124,136	135,200	139,120
100-3223-512700	Employee Benefits-Workers Comp	112,637	94,200	79,959	154,900	154,900
100-3223-512920	Employee Benefits-Other	10,267	14,996	14,618	14,880	16,770
100-3223-512930	Employee Benefits-Wellness	-	1,500	318	4,200	4,170
	TOTAL	$ 615,002	$ 688,880	$ 679,719	$ 794,180	$ 856,030

Patrol (continued)

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	$ 3,790	$ 3,745	$ 2,507	$ 3,920	$ 3,920
100-3223-522210	Purchase Property Srv-Repair	43,913	50,733	48,149	57,840	52,040
	TOTAL	47,703	54,478	50,656	61,760	55,960
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	5,671	6,315	5,413	7,000	7,000
100-3223-523500	Other Purchase Srv-Travel	-	-	1,890	1,000	-
100-3223-523600	Other Purchase Srv-Dues & Fees	70	70	90	100	100
	TOTAL	5,741	6,385	7,393	8,100	7,100
Supplies						
100-3223-531100	Supplies-General Supplies	12,191	8,477	7,861	11,000	11,000
100-3223-531270	Supplies-Gasoline	117,256	108,269	113,444	116,000	110,000
100-3223-531300	Supplies-Food	-	-	157	200	-
100-3223-531600	Supplies-Small Equipment	7,261	7,857	5,004	3,500	7,900
100-3223-531700	Supplies-Other Supplies	23,487	27,757	45,629	43,640	25,730
	TOTAL	160,195	152,360	172,095	174,340	154,630
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	145,584	71,130	125,822	75,680	199,030
100-3223-542400	Machinery & Equipment-Computer	10,490	17,340	-	3,780	94,220
100-3223-542401	Machinery & Equipment-GOHS	-	15,442	-	-	-
100-3223-542402	Machinery & Equipment-Software	4,852	4,666	4,586	9,350	8,800
100-3223-542403	Machinery & Equipment-ALPR	21,351	-	-	-	-
	TOTAL	182,277	108,578	130,408	88,810	302,050
	TOTAL PATROL	**$ 2,308,297**	**$ 2,418,895**	**$ 2,469,124**	**$ 2,653,340**	**$ 2,940,710**

Records & Identification

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 33,358	$ 34,295	$ 36,176	$ 37,800	$ 39,270
100-3224-511300	Salaries & Wages Overtime	-	43	-	500	500
	TOTAL	33,358	34,338	36,176	38,300	39,770
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	8,355	9,348	9,425	10,700	11,710
100-3224-512200	Employee Benefits-SS	2,032	2,053	2,134	2,400	2,470
100-3224-512300	Employee Benefits-Mcare	475	480	603	600	580
100-3224-512400	Employee Benefits-Retirement	3,636	3,720	3,292	3,500	3,540
100-3224-512700	Employee Benefits-Workers Comp	620	562	513	1,030	700
100-3224-512920	Employee Benefits-Other	299	360	396	400	440
100-3224-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	15,417	16,523	16,363	18,780	19,590
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	71,673	19,803	20,481	25,900	23,000
100-3224-542402	Machinery & Equipment-Fingerprint	-	1,000	-	-	-
	TOTAL	71,673	20,803	20,481	25,900	23,000
	TOTAL RECORDS & IDENTIFICATION	**$ 120,448**	**$ 71,664**	**$ 73,020**	**$ 82,980**	**$ 82,360**

Police Training

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 64,197	$ 67,030	$ 72,901	$ 79.250	$ 114,750
100-3240-511300	Salaries & Wages Overtime	67	234	1,022	1,000	1,750
	TOTAL	64,264	67,264	73,923	80,250	116,500
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	4,447	4,884	5,029	5,700	25,000
100-3240-512200	Employee Benefits-SS	4,117	4,154	4,423	5,000	7,230
100-3240-512300	Employee Benefits-Mcare	963	972	1,094	1,200	1,700
100-3240-512400	Employee Benefits-Retirement	3,801	3,846	4,561	4,560	7,130
100-3240-512500	Employee Benefits-Tuition	13,539	15,496	9,160	14,800	20,000
100-3240-512700	Employee Benefits-Workers Comp	3,955	3,591	2,848	5,700	5,700
100-3240-512920	Employee Benefits-Other	511	725	709	700	510
100-3240-512930	Employee Benefits-Wellness	-	-	-	150	300
	TOTAL	31,333	33,668	27,824	37,810	67,570
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	-	345	-	-	-
100-3240-523700	Other Purchase Srv-Education	5,256	14,918	16,339	16,190	15,180
	TOTAL	5,256	15,263	16,339	16,190	15,180
Supplies						
100-3240-531400	Supplies-Books & Periodicals	300	252	379	590	390
100-3240-531700	Supplies-Other Supplies	4,817	18,903	14,247	19,110	20,250
	TOTAL	5,117	19,155	14,626	19,700	20,640
	TOTAL POLICE TRAINING	**$ 105,970**	**$ 135,350**	**$ 132,712**	**$ 153,950**	**$ 219,890**

Special Detail Services

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 36,199	$ 35,341	$ 41,064	$ 50,000	$ 50,000
	TOTAL	36,199	35,341	41,064	50,000	50,000
Personal Services-Employee Benefits						
100-3250-512200	Employee Benefits-SS	-	-	2,417	4,000	4,000
100-3250-512300	Employee Benefits-Mcare	-	-	568	1,000	1,000
100-3250-512400	Employee Benefits-Retirement	-	-	87	500	500
	TOTAL	-	-	3,072	5,500	5,500
	TOTAL SPECIAL DETAIL SERVICES	**$ 36,199**	**$ 35,341**	**$ 44,136**	**$ 55,500**	**$ 55,500**

Gateway Patrol

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3251-511100	Salaries & Wages Regular	$ 17,993	$ -	$ -	$ -	$ -
	TOTAL	17,993	-	-	-	-
	TOTAL GATEWAY PATROL	**$ 17,993**	**$ -**	**$ -**	**$ -**	**$ -**

Police Stations & Buildings

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services						
100-3260-522110	Purchase Property Srv-Disposal	$ 1,395	$ 1,108	$ 1,270	$ 2,500	$ 2,500
100-3260-522200	Purchase Property Srv-Repair	6,250	5,590	8,788	8,900	8,900
	TOTAL	7,645	6,698	10,058	11,400	11,400
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	82,812	99,434	96,514	112,500	101,100
100-3260-523200	Other Purchase Srv-Communication	23,730	24,413	18,181	24,000	24,000
	TOTAL	106,542	123,847	114,695	136,500	125,100
Supplies						
100-3260-531100	Supplies-General Supplies	225	257	273	3,050	3,000
100-3260-531210	Supplies-Water & Sewer	2,653	2,323	2,011	3,000	3,000
100-3260-531220	Supplies-Natural Gas	4,469	4,701	5,847	7,000	6,000
100-3260-531230	Supplies-Electricity	26,555	20,961	21,898	26,250	24,000
100-3260-531700	Supplies-Other Supplies	998	921	1,000	1,500	1,300
	TOTAL	34,900	29,163	31,029	40,800	37,300
	TOTAL POLICE STATIONS & BUILDINGS	**$ 149,087**	**$ 159,708**	**$ 155,782**	**$ 188,700**	**$ 173,800**

Police Substation and Training Center

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ -	$ -	$ 406	$ 1,700	$ 1,700
100-3261-522200	Purchase Property Srv-Repair	-	6,707	9,630	10,000	10,000
	TOTAL	-	6,707	10,036	11,700	11,700
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	-	8,815	7,991	10,000	8,500
100-3261-523200	Other Purchase Srv-Communication	-	3,536	4,895	8,000	5,700
	TOTAL	-	12,351	12,886	18,000	14,200
Supplies						
100-3261-531100	Supplies-General Supplies	-	1,326	293	2,500	1,500
100-3261-531210	Supplies-Water & Sewer	-	-	378	2,500	1,000
100-3261-531220	Supplies-Natural Gas	-	1,654	680	5,000	2,000
100-3261-531230	Supplies-Electricity	-	10,187	13,145	18,000	13,500
100-3261-531700	Supplies-Other Supplies	-	1,485	488	2,000	2,000
	TOTAL	-	14,652	14,984	30,000	20,000
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Equipment	-	784	1,218	1,500	1,500
	TOTAL	-	784	1,218	1,500	1,500
	TOTAL POLICE SUBSTATION AND TRAINING CENTER	**$ -**	**$ 34,494**	**$ 39,124**	**$ 61,200**	**$ 47,400**

Dispatcher

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 301,342	$ 246,240	$ 272,643	$ 285,800	$ 293,100
100-3270-511300	Salaries & Wages Overtime	3,309	2,092	2,146	17,000	4,000
	TOTAL	304,651	248,332	274,789	302,800	297,100
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	61,625	53,851	41,145	58,400	72,920
100-3270-512200	Employee Benefits-SS	18,648	14,917	16,734	18,800	18,420
100-3270-512300	Employee Benefits-Mcare	4,361	3,489	3,913	4,500	4,310
100-3270-512400	Employee Benefits-Retirement	30,897	23,515	20,181	22,000	26,380
100-3270-512700	Employee Benefits-Workers Comp	1,960	1,781	1,614	3,220	3,000
100-3270-512920	Employee Benefits-Other	2,408	2,396	2,825	2,960	3,290
100-3270-512930	Employee Benefits-Wellness	-	455	-	1,200	1,080
	TOTAL	119,899	100,404	86,412	111,080	129,400
Purchased Professional & Technical						
100-3270-521220	Purchase Contract Srv-Code Red	-	9,925	11,800	11,800	11,800
	TOTAL	-	9,925	11,800	11,800	11,800
Purchased Property Services						
100-3270-522110	Purchase Property Services-Disposal	-	47	43	250	250
100-3270-522120	Purchase Property Services-911	-	5,806	-	-	-
	TOTAL	-	5,853	43	250	250
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	36,129	42,683	43,719	45,370	48,970
	TOTAL	36,129	42,683	43,719	45,370	48,970
Supplies						
100-3270-531100	Supplies-General Supplies	-	1,336	1,539	2,200	2,200
100-3270-531210	Supplies-Water & Sewer	-	57	56	250	250
100-3270-531220	Supplies-Gas	-	172	213	250	250
100-3270-531230	Supplies-Electricity	-	842	792	900	900
100-3270-531700	Supplies-Other Supplies	1,001	4,114	1,705	2,100	3,500
	TOTAL	1,001	6,521	4,305	5,700	7,100
Capital Outlay						
100-3270-542300	Machinery & Equipment-Furniture	-	-	1,437	-	350,000
100-3270-542400	Machinery & Equipment-Computers	-	5,025	6,261	6,000	4,000
100-3270-542410	Machinery & Equipment-ITI	-	58,479	57,626	58,450	58,450
	TOTAL	-	63,504	65,324	64,450	412,450
	TOTAL DISPATCHER	**$ 461,680**	**$ 477,222**	**$ 486,392**	**$ 541,450**	**$ 907,070**

Public Relations

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 55,053	$ 60,402	$ 58,801	$ 56,050	$ 48,740
100-3285-511300	Salaries & Wages Overtime	-	-	-	750	750
	TOTAL	55,053	60,402	58,801	56,800	49,490
Purchased Property Services						
100-3285-512100	Employee Benefits-Group Health	8,506	9,492	9,442	11,200	18,760
100-3285-512200	Employee Benefits-SS	3,381	3,672	3,617	3,900	3,070
100-3285-512300	Employee Benefits-Mcare	791	859	845	900	720
100-3285-512400	Employee Benefits-Retirement	6,056	6,113	5,350	5,600	4,460
100-3285-512700	Employee Benefits-Workers Comp	267	2,635	2,392	4,780	3,000
100-3285-512920	Employee Benefits-Other	480	615	579	640	570
100-3285-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	19,481	23,386	22,225	27,170	30,730
Purchased Professional & Technical						
100-3285-521200	Purchase Contracts Srv-Professional	-	-	-	750	-
		-	-	-	750	-
Supplies						
100-3285-531100	Supplies-General Supplies	4,799	6,421	3,062	4,100	4,800
100-3285-531300	Supplies-Food	1,114	1,388	763	1,200	1,500
100-3285-531400	Supplies-Books & Periodicals	345	396	-	400	400
100-3285-531700	Supplies-Other Supplies	975	995	526	3,500	1,000
	TOTAL	7,233	9,200	4,351	9,200	7,700
	TOTAL PUBLIC RELATIONS	**$ 81,767**	**$ 92,988**	**$ 85,377**	**$ 93,920**	**$ 87,920**

Public Works Administration

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 706,227	$ 750,769	$ 728,704	$ 817,790	$ 860,800
100-4100-511300	Salaries & Wages Overtime	13,249	12,141	31,365	24,750	14,500
	TOTAL	719,476	762,910	760,069	842,540	875,300
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	102,839	144,805	141,001	175,870	223,600
100-4100-512200	Employee Benefits-SS	44,157	45,876	45,474	51,540	54,270
100-4100-512300	Employee Benefits-Mcare	10,328	10,731	10,737	12,200	12,820
100-4100-512400	Employee Benefits-Retirement	64,459	70,631	53,964	62,750	68,170
100-4100-512700	Employee Benefits-Workers Comp	18,335	17,745	19,374	54,100	29,100
100-4100-512920	Employee Benefits-Other	6,763	10,243	10,127	8,580	8,450
100-4100-512930	Employee Benefits-Wellness	-	867	1,861	3,000	2,850
	TOTAL	246,881	300,898	282,538	368,040	399,260
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	60,686	47,396	46,501	62,000	62,500
100-4100-522320	Purchase Property Srv-Rental	2,870	220	-	1,200	1,200
	TOTAL	63,556	47,616	46,501	63,200	63,700
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communication	9,834	12,586	15,519	15,350	15,600
100-4100-523300	Other Purchase Srv-Advertising	460	300	-	450	450
100-4100-523500	Other Purchase Srv-Travel	3,092	757	3,755	3,000	3,000
100-4100-523600	Other Purchase Srv-Dues & Fees	2,250	1,865	1,946	2,100	2,130
100-4100-523700	Other Purchase Srv-Education	5,433	4,114	4,056	8,240	8,240
100-4100-523800	Other Purchase Srv-Licenses	440	835	25	1,050	1,050
100-4100-523850	Other Purchase Srv-Contract	4,910	5,904	4,454	24,650	28,710
100-4100-523860	Other Purchase Srv-Solid Waste	7,618	9,238	10,821	9,300	10,900
100-4100-523900	Other Purchase Srv-Other	10,000	-	-	-	-
100-4100-573100	Other Purchase Srv-Inmate Work	35,650	33,170	35,030	43,300	40,300
	TOTAL	79,687	68,769	75,606	107,440	110,380
Supplies						
100-4100-531100	Supplies-General Supplies	50,594	59,888	70,301	69,000	72,130
100-4100-531101	Supplies-Uniform	9,348	10,816	10,249	11,200	11,200
100-4100-531110	Supplies-Janitorial	4,633	5,400	6,175	8,070	7,500
100-4100-531210	Supplies-Water & Sewer	35,841	37,120	30,735	34,200	38,200
100-4100-531220	Supplies-Natural Gas	5,261	5,978	7,503	8,120	8,120
100-4100-531230	Supplies-Electricity	195,608	182,931	199,965	217,600	228,100
100-4100-531270	Supplies-Gasoline	34,965	33,714	30,384	40,090	41,000
100-4100-531400	Supplies-Books & Periodicals	140	-	-	600	600
100-4100-531600	Supplies-Small Equipment	13,359	9,495	9,996	12,500	12,500
	TOTAL	349,749	345,342	365,308	401,380	419,350
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicle	95,145	19,671	31,047	-	32,750
100-4100-542202	Machinery & Equipment-Mowers	14,443	7,238	12,184	16,700	17,200
100-4100-542203	Machinery & Equip-Utility Vehicles	-	15,500	21,787	-	-
100-4100-542204	Machinery & Equip-Equipment	-	-	19,780	5,600	38,700
100-4100-542400	Machinery & Equip-Computer	2,101	2,140	6,049	3,700	2,050
	TOTAL	111,689	44,549	90,847	26,000	90,700
	TOTAL PUBLIC WORKS ADMINISTRATION	**$ 1,571,038**	**$ 1,570,084**	**$ 1,620,869**	**$ 1,808,600**	**$ 1,958,690**

Paved Streets

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 14,507	$ 15,407	$ 18,107	$ 18,500	$ 18,500
100-4221-521210	Purchase Contract Srv-I85 Landscape	-	6,774	31,237	44,200	44,200
100-4221-521220	Purchase Contract Srv-PIB Landscape	6,300	32,763	44,035	58,200	58,260
100-4221-521230	Purchase Contract Srv-Railroad Bank	-	-	-	3,000	3,000
	TOTAL	20,807	54,944	93,379	123,900	123,960
	TOTAL PAVED STREETS	**$ 20,807**	**$ 54,944**	**$ 93,379**	**$ 123,900**	**$ 123,960**

Storm Drainage

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 29,097	$ 31,201	$ 40,167	$ 50,300	$ 43,680
	TOTAL	29,097	31,201	40,167	50,300	43,680
	TOTAL STORM DRAINAGE	**$ 29,097**	**$ 31,201**	**$ 40,167**	**$ 50,300**	**$ 43,680**

PW Special Detail Services

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 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 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ -	$ 1,348	$ 1,748	$ 1,500	$ 2,000
100-6190-523300	Other Purchase Srv-Advertising	-	654	-	2,500	2,500
100-6190-523400	Other Purchase Srv-Printing	1,318	2,520	2,671	3,000	3,000
100-6190-523870	Other Purchase Srv-Caboose	1,949	2,100	6,159	7,100	7,000
100-6190-523873	Other Purchase Srv-Art in the Park	7,152	15,860	10,822	15,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	15,643	30,918	23,182	41,000	40,000
100-6190-523890	Other Purchase Srv-Other TC	50,781	28,734	49,193	40,000	50,000
100-6190-523892	Other Purchase Srv-Other Events	11,910	12,856	11,599	14,000	14,000
100-6190-523893	Other Purchase Srv-PlayTown 10th	-	-	-	1,900	-
100-6190-523894	Other Purchase Srv-Market	1,500	1,886	2,589	3,000	2,500
	TOTAL	$ 90,253	$ 96,876	$ 107,963	$ 129,000	$ 136,000

Special Facilities and Activities (continued)

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Supplies						
100-6190-531100	Supplies-General Supplies	$ 1,336	$ 4,966	$ 2,214	$ 10,000	$ 10,000
100-6190-531102	Supplies-Christmas Lighting	2,609	18	-	500	500
100-6190-531300	Supplies-Food	145	1,899	617	2,000	2,000
	TOTAL	4,090	6,883	2,831	12,500	12,500
	TOTAL SPECIAL FACILITIES & ACTIVITIES	**$ 94,343**	**$ 103,759**	**$ 110,794**	**$ 141,500**	**$ 148,500**

Park Areas

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 78,461	$ 81,297	$ 70,067	$ 91,700	$ 103,660
	TOTAL	78,461	81,297	70,067	91,700	103,660
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	33,485	45,218	42,047	42,900	44,600
100-6220-522320	Purchase Property Srv-Rental	-	2,773	2,575	3,830	2,820
	TOTAL	33,485	47,991	44,622	46,730	47,420
Supplies						
100-6220-531100	Supplies-General	10,085	10,540	14,226	14,900	16,200
	TOTAL	10,085	10,540	14,226	14,900	16,200
Capital Outlay						
100-6220-541200	Property-Site Improvements	20,173	26,467	12,767	26,000	26,300
100-6220-541210	Property-TCP Electrical Project	-	-	15,000	-	-
	TOTAL	20,173	26,467	27,767	26,000	26,300
	TOTAL PARK AREAS	**$ 142,204**	**$ 166,295**	**$ 156,682**	**$ 179,330**	**$ 193,580**

Protective Inspection Administrative

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 57,726	$ 65,227	$ 71,945	$ 76,600	$ 78,430
100-7200-511300	Salaries & Wages Overtime	978	-	-	1,000	1,000
	TOTAL	58,704	65,227	71,945	77,600	79,430
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	13,882	14,784	15,297	17,160	18,760
100-7200-512200	Employee Benefits-SS	3,575	3,908	4,198	4,800	4,930
100-7200-512300	Employee Benefits-Mcare	836	914	982	1,200	1,160
100-7200-512400	Employee Benefits-Retirement	6,292	7,045	6,555	6,750	7,850
100-7200-512700	Employee Benefits-Workers Comp	7,338	6,664	5,263	10,500	10,500
100-7200-512920	Employee Benefits-Other	412	539	527	770	650
100-7200-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	32,335	33,854	32,822	41,330	44,000
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	12,093	1,400	3,994	11,000	11,000
	TOTAL	12,093	1,400	3,994	11,000	11,000
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	498	986	1,187	1,450	1,450
100-7200-523400	Other Purchase Srv-Printing	1,829	252	2,038	800	800
100-7200-523500	Other Purchase Srv-Travel	1,814	3,188	3,337	3,000	3,000
100-7200-523600	Other Purchase Srv-Dues & Fees	1,704	900	2,245	2,050	2,050
100-7200-523700	Other Purchase Srv-Education	3,318	3,317	4,416	5,000	5,000
	TOTAL	9,163	8,643	13,223	12,300	12,300
Supplies						
100-7200-531100	Supplies-General Supplies	711	2,412	2,645	3,000	2,500
100-7200-531270	Supplies-Gasoline	4,484	4,706	3,512	4,340	4,340
100-7200-531400	Supplies-Books & Periodicals	2,240	1,342	970	2,000	2,000
100-7200-531600	Supplies-Small Equipment	-	717	3,905	6,490	6,490
	TOTAL	7,435	9,177	11,032	15,830	15,330
Capital Outlay Machinery & Equipment						
100-7200-542200	Machinery & Equip-Vehicles	-	-	-	-	35,000
100-7200-542400	Machinery & Equip-Computer	3,935	-	-	-	-
	TOTAL	3,935	-	-	-	35,000
	TOTAL PROTECTIVE INSPECTION ADMINISTRATIVE	**$ 123,665**	**$ 118,301**	**$ 133,016**	**$ 158,060**	**$ 197,060**

Planning and Zoning

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 238,753	$ 246,978	$ 257,029	$ 271,100	$ 282,830
100-7400-511300	Salaries & Wages Overtime	-	-	-	1,000	1,000
	TOTAL	238,753	246,978	257,029	272,100	283,830
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	45,395	53,226	57,011	60,740	67,200
100-7400-512200	Employee Benefits-SS	14,638	14,959	15,192	16,900	17,600
100-7400-512300	Employee Benefits-Mcare	3,423	3,499	3,553	4,000	4,120
100-7400-512400	Employee Benefits-Retirement	21,936	22,386	19,912	22,500	23,570
100-7400-512500	Employee Benefits-Tuition Reimbursement	3,856	-	-	-	-
100-7400-512700	Employee Benefits-Workers Comp	1,382	1255	1,141	2,280	2,280
100-7400-512920	Employee Benefits-Other	2,107	2,813	2,816	2,900	3,210
100-7400-512930	Employee Benefits-Wellness	-	229	284	750	750
	TOTAL	92,737	98,367	99,909	110,070	118,730
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	25,729	21,805	28,668	125,500	65,000
100-7400-521210	Purchase Contract Srv-GIS	-	-	3,538	5,000	5,000
	TOTAL	25,729	21,805	32,206	130,500	70,000
Purchased Property Services						
100-7400-522310	Purchase Property Srv-Rental	-	-	-	1,000	1,000
	TOTAL	-	-	-	1,000	1,000
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	213	904	517	1,300	1,800
100-7400-523300	Other Purchase Srv-Advertising	530	710	742	1,800	1,800
100-7400-523400	Other Purchase Srv-Printing	880	1,006	348	2,500	2,500
100-7400-523500	Other Purchase Srv-Travel	1,930	1,754	1,834	2,500	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	1,040	932	1,402	2,500	2,500
100-7400-523700	Other Purchase Srv-Education	2,487	3,688	4,096	4,000	6,000
	TOTAL	7,080	8,994	8,939	14,600	17,100
Supplies						
100-7400-531100	Supplies-General Supplies	2,777	2,004	4,018	4,000	3,000
100-7400-531300	Supplies-Food	242	538	769	1,300	800
100-7400-531400	Supplies-Books & Periodicals	270	310	454	500	1,000
100-7400-531500	Supplies-Arbor Day	29,195	21,161	16,922	30,710	30,710
100-7400-531600	Supplies-Small Equipment	-	458	-	1,000	1,000
	TOTAL	32,484	24,471	22,163	37,510	36,510
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	-	-	-	500	500
100-7400-542400	Machinery & Equipment-Computer	4,113	1,500	1,863	3,000	3,200
100-7400-542500	Machinery & Equipment-Software	12,015	3,010	-	-	-
	TOTAL	16,128	4,510	1,863	3,500	3,700
	TOTAL PLANNING & ZONING	**$ 412,911**	**$ 405,125**	**$ 422,109**	**$ 569,280**	**$ 530,870**

Code Enforcement

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 27,302	$ 23,212	$ 33,861	$ 28,800	$ 35,350
100-7450-511300	Salaries & Wages Overtime	-	-	-	750	500
	TOTAL	27,302	23,212	33,861	29,550	35,850
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	-	-	375	11,110	18,760
100-7450-512200	Employee Benefits-SS	1,693	1,439	2,093	2,200	2,230
100-7450-512300	Employee Benefits-Mcare	396	337	489	510	520
100-7450-512400	Employee Benefits-Retirement	-	-	-	2,300	3,180
100-7450-512700	Employee Benefits-Workers Comp	1,620	1,474	1,945	2,650	2,650
100-7450-512920	Employee Benefits-Other	-	-	24	250	510
100-7450-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	3,709	3,250	4,926	19,170	28,000
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	-	-	-	650	650
	TOTAL	-	-	-	650	650
Supplies						
100-7450-531100	Supplies-General Supplies	173	-	63	600	600
100-7450-531600	Supplies-Small Equipment	-	-	24	500	500
	TOTAL	173	-	87	1,100	1,100
	TOTAL CODE ENFORCEMENT	**$ 31,184**	**$ 26,462**	**$ 38,874**	**$ 50,470**	**$ 65,600**

Economic Development & Assistance

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 156,866	$ 167,218	$ 180,414	$ 212,760	$ 227,680
100-7510-511300	Salaries & Wages Overtime	7,795	7,107	7,111	6,500	3,000
	TOTAL	164,661	174,325	187,525	219,260	230,680
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	35,735	44,511	48,409	48,990	49,400
100-7510-512200	Employee Benefits-SS	10,061	10,207	10,565	12,760	14,300
100-7510-512300	Employee Benefits-Mcare	2,353	2,388	2,471	3,060	3,350
100-7510-512400	Employee Benefits-Retirement	13,171	13,537	12,465	13,700	15,190
100-7510-512700	Employee Benefits-Workers Comp	1,271	1,161	1,257	2,510	2,510
100-7510-512920	Employee Benefits-Other	1,331	1,752	1,787	1,800	2,130
100-7510-512930	Employee Benefits-Wellness	-	100	147	450	450
	TOTAL	63,922	73,656	77,101	83,270	87,330
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	5,916	9,548	3,657	11,500	10,000
100-7510-521210	Purchase Contract Srv-Public Art	-	-	-	50,000	30,000
100-7510-521250	Purchase Contract Srv-Youth Leadership	-	-	4,737	7,000	8,000
	TOTAL	$ 5,916	$ 9,548	$ 8,394	$ 68,500	$ 48,000

Economic Development & Assistance (continued)

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	$ 1,428	$ 771	$ 1,800	$ 2,500	$ 3,000
100-7510-523300	Other Purchase Srv-Advertising	906	930	-	4,000	4,000
100-7510-523400	Other Purchase Srv-Printing	104	2,094	1,771	3,500	5,000
100-7510-523500	Other Purchase Srv-Travel	4,719	3,797	5,253	6,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	2,500	1,430	1,890	2,500	2,000
100-7510-523700	Other Purchase Srv-Education	1,284	1,745	4,776	5,000	6,000
	TOTAL	10,941	10,767	15,490	23,500	26,000
Supplies						
100-7510-531100	Supplies-General Supplies	9,156	2,005	2,475	3,000	3,000
100-7510-531300	Supplies-Food	3,155	6,524	3,766	5,500	6,000
100-7510-531400	Supplies-Books & Periodicals	156	458	653	600	600
	TOTAL	12,467	8,987	6,894	9,100	9,600
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	1,900	81	813	5,500	5,500
	TOTAL	1,900	81	813	5,500	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	**$ 279,807**	**$ 297,364**	**$ 316,217**	**$ 429,130**	**$ 427,110**

Downtown Suwanee

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 55,304	$ 26,124	$ 45,841	$ 54,100	$ 55,870
100-7520-511300	Salaries & Wages Overtime	90	-	-	-	-
	TOTAL	55,394	26,124	45,841	54,100	55,870
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	4,416	2,443	3,712	5,690	6,220
100-7520-512200	Employee Benefits-SS	3,453	1,601	2,786	3,500	3,470
100-7520-512300	Employee Benefits-Mcare	800	374	652	800	810
100-7520-512400	Employee Benefits-Retirement	5,863	2,874	2,727	4,900	5,030
100-7520-512700	Employee Benefits-Workers Comp	445	616	467	940	940
100-7520-512920	Employee Benefits-Other	445	279	399	700	610
100-7520-512930	Employee Benefits-Wellness	-	-	-	150	150
	TOTAL	15,422	8,187	10,743	16,680	17,230
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	2,865	3,000	-	2,000	3,000
	TOTAL	$ 2,865	$ 3,000	$ -	$ 2,000	$ 3,000

Downtown Suwanee (continued)

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Property Services						
100-7250-522320	Pruchased Property Srv-Rental	-	-	-	-	50,000
	TOTAL	-	-	-	-	50,000
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	$ 4,176	$ -	$ 7,028	$ 5,500	$ 7,500
100-7520-523300	Other Purchase Srv-Advertising	944	-	-	2,500	2,500
100-7520-523400	Other Purchase Srv-Printing	192	-	4,098	2,500	4,500
100-7520-523500	Other Purchase Srv-Travel	493	609	1,193	2,000	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	300	130	-	500	500
100-7520-523700	Other Purchase Srv-Education	591	1,795	1,632	2,500	2,500
	TOTAL	6,696	2,534	13,951	15,500	19,500
Supplies						
100-7520-531100	Supplies-General Supplies	232	45	294	700	1,200
100-7520-531210	Supplies-Water & Sewer	119	-	-	-	-
100-7520-531230	Supplies-Electricity	595	-	-	-	-
100-7520-531300	Supplies-Food	1,001	917	703	1,000	1,000
100-7520-531400	Supplies-Books & Periodicals	-	-	182	500	500
	TOTAL	1,947	962	1,179	2,200	2,700
Capital Outlay Machinery & Equipment						
100-7250-542400	Machinery & Equip-Computer	-	-	-	2,000	-
	TOTAL	-	-	-	2,000	-
	TOTAL DOWNTOWN SUWANEE	**$ 82,324**	**$ 40,807**	**$ 71,714**	**$ 92,480**	**$ 148,300**

Other Financing Uses

ACCOUNT	DESCRIPTION	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Other Financing Uses						
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,601,900	$ 1,592,110	$ -	$ -	$ -
100-9100-611010	Operating Trans Out Capital	975,420	663,530	1,787,790	1,659,100	-
100-9100-611020	Operating Trans Out Water	150,000	200,000	100,000	-	100,000
100-9100-611030	Operating Trans Out TAD	26,314	4,941	-	35,400	45,000
100-9100-611040	Operating Trans Out DDA	7,000	7,000	7,000	22,000	7,000
	TOTAL	2,760,634	2,467,581	1,894,790	1,716,500	152,000
	TOTAL OTHER FINANCING USES	**$ 2,760,634**	**$ 2,467,581**	**$ 1,894,790**	**$ 1,716,500**	**$ 152,000**
	TOTAL EXPENDITURES	**$ 11,904,997**	**$ 11,656,002**	**$ 11,419,150**	**$ 12,789,330**	**$ 12,452,790**



CAPITAL IMPROVEMENT PROGRAM

2016-2020

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.

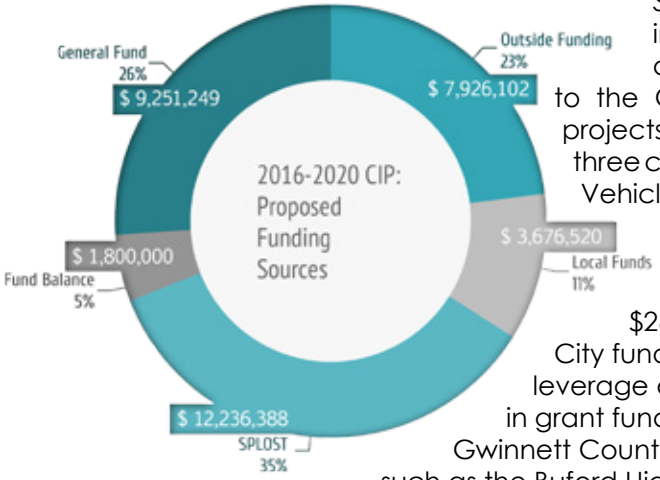
The CIP is presented annually to the City Council for approval. As the CIP is a financial and resource planning tool, it does not represent final, specific budgets for any projects. When the City is ready to undertake a project, it will be designed at that time and a final scope and cost estimate will 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.

The submitted projects, more often than not, exceed the anticipated funding available for the five-year CIP. Projects that do not make it into the CIP are re-evaluated in the future as priorities and available funding change.

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.



Suwanee's 2016-2020 CIP includes 22 projects with an estimated total cost to the City of $26,964,157. The projects are representative of three categories: Equipment and Vehicles; Parks and Facilities; and Transportation.

The proposed CIP of $26,964,157 represents City funding only. The City will leverage an additional $7.9 million in grant funding or matches from Gwinnett County to complete projects such as the Buford Highway improvement, Brush 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.

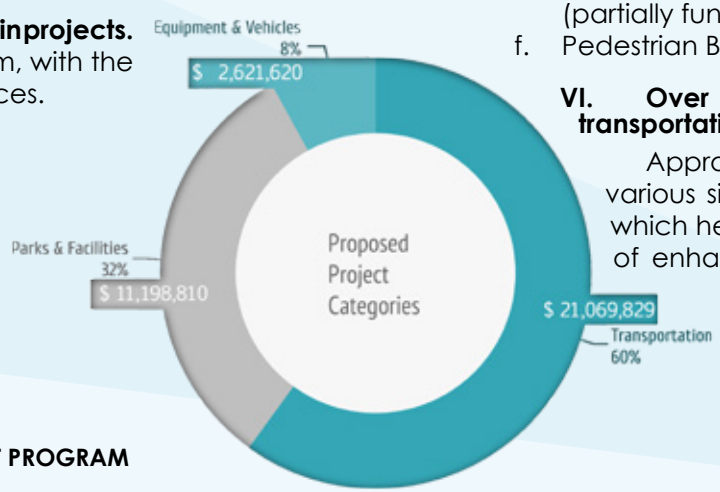
CIP Strategies

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 2016-2020 CIP has been developed with the following strategies and considerations:

I. The proposed 2016-2020 includes $35,190,259 in projects.
The City will fund $26,964,157 of the program, with the other $8,226,102 coming from external sources.

II. The proposed CIP includes projects in three categories.

a. Transportation:
$21,069,829 – 60%
b. Parks & Facilities:
$11,198,810 – 32%
c. Equipment & Vehicles:
$2,621,620 – 8%



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

a. Police Dispatch Consoles - $350,000
b. Police Body Cameras - $70,000
c. Police Radios - $342,500

IV. The cost estimate for the Buford Highway reconstruction project has increased.

This project was estimated at $6.7M in last year's CIP. Since that time, design work is now underway and the concept plan has been approved by Georgia DOT. The current cost estimate has increased to $10.1M, which includes an increase in construction costs, $970,000 for utility relocations, and $2M for right-of-way acquisition. Allocations for all of these increases have been funded, but may not be fully needed as the project progresses. Staff proposes to apply for an additional $2.5M LCI grant to help bridge this gap. Should the grant not materialize, the project scope can be redefined so it can be completed with currently available funding.

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

Over $21.3 million of the CIP is proposed to be allocated for transportation, which equals approximately 61% of the CIP. Notable projects include:

a. Buford Highway Corridor Improvements: $10.4 million (partially funded by grants)
b. Street Maintenance & Resurfacing: $4.1 million
c. Smithtown Road Sidewalks: $1.72 million (80% funded by Gwinnett County)
d. Stormwater Projects: $1.68 million
e. Brushy Creek Greenway: $1,018,107 (partially funded by grant)
f. Pedestrian Bicycle Plan: $1,011,722

VI. Over $4.4 million is proposed to enhancing local transportation connections.

Approximately $4.4 million of the CIP includes 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. Nearly all of these

projects are partially funded by grants or matches from Gwinnett County, so the City's contribution is much lower. Proposed connection projects are as follows:

a. Smithtown Road Sidewalks: $1,720,000
b. Brushy Creek Greenway: $1,018,107
c. Pedestrian Bicycle Plan Projects: $1,011,722
d. PIB Sidewalk: $340,000
e. North Gwinnett H.S. Sidewalk: $320,000
f. Western Gwinnett Bikeway: $80,000

VII. Funds are reserved for projects from the Downtown Master Plan Update.

The City is currently finishing the update to the Downtown Master Plan. Approximately $7.9 million has been allocated to "Master Plan Implementation" which can be used to implement projects from this update

VIII. 23% of the CIP is proposed in funding from grants and matches.

The 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. Staff has applied for an additional $2.5 million LCI grant for the Buford Highway. While this grant has been applied for, it has not been awarded. Should the City not receive it, this project will be revisited.

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

IX. 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.

X. 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.

XI. Proposed 2014 SPLOST funds are estimates only.

The 2014 SPLOST program began on April 1, 2014. 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

XII. 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.

XIII. 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.

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

Approximately $7.9 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.

SUMMARY OF PROJECTS BY CATEGORY

TOTAL PROJECT ESTIMATES

PROJECT NUMBER	PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	-	-	36,500	-	40,000	76,500
CIP-EV-002	City Vehicles - Replacement	67,750	141,500	36,000	38,000	40,000	323,250
CIP-EV-003	Police Vehicles	255,620	165,000	125,000	155,000	170,000	870,620
CIP-EV-004	Public Safety Projects	508,500	105,000	105,250	105,600	25,000	849,350
CIP-EV-005	Public Works Equipment - New Purchases	38,700	205,000	-	-	-	243,700
CIP-EV-006	Public Works Equipment - Replacement	17,200	97,000	45,500	77,500	21,000	258,200
		$ **887,770**	$ **713,500**	$ **348,250**	$ **376,100**	$ **296,000**	$ **2,621,620**
	Parks & Facilities						
CIP-FAC-004	Cemetery Improvements	38,827	-	-	-	-	38,827
CIP-FAC-001	Facility Enhancement Projects	143,532	65,500	-	-	-	209,032
CIP-FAC-002	Facility Maintenance	400,000	425,000	425,000	425,000	425,000	2,100,000
CIP-FAC-012	Master Plan Implementation	3,500,000	4,436,696	-	-	-	7,936,696
CIP-FAC-011	Park Enhancement Projects	326,085	-	-	-	-	326,085
CIP-FAC-010	Water System Improvements	128,170	100,000	120,000	120,000	120,000	588,170
		$ **4,536,614**	$ **5,027,196**	$ **545,000**	$ **545,000**	$ **545,000**	$ **11,198,810**
	Transportation						
CIP-TRS-004	Brushy Creek Greenway	388,974	629,133	-	-	-	1,018,107
CIP-TRS-005	Buford Highway Corridor Improvements	2,511,382	4,137,745	3,470,873	-	-	10,120,000
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	320,000	-	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	540,000	-	471,722	-	-	1,011,722
CIP-TRS-016	PIB Sidewalk to Grand Vista Drive	340,000	-	-	-	-	340,000
CIP-TRS-017	Smithtown Road Sidewalks	1,720,000	-	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	330,000	330,000	335,000	340,000	345,000	1,680,000
CIP-TRS-002	Street Maintenance & Resurfacing	750,000	790,000	810,000	850,000	900,000	4,100,000
CIP-TRS-018	Transportation Enhancement Projects	320,000	90,000	90,000	90,000	90,000	680,000
CIP-TRS-019	Western Gwinnett Bikeway	-	-	80,000	-	-	80,000
		$ **7,220,356**	$ **5,976,878**	$ **5,257,595**	$ **1,280,000**	$ **1,335,000**	$ **21,069,829**
	ANNUAL TOTALS:	$ **$12,644,740**	$ **$11,717,574**	$ **$6,150,845**	$ **$2,201,100**	$ **$2,176,000**	$ **$34,890,259**

PROPOSED ALLOCATIONS BY FUNDING SOURCE BUDGET

		FY 15 4TH QUARTER CONTRIBUTION	FY 16	FY 17	FY 18	FY 19	FY 20	CITY FUNDING	% OF TOTAL
GENERAL FUND	City Vehicles - New	-	-	-	36,500	-	40,000	**76,500**	
	City Vehicles - Replacement	-	67,750	141,500	36,000	38,000	40,000	**323,250**	
	Facility Maintenance (transfer to 340)	390,000	-	221,361	425,000	425,000	425,000	**1,886,361**	
	Master Plan Implementation (transfer to 346)	865,961	-	-	-	-	-	**865,961**	
	Police Vehicles - Replacement	-	199,030	165,000	125,000	155,000	170,000	**814,030**	
	Public Safety Projects	70,000	407,500	96,000	96,000	96,000	15,000	**780,500**	
	Public Works Equipment - New Purchases	-	38,700	205,000	-	-	-	**243,700**	
	Public Works Equipment - Replacement	-	17,200	97,000	45,500	77,500	21,000	**258,200**	
	Stormwater Projects	80,000	-	80,000	141,820	340,000	345,000	**986,820**	
	Street Maintenance & Resurfacing	100,000	-	100,000	322,684	850,000	900,000	**2,272,684**	
	Transportation Enhancements	-	-	-	-	65,073	90,000	**155,073**	
	Water System Projects	-	128,170	100,000	120,000	120,000	120,000	**588,170**	
	TOTAL FOR GENERAL FUND	$ **1,505,961**	$ **858,350**	$ **1,205,861**	$ **1,348,504**	$ **2,166,573**	$ **2,166,000**	$ **9,251,249**	26.52 %
FUND BALANCE	Master Plan Implementation (transfer to 346)	-	-	1,800,000	-	-	-	**1,800,000**	
	TOTAL FOR FUND BALANCE	$ **-**	$ **-**	$ **1,800,000**	$ **-**	$ **-**	$ **-**	$ **1,800,000**	5.16 %
SPLOST	**Parking Facilities**								
	Buford Highway Corridor Improvements	-	-	-	400,000	-	-	400,000	
	Master Plan Implementation - Parking	-	1,572,348	-	-	-	-	1,572,348	
	SPLOST PARKING FACILITIES TOTAL	$ -	$ 1,572,348	$ -	$ 400,000	$ -	$ -	$ 1,972,348	
	Recreation								
	Master Plan Implementation - Park	-	-	1,101,971	-	-	-	1,101,971	
	Park Enhancements	-	300,000	-	-	-	-	300,000	
	SPLOST RECREATION TOTAL	$ -	$ 300,000	$ 1,101,971	$ -	$ -	$ -	$ 1,401,971	
	Transportation								
	Brushy Creek Greenway	-	388,974	46,026	-	-	-	435,000	
	Buford Highway Corridor Improvements	-	1,008,224	246,573	518,711	-	-	1,773,508	
	Master Plan Implementation - Transportation	-	1,061,691	1,534,725	-	-	-	2,596,416	
	Pedestrian Bicycle Plan Projects	-	540,000	-	471,722	-	-	1,011,722	
	Street Maintenance & Resurfacing	-	650,000	690,000	487,316	-	-	1,827,316	
	Stormwater Projects	-	250,000	250,000	193,180	-	-	693,180	
	Transportation Enhancements	-	320,000	90,000	90,000	24,927	-	524,927	
	SPLOST TRANSPORTATION TOTAL	$ -	$ 4,218,889	$ 2,857,324	$ 1,760,929	$ 24,927	$ -	$ 8,862,069	
	TOTAL FOR SPLOST	$ **-**	$ **6,091,237**	$ **3,959,295**	$ **2,160,929**	$ **24,927**	$ **-**	$ **12,236,388**	35.06 %

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 15 4TH QUARTER CONTRIBUTION	FY 16	FY 17	FY 18	FY 19	FY 20	CITY FUNDING	% OF TOTAL
LOCAL FUNDS	Brushy Creek Greenway - Fund 312	-	-	133,107	-	-	-	133,107	
	Buford Highway Corridor Improvements - Fund 311	-	1,194,210	1,203,980	-	-	-	2,398,190	
	Cemetery Improvements - Fund 343	-	38,827	-	-	-	-	38,827	
	Facility Enhancement Projects - Fund 341	-	143,532	65,500	-	-	-	209,032	
	Facility Maintenance - Fund 340	-	10,000	203,639	-	-	-	213,639	
	Forfeiture Fund - 100-3223-542200	-	56,590	-	-	-	-	56,590	
	North Gwinnett H.S. Sidewalk Connection - Fund 312	-	60,800	-	-	-	-	60,800	
	Park Enhancements - Fund 316	-	26,085	-	-	-	-	26,085	
	PIB Sidewalk to Grand Vista Drive - Fund 312	-	64,600	-	-	-	-	64,600	
	Public Safety Projects - Fund 341	-	31,000	9,000	9,250	9,600	10,000	68,850	
	Smithtown Road Sidewalks - Fund 312	-	326,800	-	-	-	-	326,800	
	Western Gwinnett Bikeway - Fund 312	-	-	-	80,000	-	-	80,000	
	TOTAL FOR LOCAL FUNDS $	**-**	**1,952,444**	**1,615,226**	**89,250**	**9,600**	**10,000**	**3,676,520**	10.54 %
							CITY'S TOTAL OBLIGATION FOR 2016-2020 CIP $	**$26,964,157**	
OUTSIDE FUNDING SOURCES	Brushy Creek Greenway - TE Grant	-	-	450,000	-	-	-	450,000	
	Buford Highway Corridor Improvements - LCI Grant (awarded)	-	308,948	2,687,192	-	-	-	2,996,140	
	Buford Highway Corridor Improvements - LCI Grant (applied for)	-	-	-	2,552,162	-	-	2,552,162	
	North Gwinnett H.S. sidewalk connection - County match	-	-	259,200	-	-	-	259,200	
	PIB Sidewalk to Grand Vista Drive - County match	-	275,400	-	-	-	-	275,400	
	Smithtown Road Sidewalks - County match	-	1,393,200	-	-	-	-	1,393,200	
	TOTAL FOR OTHER FUNDING SOURCES $	**-**	**1,977,548**	**3,396,392**	**2,552,162**	**-**	**-**	**7,926,102**	22.72 %
							TOTAL PROJECT COSTS FOR 2016-2020 CIP $	**34,890,259**	100 %

LEGEND

- Future Funding: pending revenues
- Existing Funding
- Outside 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.*

BUDGET



EQUIPMENT AND VEHICLES

EQUIPMENT AND VEHICLES SUMMARY

PROJECT NUMBER	PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	-	-	36,500	-	40,000	76,500
CIP-EV-002	City Vehicles - Replacement	67,750	141,500	36,000	38,000	40,000	323,250
CIP-EV-003	Police Vehicles	255,620	165,000	125,000	155,000	170,000	870,620
CIP-EV-004	Public Safety Projects	508,500	105,000	105,250	105,600	25,000	849,350
CIP-EV-005	Public Works Equipment - New Purchases	38,700	205,000	-	-	-	243,700
CIP-EV-006	Public Works Equipment - Replacement	17,200	97,000	45,500	77,500	21,000	258,200
		$ **887,770**	$ **713,500**	$ **348,250**	$ **376,100**	$ **296,000**	$ **2,621,620**

Projects in the Equipment & Vehicles category total $2,621,620 or approximately 8% 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 $870,620 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 additional public safety equipment.



EQUIPMENT AND VEHICLES PROJECTS

Project: **CITY VEHICLES – NEW**
Total Cost: **$76,500**
Proposed Funding Year: **FY18, 20**
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 of anticipated needs for additional staff and vehicles for the five-year CIP.

Project: **CITY VEHICLES – REPLACEMENT**
Total Cost: **$323,250**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



Project Description:
The Public Works Department has developed a Fleet Retirement Schedule for all non-Police vehicles. Each vehicle is assessed on its safety, mileage, age, number of hours the motor is run, the economics of maintaining the vehicle, etc. Based on this assessment, the department anticipates retiring and replacing the following vehicles:

FY 16: 1 Public Works vehicle
1 Inspections vehicle
FY 17: 1 administration vehicle
1 dump truck
1 pickup trucks
FY 18: 1 pickup truck
FY 19: 1 pickup truck
FY 20: 1 pickup truck

Project: **POLICE VEHICLES – REPLACEMENT**
Total Cost: **$870,620**
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 16: 7 vehicles
FY 17: 4 vehicles
FY 18: 4 vehicles
FY 19: 5 vehicles
FY 20: 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: **$849,350**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Facilities Enhancement Fund (341)**



Project Description:
TThe 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. The total estimate for these projects listed is budgeted at $40,000

Radar Signs: The City has installed a total of seven radar signs (dynamic driver feedback signs). They have proven to be an effective use of technology to help reduce speeding. We have budgeted to install one additional sign each year.

Dispatch Consoles (FY 16): The two dispatch consoles in the Police station need to be upgraded to comply with updates Gwinnett County is undertaking to the emergency radio system. The total cost of this project is $350,000, to be reimbursed by Gwinnett County.

Body Cameras ($70,000, FY 16): Purchase 37 body cameras to be issued to all sworn officers. This cost estimate also includes server upgrades to store the data.

Police Radios ($342,500): Motorola is no longer supporting the current model of police radios the City owns. The department plans to phase in new radios over each of the next five years.

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

Project: **PUBLIC WORKS EQUIPMENT – NEW PURCHASES**
Total Cost: **$243,700**
Proposed Funding Year: **FY 16, 17**
Proposed Funding Source: **General Fund**



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

FY 16: Wood Chipper ($38,700). This will be beneficial to reduce maintenance costs for the Disc Golf course mulch.

FY 17: Street Sweeper ($200,000). The existing contractual street sweeping service area is a limited area of the City and is accomplished monthly. Should the City purchase its own unit, we can accomplish more frequently. Additionally, we could expand this service to other areas of the City i.e. expanded downtown area of proposed Buford Highway improvement project, etc.

Project: **PUBLIC WORKS EQUIPMENT – REPLACEMENT**
Total Cost: **$258,200**
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 16: 2 zero turn mowers
FY 17: 2 zero turn mowers
1 backhoe tractor
FY 18: 2 zero turn mowers
1 utility vehicle
FY 19: 2 zero turn mowers
1 utility tractor
FY 20: 2 zero turn mowers

PARKS & FACILITIES

PARKS & FACILITIES SUMMARY

PROJECT NUMBER	PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20	TOTAL
	Parks & Facilities						
CIP-FAC-004	Cemetery Improvements	38,827	-	-	-	-	38,827
CIP-FAC-001	Facility Enhancement Projects	143,532	65,500	-	-	-	209,032
CIP-FAC-002	Facility Maintenance	400,000	425,000	425,000	425,000	425,000	2,100,000
CIP-FAC-012	Master Plan Implementation	3,500,000	4,436,696	-	-	-	7,936,696
CIP-FAC-011	Park Enhancement Projects	326,085	-	-	-	-	326,085
CIP-FAC-010	Water System Improvements	128,170	100,000	120,000	120,000	120,000	588,170
		$ **4,536,614**	$ **5,027,196**	$ **545,000**	$ **545,000**	$ **545,000**	$ **11,198,810**

Projects in the Parks and Facilities category total $11,198,810 or about 32% 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. 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.



PARKS & FACILITIES PROJECTS

Project: **CEMETERY IMPROVEMENTS**
Total Cost: **$38,827**
Proposed Funding Year: **FY 16**
Proposed Funding Source: **Cemetery Improvement Funds (343)**



Project Description:
This project generally includes completion of improvements to the Shadowbrook, Sims Lake, and Jackson Street cemeteries, as identified in the 2009 Cemetery Preservation Assessment. Upon completing the identified priority items, we will again review the Cemetery Preservation Assessment study to determine priority needs.

Project: **FACILITY ENHANCEMENT PROJECTS**
Total Cost: **$209,032**
Proposed Funding Year: **FY 16, 17**
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.

A specific project planned for FY 17 includes enhancements to the Public Works facility at Windsor Park Drive. $65,000 has been budgeted for this project

Project: **FACILITY MAINTENANCE**
Total Cost: **$2,100,000**
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: **$7,936,696**
Proposed Funding Year: **FY 16, 17**
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 update to the Downtown Master Plan, scheduled for completion in 2015. Specific projects, estimated costs, scope, etc. will be determined after the master plan is updated.

Project: **PARK ENHANCEMENT PROJECTS**
Total Cost: **$326,085**
Proposed Funding Year: **FY 16**
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 ($150,000)
- White Street Park Orchard ($60,000)
- Delay property master plan ($50,000)
- Other properties from list.

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: **$588,170**
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.

BUDGET



TRANSPORTATION

TRANSPORTATION SUMMARY

PROJECT NUMBER	PROJECT	FY 16	FY 17	FY 18	FY 19	FY 20	TOTAL
	Transportation						
CIP-TRS-004	Brushy Creek Greenway	388,974	629,133	-	-	-	1,018,107
CIP-TRS-005	Buford Highway Corridor Improvements	2,511,382	4,137,745	3,470,873	-	-	10,120,000
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	320,000	-	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	540,000	-	471,722	-	-	1,011,722
CIP-TRS-016	PIB Sidewalk to Grand Vista Drive	340,000	-	-	-	-	340,000
CIP-TRS-017	Smithtown Road Sidewalks	1,720,000	-	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	330,000	330,000	335,000	340,000	345,000	1,680,000
CIP-TRS-002	Street Maintenance & Resurfacing	750,000	790,000	810,000	850,000	900,000	4,100,000
CIP-TRS-018	Transportation Enhancement Projects	320,000	90,000	90,000	90,000	90,000	680,000
CIP-TRS-019	Western Gwinnett Bikeway	-	-	80,000	-	-	80,000
		$ **7,220,356**	$ **5,976,878**	$ **5,257,595**	$ **1,280,000**	$ **1,335,000**	$ **21,069,829**

At $21,069,829, transportation projects constitute 60% of the CIP. The largest of the transportation projects is the improvement to the Buford Highway corridor, estimated to cost approximately $10.1 million. The annual street maintenance and resurfacing program, projected at $4.1 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.



TRANSPORTATION PROJECTS

Project: **BRUSHY CREEK GREENWAY**
Total Cost: **$1,018,107**
Proposed Funding Year: **FY 16, 17**
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 Transportation Enhancement Grant to be used toward this project.

Project: **BUFORD HIGHWAY CORRIDOR IMPROVEMENTS**
Total Cost: **$10,120,000**
Proposed Funding Year: **FY 16, 17, 18**
Proposed Funding Source: **General Fund, Buford Highway Fund (311), 2009 SPLOST, LCI Grant**



Project Description:
This project will 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. 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% of the project will be funded by Gwinnett County, with the City covering the remaining 19%. The project is identified in the Pedestrian and Bicycle Plan as a Tier III project.

Project: **PEDESTRIAN BICYCLE PLAN PROJECTS**
Total Cost: **$1,011,722**
Proposed Funding Year: **FY 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 16)
- **George Pierce Park/Ruby Forest trail connection** - $60,000 (FY 16)
- **Lawrenceville Suwanee Road Sidewalk Gaps** - $290,000 (FY 16)
- **Annandale Lane Sidewalks** - $110,000 (FY 16)
- **PIB Pedestrian Crossings** - $460,000 (FY 18)

Project: **PEACHTREE INDUSTRIAL BLVD SIDEWALK**
Total Cost: **$340,000**
Proposed Funding Year: **FY 16**
Proposed Funding Source: **General Fund, Gwinnett County 81% Match**



Project Description:
This project will include the installation of approximately 1,900 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% of the project will be funded by Gwinnett County, with the City covering the remaining 19%. 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 16**
Proposed Funding Source: **General Fund, Gwinnett County 81% Match**



Project Description:
This project will include the installation of approximately 1.8 miles of sidewalk along one side of Smithtown Road, completing the sidewalks from Lawrenceville-Suwanee Road to Satellite Blvd. 81% of the project will be funded by Gwinnett County, with the City covering the remaining 19%. The project is identified in three 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: **$1,680,000**
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: **$4,100,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **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.

Project: **TRANSPORTATION ENHANCEMENT PROJECTS**
Total Cost: **$680,000**
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. $40,000 has been allocated toward this program per year.
- ***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 16.
- ***PIB Landscaping Enhancements:*** This funding is dedicated toward enhancing the median plantings on Peachtree Industrial Blvd. $75,000 has been allocated to this project for FY 16.
- ***LED Retrofits for Streetlights:*** The City proposes to retrofit 59 street lights around the City to upgrade them to LED lighting. This includes the 40 street lights around I-85 that will receive new globes, as well as 19 lights around the Police Station and Municipal Court; $15,500 has been allocated for FY 16.
- ***I-85 Bridge Enhancement:*** The purpose of this project is to replace the existing chain link fence for the bridge over I-85. 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 2015-2016

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 is funded in function 7520 Downtown Suwanee in the General fund. The City is providing $7,000 in funding to the DDA for fiscal year 2016 to support the façade grant program.

Revenue Assumptions

Investment Income

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

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

Contributions and Donations

Definition: Contributions include revenues received from sponsorship to support economic development activities, which would include advertisements and flyers.

Assumptions: Revenue estimates are based on current economic project commitments.

Other Financing Sources

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

Assumptions: The City is providing $7,000 to support the facade grant program.

SUMMARY OF REVENUES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Investment Income	$ 49	$ 49	$ 55	$ 100	$ 100
Contributions	2,781	900	-	11,200	11,200
Miscellaneous Revenues	200	-	-	1,200	1,200
Other Financial Sources	7,000	7,000	7,000	22,000	7,000
TOTAL	$ 10,030	$ 7,949	$ 7,055	$ 34,500	$ 19,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 CURRENT	FY 2016 BUDGET
Purchased Professional & Technical	$ 525	$ -	$ 4,316	$ 3,000	$ 3,000
Other Purchased Services	5,247	-	-	8,500	8,500
Supplies	-	-	-	1,000	1,000
Other Costs	-	1,000	-	22,000	7,000
TOTAL	$ 5,772	$ 1,000	$ 4,316	$ 34,500	$ 19,500

BUDGET


Rita's
Suwanee
fabrik
BROWN BAG DELI
OPEN
THINK
SPRING
Ice·Custard·Happiness
$29.99
Dresses
ALL DAY!

STWP SHORT TERM WORK PROGRAM

2015-2019

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.

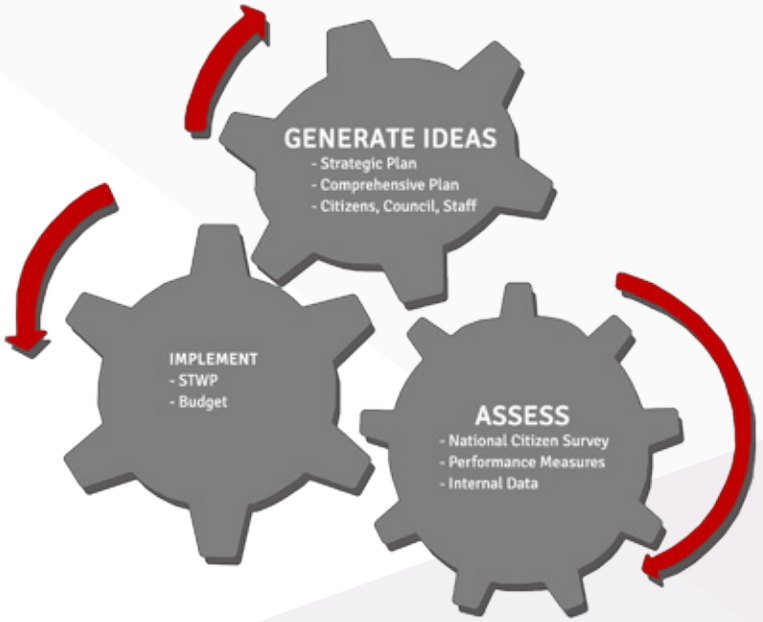
What is the STWP?

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 2015 will largely take place between January 1 and December 31, 2015.



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 2015 to 2019. 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.



2015 PROJECTS BY YEAR: CURRENT PROJECTS

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
CURRENT PROJECTS						
Annexation - Pursue Phase III I-85 annexation through the legislative process, consistent with Fiscal Impact Analysis.	X					City State Legislature
Branding - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.	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					City
Downtown Suwanee Master Plan - Update master plan.	X					City
Employee Benefits Program - Research the costs, feasibility, benefits, and potential drawbacks of migrating to a self-insured program for employee medical insurance and worker's compensation.	X	X				City
Higher Education - Build a relationship with Georgia Tech incubator to promote economic development, entrepreneurship, and bring knowledge workers to Suwanee.	X	X				City
Main Street Streetscaping - Evaluate design options for streetscaping along Main Street.	X	X				City Railroad
National Citizen Survey - Participate in survey.		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
Police Radio Communication System - Upgrade existing radio communication system.	X	X	X	X		City
Public Arts Master Plan - Develop a Public Arts Master Plan.	X					City Public Arts Master Plan
Public Art SculpTour - Continue two-year program.	X		X		X	City; Public Arts Commission; Suwanee Arts Partnership

Estimated Cost*	Funding Source	Success Measure
Staff Time	Local	Seek a legislative annexation of the commercial/industrial areas abutting Suwanee Gateway in the Horizon Drive area.
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 plus consultant fees	Local	Update and adopt plan.
Staff Time	Local	Research and report back to Council for consideration.
Staff Time	Local	Build relationships with faculty and staff at Georgia Tech for the purposes of promoting Suwanee to upcoming and recent graduates as a desirable location for entrepreneurship and residency.
TBD	Local	Explore design options and costs for streetscaping Main Street; report back to Council; implement if funded and approved by Council and Railroad.
$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.
$500,000-$750,000	Local	Budget for and install system.
$50,000	Local	Plan is adopted by Council.
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.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
CURRENT PROJECTS (CONTINUED)						
Real Estate Welcome Packet - Prepare a welcome packet with Suwanee materials for real estate agents to use.	X					City
SDS Adoption - Prepare for the 2019 re-adoption of the Service Delivery Strategy.				X	X	City
Signage/Wayfinding -Implement wayfinding master plan.	X					City
Suwanee Avenue Extension North - Explore the extension of Suwanee Avenue north to George Pierce Park	X	X				City County
Suwanee Avenue Extension South - Explore the extension of Suwanee Avenue south to King Street	X	X				City
Suwanee Gateway - Explore acquisition costs for underperforming properties in Suwanee Gateway	X					City
Transportation Enhancements - Evaluate the feasibility and costs of installing mast arms for the intersection improvement project at Moore Road and PIB.	X					City County
Water System Rate Structure - Review current rate structure		X				City
Water System Transfer - Explore the feasibility and merits of conveying Suwanee's water system to Gwinnett County.	X					City County
Youth Engagement - Include youth in City master planning efforts, as appropriate.	X	X	X	X	X	City

Estimated Cost*	Funding Source	Success Measure
Staff Time Printing Costs TBD"	Local	Prepare packets with a variety of Suwanee promotional materials and welcome letter; distribute to local realtors for use with home buyers.
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 Construction Costs TBD	Local	Explore feasibility and designs for extending Suwanee Avenue north so that vehicular access is provided to George Pierce Park. Report back to Council and proceed if feasible and funded.
Staff Time Construction Costs TBD	Local	Explore feasibility and designs for extending Suwanee Avenue south to connect with King Street. Report back to Council and proceed if feasible and funded.
Staff Time	Local	Explore opportunities and costs; report back to Council.
TBD	Local	Evaluate costs and feasibility with Gwinnett County; report back to Council. Install, if approved.
Staff Time	Local	Evaluate and update, if needed.
Staff Time Conveyance Costs TBD	Local	Explore options for transferring Suwanee's water system to Gwinnett County and report back to Council. Proceed if feasible.
Staff Time	Local	Use a targeted approach to involve youth in the 2015 Downtown Master Plan effort.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
ONGOING PROJECTS						
Bond Restructuring - Consider refinancing outstanding bonds when the City can achieve a cost savings of greater than 3%.	X	X	X	X	X	City
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		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

Estimated Cost*	Funding Source	Success Measure
Staff Time Refinance fees TBD	Local	Remain informed of current bond rates and refinancing opportunities for the open space and City Hall bonds. Report to Council and consider restructuring one or both if legally permitted and the City can achieve a cost savings of greater than 3%, per the City's Debt Policy.
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 and Council Time; TBD	Local	Evaluate need for a mid-year planning retreat/meeting for discussing "big picture" strategic topics; hold, as appropriate.
Staff Time	Local	Maintain an inventory of all City-owned properties; update annually.
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.

2015 PROJECTS BY YEAR: ONGOING PROJECTS

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
ONGOING PROJECTS (CONTINUED)						
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
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
Police Communications - Undertake targeted and proactive communications to promote the services of the police department.	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
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.
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 Promotional Costs TBD	Local	A targeted communications plan is implemented to promote various services of the police department, the community policing programs, and department successes. It is anticipated that a variety of media resources will be used. Examples may include articles in Suwanee Connects, a video, web promotions, etc.
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.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
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
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.
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	Local	Evaluate feasibility and appropriateness of a program; report back to Council.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2015	2016	2017	2018	2019	
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
Doors to Homes & Hope Exhibit - Continue to promote this program 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

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.
Staff Time	Local	Continue to partner with Gwinnett Habitat for Humanity, ArtWorks! Gwinnett and NGAA to host the Doors to Home & Hope exibit. In 2015, work to bring part of the exhibit installed along Main Street, in addition to City Hall and Sims Lake Park.
$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.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
POLICY STATEMENTS (CONTINUED)						
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
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
Neighborhood Engagement - Councilmembers will seek opportunities to engage directly with Suwanee neighborhoods.	X	X	X	X	X	City
Park Ambassador Program - Support program.	X	X	X	X	X	City Volunteers

Estimated Cost*	Funding Source	Success Measure
Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.
Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
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.	Community is aware of program.
Staff Time	Local	Community is aware of program.
TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
Council Time	Local	Develop and execute a targeted approach for Councilmembers to attend HOA/PACT meetings to further engage with neighborhoods.
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.

Strategy	Calendar Year (Jan-Dec)					Responsibility
	2014	2015	2016	2017	2018	
POLICY STATEMENTS (CONTINUED)						
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
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
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.
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.

BUDGET



SUPPLEMENTAL INFORMATION

Fiscal Year 2015-2016

The City of Suwanee was originally chartered on February 25, 1949.

Location:

Suwanee is located in the north central portion of the State of Georgia, approximately 30 miles northeast of the City of Atlanta. The City is located in the northwestern portion of Gwinnett County. Suwanee is part of the Atlanta Standard Metropolitan Statistical Area, as designated by the Bureau of the Census of the United States Department of Commerce.

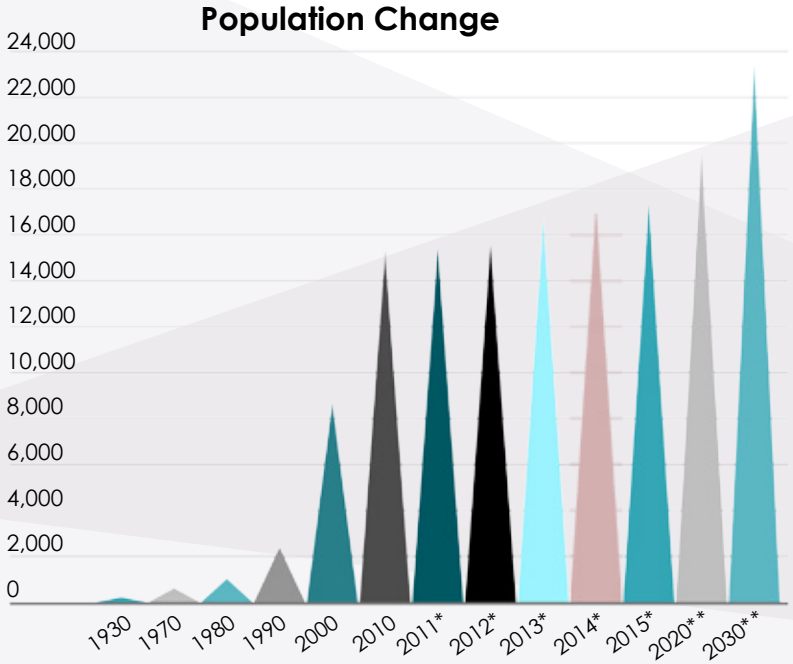
Form of Government:

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

Population:

Suwanee was the 5th fastest-growing City in Georgia and the fastest growing small City in metro Atlanta during the 1990s. Suwanee's population grew 262% from 1990-2000.

Population figures from previous years provide a good indicator of Suwanee's growth trends:



Area:

11.0 square miles (7,040 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 997

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
2015*	17,425
2020**	19,743
2030**	23,453

* *Estimated population 2011 - 2015 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 357 metered customers. The current average consumption of water from the City's water system is approximately 47,441 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
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)
2014	133	36,057,376	245	65,699,491

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:

- Best Festival with a budget over $75,000, Gold, for Suwanee Fest 2014, Southeast Festivals and Events Association (2015)
- Best Volunteer, Gold, Southeast Festivals and Events Association (2015)
- Best Creative Idea, Gold, for hosting a Blast a Storm Trooper activity at Suwanee Fest, Southeast Festivals and Events Association (2015)
- Best T-shirt, Silver, Southeast Festivals and Events Association (2015)
- PlanFirst designation, Georgia Department of Community Affairs, for excellence in community planning (2014)
- Certificate of Distinction for superior performance management from the International City/County Management Association (2014)
- Award of Excellence(third place) from the City-County Communications and Marketing Association, Graphic Design-Publications for Connects newsletter (2014)
- Award of Excellence (third place) from the City-County Communications and Marketing Association, Printed Publications-External Publications for Connects newsletter (2014)
- Georgia Downtown Conference Awards of Excellence-Silver Award, Promotions, for Woofstock event (2014)
- Popular Annual Financial Reporting Award, Government Finance Officers Association, 2013 Annual Report (2014)
- Excellence in Financial Reporting, Government Finance Officers Association, for 2013 Comprehensive Annual Financial Report (2014)
- One of the three "Best Small Cities to Raise a Family", RealEstate.com (2014)
- Distinguished Budget Presentation Award for fiscal year 2015 budget, Government Finance Officers Association (2014)
- Included in top 10 list of "Best Cities for Homeownership in Georgia," NerdWallent.com (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)

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

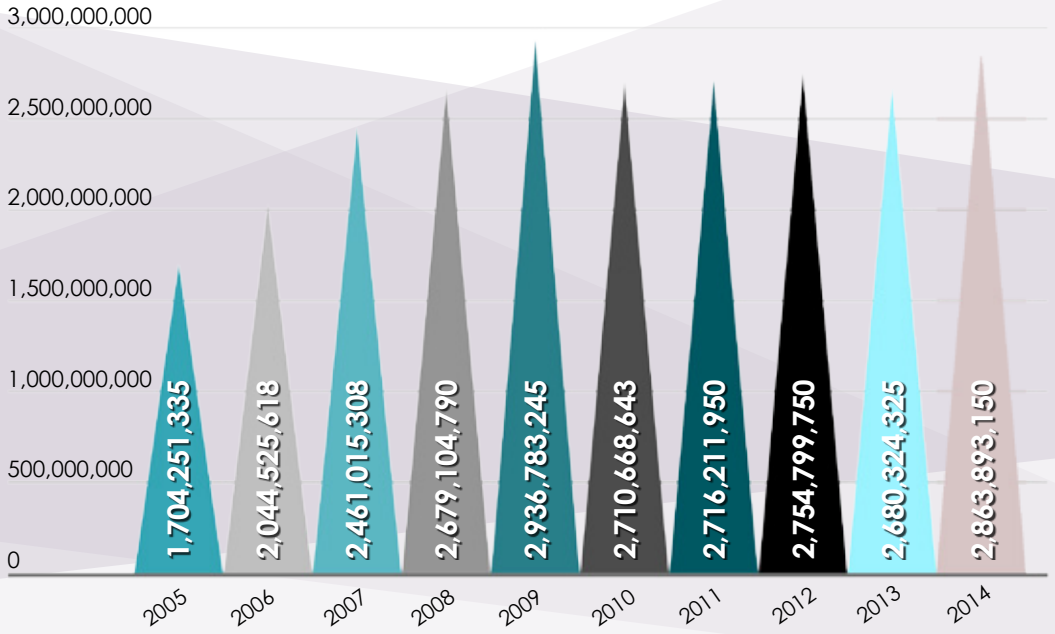
Calendar Year	Real & Personal Property		Motor Vehicles		Total		Assessment Ratio
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	
2005	645,191,424	1,612,978,560	36,509,110	91,272,775	681,700,534	1,704,251,335	40%
2006	780,982,587	1,952,456,468	36,827,660	92,069,150	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%
2014	1,100,583,330	2,751,458,325	44,973,930	112,434,825	1,145,557,260	2,863,893,150	40%

NOTE:

(1) Tax digest gross values before exemptions.

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

Estimated Taxable Property Values 2005-2014



PROPERTY TAX LEVIES & COLLECTIONS
LAST TEN FISCAL YEARS

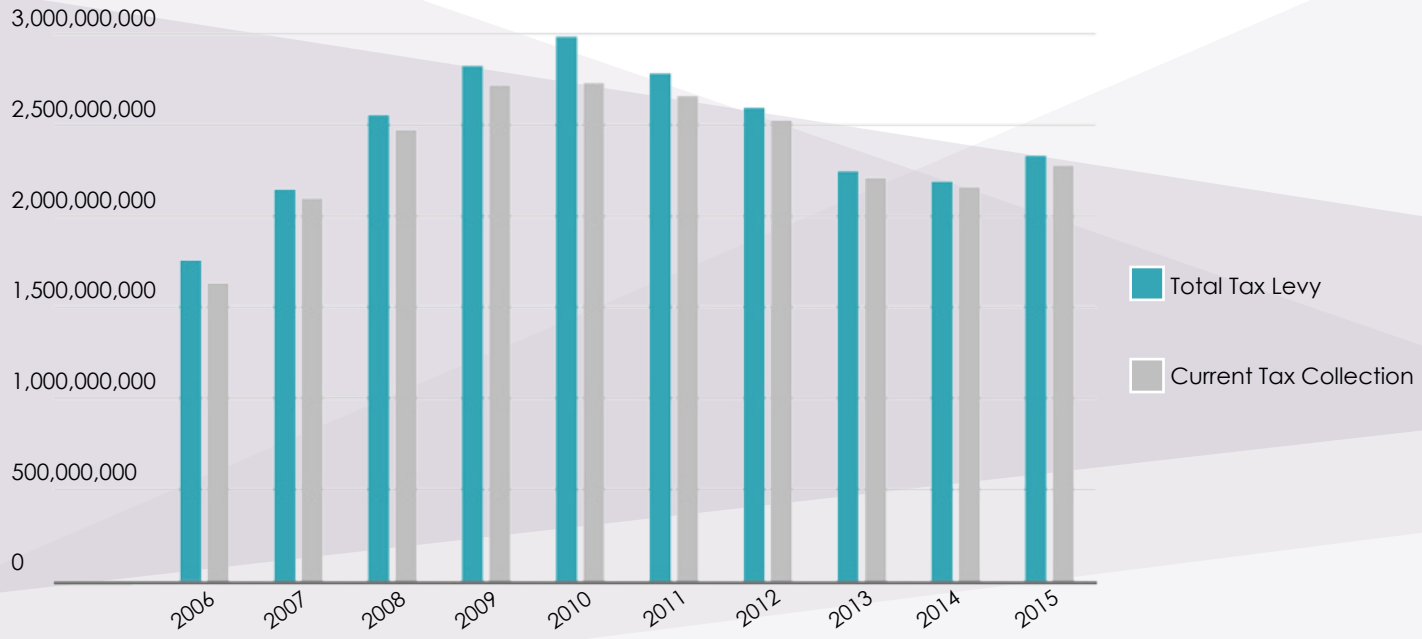
Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date		Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
					Amount	Percent of Levy		
2006	$ 3,518,199	$ 3,266,243	92.8%	$ 251,956	$ 3,518,199	100%	$ 354,740	10.1%
2007	4,296,745	4,201,861	97.8%	94,884	4,296,745	100%	272,965	6.4%
2008	5,113,824	4,948,534	96.8%	152,469	5,101,003	99.7%	247,824	4.8%
2009	5,655,551	5,441,113	96.2%	195,283	5,636,396	99.7%	311,371	5.5%
2010	5,972,640	5,467,352	91.5%	479,483	5,946,835	99.6%	739,476	12.4%
2011	5,568,361	5,323,252	95.6%	212,332	5,535,584	99.4%	592,526	10.6%
2012	5,192,082	5,056,083	97.4%	120,500	5,176,583	99.7%	547,264	10.5%
2013 [2]	4,498,518	4,422,212	98.3%	48,045	4,470,257	99.4%	302,137	6.7%
2014	4,384,928	4,322,848	98.6%	5,288	4,328,136	98.7%	206,999	4.7%
2015 [3]	4,666,809	4,557,650	97.6%	-	4,557,650	97.6%	313,590	6.7%

NOTES:

(1) Relates to preceding calendar year digest.

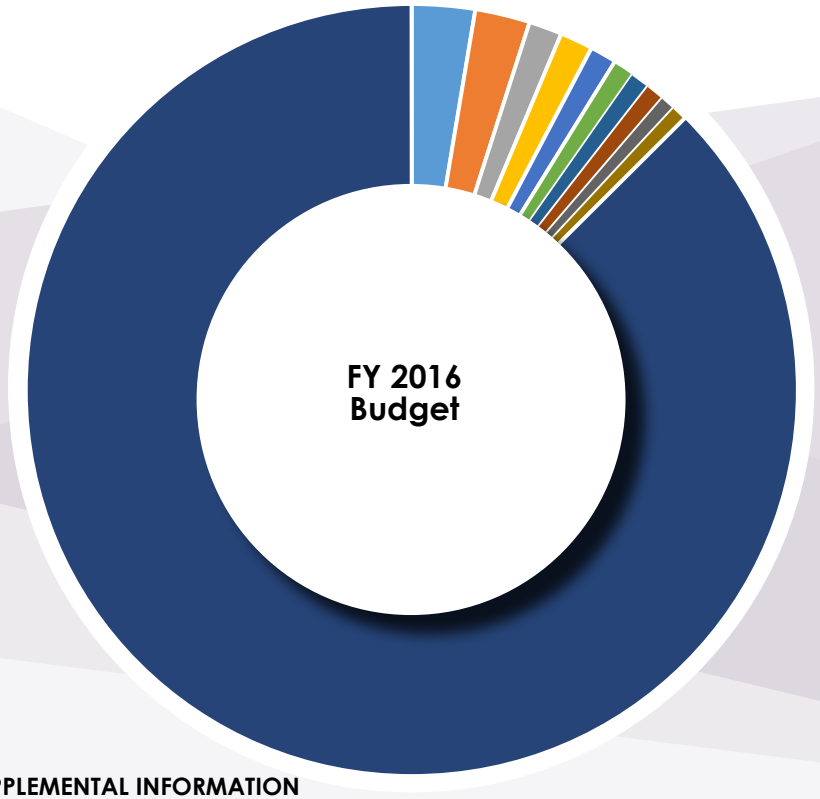
(2) In fiscal year 2013, Suwanee lowered its millage rate from 5.65 to 4.93. The reduction in total tax levy is a result of the millage reduction and not a reduction in property tax values.

(3) Projected value for FY 2015.



PRINCIPAL TAX PAYERS
JUNE 30, 2015

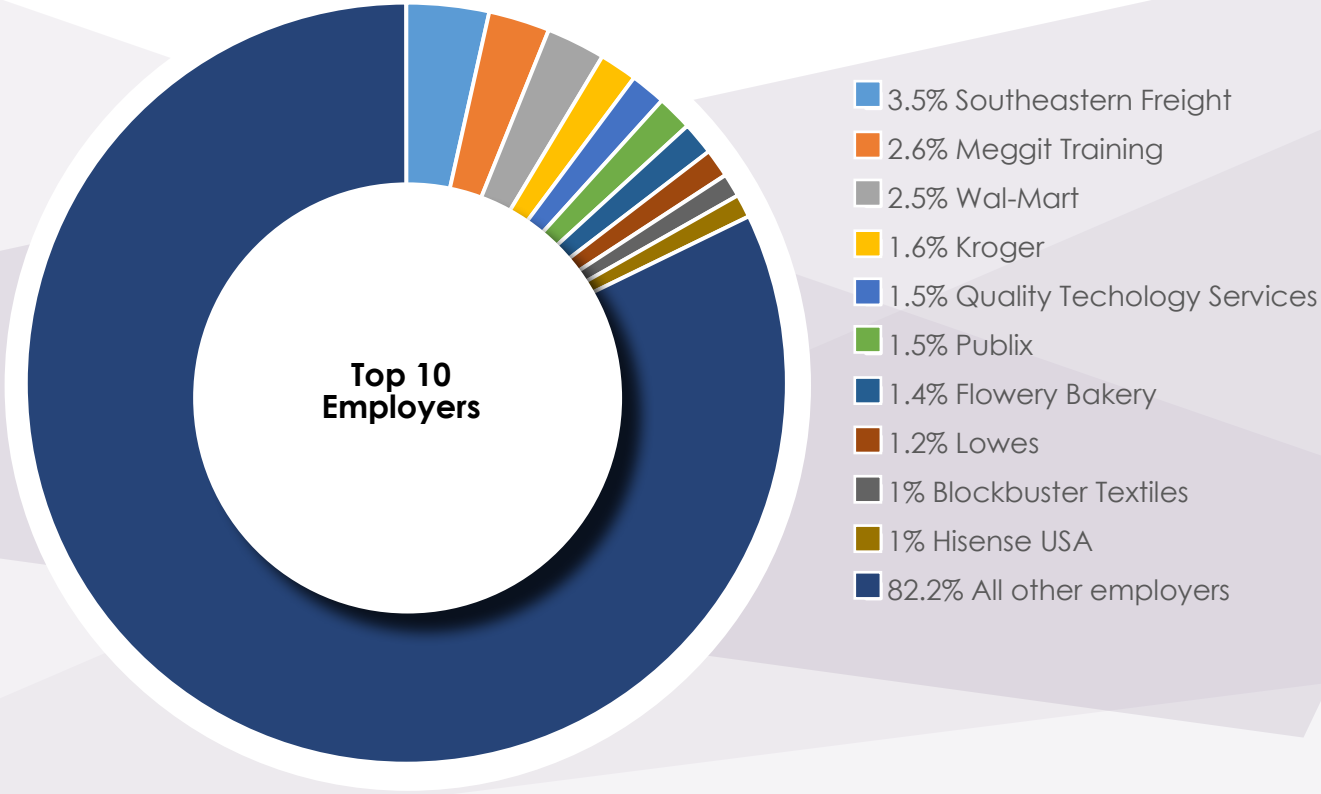
Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation
HP Enterprise Services, LLC	Technology	$ 30,225,170	2.6%
PPF AMLI 3021 McGinnis Ferry Road, LLC	Apartments	26,336,480	2.3%
Wanstead Partners, LLC	Apartments	15,886,800	1.4%
Landmark at Grand Oasis LP	Apartments	15,745,090	1.4%
Carlyle Centennial Suwanee Station	Apartments	12,720,000	1.1%
Wal-Mart	Retail	10,438,390	0.9%
Flowers Bakery of Suwanee	Bakery Products	9,183,670	0.8%
James Campbell Company LLC	Office/Warehouse	8,838,440	0.8%
Lois Suwanee LLC	Office/Warehouse	7,109,600	0.6%
Lowes Home Centers, Inc.	Retail	7,102,730	0.6%
All Other Taxpayers		1,001,970,890	87.5%
		$ 1,145,557,260	100.0%



- 2.6 % HP Enterprise Services, LLC
- 2.3% PPF AMLI 3021 McGinnis Ferry Road, LLC
- 1.4% Wanstead Partners, LLC
- 1.4% Landmark at Grand Oasis LP
- 1.1% Carlyle Centennial Suwanee Station
- 0.9% Wal-Mart
- 0.8% Flowers Bakery of Suwanee
- 0.8% James Campbell Company LLC
- 0.6% Lois Suwanee LLC
- 0.6% Lowes Home Centers, Inc.
- 87.5% All Other Taxpayers

TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
Southeastern Freight	402	1	3.5%
Meggit Training	298	2	2.6%
Wal-Mart	288	3	2.5%
Kroger	182	4	1.6%
Quality Techology Services	175	5	1.5%
Publix	170	6	1.5%
Flowery Bakery	162	7	1.4%
Lowes	136	8	1.2%
Blockbuster Textiles	120	9	1.0%
Hisense USA	118	10	1.0%



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 2016 that were included in the City Manager's adopted budget.

Big Ticket Items Included in the General Fund Budget

Function	Description	Amount
All	Salaries	$ 5,573,620
All	Overtime	68,250
All	FICA	350,840
All	M-Care	82,280
All	Retirement	436,150
All	Group health	1,329,079
All	Wellness program	14,700
All	Other employee benefits	73,660
All	Workers compensation	264,040
All	Gasoline fuel usage	174,290
All	Property/casualty insurance	247,600
1110	GWMA City contribution	30,000
1320	Facilities evaluation	25,000
1500	Pension actuarial and benefit attorney	50,000
1511	Annual audit	40,700
1530	Annual attorney fees	40,000
1535	Information technology consulting	125,950
1535	Software annual license fees	38,850
1535	New IT programs	22,000
1565	City Hall operating costs	171,450
1570	Newsletter production & printing	56,000
2650	Court operating cost	13,500
3223	Fleet repairs (Police)	52,040
3223	5 Police vehicle (replacement)	199,030
3223	Police equipment	90,440
3224	Police annual software fees	23,000
3260	Police station operating costs	72,500
3261	Police sub-station operating costs	38,900
3270	Dispatch software fees	$ 107,420
3270	CodeRed	11,800
3270	Consoles upgrades	350,000
4100	Repairs (Public Works)	62,500
4100	Electricity outdoor lighting (street lights)	228,100
4100	Inmate work crew (rights-of-way maintenance)	40,300
4100	Park water usage	38,200
4100	Mowers	17,200
4100	Public Works vehicle (replacement)	32,750
4100	Chipper	38,700
4221	Street sweeping (contracted)	18,500
4221	Landscape management rights-of-way (contracted)	102,400
4250	MS4 permit requirements	43,680
6190	Events	148,500
6220	Park landscape management & tree removal	103,660
6220	Park repairs	44,600
6220	Park site improvements	26,300
7200	Inspections vehicle (replacement)	35,000
7400	Professional services (planning)	50,000
7400	Downtown Master Plan	15,000
7400	Arbor Day	30,710
7510	Public Art Master Plan	30,000
7510	Partnership Gwinnett	20,000
7520	Downtown Suwanee funding	148,300
9100	Capital projects transfer	152,000

Total Big Ticket Items	**$ 11,599,489**
Total Budget	**$ 12,452,790**
% Summarized	**93%**



GLOSSARY

Fiscal Year 2015-2016

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.

Agency Fund: A fund that is custodial in nature. This fund is used to account for assets that the City holds for other parties in an agency capacity.

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.

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

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.

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 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.

Budget Schedule: A comprehensive calendar of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.

Business 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.

Capital Project Fund: A fund that accounts for financial resources to be used for acquisition, renovation or construction of major capital facilities and improvements.

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.

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 and use 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 Inflow: Money received as a result of operating activities, investment activities, and financial activities.

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, designated, stabilization, 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, open greenspace 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 specific 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.

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

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 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.

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

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

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

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

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

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

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

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

Workloads: A measure of the services provided.

ACRONYMS

APRIDE	Advanced Roadside Impaired Driving Enforcement
ARC	Atlanta Regional Commission
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDL	Commercial Driver's License
CFEE	Certified Festival & Events Executive
CID	Community Improvement District
CIP	Capital Improvement Program
COPS	Caring Officers Providing Support
CPI	Consumer Price Index
CPM	ICMA's Center for Performance Measurement
DA	District Attorney
DCA	Department of Community Affairs
DDA	Downtown Development Authority
DOAA	Department of Audits & Accounts
DOT	Department of Transportation
DRI	Development of Regional Impact
DSMP	Downtown Suwanee Master Plan
DUI	Driving Under the Influence
ED	Economic Development
EPA	Environmental Protection Agency
ESRI	Environmental Systems Research Institute
FDIC	Federal Deposit Insurance Corporation
FTE	Full Time Equivalent
FHWA	Federal Highway Administration
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GACE	Georgia Association of Code Enforcement
GaDOT	Georgia Department of Transportation
GaEPD	Georgia Environmental Protection Division
GASB	Government Accounting Standards Board
GC&B	Gwinnett Clean & Beautiful
GCIC	Georgia Crime Information Center
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GLGPA	Georgia Local Government Personnel Association
GMA	Georgia Municipal Association
GMEBS	Georgia Municipal Employee's Benefit System
G.O.	General Obligation
GPRA	Georgia Passenger Rail Authority
GOHS	Governor's Office of Highway Safety
GwDot	Gwinnett County Department of Transportation
GwMA	Gwinnett Municipal Association
HR	Human Resources
HSA	Health Savings Account
HVAC	Heating, Ventilation, and Air Conditioning
HRIS	Human Resource Information System
ICC	International Code Council
ICMA	International City/County Management Association
IT	Information Technology
LAN	Local Area Network
LCI	Livable Centers Initiative
LEED	Leadership in Energy and Environmental Design
LMIG	Local Maintenance & Improvement Grant
MDT	Mobile Data Terminals
MIS	Management Information Systems
MS4	Municipal Separate Storm Sewer Systems
NGAA	North Gwinnett Arts Association
NIMS	National Incident Management System
NOS	Network Operating System
NPDES	National Pollutant Discharge Elimination System
O.C.G.A.	Official Code of Georgia Annotated
O&M	Operating and Maintenance
PAC	Public Arts Commission
PACT	Police and Citizens Together

PAFR	Popular Annual Financial Report
PAMP	Public Art Master Plan
PBP	Pedestrian Bicycle Plan
PC	Planning Commission
PD	Police Department
PIB	Peachtree Industrial Boulevard
POST	Peace Officers Standards and Training
PRIDE	Parents Reducing Incidents of Driver Error
PT	Part time
RFP	Request for Proposal
RFQ	Request for Qualifications
SAVE	Systematic Alien Verification Entitlement
SCADA	Supervisory Control and Data Acquisition
SDS	Service Delivery Strategy
SEC	Securities and Exchange Commission
S.E.E.	Suwanee Exceeds Expectations
sq ft	Square feet
SPLOST	Special Purpose Local Option Sales Tax
SSL	Secure Socket Link
STWP	Short Term Work Program
SUP	Special Use Permit
SYL	Suwanee Youth Leaders
TAD	Tax Allocation District
TBD	To be determined
TCP	Town Center Park
TE	Transportation Enhancement
TEE	Total Elimination of Eyesores
TMDL	Total Maximum Daily Load
UCR	Uniform Crime Reporting
URA	Urban Redevelopment Agency
ZBA	Zoning Board of Appeals


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Suwanee, Georgia 30024
suwanee.com