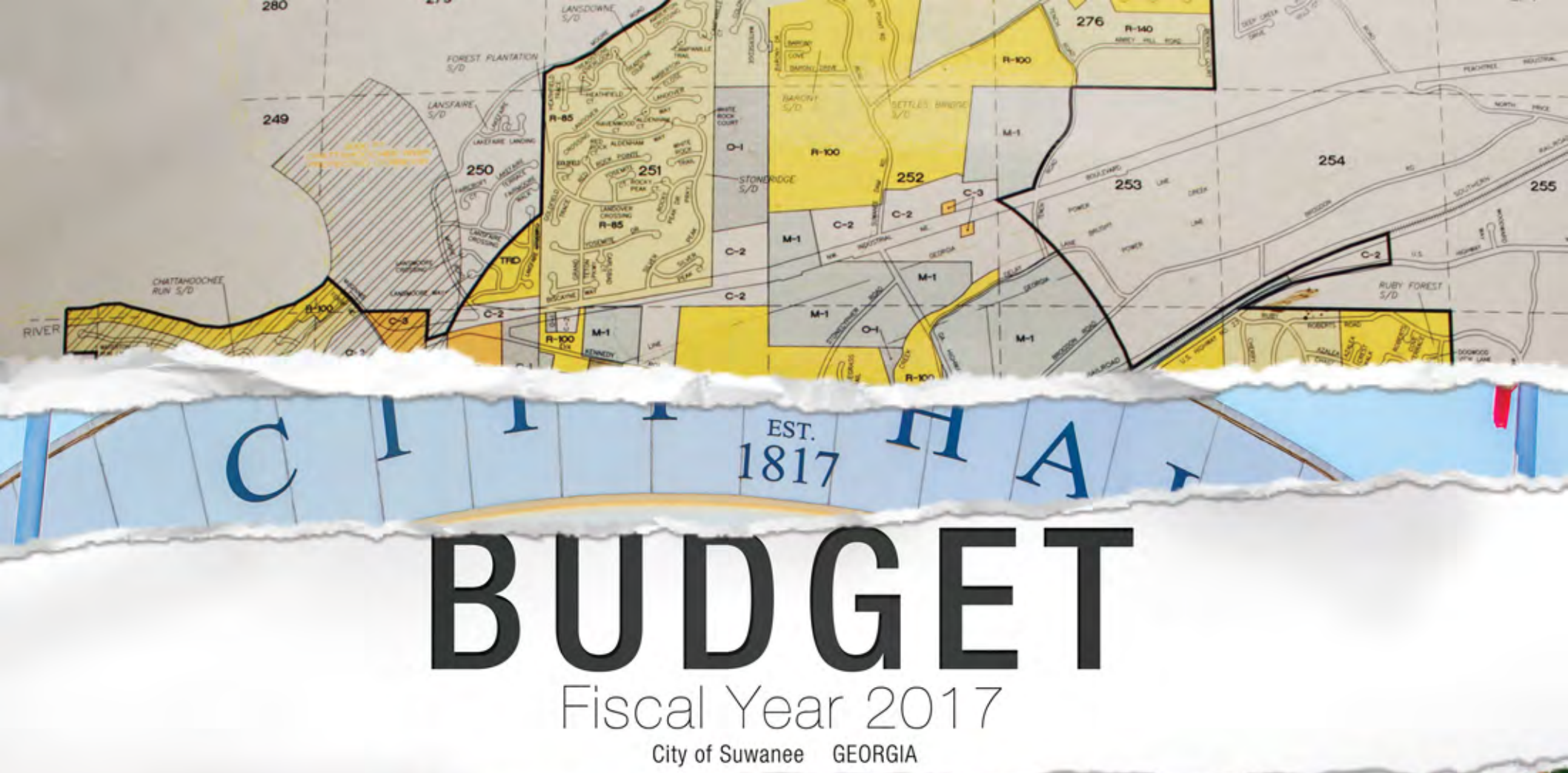


BUDGET

Fiscal Year 2017

City of Suwanee GEORGIA

Click here for Table of Contents





city of **suwanee, georgia**

ANNUAL BUDGET

for the fiscal year

JULY 1, 2016 - JUNE 30, 2017

CITY COUNCIL



Jimmy **Burnette**
Mayor



Linnea **Miller**
Mayor ProTem



Dan **Foster**
Councilmember



Dick **Goodman**
Councilmember



Beth **Hilscher**
Councilmember



Doug **Irealand**
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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Suwanee

Georgia

For the Fiscal Year Beginning

July 1, 2015

Executive Director



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is presented to

Suwanee, GA

for exemplifying the standards established by the International City/County Management Association in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking and accountability.

Presented at the 102nd ICMA Annual Conference
Kansas City, Missouri
26 September 2016

Robert J. O'Neill Jr.
ICMA Executive Director

Patricia E. Martel
ICMA President



EXECUTIVE SUMMARY

Fiscal Year 2016-2017

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**

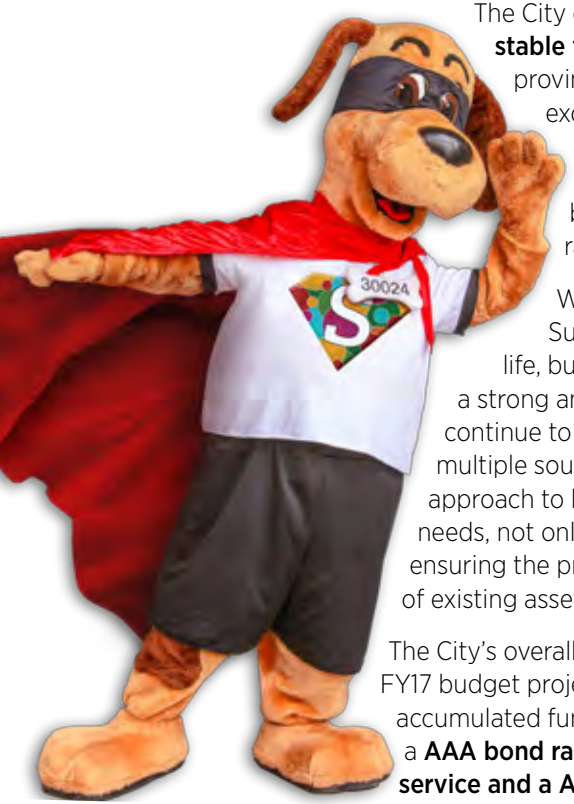
From: **Marvin Allen,** City Manager

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

Date: June 30, 2016

Re: City Manager's Budget Message for FY 2017

Introduction



The City of Suwanee remains 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 FY17 budget projects approximately $8.2 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 roughly 110% of its pension obligations (based on the plan termination basis).

During FY16, the **City refinanced and agreed to advance refund our outstanding bonds** (Series 2006 URA Revenue Bonds and Series 2006 General Obligation Refunding Bonds) at very favorable interest rates. As a result, the City was able to shorten the outstanding term of one bond by 5 years and significantly reduced the interest rates on both bonds. Cumulatively, these actions refinancing will save the City over $3 million in payments.

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.

An important budgeting tool is the City's Capital Improvements Program (CIP). The CIP is a multi-year financial plan for large capital projects or purchases. Of particular note this year is the ongoing planning for Downtown Suwanee. The Downtown Master Plan, recently developed with considerable community input over many months, identified several big ideas for the continued enhancement of Downtown Suwanee. The CIP proposes $13.5 million for project implementation. For the last couple of years, the City has been strategically preparing financially to implement the City's recently adopted plans. Funding is anticipated to come from various sources including past and future SPLOST funding, local funds on hand, and other sources as appropriate. The City is currently undertaking two strategic studies: Facilities Space Analysis and Town Center West Master Plan, to refine projects and plans.

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 FY17, 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 17 Budget Executive Summary

Staff is proud to present a **balanced General Fund budget of $12,405,320.** The budget projects **the same 4.93 millage rate** as in FY16.

	FY16 (adopted)	FY16 (amended)	FY176 (proposed)
Revenues	$ 12,452,790	$ 12,492,790	$ 12,405,320
Other Financing Sources	-	1,550,000	-
TOTAL	**$ 12,452,790**	**$ 14,042,790**	**$ 12,405,320**
Expenditures	$ 12,300,790	$ 12,248,690	$ 12,335,820
Other Financing Uses	152,000	1,794,100	69,500
TOTAL	**$ 12,452,790**	**$ 14,042,790**	**$ 12,405,320**

Note: *In FY16, Other Financing Sources include funding of $1,285,000 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 $12,405,320 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 fourteen years.

c) At $12,405,320, the proposed general fund budget is about 0.4% less than the adopted FY16 budget ($12,452,790).

d) Overall, revenues are relatively stable with some sources rising and others declining slightly. General fund revenues are expected to be lower by 11.7% ($1,637,470) from $14,042,790 (FY16 amended) to $12,405,320 (FY17 proposed). The majority of this decrease is due to the city's FY16 fourth quarter capital contributions of $1,285,000.

e) The City expects to receive approximately $876,800 in Intergovernmental Revenue from Gwinnett County as a result of Service Delivery Strategy negotiations and cost-sharing.

f) The proposed budget largely focuses on maintaining the City's current service and staffing levels and existing initiatives such as police and street and park maintenance.

g) At $5,067,620, and representing approximately 41% of the City's overall budget, police services are the City's largest expenditure category.

h) Annual bond payments totaling about $1.5 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.

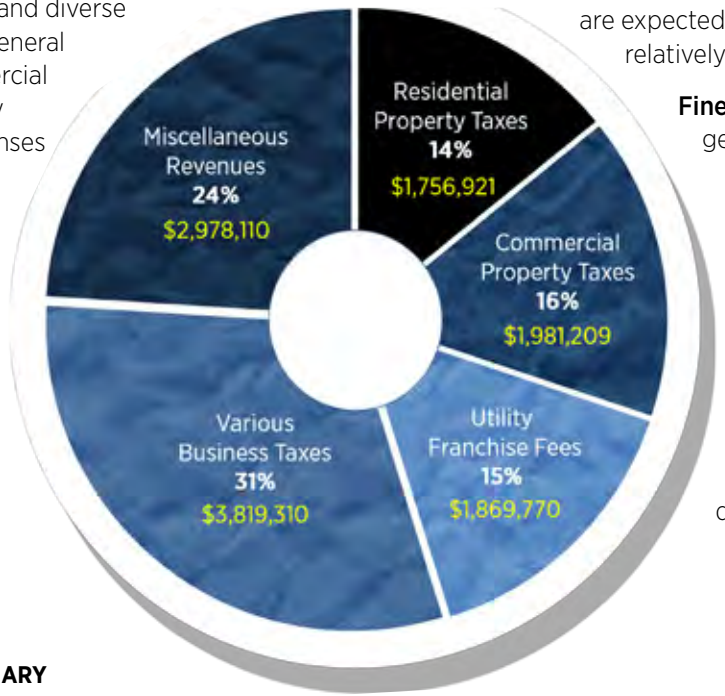
j) The budget provides funding for five part-time positions to be upgraded to full time, a new part-time Events Coordinator position in Economic Development, a new Equipment Operator I position in Public Works, and the elimination of the Deputy Chief position and adding two Patrol Officers in Police. It also includes four police vehicles, one new public works vehicle, and an update on the Comprehensive 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 anticipates that Gwinnett County will call for a vote in November to continue the SPLOST program with an expected 6-year term.

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 FY17 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 $7.2 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. The CIP anticipates using $3 million of fund balance for Downtown Master Plan implementation in FY18.

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 $4,094,630, combined commercial and residential **property taxes** make up the largest category of City revenues. FY17 property taxes are anticipated to be about $145,400 higher than projected in the FY16 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 fourteen years.

Overall **business taxes** are expected to remain stable. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY17 budget projects an increase to generate about $2,064,500.

At $1,869,770, **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 FY16. All four franchise taxes remain relatively stable.

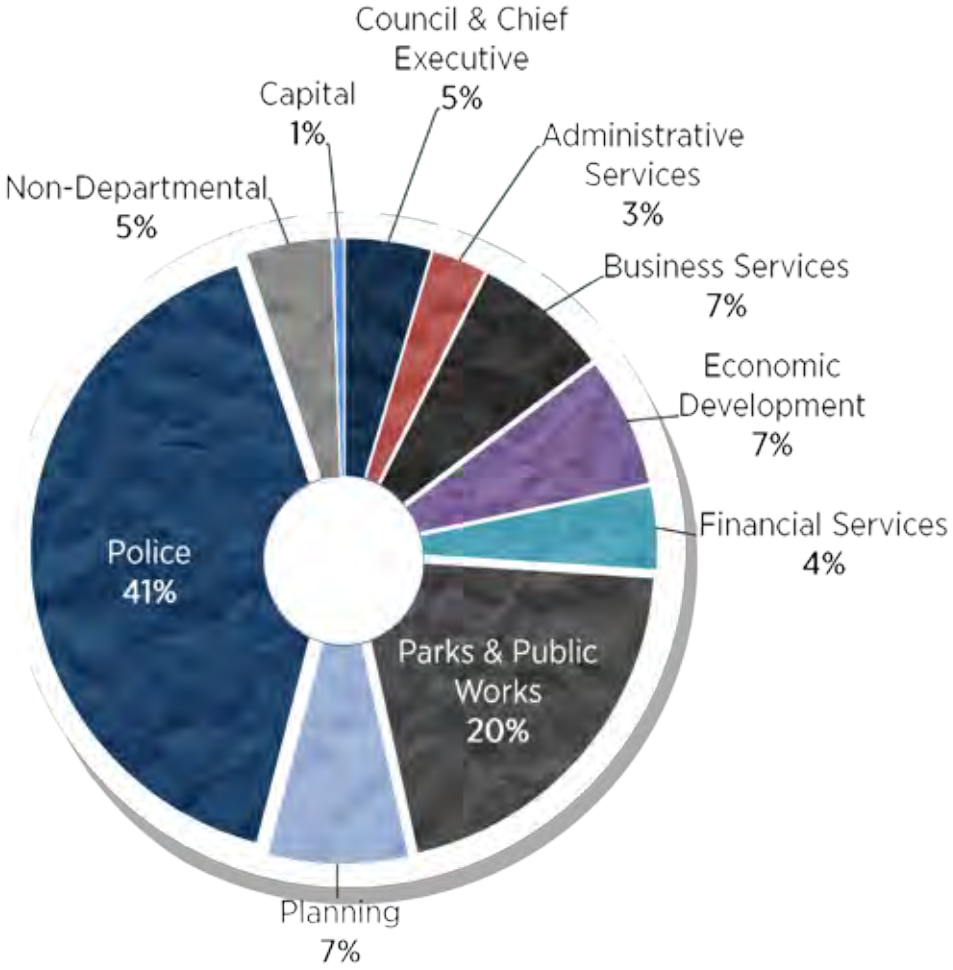
Fines and forfeitures are expected to provide $1,524,000 to the general fund for FY17. This is approximately $93,770 less than FY16 adopted budget.

Alcoholic beverage tax revenue also is anticipated to be similar to last year. At $880,000, the budget for these excise taxes ($782,000) and the mixed-drink tax ($98,000) are both expected to increase slightly from last year's budget.

Given the relatively small size the City, annual **development permit fees** can vary significantly from one year to the next depending on local construction activities. Based on local knowledge of pending projects, staff anticipates an approximate decrease of $23,800 for FY17 to $426,200.

General Fund Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. The FY17 budget projects **$12,405,320 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 $12,405,320 which is a slight **decrease from $12,452,790 FY16 adopted and a decrease from $14,042,790 FY16 amended**.

At $5,067,620 and representing about 41% of the City's overall budget, Police Services are the single largest category of City expenditures. Employing 38 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 $2,546,230, **Parks and Public Works** is the City's second largest expenditure area (20%). This funding pays for 20 full-time and 3 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 $1.5 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 15% ($194,000) from FY16. 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 fifth 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 FY17.

The hotel/motel tax fund is showing improvement over several years ago. 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 $566,000, 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 $2,351,000, the FY17 budget projects a decrease of about $75,000 compared to the FY16 adopted budget.

Municipal Court generates approximately $196,000 per month. About $125,000 of this amount is transferred to the general fund. About $71,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY16 were approximately $122,000.

Downtown Development Authority

The mission of the Suwanee Downtown Development Authority (DDA) is to enhance the historic center of Suwanee. The previously mentioned Downtown Master 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 FY17.

Capital Project Funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are 10 such funds. The City's Capital Improvement Program (CIP) - included as a part of the budget - provides detailed information about each of the funds and future projects that will be completed in the next five years. Capital funds may include money from various sources including the general fund, grants, SPLOST, and others.

The **SPLOST Fund** includes final proceeds from the 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 nxt 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
- implementing various projects contained in the Downtown Master Plan and Facilities Study
- Buford Highway Corridor Improvements

As previously discussed, the city anticipates a SPLOST vote in November to renew the tax. Being a 5-year plan, the current CIP projects from this SPLOST. Should the SPLOST not get approved, the CIP will need to be adjusted accordingly.

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 2016 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, Donna Sisley and Susan VanNus, play key roles in the layout and creation of the award-winning budget document. All of these staff members typify the dedication and commitment to excellence that is the hallmark of Suwanee's staff team.

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.

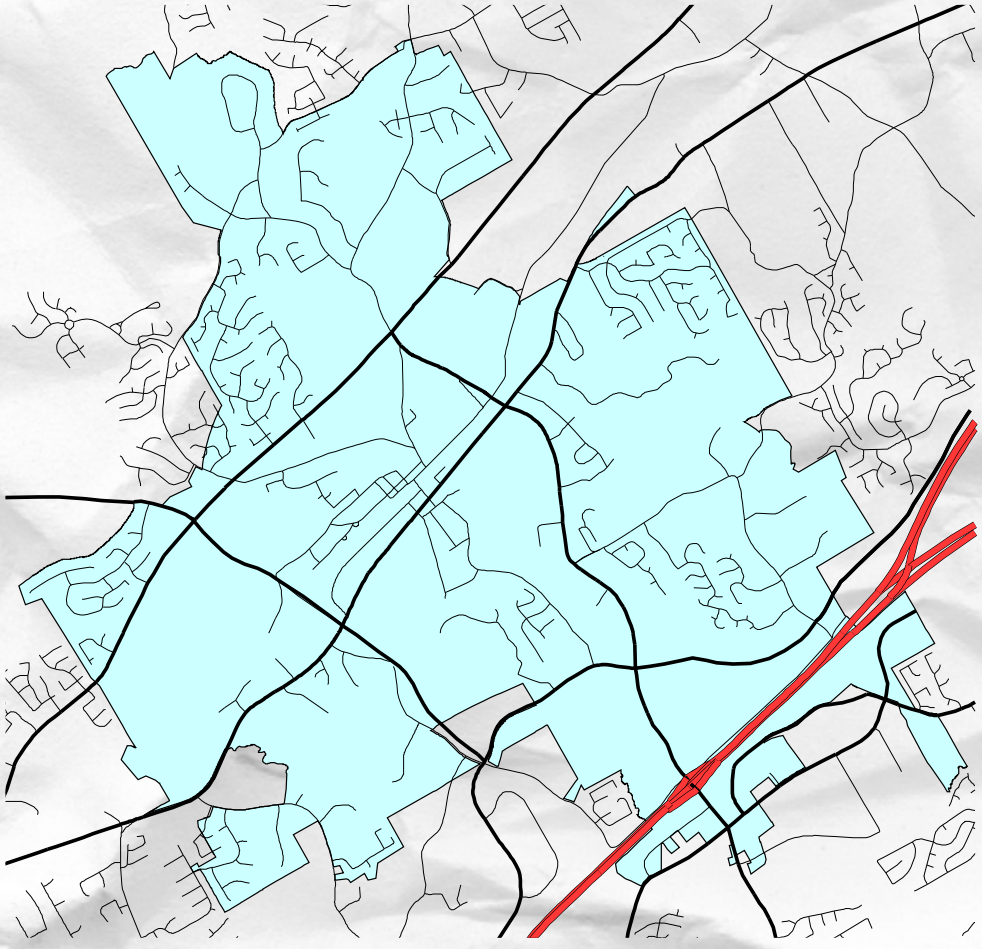
Respectfully submitted,

Marvin R. Allen

City Manager



CITY OF SUWANEE MAP





BUDGET GUIDE

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
- 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 (CIP):	The Capital Improvement Program is a plan for capital expenditures to be incurred each year over a five year period. It provides the City Council and staff with a process of identifying and prioritizing capital projects.
DOWNTOWN DEVELOPMENT AUTHORITY:	The Downtown Development Authority of Suwanee is a legally separate entity. The authority is included in the budget document for information purposes. The majority of the Downtown Development Authority funding is provided by the City of Suwanee's general fund.
SHORT TERM WORK PROGRAM (STWP):	The Short Term Work Program (STWP) is a five year plan of action that the City intends to complete in order to address identified needs and goals. The STWP is a planning document, but also plays an important role in budget development.
SUPPLEMENTAL INFORMATION:	The Supplemental Information section includes economic and demographic information.
GLOSSARY:	Alphabetical list of terms used throughout this document and their definitions.

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

BUDGET POLICIES AND PROCEDURES

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

Budget Preparation

The City of Suwanee operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below with a detailed schedule on page 13.

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

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

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

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

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

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

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

Expenditure Control

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

Budget Control

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

Reporting

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

Policy Guidelines

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

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

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

Revenue Policies

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

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

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

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

Financial Structure

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

Governmental Funds

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

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

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

Proprietary Funds

Proprietary funds are used to account for activities similar to those found in the private sector. Enterprise funds account for activities that are usually self-sustaining, principally through user charges for services rendered. The City utilizes one prop0.04 inrietary 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.

DECEMBER 7, 2015	Department Head Planning Retreat

2016

JANUARY 7-9	City Council Planning Retreat
JANUARY 22	Proposed Budget Schedule Distributed to Department Heads
MARCH 15	Department Head Requests Due to City Manager
MARCH 25	Capital Improvements Budget Projections Due to City Manager
APRIL 12	Revenue Forecasts Complete
APRIL 19	Post workshop notices on front door
APRIL 20	City Manager to Complete Review of All Expenditure Requests
APRIL 22	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 26	First Draft Presented to City Council for Review (Regular April Council Meeting)
MAY 4	Special Workshop: Operating Budget Review @ 5:30 pm
MAY 11	Special Workshop: Capital Budget Review @ 5:30 pm
MAY 12	Operating Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 24	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 25	Budget Available for Public Review
JUNE 9	1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)
JUNE 21	2ND Public Hearing on Budget and CIP @ 6:30 pm Public Hearing on Occupational Taxes @ 6:30 pm Scheduled Adoption of Budget @ 6:30 pm (Regular June Council Meeting)
JULY 1	Begin Fiscal Year 2016 - 2017

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.

INVESTMENT POLICY

1. Scope

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

2. Objectives

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

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

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

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

3. Delegation of Authority

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

4. Prudence

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

5. Standards and Procedures

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

6. Ethics and Conflicts of Interest

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

7. Internal Controls

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

8. Reporting

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

9. Authorized Investment Instruments

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

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

A. Certificates of deposit issued by banks insured by the FDIC. Deposits in excess of the FDIC coverage must be collateralized by securities with a market value equal to at least 110% of the deposit. Only those securities described in Georgia Code 50-17-59 can be pledged as collateral;

B. Obligations issued by the United States government;

C. Obligations fully insured or guaranteed by the United States government or a United States government agency;
D. Obligations of any corporation of the United States government;
E. Obligations of the State of Georgia or of other States;
F. Obligations of other political subdivisions of the State of Georgia;
G. The local government investment pool created by Code Section 36-83-8.

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

10. Banks and Dealer Selection

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

11. Diversification and Maturities

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

12. Safekeeping and Custody

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

13. Performance Evaluation

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



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

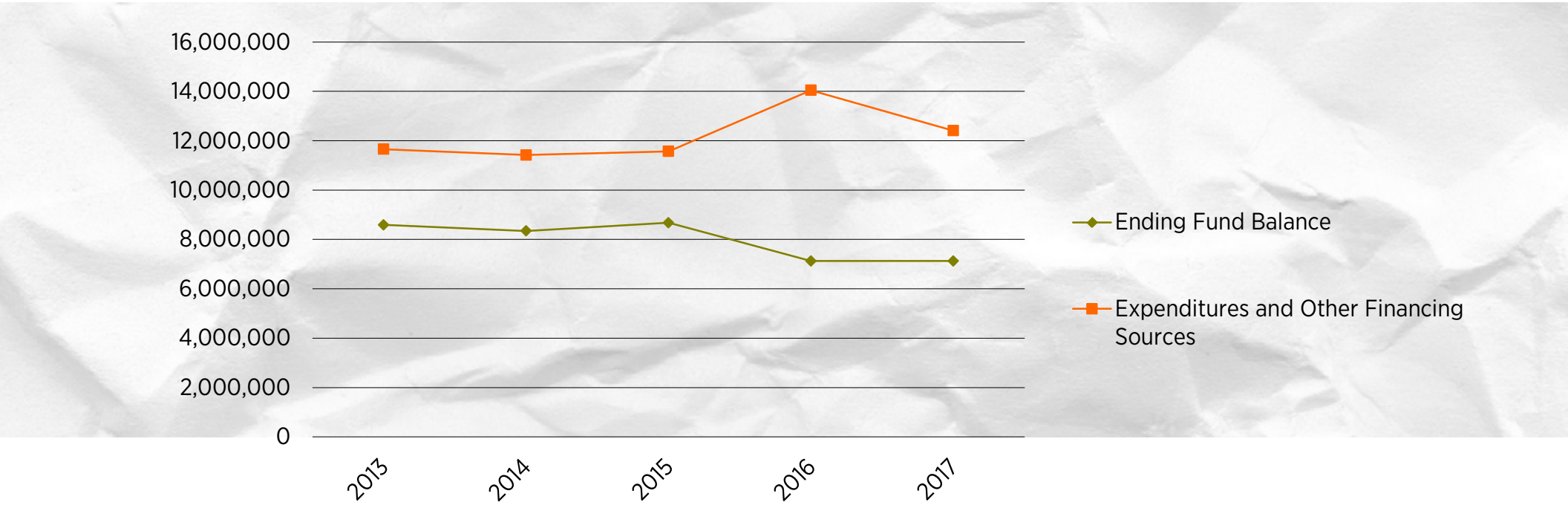
When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is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

ANALYSIS OF GENERAL FUND BALANCE

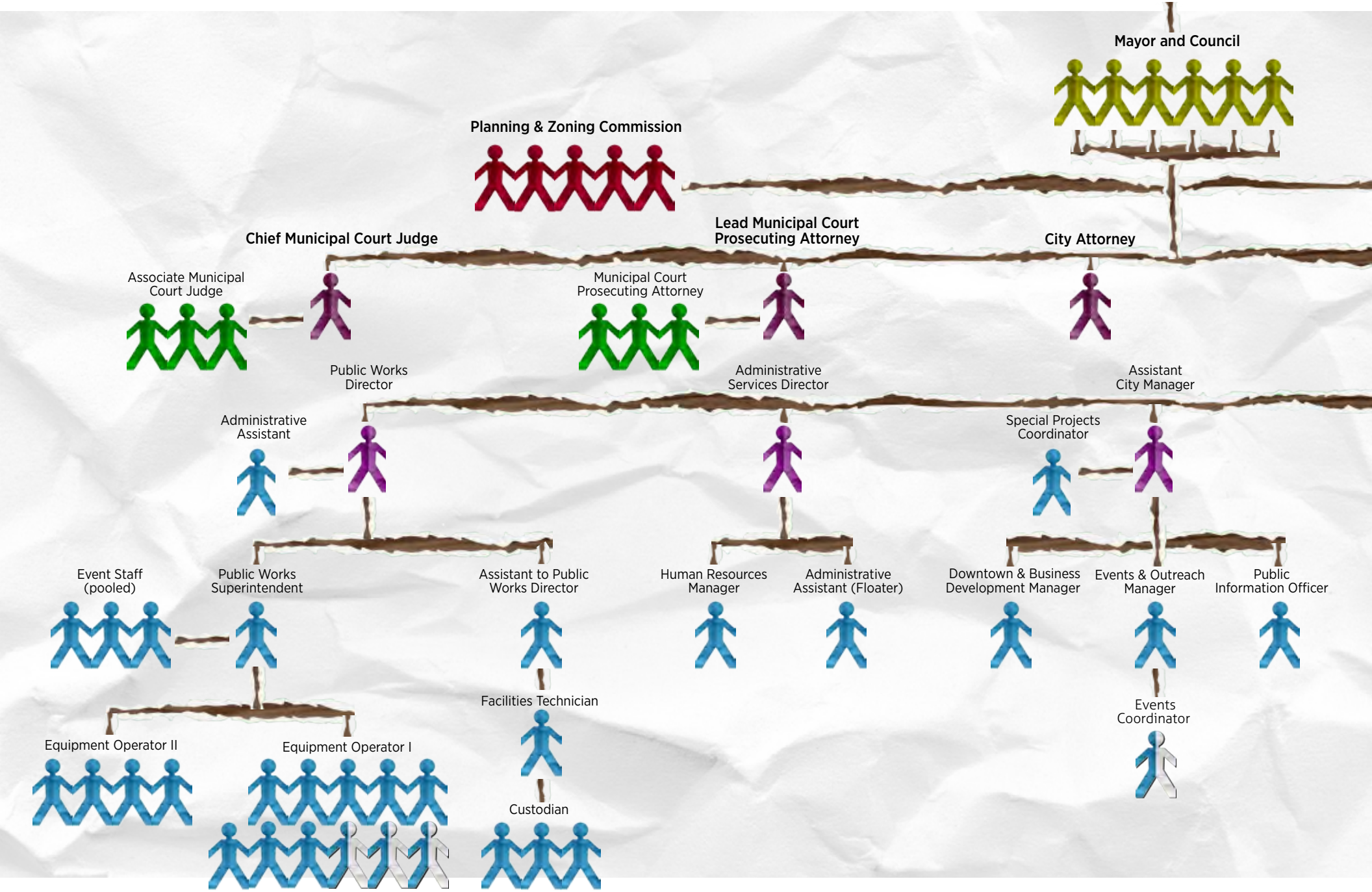
FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OF FUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2013	8,589,628	11,656,002	73.69%	8.84	4,054,997		4,534,621	4.17	0.00	4.67
2014	8,341,045	11,419,150	73.04%	8.77	3,726,627		4,614,418	3.92	0.00	4.84
2015	8,677,579	11,568,493	75.01%	9.00	4,037,443		4,640,136	4.19	0.00	4.81
2016	7,127,579	14,042,790	50.76%	6.09	4,150,930		3,021,649	3.51	0.00	2.58
2017[(1)]	7,127,579	12,405,320	57.45%	6.89	4,135,107		2,992,472	4.00	0.00	2.89

(1) Projected with no increases in ending FY 2016 fund balance.

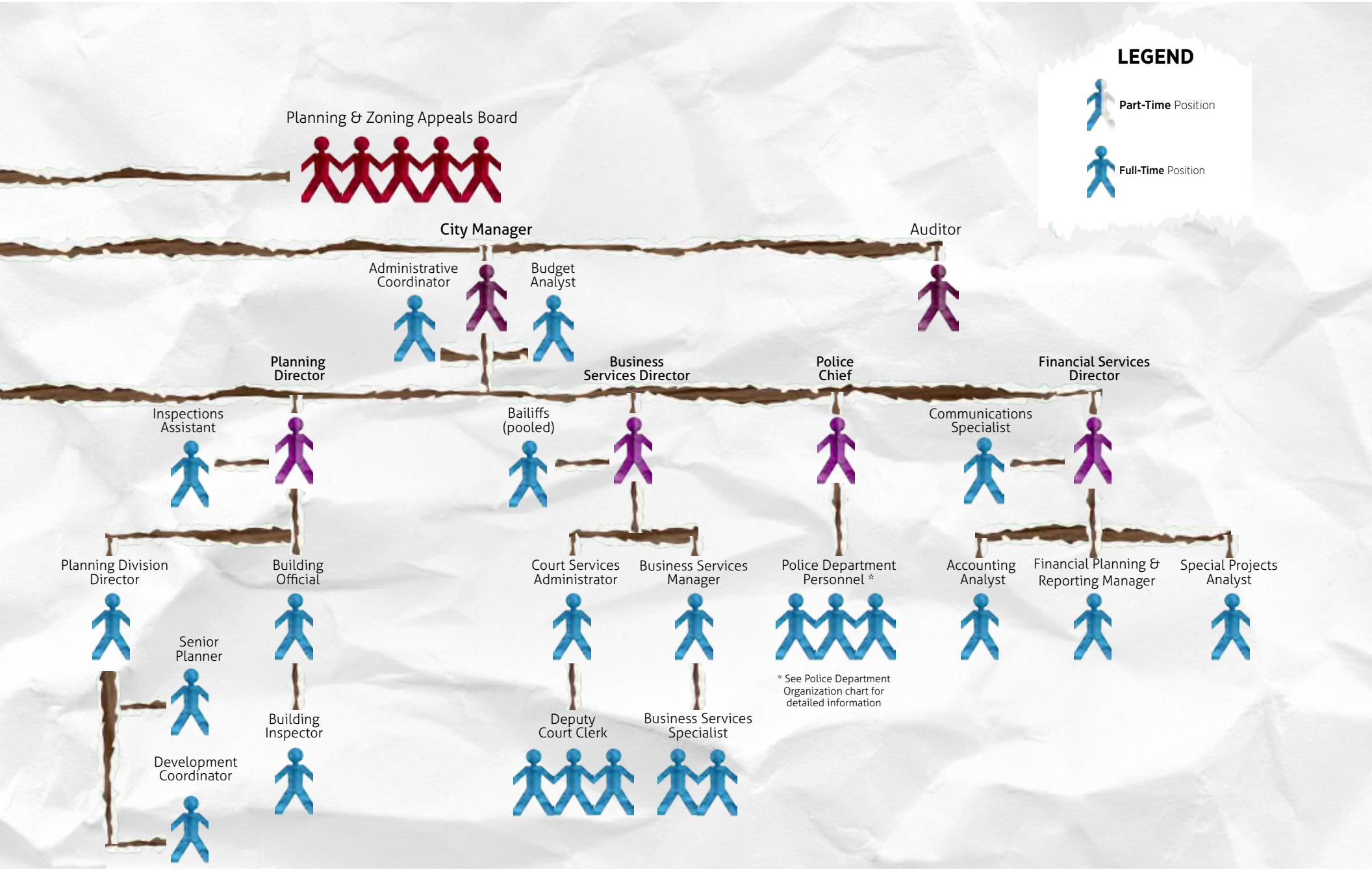
City's fund balance policy includes funding for a stabilization account which consists of four months of general fund budgeted expenditures and transfers.



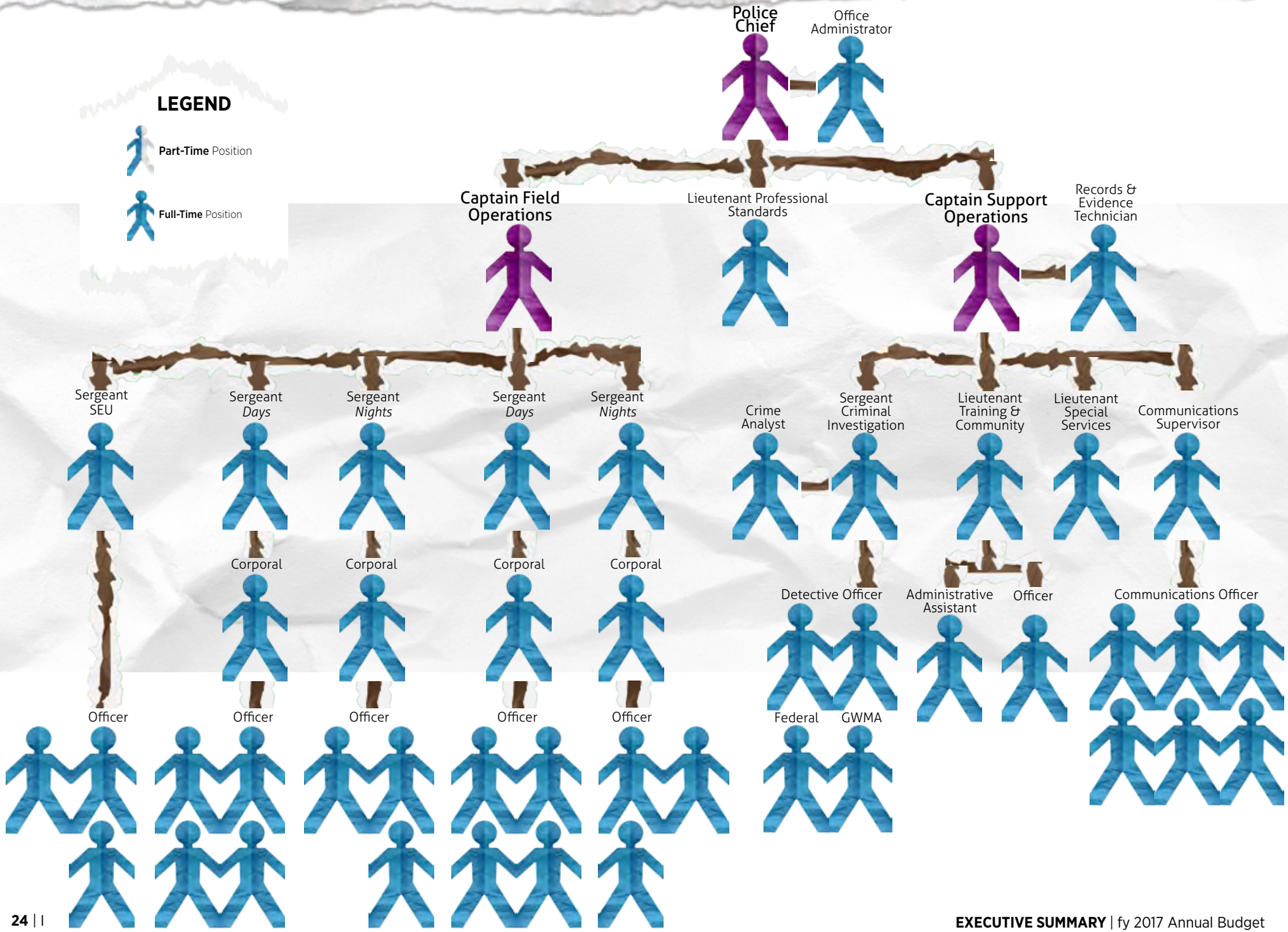
ORGANIZATIONAL CHART



EFFECTIVE DATE 7/1/2016



POLICE DEPARTMENT ORGANIZATIONAL CHART



AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		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							
Budget Analyst[1]	18					1		1		1	
Administrative Coordinator[2]	14									1	
Office Administrator[2]	12	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[3]	19		2		2	1		1		1	
Administrative Assistant	12							1		1	
Court Services Administrator[1]	19	1		1							
Administrative Secretary[1]	10		1		1						
Deputy Court Clerk[1]	12	2		2							
Chief Judge[1]	Appointed		1		1						
Associate Judge[1]	Appointed		3		2						
Lead City Solicitor[1]	Appointed		1		1						
City Solicitor[1]	Appointed		5		4						
TOTAL ADMINISTRATIVE SERVICES		**4**	**13**	**4**	**11**	**2**	**-**	**3**	**-**	**3**	**-**
BUSINESS SERVICES[1]											
Business Services Director	24					1		1		1	
Business Services Manager	20					1		1		1	
Court Services Administrator	20					1		1		1	
Bailiffs Pool	14								1		1
Business Services Specialist[4]	12					1	1	1	1	2	
Deputy Court Clerk[5]	12					2		2		3	
Administrative Secretary[5]	10						1		1		
Chief Judge	Appointed						1		1		1
Associate Judge	Appointed						3		3		3
Lead Prosecuting Attorney	Appointed						1		1		1
Prosecuting Attorney	Appointed						4		3		3
TOTAL BUSINESS SERVICES		**-**	**-**	**-**	**-**	**6**	**11**	**6**	**11**	**8**	**9**
ECONOMIC DEVELOPMENT											
Assistant City Manager [6]	26					1		1		1	
Economic & Community Development Director[6]	24	1		1							
Events & Outreach Manager[7]	20									1	

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
Public Information Officer	20	1		1		1		1		1	
Downtown & Business Development Manager	19	1		1		1		1		1	
Events Manager[7]	19	1		1		1		1			
Events Coordinator	16										1
Special Projects Coordinator	14	1		1		1		1		1	
TOTAL ECONOMIC DEVELOPMENT		**5**	**-**	**5**	**-**	**5**	**-**	**5**	**-**	**5**	**1**
FINANCIAL SERVICES											
Financial Services Director	25	1		1		1		1		1	
Accounting Manager[1]	19	1		1							
Financial Planning & Reporting Manager	19					1		1		1	
Budget Analyst[1]	18	1		1							
Accounting Analyst[1]	16	3	1	3	1	1		1		1	
Special Projects Analyst	16	1		1		1		1		1	
Communication Specialist[8]	14		1		1		1		1	1	
TOTAL FINANCIAL SERVICES		**7**	**2**	**7**	**2**	**4**	**1**	**4**	**1**	**5**	**-**
PARKS & PUBLIC WORKS											
Public Works Director	25	1		1		1		1		1	
Assistant to the Public Works Director	21	1		1		1		1		1	
Public Works Superintendent[9]	21									1	
Capital Assets Manager [10]	21	1		1							
Public Works Supervisor [9] [10]	16					1		1			
Administrative Assistant	12	1		1		1		1		1	
Equipment Operator II[11]	12	2		4		4		4		4	
Facilities Technician	12	1		1		1		1		1	
Equipment Operator I[11]	10	8	2	6	3	7	3	7	3	8	3
Custodian[12] [13]	7		4		4		4	1	2	3	
Event Staff Pool[14]	7		1		1		1		1		1
TOTAL PARKS & PUBLIC WORKS		**15**	**7**	**15**	**8**	**16**	**8**	**17**	**6**	**20**	**4**
PLANNING											
Planning Director	24	1		1		1		1		1	
Planning Division Director	21	1		1		1		1		1	
Building Official	20			1		1		1		1	
Senior Planner[15]	19			1		1		1		1	
Planner[15]	17	1									
Building Inspector[16]	16	1	1		1	1		1		1	

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
Development Coordinator	14	1		1		1		1		1	
Inspections Assistant[17]	12									1	
Administrative Secretary[17]	10	1		1		1		1			
TOTAL PLANNING		**6**	**1**	**6**	**1**	**7**	**-**	**7**	**-**	**7**	**-**
POLICE											
Police Chief	26	1		1		1		1		1	
Deputy Police Chief[18]	23	1		1		1		1			
Police Captain	23	2		2		2		2		2	
Police Lieutenant	20	2		3		3		3		3	
Police Sergeant	18	7		6		6		6		6	
Communications Supervisor	16							1		1	
Police Corporal	16	4		4		4		4		4	
Office Administrator	14	1		1		1		1		1	
Police Officer	14	19		16		16		16		18	
Police Detective	14			4		4		4		4	
Crime Analyst	13							1		1	
Administrative Assistant	12									1	
Communications Officer	12	6		7		7		6		6	
Records & Evidence Technician	12	1		1		1		1		1	
Administrative Secretary[19]	10				1		1	1			
TOTAL POLICE		**44**	**1**	**46**	**1**	**46**	**1**	**48**	**-**	**49**	**-**
TOTAL		**84**	**24**	**86**	**23**	**89**	**21**	**93**	**18**	**100**	**14**

(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 2017, the Office Administrator position was upgraded to Administrative Coordinator.
(3) In fiscal year 2015, two part-time Human Resources Manager positions were combined to create one full-time Human Resource Manager position.
(4) In firscal year 2017 one part-time Business Service Specialist postion was upgraded to full-time.
(5) In fiscal year 2017, the part-time Administrative Secretary position was upgraded to full-time Deputy Court Clerk.
(6) In fiscal year 2015, the Economic & Community Development Director position was upgraded to Assistant City Manager.
(7) In fiscal year 2017, the Events Manager position was upgraded to Events & Outreach Manager.
(8) In fiscal year 2017 the part-time Communication Specialist was upgraded to full-time.
(9) In fiscal year 2017 the Public Works Supervisor was upgraded to Public Works Superintendent.
(10) In fiscal year 2015, the Capital Assets Manager position was dissolved and a Public Works Supervisor position was created.
(11) In fiscal year 2014, two Equipment Operator I positions were upgraded to Equipment Operator II positions.
(12) In fiscal year 2016, the two part-time Custodian positions were combined to create one full-time custodian position.
(13) In fiscal year 2017 the two part-time Custodian positions were upgraded to full-time.
(14) Event Staff Pool is comprised of a group of temporary staffing that provide 1,523 hours of pool labor a year..
(15) In fiscal year 2014, the City Planner position was upgraded to Senior Planner.
(16) In fiscal year 2015, the part-time Building Inspector position was upgraded to full-time.
(17) In fiscal year 2017, the Administrative Secretary position was upgraded to Inspections Assistant.
(18) In fiscal year 2017, the Deputy Chief of Police position was eliminated.
(19) In fiscal year 2016, the part-time Administrative Secretary was upgraded to full-time Administrative Assistant.

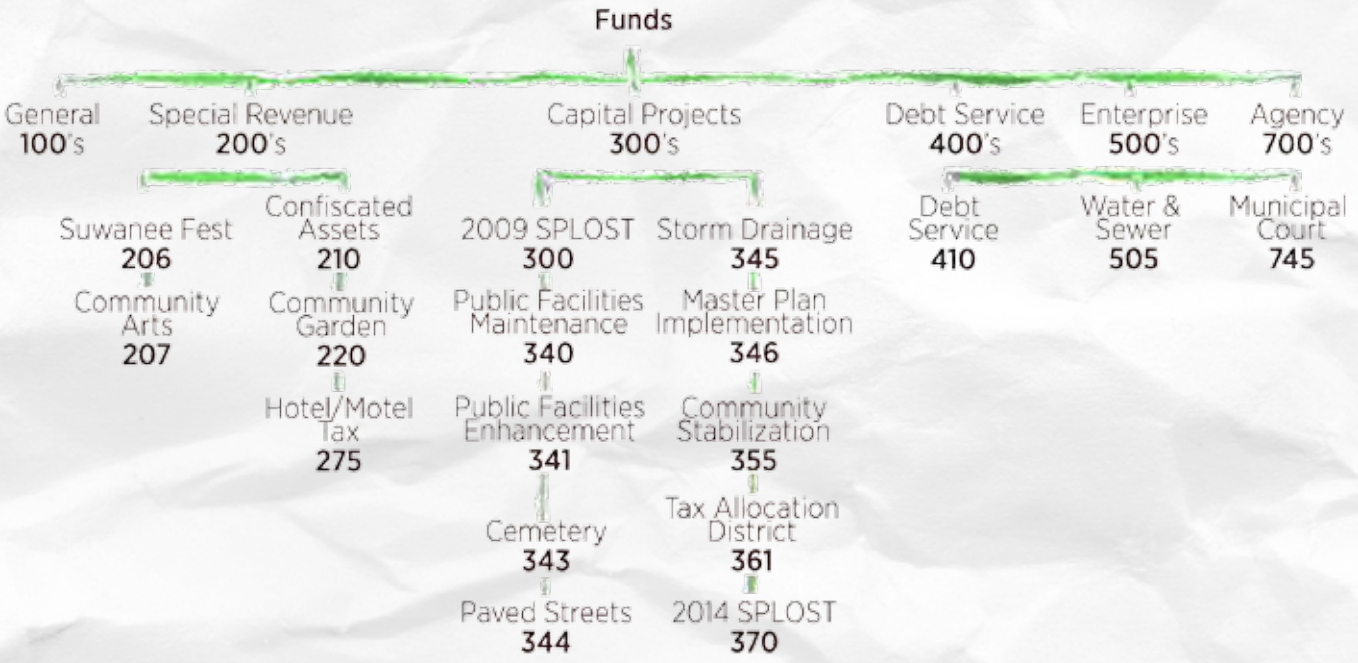
FUNDS

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.

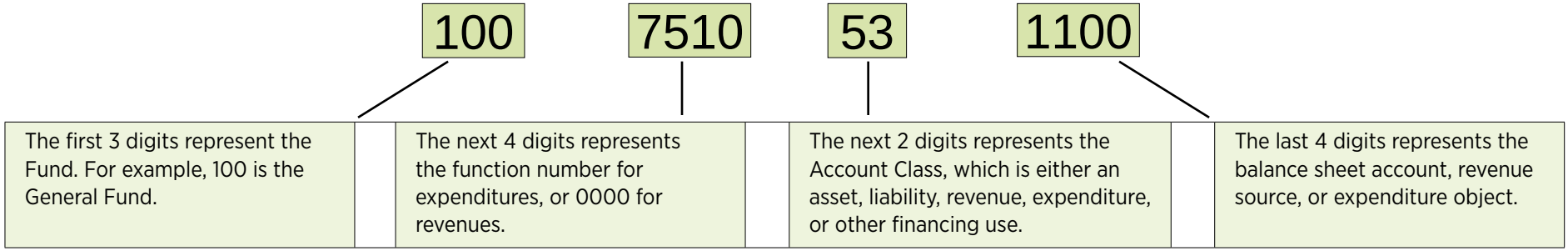
Other fund types are: Special Revenue, Capital Project, Debt Service, Enterprise and Agency Funds.

- **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 114 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, and 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 11,656,002	$ 11,419,150	$ 11,568,493	$ 14,042,790	$ 12,405,320	$ (1,637,470)	-11.7%
Special Revenue Funds:							
Suwanee Fest	102,551	106,880	114,791	161,750	154,000	(7,750)	-4.8%
Community Arts	47,112	2,872	50,500	83,000	63,500	(19,500)	-23.5%
Confiscated Assets	19,574	16,931	108,945	115,250	115,250	-	0.0%
Community Garden	2,597	1,137	1,489	7,020	7,020	-	0.0%
Hotel/Motel Tax	413,232	466,678	561,125	596,100	566,000	(30,100)	-5.0%
Debt Service	1,587,290	1,587,121	1,585,159	1,851,750	1,568,440	(283,310)	-15.3%
Enterprise	109,558	119,767	114,535	380,820	210,650	(170,170)	-44.7%
GROSS TOTAL	**13,937,916**	**13,720,536**	**14,105,037**	**17,238,480**	**15,090,180**	**(2,148,300)**	**-12.5%**
LESS INTERFUND TRANSFERS	**(665,471)**	**(326,026)**	**(239,447)**	**(422,000)**	**(162,000)**	**260,000**	**n/a**
NET TOTAL BUDGET	**$ 13,272,445**	**$ 13,394,510**	**$ 13,865,590**	**$ 16,816,480**	**$ 14,928,180**	**$ (1,888,300)**	**-11.2%**

FY 2016 Current General fund budget includes fourth quarter capital improvement funding of $1,285,000.
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

	FY 2013 ACTUAL			FY 2014 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,120,259		$ 5,120,259	$ 5,039,347		$ 5,039,347
Franchise Taxes	1,755,375		1,755,375	1,724,565		1,724,565
Alcoholic Beverage Taxes	865,862		865,862	835,071		835,071
Business Taxes	1,693,350		1,693,350	1,757,237		1,757,237
Hotel/motel Taxes	442,293		442,293	489,208		489,208
Other Taxes Penalties	55,025		55,025	8,163		8,163
Licenses and Permits	648,686		648,686	588,695		588,695
Intergovernmental Grants	1,000,294		1,000,294	811,071		811,071
Charge for Services	106,532	$ 153,714	260,246	110,438	$ 133,790	244,228
Fines and Forfeitures	970,895		970,895	1,537,086		1,537,086
Investment Income	27,909	357	28,266	38,790	929	39,719
Contributions and Donations	137,701		137,701	181,606		181,606
Miscellaneous Revenues	36,822		36,822	35,819		35,819
TOTAL REVENUES	**12,861,003**	**154,071**	**13,015,074**	**13,157,096**	**134,719**	**13,291,815**
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	532,963		532,963	519,071		519,071
Administrative Services	537,126		537,126	557,053		557,053
Business Services						
Economic Development	946,006		946,006	1,001,828		1,001,828
Financial Services	691,744		691,744	667,182		667,182
Parks & Public Works	1,825,121	109,558	1,934,679	1,912,234	119,767	2,032,001
Planning	553,515		553,515	597,242		597,242
Police	4,007,185		4,007,185	4,178,443		4,178,443
Non-Departmental	489,886		489,886	476,449		476,449
Debt Service	1,587,290		1,587,290	1,587,121		1,587,121
TOTAL EXPENDITURES/EXPENSES & OTHER USES	**11,170,836**	**109,558**	**11,280,394**	**11,496,623**	**119,767**	**11,616,390**
EXCESS (deficiency) **OF REVENUES OVER** (under) **EXPENDITURES**	**1,690,167**	**44,513**	**1,734,680**	**1,660,473**	**14,952**	**1,675,425**
Other Financing Sources (Uses)						
Sale of Capital Asset	5,612		5,612	8,282		8,282
Transfers In	1,792,051	200,000	1,992,051	226,026	100,000	326,026
Transfers Out	(2,657,522)		(2,657,522)	(2,104,146)		(2,104,146)
Bond Proceeds						
Bond Refinance						
TOTAL OTHER FINANCING SOURCES	**(859,859)**	**200,000**	**(659,859)**	**(1,869,838)**	**100,000**	**(1,769,838)**
Net change in fund balance/net position	830,308	244,513	1,074,821	(209,365)	114,952	(94,413)
Fund Balances/Net Position, beginning of year	**9,374,910**	**2,633,544**	**12,008,454**	**10,205,218**	**2,878,057**	**13,083,275**
Fund Balances/Net Position, end of year	**$ 10,205,218**	**$ 2,878,057**	**$ 13,083,275**	**$ 9,995,853**	**$ 2,993,009**	**$ 12,988,862**

** Chart spans two pages*

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

FY 2015 ACTUAL			FY 2016 ACTUAL			FY 2017 BUDGET		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,249,705		$ 5,249,705	$ 5,538,450		$ 5,538,450	$ 5,658,070		$ 5,658,070
1,845,517		1,845,517	1,844,640		1,844,640	1,869,770		1,869,770
833,056		833,056	830,900		830,900	880,000		880,000
1,845,285		1,845,285	1,923,160		1,923,160	2,064,500		2,064,500
558,049		558,049	596,000		596,000	566,000		566,000
11,357		11,357	16,200		16,200	18,350		18,350
601,618		601,618	732,620		732,620	713,570		713,570
798,776		798,776	1,167,190		1,167,190	876,800		876,800
103,476	$ 135,721	239,197	105,580	$ 136,000	241,580	111,460	$ 140,000	251,460
2,012,785		2,012,785	1,732,770		1,732,770	1,639,000		1,639,000
45,292	1,448	46,740	36,230	1,000	37,230	46,270	1,500	47,770
210,370		210,370	256,500		256,500	229,500		229,500
26,702		26,702	40,000		40,000	40,000		40,000
14,141,988	**137,169**	**14,279,157**	**14,820,240**	**137,000**	**14,957,240**	**14,713,290**	**141,500**	**14,854,790**
474,798		474,798	588,490		588,490	567,090		567,090
189,735		189,735	379,490		379,490	359,110		359,110
733,181		733,181	834,190		834,190	896,700		896,700
1,231,117		1,231,117	1,520,550		1,520,550	1,481,940		1,481,940
451,755		451,755	506,640		506,640	544,290		544,290
2,000,075	114,535	2,114,610	2,326,930	380,820	2,707,750	2,553,250	210,650	2,763,900
673,791		673,791	802,280		802,280	930,590		930,590
4,217,123		4,217,123	5,525,690		5,525,690	5,182,870		5,182,870
477,827		477,827	535,550		535,550	563,750		563,750
1,585,159		1,585,159	1,851,750		1,851,750	1,568,440		1,568,440
12,034,561	**114,535**	**12,149,096**	**14,871,560**	**380,820**	**15,252,380**	**14,648,030**	**210,650**	**14,858,680**
2,107,427	**22,634**	**2,130,061**	**(51,320)**	**(243,820)**	**(295,140)**	**65,260**	**(69,150)**	**(3,890)**
2,185		2,185	5,000		5,000	5,000		5,000
239,447		239,447	222,000	200,000	422,000	161,240		161,240
(1,955,941)		(1,955,941)	(1,986,100)		(1,986,100)	(231,500)		(231,500)
			4,348,010		4,348,010			
			(4,087,590)		(4,087,590)			
(1,714,309)	**-**	**(1,714,309)**	**(1,498,680)**	**200,000**	**(1,298,680)**	**(65,260)**	**-**	**(65,260)**
393,118	22,634	415,752	(1,550,000)	(43,820)	(1,593,820)	-	(69,150)	(69,150)
9,995,853	**2,993,009**	**12,988,862**	**10,388,971**	**3,015,643**	**13,404,614**	**8,838,971**	**2,971,823**	**11,810,794**
$ 10,388,971	**$ 3,015,643**	**$ 13,404,614**	**$ 8,838,971**	**$ 2,971,823**	**$ 11,810,794**	**$ 8,838,971**	**$ 2,902,673**	**$ 11,741,644**

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	**7,826,691**	**2,408**	**20,948**	**112,522**	**13,723**	**60,241**	**1,338,377**	**9,374,910**
FUND BALANCE, END OF YEAR	**$ 8,589,628**	**$ (1,711)**	**$ 5,976**	**$ 147,426**	**$ 26,727**	**$ 89,307**	**$ 1,347,865**	**$ 10,205,218**

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

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 Revenues	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	1,587,290
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	**8,589,628**	**(1,711)**	**5,976**	**147,426**	**26,727**	**89,307**	**1,347,865**	**10,205,218**
FUND BALANCE, END OF YEAR	**$ 8,341,045**	**$ 27,689**	**$ 44,301**	**$ 173,624**	**$ 32,086**	**$ 111,944**	**$ 1,265,164**	**$ 9,995,853**

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2015 Actual	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,659,055						$ 1,590,650	$ 5,249,705
Franchise Taxes	1,845,517							1,845,517
Alcoholic Beverage Taxes	833,056							833,056
Business Taxes	1,845,285							1,845,285
Hotel/motel Taxes						$ 558,049		558,049
Other Taxes Penalties	11,357							11,357
Licenses and Permits	601,618							601,618
Intergovernmental Revenues	798,776							798,776
Charge for Services	103,476							103,476
Fines and Forfeitures	1,898,791			$ 113,994				2,012,785
Investment Income	39,487			231	$ 8	122	5,444	45,292
Contributions and Donations	275	$ 173,823	$ 25,832		10,440			210,370
Miscellaneous Revenues	26,702							26,702
TOTAL REVENUES	**11,663,395**	**173,823**	**25,832**	**114,225**	**10,448**	**558,171**	**1,596,094**	**14,141,988**
Expenditures								
Council & Chief Executive	474,798							474,798
Administrative Services	189,735							189,735
Business Services	733,181							733,181
Economic Development	744,148	114,791	50,500			321,678		1,231,117
Financial Services	451,755							451,755
Parks & Public Works	1,998,586				1,489			2,000,075
Planning	673,791							673,791
Police	4,108,178			108,945				4,217,123
Non-Departmental	477,827							477,827
Debt Service							1,585,159	1,585,159
TOTAL EXPENDITURES	**9,851,999**	**114,791**	**50,500**	**108,945**	**1,489**	**321,678**	**1,585,159**	**12,034,561**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**1,811,396**	**59,032**	**(24,668)**	**5,280**	**8,959**	**236,493**	**10,935**	**2,107,427**
Other Financing Sources (Uses)								
Sale of Capital Asset	2,185							2,185
Transfers In	239,447							239,447
Transfers Out	(1,716,494)					(239,447)		(1,955,941)
TOTAL OTHER FINANCING SOURCES	**(1,474,862)**	**-**	**-**	**-**	**-**	**(239,447)**	**-**	**(1,714,309)**
Net change in fund balance	336,534	59,032	(24,668)	5,280	8,959	(2,954)	10,935	393,118
FUND BALANCE, BEGINNING OF YEAR	**8,341,045**	**27,689**	**44,301**	**173,624**	**32,086**	**111,944**	**1,265,164**	**9,995,853**
FUND BALANCE, END OF YEAR	**$ 8,677,579**	**$ 86,721**	**$ 19,633**	**$ 178,904**	**$ 41,045**	**$ 108,990**	**$ 1,276,099**	**$ 10,388,971**

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2016 Actual	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						$ 596,000		596,000
Other Taxes Penalties	16,200							16,200
Licenses and Permits	732,620							732,620
Intergovernmental Revenues	1,167,190							1,167,190
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	161,500	$ 83,000		7,000			256,500
Miscellaneous Revenues	40,000							40,000
TOTAL REVENUES	**12,265,790**	**161,750**	**83,000**	**115,250**	**7,020**	**596,100**	**1,591,330**	**14,820,240**
Expenditures								
Council & Chief Executive	588,490							588,490
Administrative Services	379,490							379,490
Business Services	834,190							834,190
Economic Development	871,700	161,750	83,000			404,100		1,520,550
Financial Services	506,640							506,640
Parks & Public Works	2,319,910				7,020			2,326,930
Planning	802,280							802,280
Police	5,410,440			115,250				5,525,690
Non-Departmental	535,550							535,550
Debt Service							1,851,750	1,851,750
TOTAL EXPENDITURES	**12,248,690**	**161,750**	**83,000**	**115,250**	**7,020**	**404,100**	**1,851,750**	**14,871,560**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**17,100**	**-**	**-**	**-**	**-**	**192,000**	**(260,420)**	**(51,320)**
Other Financing Sources (Uses)								
Sale of Capital Asset	5,000							5,000
Transfers In	222,000							222,000
Transfers Out	(1,794,100)					(192,000)		(1,986,100)
Bond Proceeds							4,348,010	4,348,010
Bond Refinance							(4,087,590)	(4,087,590)
TOTAL OTHER FINANCING SOURCES	**(1,567,100)**	**-**	**-**	**-**	**-**	**(192,000)**	**260,420**	**(1,498,680)**
Net change in Fund Balance	(1,550,000)	-	-	-	-	-	-	(1,550,000)
FUND BALANCE, BEGINNING OF YEAR	**8,677,579**	**86,721**	**19,633**	**178,904**	**41,045**	**108,990**	**1,276,099**	**10,388,971**
FUND BALANCE, END OF YEAR	**$ 7,127,579**	**$ 86,721**	**$ 19,633**	**$ 178,904**	**$ 41,045**	**$ 108,990**	**$ 1,276,099**	**$ 8,838,971**

GOVERNMENTAL FUND TYPES COMBINING STATEMENT

FY 2017 Budget	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 4,094,630						$ 1,563,440	$ 5,658,070
Franchise Taxes	1,869,770							1,869,770
Alcoholic Beverage Taxes	880,000							880,000
Business Taxes	2,064,500							2,064,500
Hotel/motel Taxes						$ 566,000		566,000
Other Taxes Penalties	18,350							18,350
Licenses and Permits	713,570							713,570
Intergovernmental Revenues	876,800							876,800
Charge for Services	111,460							111,460
Fines and Forfeitures	1,524,000			$ 115,000				1,639,000
Investment Income	41,000			250	$ 20		5,000	46,270
Contributions and Donations	5,000	$ 154,000	$ 63,500		7,000			229,500
Miscellaneous Revenues	40,000							40,000
TOTAL REVENUES	**12,239,080**	**154,000**	**63,500**	**115,250**	**7,020**	**566,000**	**1,568,440**	**14,713,290**
Expenditures								
Council & Chief Executive	567,090							567,090
Administrative Services	359,110							359,110
Business Services	896,700							896,700
Economic Development	860,440	154,000	63,500			404,000		1,481,940
Financial Services	544,290							544,290
Parks & Public Works	2,546,230				7,020			2,553,250
Planning	930,590							930,590
Police	5,067,620			115,250				5,182,870
Non-Departmental	563,750							563,750
Debt Service	-						1,568,440	1,568,440
TOTAL EXPENDITURES	**12,335,820**	**154,000**	**63,500**	**115,250**	**7,020**	**404,000**	**1,568,440**	**14,648,030**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**(96,740)**	**-**	**-**	**-**	**-**	**162,000**	**-**	**65,260**
Other Financing Sources (Uses)								
Sale of Capital Asset	5,000							5,000
Transfers In	161,240							161,240
Transfers Out	(69,500)					(162,000)		(231,500)
TOTAL OTHER FINANCING SOURCES	**96,740**	**-**	**-**	**-**	**-**	**(162,000)**	**-**	**(65,260)**
Net change in fund balance	-	-	-	-	-	-	-	-
FUND BALANCE, BEGINNING OF YEAR	**7,127,579**	**86,721**	**19,633**	**178,904**	**41,045**	**108,990**	**1,276,099**	**8,838,971**
FUND BALANCE, END OF YEAR	**$ 7,127,579**	**$ 86,721**	**$ 19,633**	**$ 178,904**	**$ 41,045**	**$ 108,990**	**$ 1,276,099**	**$ 8,838,971**



CAPITAL PROJECTS COMBINING STATEMENT

Project Based Budgets	2009 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues					
Intergovernmental Grants	$ 16,400,395				
Title Ad Valorem Tax	274,080				
Investment Income	80,572	$ 500	$ 500	$ 250	$ 500
TOTAL REVENUES	**16,755,047**	**500**	**500**	**250**	**500**
Expenditures					
Purchased Professional and Technical Services	2,236,633	25,000	25,000	1,000	50,000
Supplies		10,000			
Capital Outlay	17,661,813	500,000	694,720	29,980	300,000
TOTAL EXPENDITURES	**19,898,446**	**535,000**	**719,720**	**30,980**	**350,000**
Excess (deficiency) of revenues over (under) expenditures	**(3,143,399)**	**(534,500)**	**(719,220)**	**(30,730)**	**(349,500)**
Other Financing Sources (Uses)					
Transfer In	5,539,001	534,500	719,220	30,730	349,500
Transfer Out	(2,395,602)				
TOTAL OTHER FINANCING SOURCES	**3,143,399**	**534,500**	**719,220**	**30,730**	**349,500**
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
					$ 6,773,700	$ 23,174,095
						274,080
	$ 250	$ 1,000	$ 500	$ 1,000		85,072
	250	**1,000**	**500**	**1,000**	**6,773,700**	**23,533,247**
	13,000	436,000	5,000	30,000	913,633	3,735,266
						10,000
	300,000	3,000,000	30,000	200,000	5,860,067	28,576,580
	313,000	**3,436,000**	**35,000**	**230,000**	**6,773,700**	**32,321,846**
	(312,750)	**(3,435,000)**	**(34,500)**	**(229,000)**	**-**	**(8,788,599)**
	312,750	3,435,000	34,500	229,000		11,184,201
						(2,395,602)
	312,750	**3,435,000**	**34,500**	**229,000**	**-**	**8,788,599**
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Project Balances as of June 1, 2016	2009 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues					
Intergovernmental Grants	$ 5,378,738				
Investment Income	(33,782)	$ 500	$ 500	$ 250	$ 500
TOTAL REVENUES	**5,344,956**	**500**	**500**	**250**	**500**
Expenditures					
Purchased Professional and Technical Services	587,942	25,000	25,000	1,000	50,000
Supplies		10,000			
Capital Outlay	10,556,025	500,000	694,720	29,980	300,000
TOTAL EXPENDITURES	**11,143,967**	**535,000**	**719,720**	**30,980**	**350,000**
Excess (deficiency) of revenues over (under) expenditures	**(5,799,011)**	**(534,500)**	**(719,220)**	**(30,730)**	**(349,500)**
Other Financing Sources (Uses)					
Transfer In					
Transfer Out	(2,269,127)				
TOTAL OTHER FINANCING SOURCES	**(2,269,127)**	**-**	**-**	**-**	**-**
Net change in fund balance	(8,068,138)	(534,500)	(719,220)	(30,730)	(349,500)
Fund Balance, beginning of year	**8,068,138**	**534,500**	**719,220**	**30,730**	**349,500**
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
					$ 1,872,099	$ 7,250,837
	$ 250	$ 1,000	$ 500	$ 1,000		(29,282)
	250	**1,000**	**500**	**1,000**	**1,872,099**	**7,221,555**
	13,000	436,000	5,000	30,000	893,961	2,066,903
						10,000
	300,000	3,000,000	30,000	200,000	5,321,359	20,932,084
	313,000	**3,436,000**	**35,000**	**230,000**	**6,215,320**	**23,008,987**
	(312,750)	**(3,435,000)**	**(34,500)**	**(229,000)**	**(4,343,221)**	**(15,787,432)**
		2,269,127				2,269,127
						(2,269,127)
	-	**2,269,127**	**-**		**-**	**-**
	(312,750)	(1,165,873)	(34,500)	(229,000)	(4,343,221)	(15,787,432)
	312,750	**1,165,873**	**34,500**	**229,000**	**4,343,221**	**15,787,432**
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Governmental Funds

Revenues	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Property Taxes	$ 5,120,259	$ 5,039,347	$ 5,249,705	$ 5,538,450	$ 5,658,070
Franchise Taxes	1,755,375	1,724,565	1,845,517	1,844,640	1,869,770
Alcoholic Beverage Taxes	865,862	835,071	833,056	830,900	880,000
Business Taxes	1,693,350	1,757,237	1,845,285	1,923,160	2,064,500
Hotel/motel Taxes	442,293	489,208	558,049	596,000	566,000
Other Taxes Penalties	55,025	8,163	11,357	16,200	18,350
Licenses and Permits	648,686	588,695	601,618	732,620	713,570
Intergovernmental Grants	1,000,294	811,071	798,776	1,167,190	876,800
Charge for Services	106,532	110,438	103,476	105,580	111,460
Fines and Forfeitures	970,895	1,537,086	2,012,785	1,732,770	1,639,000
Investment Income	27,909	38,790	45,292	36,230	46,270
Contributions and Donations	137,701	181,606	210,370	256,500	229,500
Miscellaneous Revenues	36,822	35,819	26,702	40,000	40,000
TOTAL REVENUES	**12,861,003**	**13,157,096**	**14,141,988**	**14,820,240**	**14,713,290**
Expenditures					
Council & Chief Executive	532,963	519,071	474,798	588,490	567,090
Administrative Services	537,126	557,053	189,735	379,490	359,110
Business Services	-	-	733,181	834,190	896,700
Economic Development	946,006	1,001,828	1,231,117	1,520,550	1,481,940
Financial Services	691,744	667,182	451,755	506,640	544,290
Parks & Public Works	1,825,121	1,912,234	2,000,075	2,326,930	2,553,250
Planning	553,515	597,242	673,791	802,280	930,590
Police	4,007,185	4,178,443	4,217,123	5,525,690	5,182,870
Non-Departmental	489,886	476,449	477,827	535,550	563,750
Debt Service	1,587,290	1,587,121	1,585,159	1,851,750	1,568,440
TOTAL EXPENDITURES	**11,170,836**	**11,496,623**	**12,034,561**	**14,871,560**	**14,648,030**
Excess (deficiency) of revenues over (under) expenditures	**1,690,167**	**1,660,473**	**2,107,427**	**(51,320)**	**65,260**
Other Financing Sources (Uses)					
Sale of capital asset	5,612	8,282	2,185	5,000	5,000
Transfers in	1,792,051	226,026	239,447	222,000	161,240
Transfers out	(2,657,522)	(2,104,146)	(1,955,941)	(1,986,100)	(231,500)
Bond Proceeds	-	-	-	4,348,010	-
Bond Refinance	-	-	-	(4,087,590)	-
TOTAL OTHER FINANCING SOURCES	**(859,859)**	**(1,869,838)**	**(1,714,309)**	**(1,498,680)**	**(65,260)**
Net change in fund balance	830,308	(209,365)	393,118	(1,550,000)	-
Fund Balances, beginning of year	9,374,910	10,205,218	9,995,853	10,388,971	8,838,971
Fund Balances, end of year	**$ 10,205,218**	**$ 9,995,853**	**$ 10,388,971**	**$ 8,838,971**	**$ 8,838,971**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

General Fund

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Revenues					
Property Taxes	$ 5,120,259	$ 3,540,902	$ 3,659,055	$ 3,949,230	$ 4,094,630
Franchise Taxes	1,755,375	1,724,565	1,845,517	1,844,640	1,869,770
Alcoholic Beverage Taxes	865,862	835,071	833,056	830,900	880,000
Business Taxes	1,693,350	1,757,237	1,845,285	1,923,160	2,064,500
Other Taxes Penalties	55,025	8,163	11,357	16,200	18,350
Licenses and Permits	648,686	588,695	601,618	732,620	713,570
Intergovernmental Grants	997,894	808,671	798,776	1,167,190	876,800
Charge for Services	106,532	110,438	103,476	105,580	111,460
Fines and Forfeitures	916,625	1,494,216	1,898,791	1,617,770	1,524,000
Investment Income	23,020	32,432	39,487	33,500	41,000
Contributions and Donations	3,936	50	275	5,000	5,000
Miscellaneous Revenues	36,822	35,819	26,702	40,000	40,000
TOTAL REVENUES	**12,223,386**	**10,936,259**	**11,663,395**	**12,265,790**	**12,239,080**
Expenditures					
Council & Chief Executive	532,963	519,071	474,798	588,490	567,090
Administrative Services	537,126	557,053	189,735	379,490	359,110
Business Services	-	-	733,181	834,190	896,700
Economic Development	573,052	634,754	744,148	871,700	860,440
Financial Services	691,744	667,182	451,755	506,640	544,290
Parks & Public Works	1,822,524	1,911,097	1,998,586	2,319,910	2,546,230
Planning	553,515	597,242	673,791	802,280	930,590
Police	3,987,611	4,161,512	4,108,178	5,410,440	5,067,620
Non-Departmental	489,886	476,449	477,827	535,550	563,750
TOTAL EXPENDITURES	**9,188,421**	**9,524,360**	**9,851,999**	**12,248,690**	**12,335,820**
Excess (deficiency) of revenues over (under) expenditures	**3,034,965**	**1,411,899**	**1,811,396**	**17,100**	**(96,740)**
Other Financing Sources (Uses)					
Sale of capital asset	5,612	8,282	2,185	5,000	5,000
Transfer in	189,941	226,026	239,447	222,000	161,240
Transfers out	(2,467,581)	(1,894,790)	(1,716,494)	(1,794,100)	(69,500)
TOTAL OTHER FINANCING SOURCES	**(2,272,028)**	**(1,660,482)**	**(1,474,862)**	**(1,567,100)**	**96,740**
Net change in fund balance	762,937	(248,583)	336,534	(1,550,000)	-
Fund Balances, beginning of year	7,826,691	8,589,628	8,341,045	8,677,579	7,127,579
Fund Balances, end of year	**$ 8,589,628**	**$ 8,341,045**	**$ 8,677,579**	**$ 7,127,579**	**$ 7,127,579**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Special Revenue

Revenues	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Hotel/motel Taxes	$ 442,293	$ 489,208	$ 558,049	$ 596,000	$ 566,000
Intergovernmental Revenue	2,400	2,400	-	-	-
Fines and Forfeitures	54,270	42,870	113,994	115,000	115,000
Investment Income	221	383	361	620	270
Contributions and Donations	133,765	181,556	210,095	251,500	224,500
TOTAL REVENUES	**632,949**	**716,417**	**882,499**	**963,120**	**905,770**
Expenditures					
Economic Development	372,954	367,074	486,969	648.850	621,500
Parks & Public Works	2,597	1,137	1,489	7,020	7,020
Police	19,574	16,931	108,945	115,250	115,250
TOTAL EXPENDITURES	**395,125**	**385,142**	**597,403**	**771,120**	**743,770**
Excess (deficiency) of revenues over (under) expenditures	**237,824**	**331,275**	**285,096**	**192,000**	**162,000**
Other Financing Sources (Uses)					
Transfer in	10,000	-	-	-	-
Transfer out	(189,941)	(209,356)	(239,447)	(192,000)	(162,000)
TOTAL OTHER FINANCING SOURCES	**(179,941)**	**(209,356)**	**(239,447)**	**(192,000)**	**(162,000)**
Net change in fund balance	57,883	121,919	45,649	-	-
Fund Balances, beginning of year	**209,842**	**267,725**	**389,644**	**435,293**	**435,293**
Fund Balances, end of year	**$ 267,725**	**$ 389,644**	**$ 435,293**	**$ 435,293**	**$ 435,293**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

Debt Service

Revenues	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Property Taxes	$ -	$ 1,498,445	$ 1,590,650	$ 1,589,220	$ 1,563,440
Investment Income	4,668	5,975	5,444	2,110	5,000
TOTAL REVENUES	**4,668**	**1,504,420**	**1,596,094**	**1,591,330**	**1,568,440**
Expenditures					
Debt Service-Principal	780,000	810,000	840,000	933,000	956,000
Debt Service-Interest	807,290	774,971	742,084	793,230	608,440
Fiscal Agent's Fees	-	2,150	3,075	3,100	4,000
Bond Issuance Cost	-	-	-	122,420	-
TOTAL EXPENDITURES	**1,587,290**	**1,587,121**	**1,585,159**	**1,851,750**	**1,568,440**
Excess (deficiency) of revenues over (under) expenditures	**(1,582,622)**	**(82,701)**	**10,935**	**(260,420)**	**-**
Other Financing Sources (Uses)					
Transfer in	1,592,110	-	-	-	-
Bond Proceeds	-	-	-	4,348,010	-
Bond Refinance	-	-	-	(4,087,590)	-
TOTAL OTHER FINANCING SOURCES	**1,592,110**	**-**	**-**	**260,420**	**-**
Net change in fund balance	9,488	(82,701)	10,935	-	-
Fund Balances, beginning of year	**1,338,377**	**1,347,865**	**1,265,164**	**1,276,099**	**1,276,099**
Fund Balances, end of year	**$ 1,347,865**	**$ 1,265,164**	**$ 1,276,099**	**$ 1,276,099**	**$ 1,276,099**

STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET ASSETS

Proprietary Fund

Revenues	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Water and Sewer Charges	$ 153,714	$ 133,790	$ 135,721	$ 136,000	$ 140,000
Investment Income	357	929	1,448	1,000	1,500
TOTAL REVENUES	**154,071**	**134,719**	**137,169**	**137,000**	**141,500**
Expenditures					
Administration	32,673	39,307	39,672	49,650	49,650
Supply	6,831	13,989	7,529	17,000	17,000
Distribution	69,556	66,471	67,334	86,000	86,000
System Improvements	498	-	-	228,170	58,000
TOTAL EXPENSES	**109,558**	**119,767**	**114,535**	**380,820**	**210,650**
Excess (deficiency) of revenues over (under) expenditures	44,513	14,952	22,634	(243,820)	(69,150)
Other Financing Sources (Uses)					
Transfers in	200,000	100,000	-	200,000	-
TOTAL OTHER FINANCING SOURCES	**200,000**	**100,000**	**-**	**200,000**	**-**
Net change	244,513	114,952	22,634	(43,820)	(69,150)
Total Net Position, beginning of year	**2,633,544**	**2,878,057**	**2,993,009**	**3,015,643**	**2,971,823**
Total Net Position, end of year	**$ 2,878,057**	**$ 2,993,009**	**$ 3,015,643**	**$ 2,971,823**	**$ 2,902,673**


Daddy says

APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2016-2017 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 2016-2017 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 2016-2017; 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 2016-2017; and

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

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

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

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

ADOPTED this 21st day of June 2016.

General Fund

REVENUES AND OTHER SOURCES		
Property Taxes	$	4,094,630
Franchise Taxes		1,869,770
Alcoholic Beverage Taxes		880,000
Business Taxes		2,064,500
Other Taxes Penalties		18,350
Licenses & Permits		713,570
Intergovernmental Revenues		876,800
Charge for Services		111,460
Fines & Forfeitures		1,524,000
Investment Income		41,000
Contributions & Donations		5,000
Miscellaneous Revenue		40,000
Other Financing Sources		166,240
TOTAL REVENUES AND OTHER SOURCES	**$**	**12,405,320**
EXPENDITURES AND OTHER USES		
Council & Chief Executive	$	567,090
Administrative Services		359,110
Business Services		896,700
Economic Development		860,440
Financial Services		544,290
Parks & Public Works		2,546,230
Planning		930,590
Police		5,067,620
Non-Departmental		563,750
Transfers-Capital		69,500
TOTAL EXPENDITURES AND OTHER USES	**$**	**12,405,320**
FUND BALANCE		
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	**$**	**4,135,107**

Special Revenue Funds

SUWANEE FEST FUND		
Revenues and Other Sources		
Contributions and Donations	$	154,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**154,000**
Expenditures and Other Uses		
Special Activities	$	154,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**154,000**

COMMUNITY ARTS FUND		
Revenues and Other Sources		
Contributions and Donations	$	63,500
TOTAL REVENUES AND OTHER SOURCES	**$**	**63,500**
Expenditures and Other Uses		
Culture and Recreation	$	63,500
TOTAL EXPENDITURES AND OTHER USES	**$**	**63,500**

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	$	566,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**566,000**
Expenditures and Other Uses		
Tourism	$	566,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**566,000**

Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	22,294,048
Expenditures	$	22,294,048
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	535,000
Expenditures	$	535,000
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	719,720
Expenditures	$	719,720
Cemetery Fund (Project Basis)		
Revenues	$	30,980
Expenditures	$	30,980
Paved Streets Fund (Project Basis)		
Revenues	$	350,000
Expenditures	$	350,000
Storm Drainage Fund (Project Basis)		
Revenues	$	313,000
Expenditures	$	313,000
Master Plan Implementation Fund (Project Basis)		
Revenues	$	3,436,000
Expenditures	$	3,436,000
Community Stabilization Fund (Project Basis)		
Revenues	$	35,000
Expenditures	$	35,000
Suwanee Tax Allocation District Fund (Project Basis)		
Revenues	$	230,000
Expenditures	$	230,000
2014 SPLOST Fund (Project Basis)		
Revenues	$	6,773,700
Expenditures	$	6,773,700

Other Funds

DEBT SERVICE FUND		
Revenues and Other Sources		
General Property Taxes	$	1,563,440
Investment Income		5,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**1,568,440**
Expenditures and Other Uses		
Debt Service	$	1,568,440
TOTAL EXPENDITURES AND OTHER USES	**$**	**1,568,440**
WATER FUND		
Revenues		
Charges for Services	$	140,000
Investment Income		1,500
Other Financing Sources		69,150
TOTAL REVENUES	**$**	**210,650**
Expenses		
Water Administration	$	49,650
Supply		17,000
Distribution		86,000
System Improvements		58,000
TOTAL EXPENSES	**$**	**210,650**
MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	2,351,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**2,351,000**
Expenditures and Other Uses		
Municipal Court	$	853,000
Other Financing Uses		1,498,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**2,351,000**
COMPONENT UNIT		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		8,000
Other Financing Sources		7,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**15,100**
Expenditures and Other Uses		
Economic Development	$	15,100
TOTAL EXPENDITURES AND OTHER USES	**$**	**15,100**

CITY OF SUWANEE, GEORGIA AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2016-2017.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year **2016-2017**; 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 2016-2017; 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
Administrative Coordinator	14
ADMINISTRATIVE SERVICES	
Administrative Services Director	24
Human Resources Manager	19
Administrative Assistant	12
BUSINESS SERVICES	
Business Services Director	24
Business Services Manager	20
Court Services Administrator	20
Bailiffs Pool	14
Business Services Specialist (2)	12
Deputy Court Clerk (3)	12
Chief Judge	Appointed
Associate Judge (3)	Appointed
Lead Prosecuting Attorney	Appointed
Prosecuting Attorney (3)	Appointed
ECONOMIC DEVELOPMENT	
Assistant City Manager	26
Events & Outreach Manager	20
Public Information Officer	20
Downtown & Business Development Manager	19
Events Coordinator (PT)	16
Special Projects Coordinator	14
FINANCIAL ADMINISTRATION	
Financial Services Director	25
Financial Planning & Reporting Manager	19
Accounting Analyst	16
Special Projects Analyst	16
Communications Specialist	14
PARKS & PUBLIC WORKS	
Public Works Director	25
Assistant to the Public Works Director	21
Public Works Superintendent	21
Administrative Assistant	12
Equipment Operator II (4)	12
Facilities Technician	12
Equipment Operator I (8))	10
Equipment Operator I (PT) (3)	10
Events Staff Pool	7
Custodian (3)	7

AUTHORIZED POSITIONS RESOLUTION

	SALARY GRADE
PLANNING & INSPECTIONS	
Planning Director	24
Planning Division Director	21
Building Official	20
Senior Planner	19
Building Inspector	16
Development Coordinator	14
Inspections Assistant	12
POLICE	
Police Chief	26
Police Captain (2)	23
Police Lieutenant (3)	20
Police Sergeant (6)	18
Communications Supervisor	16
Police Corporal (4)	16
Office Administrator	14
Police Officer (18)	14
Police Detective (4)	14
Crime Analyst	13
Administrative Assistant	12
Communications Officer (6)	12
Records & Evidence Technician	12

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 February 28, 2016, 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 21st day of June 2016.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2017 is as follows:

FUND	TRANSFER IN	FUND	TRANSFER OUT	AMOUNT
100	General	745	Municipal Court	$ 1,524,000
100	General	275	Hotel/Motel	161,240
360	Downtown Development Authority	100	General	7,000
361	Tax Allocation District	100	General	62,500
				$ 1,754,740





GENERAL FUND

Fiscal Year 2016-2017

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 2013	Actual FY 2014*	Actual FY 2015	FY 2016 Current Budget	FY 2017 Adopted Budget	FY 2017 Change Amount	FY 2017 Change %
Property Taxes	$ 5,120,259	$ 3,540,902	$ 3,659,055	$ 3,949,230	$ 4,094,630	$ 145,400	3.7%
Franchise Taxes	1,755,375	1,724,565	1,845,517	1,844,640	1,869,770	25,130	1.4%
Alcoholic Beverage Taxes	865,862	835,071	833,056	830,900	880,000	49,100	5.9%
Business Taxes	1,693,350	1,757,237	1,845,285	1,923,160	2,064,500	141,340	7.3%
Other Taxes & Penalties	55,025	8,163	11,357	16,200	18,350	2,150	13.3%
Licenses & Permits	648,686	588,695	601,618	732,620	713,570	(19,050)	-2.6%
Intergovernmental Revenues	997,894	808,671	798,776	1,167,190	876,800	(290,390)	-24.9%
Charges for Services	106,532	110,438	103,476	105,580	111,460	5,880	5.6%
Fines & Forfeitures	916,625	1,494,216	1,898,791	1,617,770	1,524,000	(93,770)	-5.8%
Investment Income	23,020	32,432	39,487	33,500	41,000	7,500	22.4%
Contributions & Donations	3,936	50	275	5,000	5,000	-	0%
Miscellaneous Revenues	36,822	35,819	26,702	40,000	40,000	-	0%
Sale of Capital Items	5,612	8,282	2,185	5,000	5,000	-	0%
Transfer In	189,941	226,026	239,447	222,000	161,240	(60,760)	-27.4%
Total Revenues	**12,418,939**	**11,170,567**	**11,905,027**	**12,492,790**	**12,405,320**	**(87,470)**	**-.7%**
Other Financing Sources							
Budgeted Fund Balance**	-	-	-	1,550,000	-	(1,550,000)	n/a
Total Other Financing Sources	**-**	**-**	**-**	**1,550,000**	**-**	**(1,550,000)**	**n/a**
Total Revenues and Other Financing Sources	**$ 12,418,939**	**$ 11,170,567**	**$ 11,905,027**	**$ 14,042,790**	**$ 12,405,320**	**$ (1,637,470)**	**-11.7%**

*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 2016 Current Budget column includes 4th quarter capital transfers, $1,285,000.



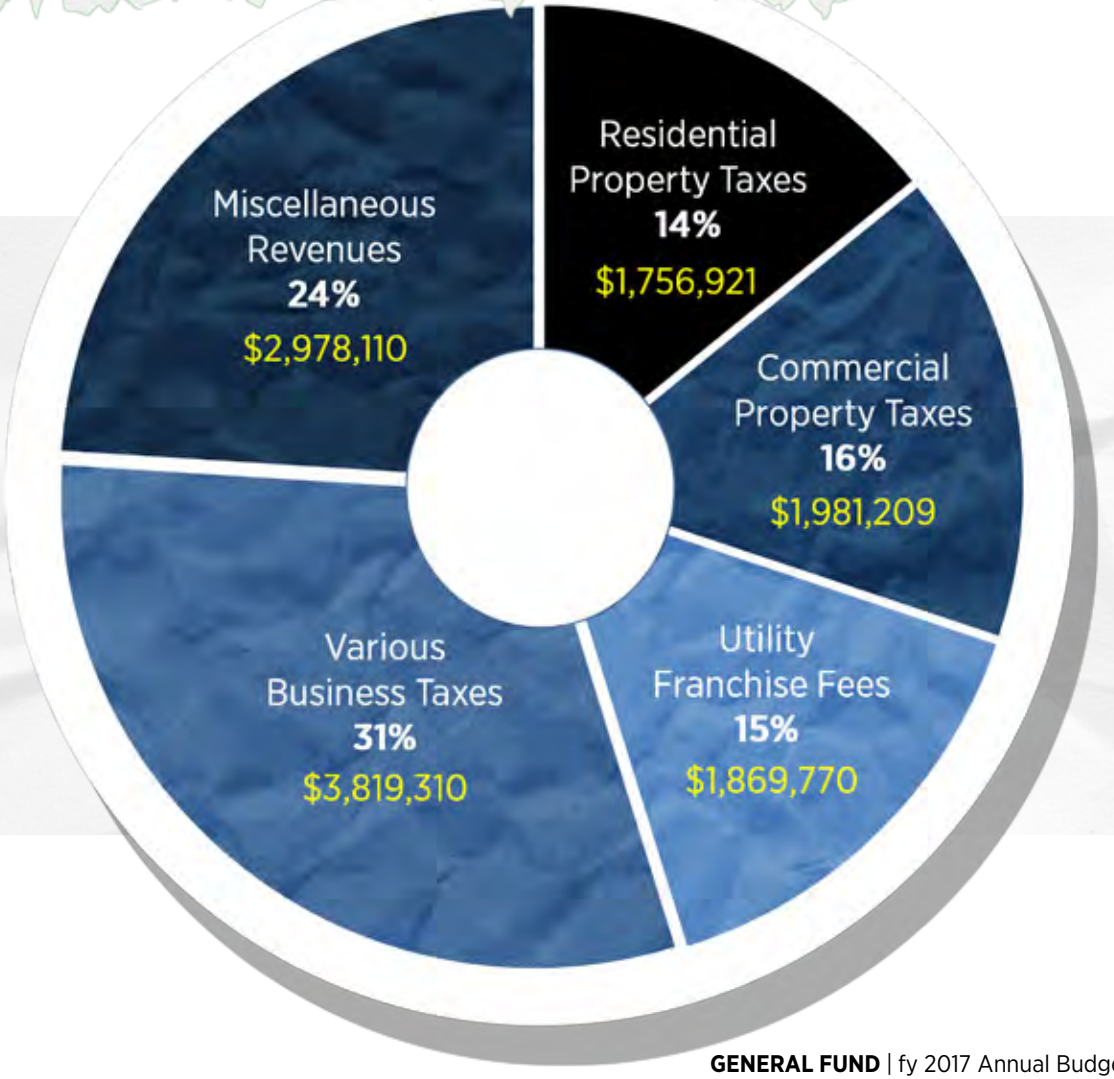
FY 2017 General Fund Revenues

Various Business Taxes include:

* alcoholic beverage
* business
* hotel/motel
* licenses and permit taxes

Miscellaneous Revenues include:

* motor vehicle
* other taxes and penalties
* charge for service
* fines and forfeitures
* investment income
* contributions
* intergovernmental
* miscellaneous revenues



General Fund Expenditures by Department

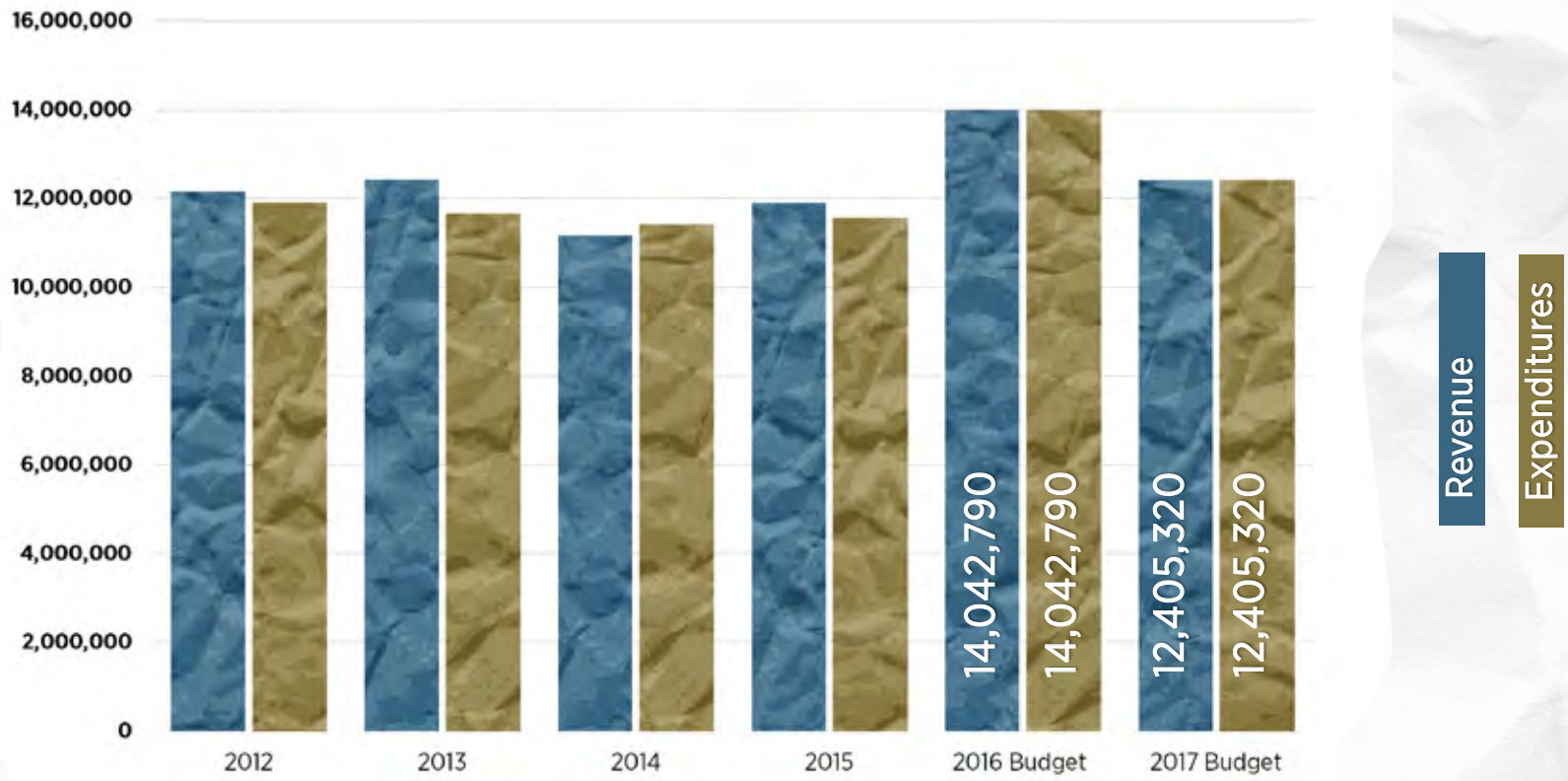
Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	FY 2016 Budget Original	FY 2016 Budget Current	FY 2017 Adopted Budget	FY 2017 Change Amount	FY 2017 Change %
Council & Chief Executive	$ 532,963	$ 519,071	$ 474,798	$ 588,490	$ 588,490	$ 567,090	(21,400)	-3.6%
Administrative Services	537,126	557,053	189,735	379,490	379,490	359,110	(20,380)	-5.4%
Business Services*	-	-	733,181	834,190	834,190	896,700	62,510	7.5%
Economic Development	573,052	634,754	744,148	885,700	871,700	860,440	(11,260)	-1.3%
Financial Services	691,744	667,182	451,755	506,640	506,640	544,290	37,650	7.4%
Parks & Public Works	1,822,524	1,911,097	1,998,586	2,319,910	2,319,910	2,546,230	226,320	9.8%
Planning	553,515	597,242	673,791	802,280	802,280	930,590	128,310	16.0%
Police	3,987,611	4,161,512	4,108,178	5,435,440	5,410,440	5,067,620	(342,820)	-6.3%
Non-Departmental	489,886	476,449	477,827	548,650	535,550	563,750	28,200	5.3%
Total Operating	9,188,421	9,524,360	9,851,999	12,300,790	12,248,690	12,335,820	87,130	.7%
Bond Payments**	1,592,110	-	-	-	-	-	-	n/a
Capital***	875,471	1,894,790	1,716,494	152,000	1,794,100	69,500	(1,724,600)	n/a
Transfers	2,467,581	1,894,790	1,716,494	152,000	1,794,100	69,500		n/a
Total Expenditures & Transfers	**$ 11,656,002**	**$ 11,419,150**	**$ 11,568,493**	**$ 12,452,790**	**$ 14,042,790**	**$ 12,405,320**	**$ (1,637,470)**	**-11.7%**

***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.

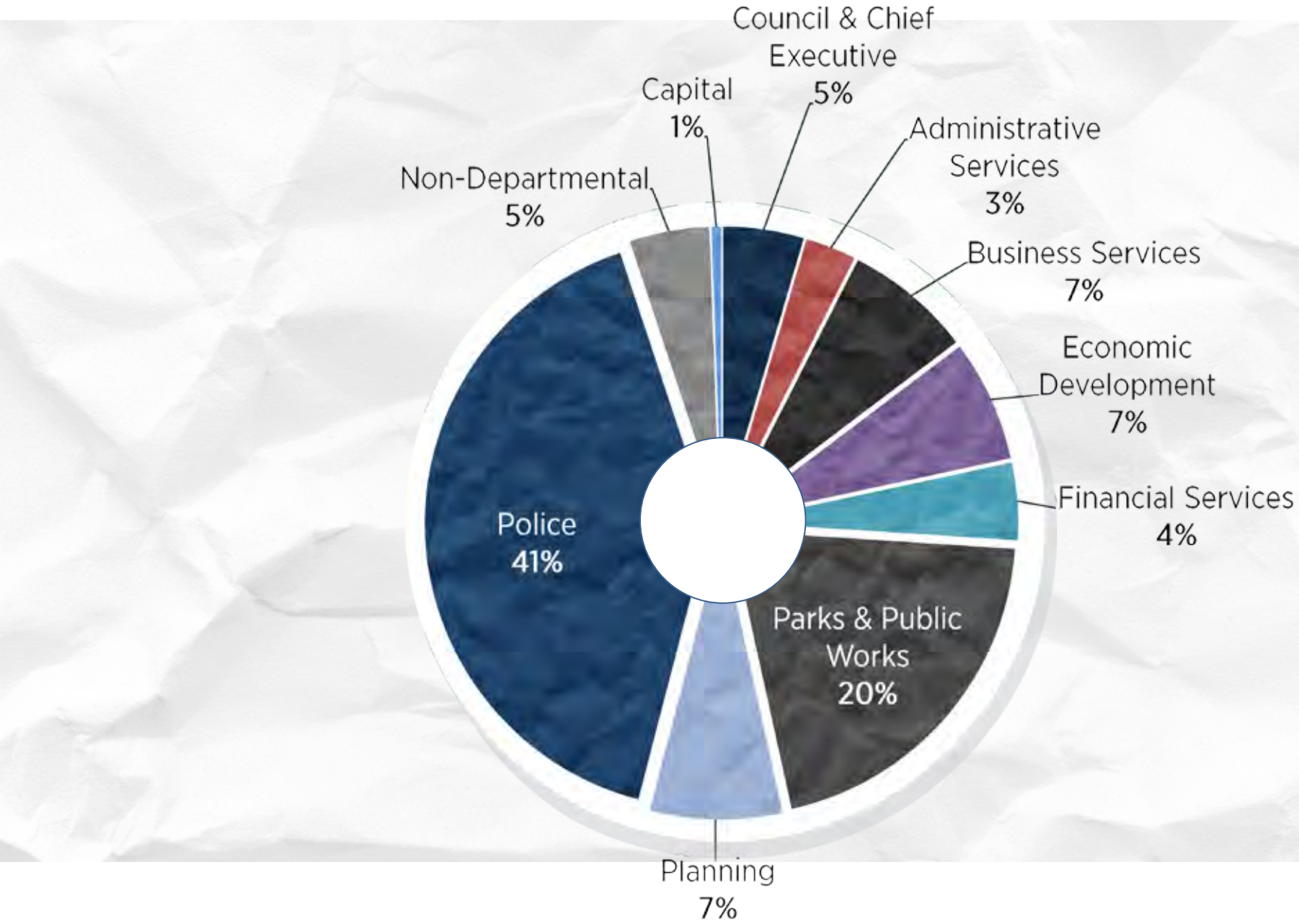
** **Change in accounting practice:** During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund. Based on this change in technology, 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 2016 Current Budget** and the FY 2016 Adopted Budget is due to fourth quarter FY 2016 capital improvement prefunding of $1,285,000. 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

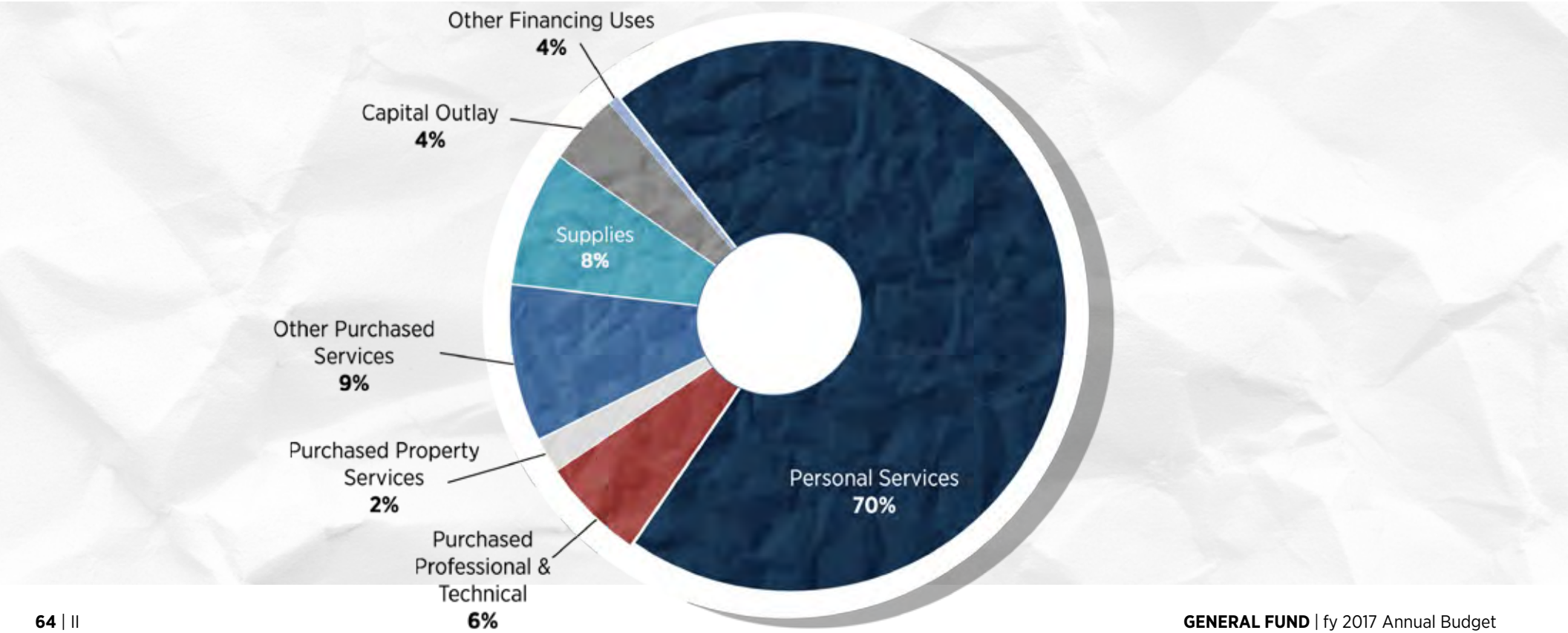


Department % of Budget



General Fund Expenditures by Category

Description	Actual FY 2013	Actual FY 2014	Actual FY 2015	FY 2016 Budget Original	FY 2016 Budget Current	FY 2017 Adopted Budget	FY 2017 Change Amount	FY 2017 Change %
Personal Services	$ 6,523,057	$ 6,747,990	$ 7,076,701	$ 8,261,020	$ 8,122,970	$ 8,697,650	$ 574,680	7.1%
Purchased Professional & Technical	428,505	395,912	550,670	730,070	685,370	751,220	65,850	9.6%
Purchased Property Services	213,190	196,045	229,417	243,630	249,530	253,350	3,820	0.1%
Other Purchased Services	872,432	944,733	927,804	1,125,760	1,137,110	1,135,020	(2,090)	-0.2%
Supplies	801,548	821,464	784,583	942,760	927,910	976,690	48,780	5.2%
Capital Outlay	349,689	418,216	282,824	997,550	1,125,800	521,890	(603,910)	-53.6%
Other Financing Uses	2,467,581	1,894,790	1,716,494	152,000	1,794,100	69,500	(1,724,600)	n/a
Total	**$ 11,656,002**	**$ 11,419,150**	**$ 11,568,493**	**$ 12,452,790**	**$ 14,042,790**	**$ 12,405,320**	**$ (1,637,470)**	**-11.7%**





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

REVENUE DEFINITIONS AND ASSUMPTIONS

Property Taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 33% of the total FY 2017 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.

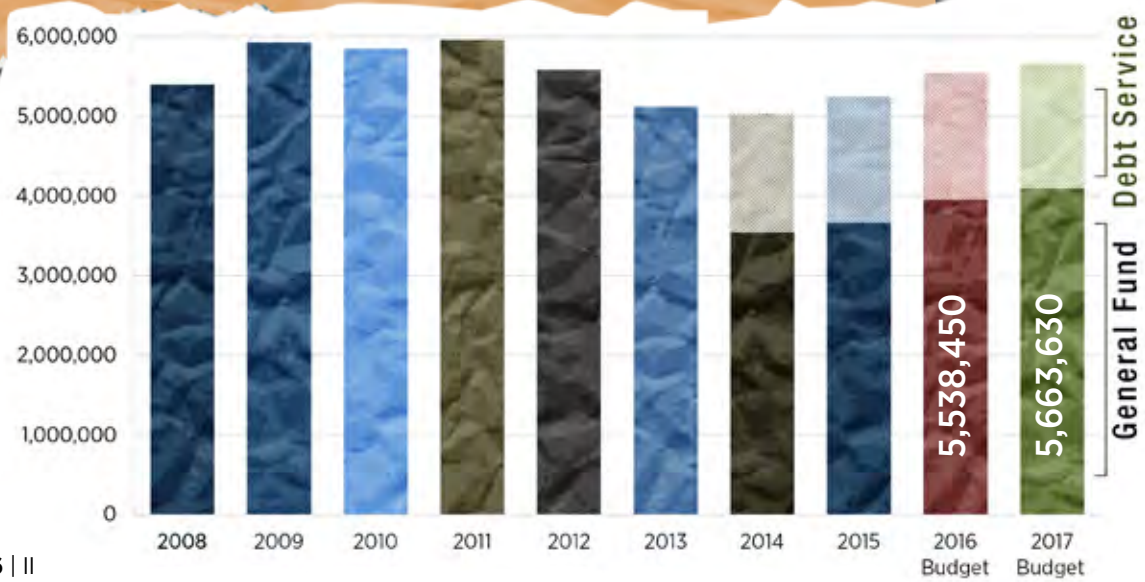
To determine the value due to re-assessments, fiscal year 2016 projected total collections was used as the base and then a 5% increase was applied on real property and 3% increase was applied to personal property.

To determine the value added due to new construction growth, calendar year 2015 building permit activity was reviewed. Based upon this review, $56,100 of assessed value was added to the current digest. In total, approximately 8.5% increase in property taxes from projected current year collections has been predicted for fiscal year 2017.

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 2007 - 2013 include both operating and debt service millage rates. The reduction noted in fiscal year 2014 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 2016 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, used the calendar year 2014 and 2015 values restated for the change in tax rate and percentages for state and local disbursements. These restated values were used to predict same month values for fiscal year 2017.Motor vehicle taxes will continue to decline as new vehicles are purchased and the selective use tax is applied. In total motor vehicle revenues from title tax and ad valorem are decreasingly by $48,620 from the current FY 2016 budget amounts.

Projected **FY 2016** Property Tax Revenues **$3,949,445**
Original **FY 2016** Budget **$3,949,230**
Current **FY 2016** Budget **$3,949,230**
FY 2017 Adopted Budget **$4,094,630**
FY 2017 budget is a **3.7%** increase from **FY 2016**



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

Projected FY 2016 Collection	$	4,875,296
Projected FY 2017:		
Real estate	$	4,472,821
Personal property		688,962
TOTAL FY 2017 PROJECTION	$	5,161,783
Increase	$	286,487
% Increase from PY collection		6%
Assumed Millage Rate		
Operating		3.43
Debt Service		1.5
TOTAL		4.93

SECOND METHOD:
Building Permit Activity

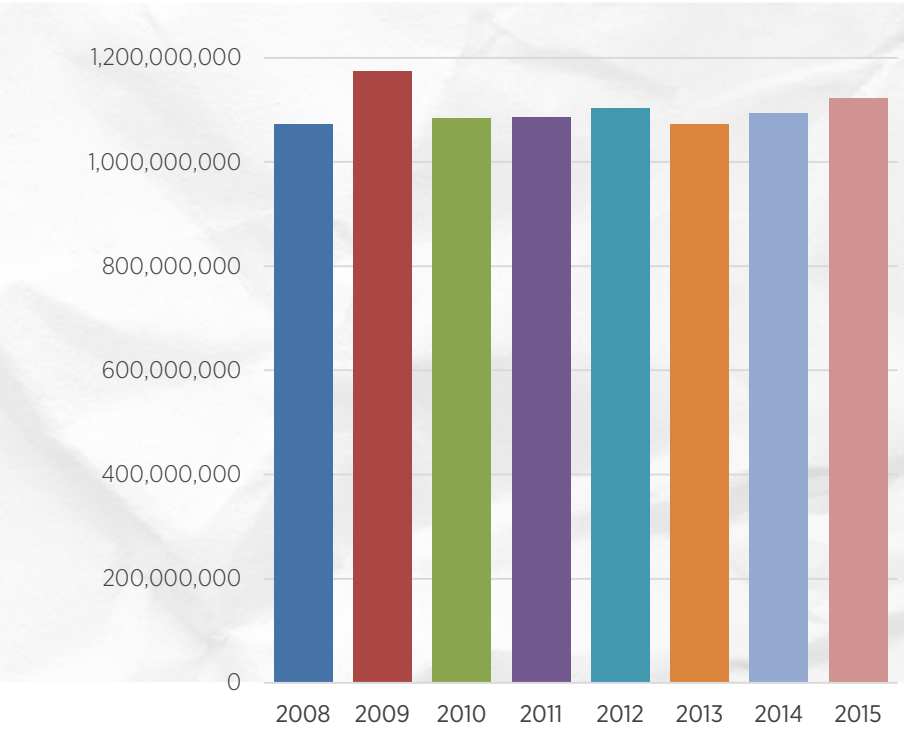
90 % of Construction Value	$	28,430,165
Assessed Value @ 40%	$	11,372,066.00
Millage Rate		4.93
Estimated Construction Value Added	$	56,064.26

REVENUE DEFINITIONS AND ASSUMPTIONS

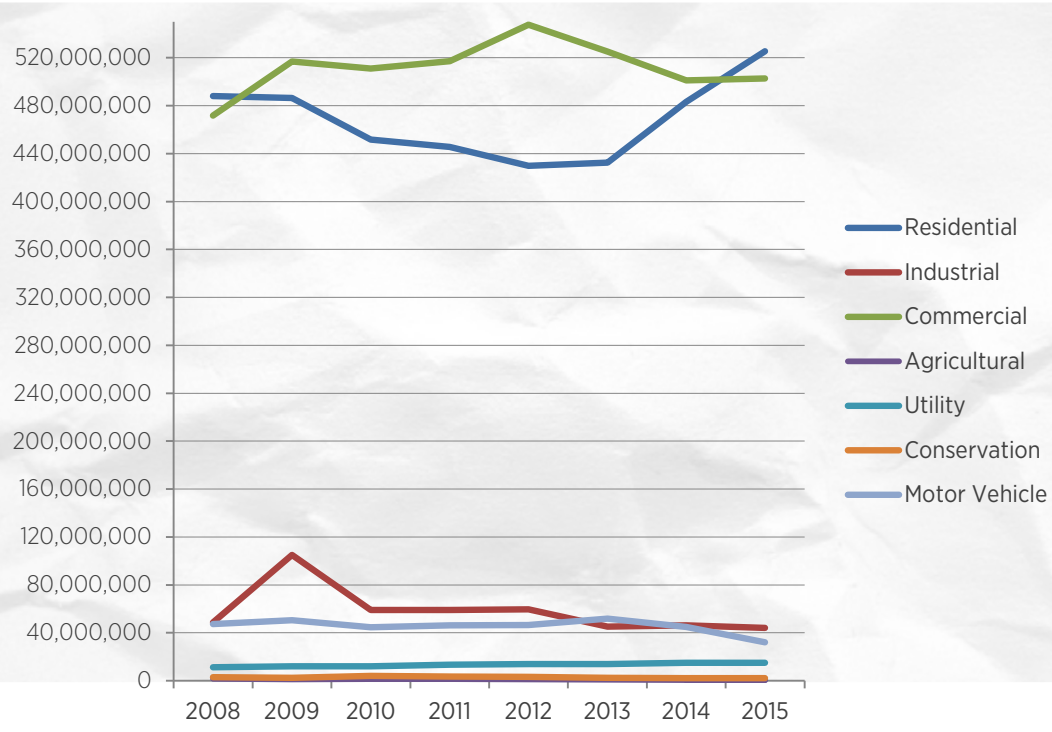
Assessed Values by Year

	2008	2009	2010	2011	2012	2013	2014	2015
Residential	$ 488,117,714	$ 486,439,880	$ 451,799,790	$ 445,584,730	$ 429,759,170	$ 432,603,500	$ 483,383,310	$ 525,545,090
Industrial	48,620,230	105,077,530	59,192,480	58,949,530	59,583,750	45,165,510	46,344,540	44,212,950
Commercial	471,717,632	516,909,258	511,108,207	517,133,040	547,739,480	525,333,930	501,123,550	502,738,470
Agricultural	1,587,200	1,164,800	1,355,920	1,285,920	1,034,760	881,040	618,640	681,400
Utility	11,265,240	11,989,000	12,001,880	13,491,200	13,839,840	14,028,880	14,895,920	14,895,920
Conservation	2,963,880	2,472,280	4,079,360	3,643,120	3,321,960	2,344,400	2,277,440	2,053,120
Motor Vehicle	47,370,020	50,660,550	44,682,260	46,381,880	46,637,900	51,763,830	45,014,820	32,045,450
TOTAL	**$ 1,071,641,916**	**$ 1,174,713,298**	**$ 1,084,219,897**	**$ 1,086,469,420**	**$ 1,101,916,860**	**$ 1,072,121,090**	**$ 1,093,658,220**	**$ 1,122,172,400**

Assessed Values by Year



Assessed Values by Type



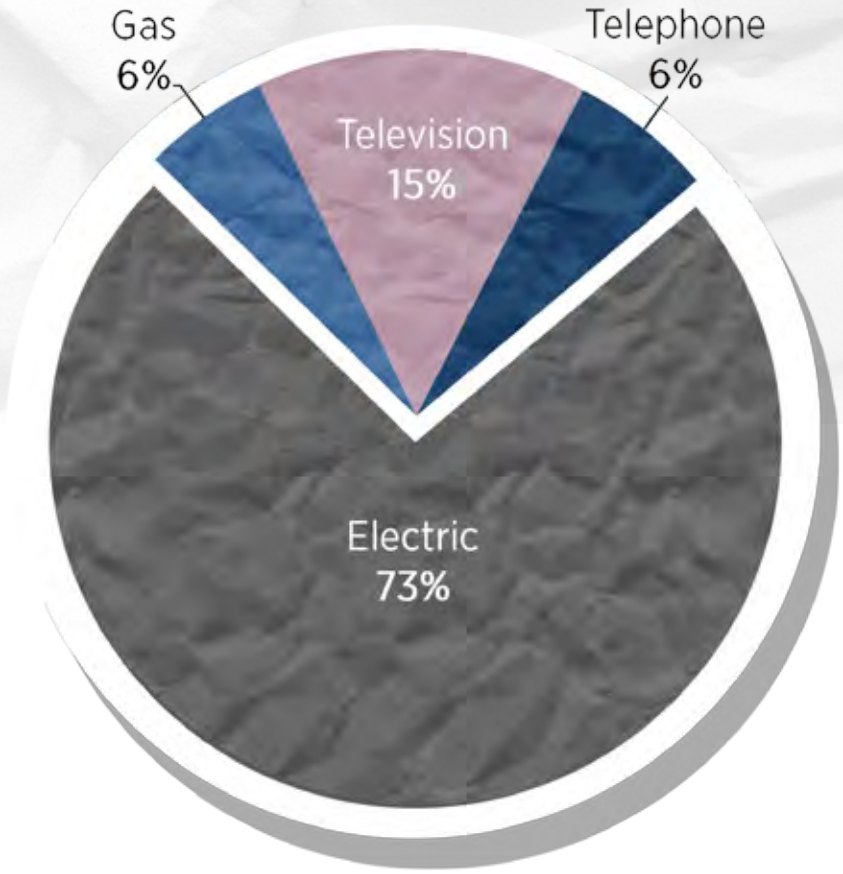
REVENUE DEFINITIONS AND ASSUMPTIONS

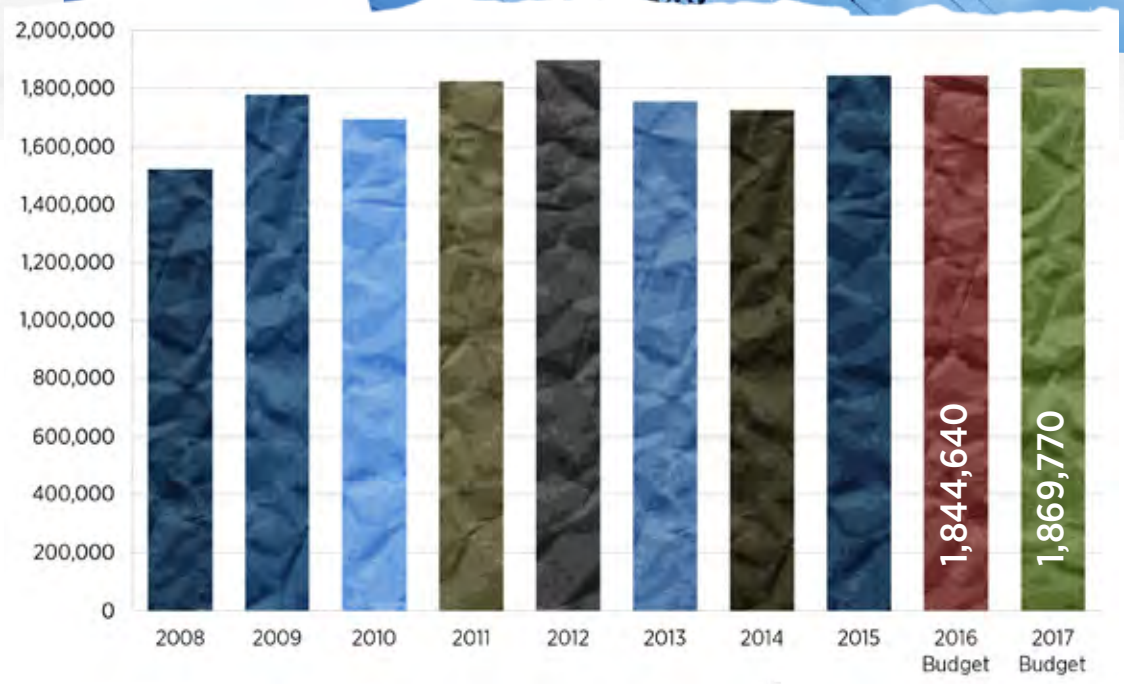
Utility Franchise Fees

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 2017 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 2016** Franchise Fees **$1,842,230**
Original **FY 2016** Budget **$1,844,640**
Current **FY 2016** Budget **$1,844,640**
FY 2017 Adopted Budget **$1,869,770**
FY 2017 percentage of change from **FY 2016** budget is a 1.4**%** increase.



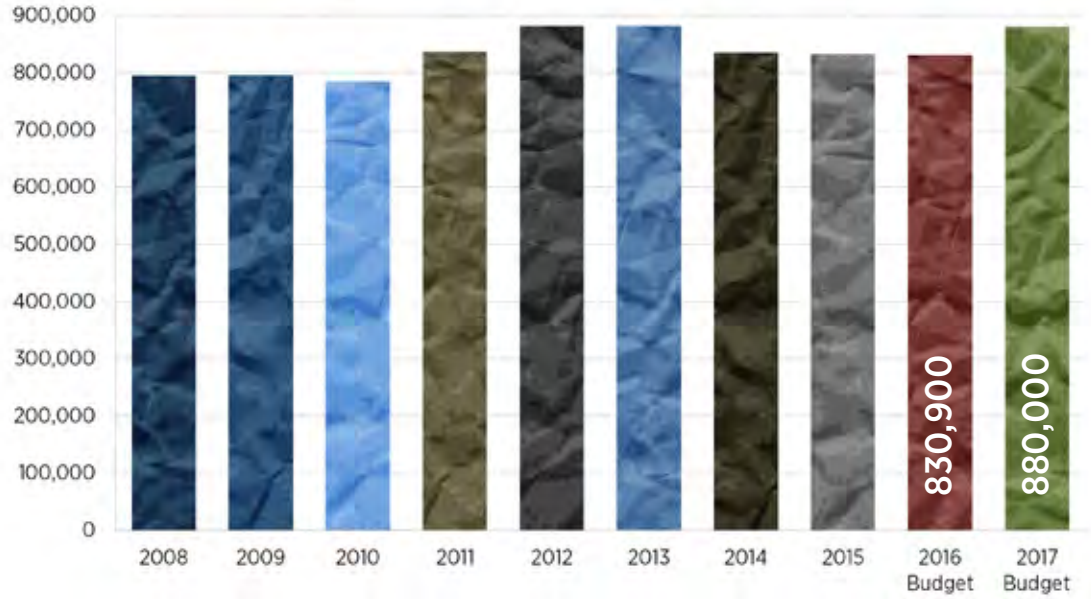


Alcoholic Beverage Taxes

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 2017 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 2.3% from 2016 projected actuals.

Projected **FY 2016** Alcoholic Beverage Taxes **$859,930**
Original **FY 2016** Budget **$830,900**
Current **FY 2016** Budget **$830,900**
FY 2017 Adopted Budget **$880,000**
FY 2017 percentage of change from **FY 2016** budget is a 5.9**%** increase.





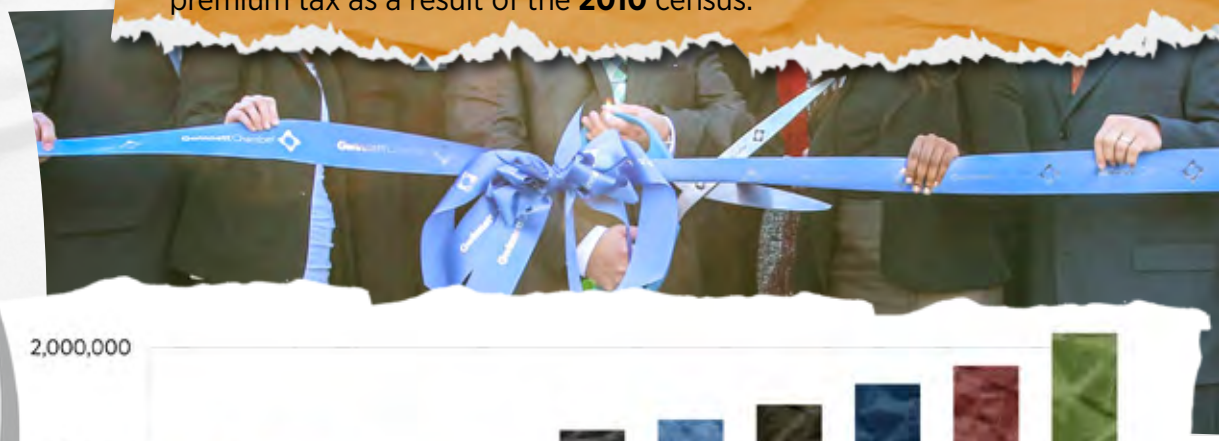
REVENUE DEFINITIONS AND ASSUMPTIONS

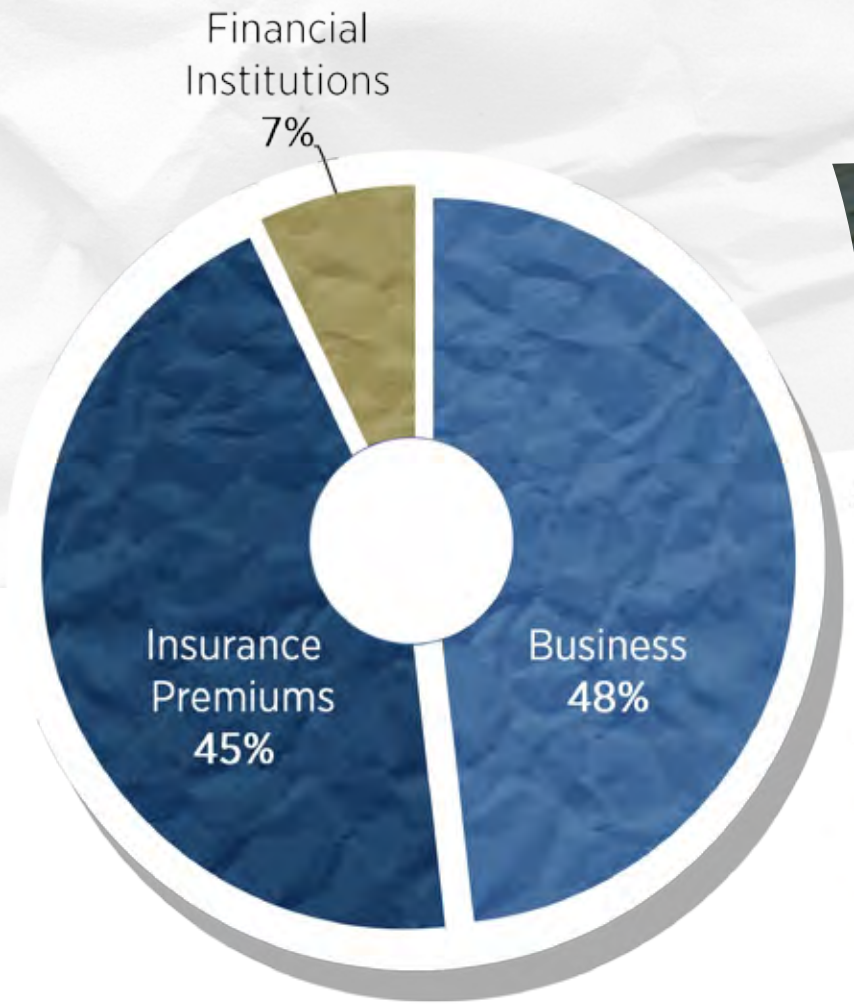
Business Taxes

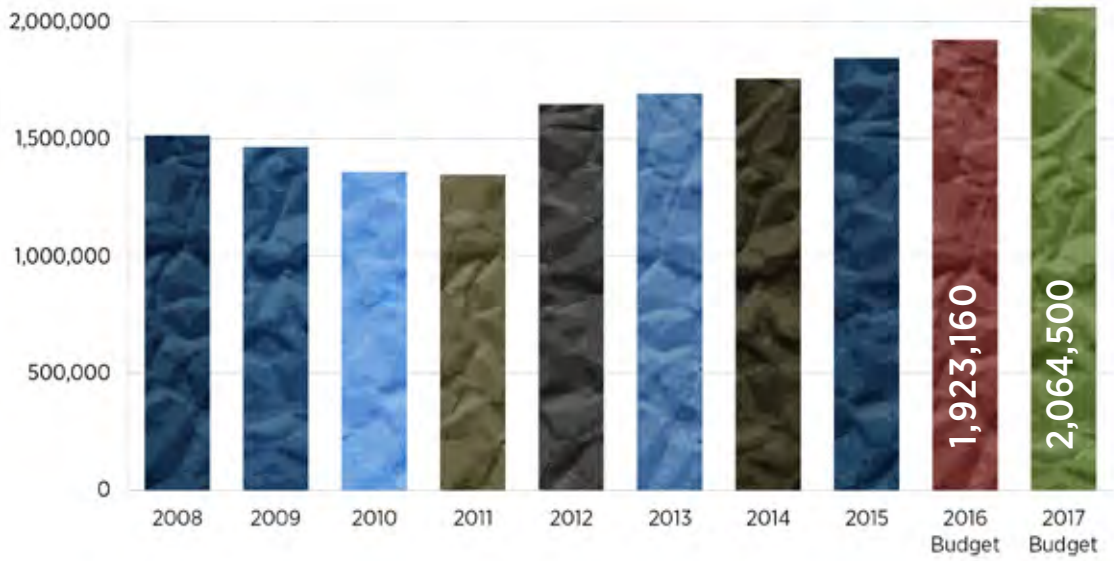
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 16% of the total FY 2017 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Current estimates for business and financial institutions' occupational licenses assume a 2.9% growth based on projected FY 2016 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 2016** Business Taxes Revenue **$2,006,943**
Original **FY 2016** Budget **$1,923,160**
Current **FY 2016** Budget **$1,923,160**
FY 2017 Adopted Budget **$2,064,500**
FY 2017 percentage of change from **FY 2016** budget is a **7.3%** increase.
FY 2012 revenues included a one-time increase from the state insurance premium tax as a result of the **2010** census.





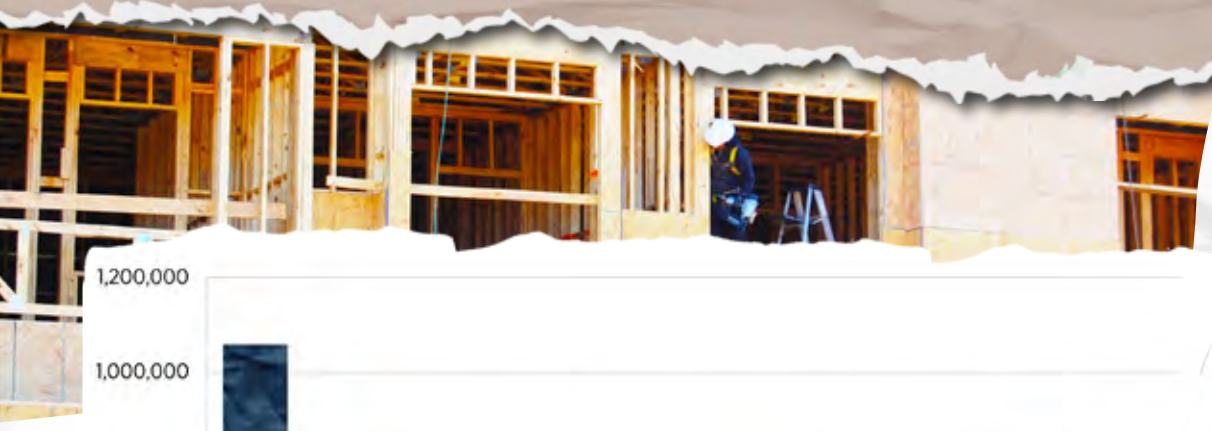


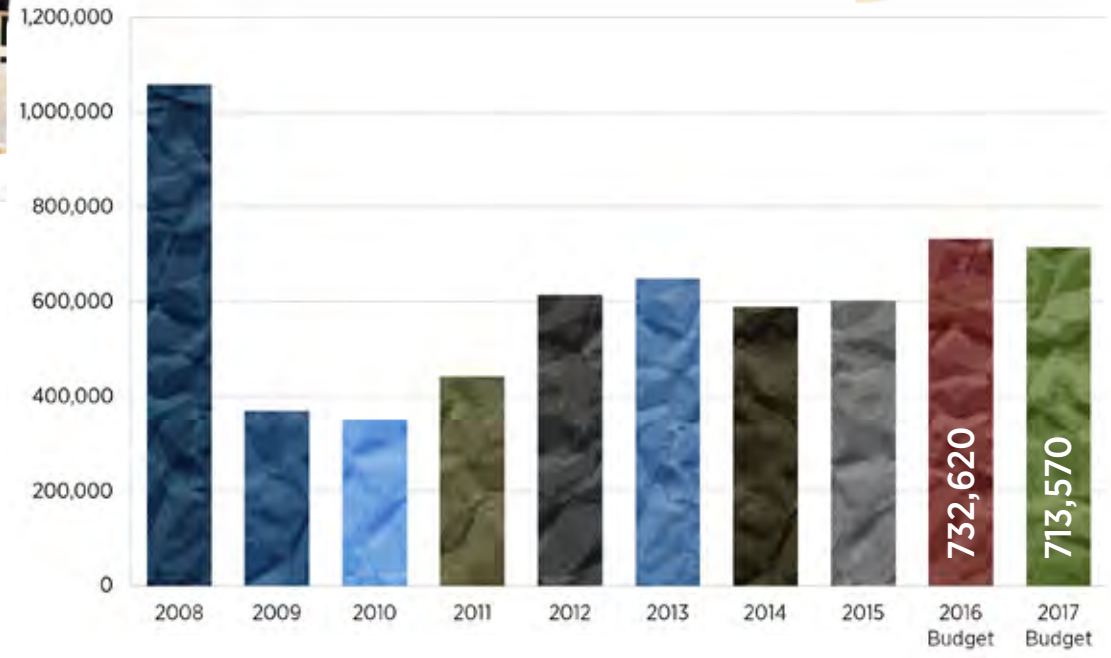
Licenses and Permits

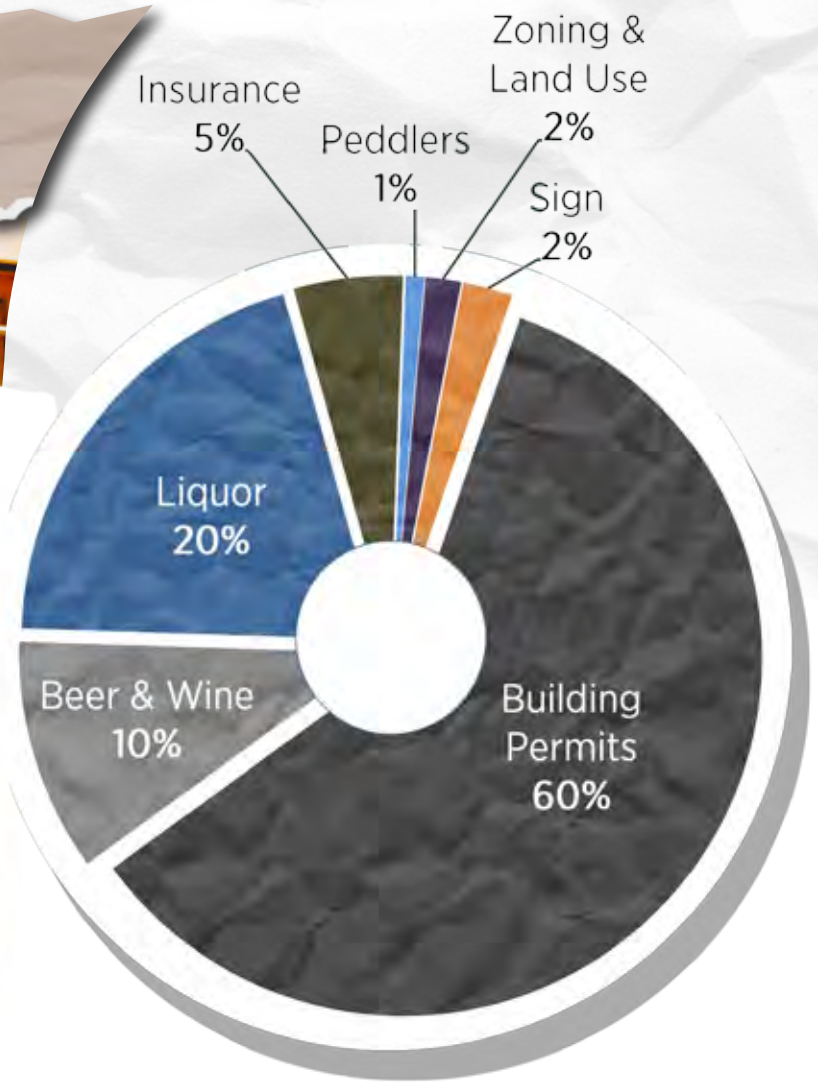
Licenses and permit fees include revenues realized from alcoholic privilege licenses, peddler license fees, fees for issuance of licenses to insurance companies that sell policies within the City, fees received from applications for zoning amendments, site plan reviews, special use and variance, and 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 5.7% of the total FY 2017 general fund revenues.

Projected **FY 2016** Licenses and Permits Revenues **$677,440**
Original **FY 2016** Budget **$732,620**
Current **FY 2016** Budget **$732,620**
FY 2017 Adopted Budget **$713,570**
FY 2017 percentage of change from **FY 2016** budget is a **2.6%** decrease.







REVENUE DEFINITIONS AND ASSUMPTIONS

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. The current projected amount of $876,800 is a decrease of $290,390 from fiscal year 2016. This decrease is due to a one time reimbursement for dispatch equipment ($350,000).

This category represents 7% of the total FY 2017 general fund revenues.

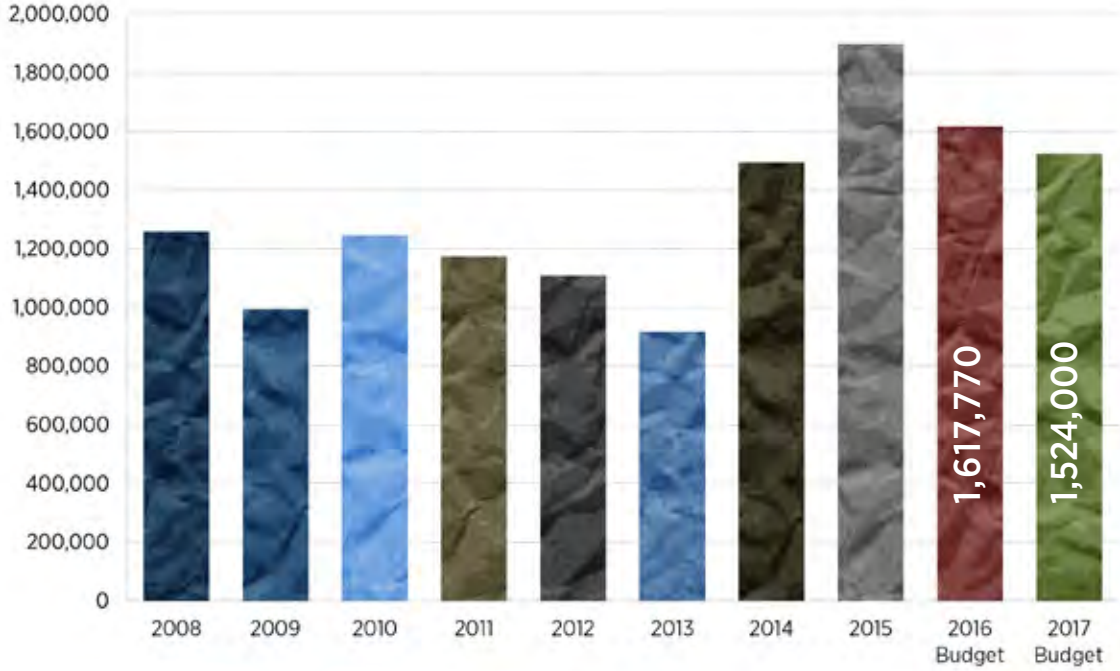


Fines and Forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 12.3% of the total FY 2017 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 2017 projections used a rolling three year average of receipts received from fiscal year 2014, 2015 and 2016.

Fines and Forfeitures



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 2016** Fines and Forfeitures **$1,444,300**
Original **FY 2016** Budget **$1,617,770**
Current **FY 2016** Budget **$1,617,770**
FY 2017 Adopted Budget **$1,524,000**
FY 2017 budget is a **5.8%** decrease from FY 2016.



Expenditure Summary

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

Departmental Accomplishments:

Each department has listed accomplishments that were reached during the previous fiscal year. The accomplishments are grouped in categories from the City of Suwanee 20/20 Vision Plan. Each category has a unique icon from the 20/20 Vision. Below please find the reference key to the accomplishment icons:


COMMUNICATIONS & ENGAGEMENT:


ECONOMIC DEVELOPMENT:


PUBLIC SAFETY:


PLANNING:


COMMUNITY:


COMMUNITY CULTURE:


PARKS + OPEN SPACE:


TRANSPORTATION:

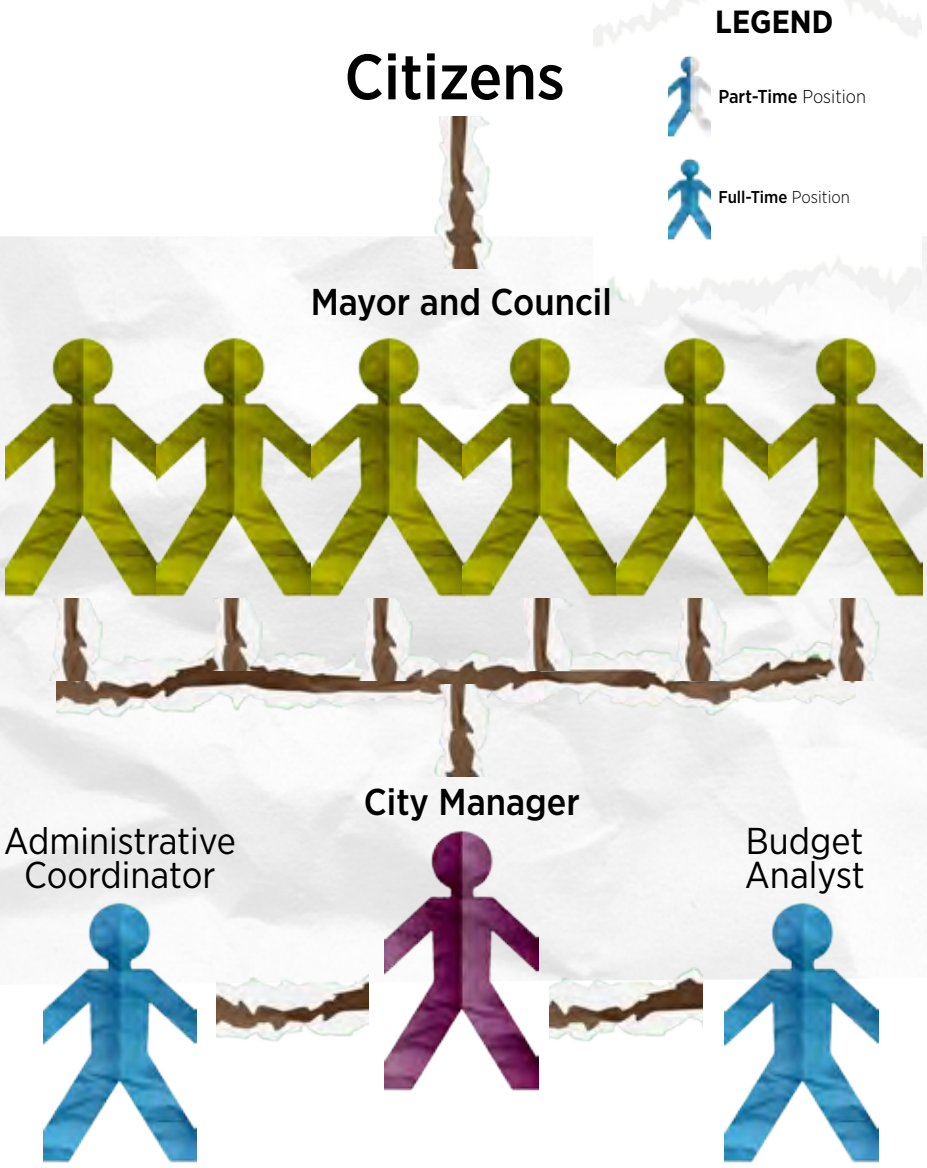

GOVERNANCE:


GENERAL SUWANEE:

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 2017 Budget Items	Gwinnett Municipal Association dues $26,500 and $10,000 for professional services.
Current FY 2016 Budget	$588,490
Adopted FY 2017 Budget	$567,090
Change from PY Budget	($21,400)
Reason for Change	4% salary adjustments, 15% group health insurance increase, implementation of the pay and classification plan, reduction in professional services $20,000, reduction in supplies $4,500, and reduction in dues and fee $6,500.



FY 2016 CURRENT BUDGET	$588,490	
Changes:		
Salary changes due to 4% raises	9,900	
Salary change due to implementation of class and comp plan	1,000	
Salary change for private event rate	1,500	Second job rate for afterhours meeting
Group Health Insurance 15% increase	6,580	
Reduction to Other Benefits	(840)	Prior period workers comp rates lowered
Reduction in Professional Services	(20,000)	
Reduction in Printing	(2,400)	
Reduction in Travel	(500)	
Reduction in Dues & Fees	(6,500)	Reduction in GwMA support fees
Decrease in Education	(500)	
Decrease in Contracted Services	(5,000)	
Decrease in Supplies	(4,500)	
Decrease in Computer Equipment	(140)	
FY 2017 ADOPTED BUDGET	**$567,090**	

ACCOMPLISHMENTS

- Revised City purchasing policy
- Cross-department teamwork
- Received American Heart Association award for Swell program



1110 GOVERNING BODY

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2017

- 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

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:
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    - Greenspace
3. Demanding progressive and responsible government, meaning:
    - Open
    - Ethical
    - Efficient
    - Embracing change

...WHILE BUILDING A STRONG SENSE OF COMMUNITY.

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Council Meetings	12	12	12	12	12	12
Work Sessions	14	14	14	14	14	14
Ordinances Effected	7	7	5	6	10	7
Resolutions Adopted	1	5	6	6	4	6
Specially Called Meetings	8	5	5	6	6	6
Public Hearings	10	11	14	14	14	14
Executive Sessions	11	9	9	10	6	8
Council Work Retreat	2	1	2	1	1	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*

1110 GOVERNING BODY



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

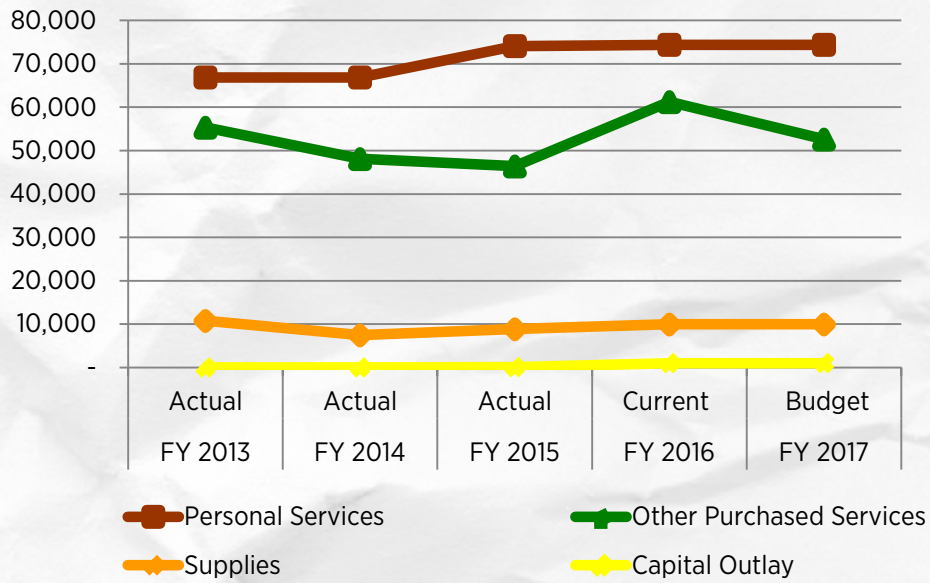
Almost all residents (**91%**) reported being satisfied with the overall direction that Suwanee was taking. More than **80%** of respondents gave positive ratings for the City welcoming citizen involvement, acting in the best interest of Suwanee, being honest, treating all residents fairly and their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

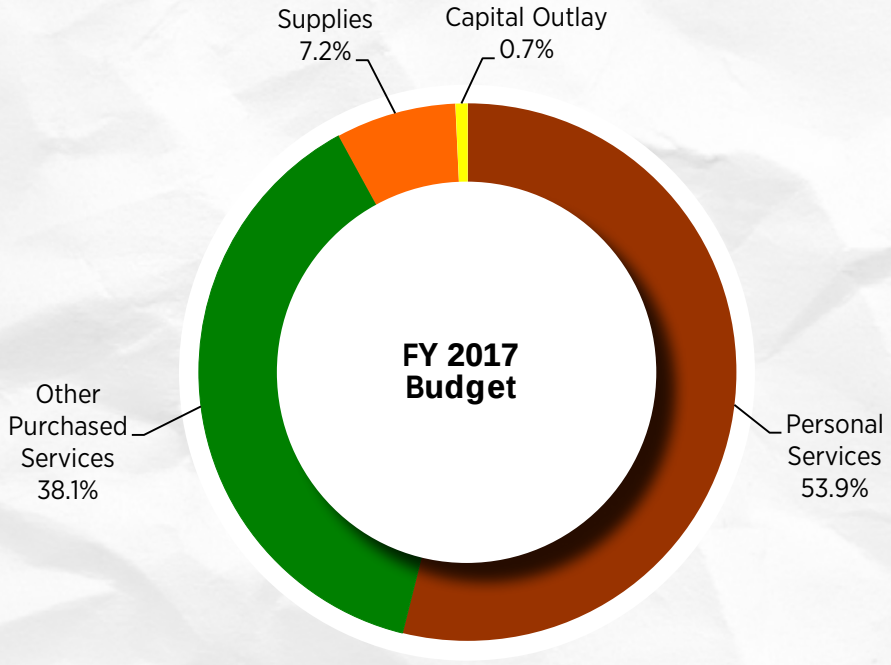
*New survey questions added by the National Research Center in 2014.

1110 GOVERNING BODY

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 66,851	$ 66,850	$ 74,073	$ 74,400	$ 74,400
Other Purchased Services	55,316	48,088	46,440	61,250	52,650
Supplies	10,785	7,457	8,875	10,000	10,000
Capital Outlay	-	-	79	1,000	1,000
TOTAL	**$ 132,952**	**$ 122,395**	**$ 129,467**	**$ 146,650**	**$ 138,050**





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.

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 287-296***
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 291***
5. Provide staff with direction and assistance in implementation of their duties, assignments and projects.
   - ***STWP, City Services, Staffing 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 287-296***
7. Continue to work to provide quality services to citizens, residents, business operators, property owners, visitors and others within fiscal constraints.
   - ***STWP, City Services, Staffing, pages 310-314***
8. Respond to Council's day-to-day needs.
   - ***STWP, City Services, Staffing, Strategic Anchor Points, pages 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, Staffing, pages 302-314***

OBJECTIVES FOR FISCAL YEAR 2017

1. Undertake a feasibility study to analyze various operational needs to available sites to include the fire station, Gwinnett County school site, and Crossroads building.
   - ***STWP, Downtown City Facilities Analysis, Facility Maintenance, pages 302-304***
   - ***CIP, Parks & Facilities Projects, Facility Enhancements, page 291***
2. Research the costs, feasibility, benefits, and potential drawbacks to migrating to a self-insured program for employee medical insurance and worker's compensation.
   - ***STWP, Employee Benefits Program, page 302***
3. Explore the extension of Suwanee Avenue north to George Pierce Park.
   - ***STWP, Suwanee Avenue Extension North, page 302***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects, page 296***
4. Develop 2016 SPLOST program project list.
5. Oversee public/private development projects around Town Center.
   - ***STWP, Town Center Park, Phase 2, Town Center, pages 302 -314***
6. Consider refinancing outstanding bonds when the City can achieve a cost savings of greater than 3%.
   - ***STWP, Bond Restructuring, page 304***
7. Hold a mid-year City Council strategic retreat.
   - ***STWP, City Council Mid-Year Planning Retreat, page 304***
8. Implement projects and initiatives in the adopted 20/20 Vision Plan.
   - ***STWP, Strategic Plan Implementation, page 306***

STAFF MISSION STATEMENT

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

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

1320 CHIEF EXECUTIVE

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 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



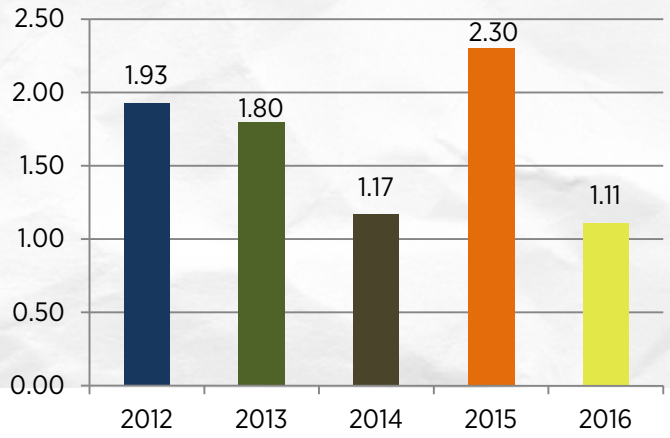
COMMUNITY
HOW LIVABLE WE ARE
WHAT MAKES A COMMUNITY LIVABLE, ATTRACTIVE AND A PLACE WHERE PEOPLE WANT TO BE?

	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.



ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA
Number of General Liability Claims per 10,000 population

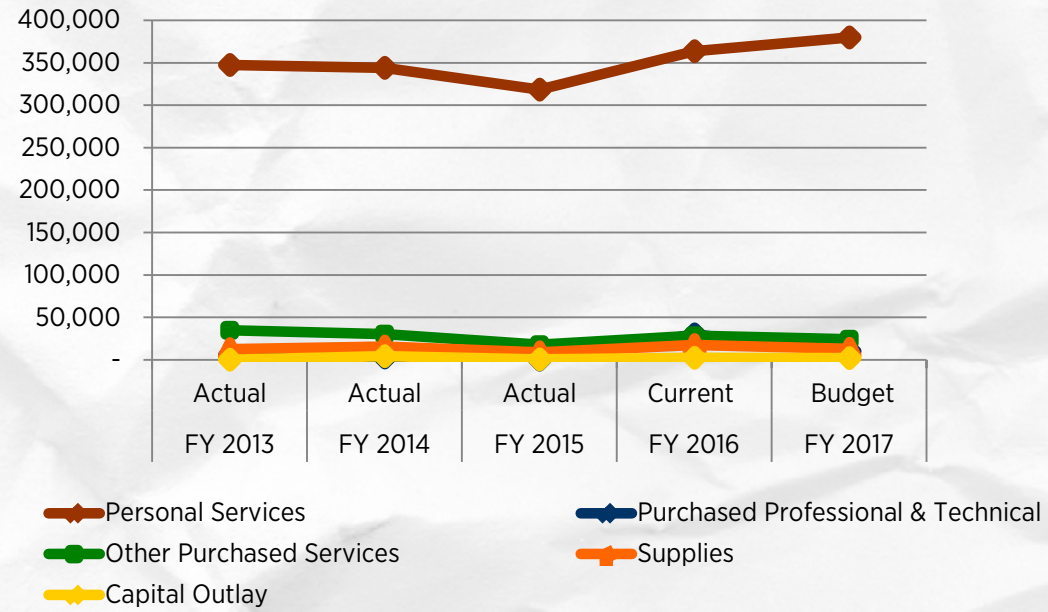


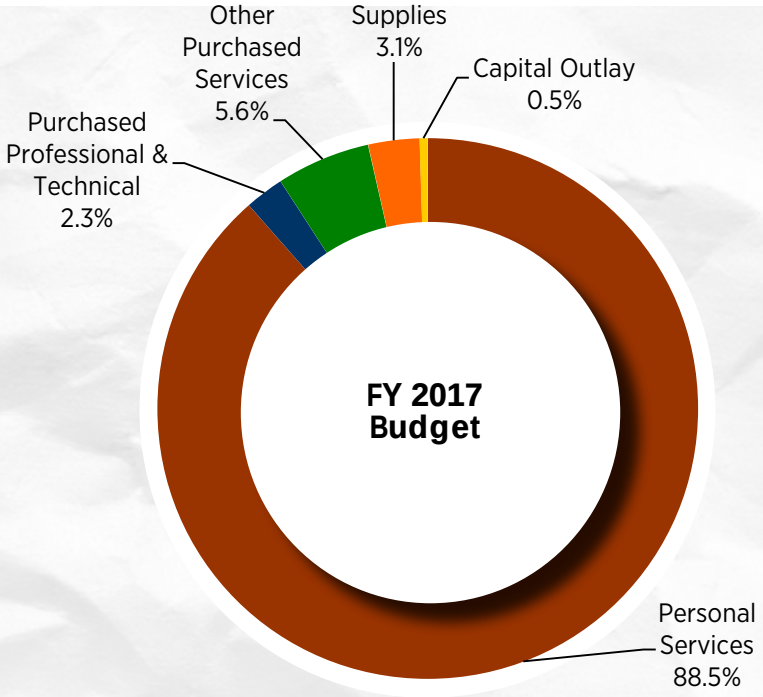
1320 CHIEF EXECUTIVE

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager(1)	23	1	1	0	0	0
Budget Analyst(1)	18	0	0	1	1	1
Administrative Coordinator(2)	14	0	0	0	0	1
Office Administrator(2)	12	1	1	1	1	0
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 department.
(2) In fiscal year 2017, the Office Administrator position was upgraded to Administrative Coordinator.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 347,304	$ 344,064	$ 318,231	$ 363,650	$ 379,790
Purchased Professional & Technical	5,600	2,650	-	30,000	10,000
Other Purchased Services	34,643	30,137	17,736	28,350	24,050
Supplies	12,464	15,432	8,799	17,600	13,100
Capital Outlay	-	4,393	565	2,240	2,100
TOTAL	$ 400,011	$ 396,676	$ 345,331	$ 441,840	$ 429,040





ADMINISTRATIVE SERVICES

LEGEND

Part-Time Position

Full-Time Position





Functions	Includes the operations of Administrative Services
Positions	3 full-time
Role	This department is responsible for City Clerk and Human Resources operations.
Notable FY 2017 Budget Items	$30,000 funding for Actuarial and Pension Attorney services used for the retirement plans. $10,000 for advertising open positions. $21,000 for drug screens, background checks, language line, and employee service awards.
Current FY 2016 Budget	$379,490
Adopted FY 2017 Budget	$359,110
Change from PY Budget	($20,380)
Reason for Change	4% salary adjustments, 15% increase in group health insurance, and implementation of the pay and classification plan. The majority of the reduction is due to prior year expenditures not included in the FY 2017 budget which included $20,000 for a classification and compensation study and $25,750 for the 2015 fall elections.

FY 2016 CURRENT BUDGET	$379,490	
Changes:		
Salary changes due to 4% raises	6,680	
Salary change due to implementation of class and comp plan	2,900	
Salary changes due to staffing changes	(6,430)	
Salary changes for private event rate	1,500	Second job rate for afterhours meeting
Reduction for Poll Workers	(12,320)	Non-election year
Group Health Insurance 15% increase	6,430	
Reduction in Other Benefits	(3,140)	Reduction in function salaries
Decrease in Professional Services	(17,000)	Prior year classification and compensation study
Increase in Communication and Advertising	500	
Increase in Printing	1,000	
Decrease in Food	(1,000)	
Increase Computer Equipment	500	
FY 2017 ADOPTED BUDGET	**$359,110**	

ACCOMPLISHMENTS

- Election-no issues

- Hired new HR manager; position went full time
- Recruited for 12 positions during the year
- New hire for Planning Division Director and Public Information Officer
- Municipal Code book updated
- New position created - cross department Administrative Assistant
- Cross-department teamwork

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 Resource Department is to remain committed to providing quality services to all employees and citizens of the City of Suwanee. With the guidance of the City Manager and with respect to all federal/state laws, the Human Resources Department strives to excel in accomplishing the following core goals: working in collaboration with Department Heads, Managers, and Supervisors to recruit top candidates, manage employee performance, creating innovative and employee valued training programs and increasing the employment life cycle, meticulously selecting benefit plans, offering rewarding compensation plans, and creating a diverse, healthy and safe work environment for all employees.

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.

- Our objective is to exceed the customer's expectations with every interaction. We will achieve this by providing quality service given by trained employees, who are empowered to see themselves as personally responsible for the people they serve.
- 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 upholds integrity and 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, Staffing, Strategic Anchor Points, pages 3 10-314***
2. Title I ADA (American with Disabilities Act) Compliance and Title VI Compliance.
3. City of Suwanee Safety Committee-policy update.
4. DOAA Annual Reporting for Public Benefits
   - Contract Affidavits
   - Business/Occupational Tax License
   - Employee Benefits
5. 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 2017 - Human Resources

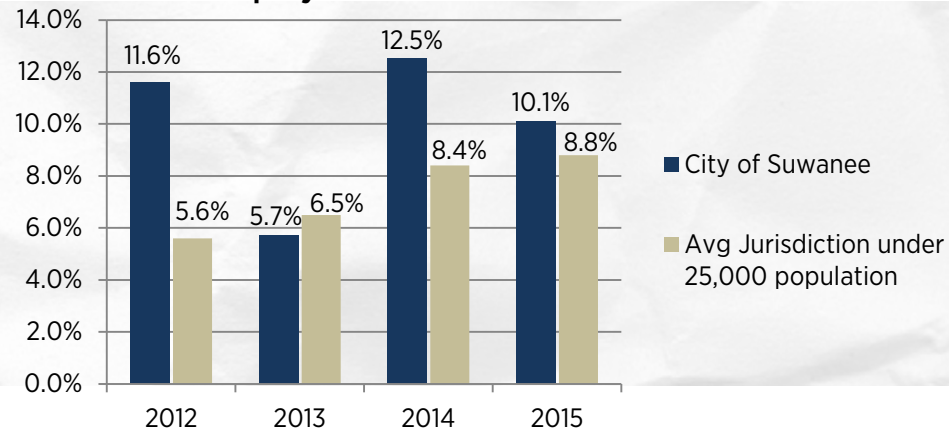
- Provide assistance in filling open positions so that the open-to-fill ratio of non-professional positions is maintained at an average of 45 days, and the ratio of professional management positions is maintained at an average of 90 days.
- Determine supervisory and employee training and development 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 maintain 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 meticulously select, 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 Fair Labor Standards Act.

GOALS - Human Resources

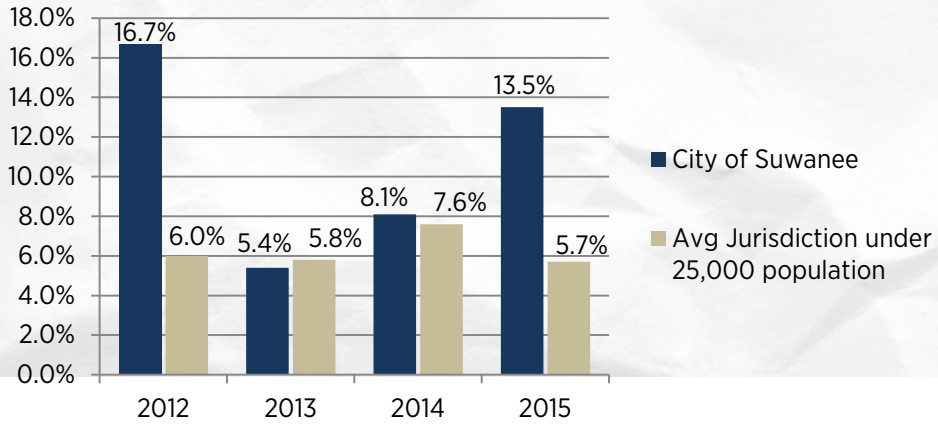
1. Continue to stay well informed on employment law changes and the impact and training/development thereof.
2. Continue to support departments in recruiting and retaining top talent.
   - ***STWP, Staffing, page 314***
3. Continue to collect data and participate in the ICMA Performance Measures initiative.
4. Continued focus on benefits maximizing our options and working with our Benefits Broker for optimum rates.
   - ***STWP, Employee Benefits Program, page 302***
5. WELLNESS: Continue to work with Benefits Broker liaison to continue to inform and educate employees on benefit plan options, health awareness, self-care, and behavioral change in improving wellness and productivity. Plan events toward healthier lifestyle choices.
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 System Alien Verification Entitlement (SAVE) contact. E-Verify new hires.
8. Employee handbook review.
9. Workers' Compensation RFP.
   - ***STWP, Staffing, page 314***
10. Benefit Broker RFP.
    - ***STWP, Employee Benefits Program, Staffing, pages 302-314***
11. Training on Performance Appraisals with focus on writing and delivery.
12. Management training courses focusing on serving employees, motivating, and rewarding key employees.
    - ***STWP, City Services, Staffing pages 310-314***
13. Training for employees on customer service and aligning personal development with organizational goals.
    - ***STWP, City Services, Staffing, pages 310-314***
14. Class & Comp Study to insure salaries are within market and job descriptions accurately reflect employees' major tasks.

ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

All Employees Turnover Rate



Public Safety Employee Turnover Rate



WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Applications/resumes processed	572	504	307	500	632**	550
Positions filled	11	14	11	12	51**	13
Employee separations (full-time, part-time)	6	6	14	8	18	5
Employee drug tests conducted	47	46	55	50	47	50
Employee training workshops conducted (hours)	23	32	2**	10	1	10
Supervisory training conducted (hours)	24	6**	2	10	5	10
SWELL initiatives participation	*	*	*	*	26	35

** new measure* *** Increase attributed to an election year hiring 19 poll workers and new pool of 6 bailiffs.* **** Reduction in H.R. training hours due to the addition of Q2 meetings.*

PRODUCTIVITY MEASURES - Human Resources	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	90/95/90	195/71/113	132/104/246	90/45/90	60/45/60	45/45/60
Turnover rate (excluding seasonal) /sworn	10%/0%	5%/1%	14%/15%	6%/15%	13%/12%	2%/2%
Employee relations issues resolved	100%	100%	100%	100%	100%	100%

	MISSION:	**Human Resources: Provide support and guidance in employment life cycle, performance management, safety, wellness engagement, and benefits.**			
	INPUTS	• Staff Directors • City Council	• Open Positions • Application • Selection Process	• Resumes • Brokers	• HR Network • Proper Documentation • Safety procedures
	ACTIVITIES	• Training for knowledge of local, state and federal employment regulations • Systematic process with reviewing applications, selecting applicants • Panel interviews for optimum success of candidates • Counseling/training in performance management			• Benefit Administration (Incurance, Worker's Comp, Retirement) - enrollment, education, administer • Timely response to employee relations • Safety Committee • Wellness Events with SWELL
	OUTPUTS	• Recruitment process (job descriptions, postings, interviews, hiring) • Training for Staff Directors on performance appraisals • Follow up & through on Employee Relations			• Safety awareness • Participation in SWELL • Benefits (Open-enrollment)
OUTCOMES	**INITIAL**	Compliance with local, state and federal employment regulations in regards to all HR practices.			
	INTERMEDIATE	The City of Suwanee will have top employees, become the City to work for and citizens to serve. Public confidence in City as a result of consistent hiring practices.			
	LONG-TERM	The City of Suwanee Human Resources Department will continue to strive towards excellence in our hiring practices, employees work/life balance with dedication to our employees and citizens. City is able to staff positions with well qualified candidates in order to efficiently provide services to our citizens			

OBJECTIVES FOR FISCAL YEAR 2017 - City Clerk

1. 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.
2. Maintain and oversee updates to the City of Suwanee Code of Ordinances.
3. To provide quality customer service in a timely manner to the Council, City staff, other governmental agencies and the general public.
   - ***STWP, City Services, Staffing, pages 310-314***
4. Provide election service in accordance with State election laws and the City Charter.
   - ***STWP, City Services, Staffing, pages 310-314***
5. Respond to Open Records Requests for City documents promptly in compliance with the Open Records Act.
   - ***STWP, City Services, Staffing, pages 310-314***
6. Coordinate review of Ethics complaints in accordance with City Ordinance.

1500 GENERAL ADMINISTRATION

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Council Workshops attended	12	12	12	12	12	12
Council meetings attended/Called Meetings	12/8	12/4	12/4	12	12/6	12/4
Action Minutes prepared within 3 days	20	16	16	12	18	12
Council Minutes recorded & transcribed within two weeks	24	16	16	12	24*	24*
Open Records Requests processed	70	56	41	50	28	30
Info@suwanee.com inquiries received	245	248	150**	150	117	125
Ethics complaints received	4	0	0	0	0	0
Provide information regarding elections to candidates**	0	3	0	3	5	0

Includes Council meetings and workshops
***measure moved from Public Information function 1570 during FY 2015*
****no City election scheduled in FY 2013, FY 2015 or 2017*

PRODUCTIVITY MEASURES - City Clerk	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	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	100%	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	98%	99%	100%	100%	100%	100%

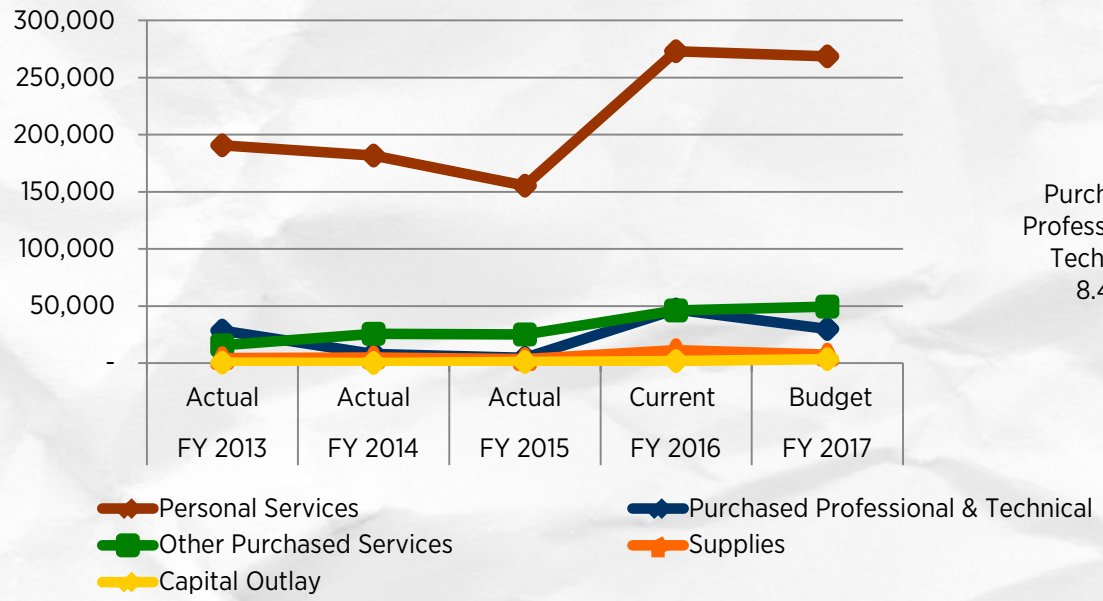
	MISSION:	**City Clerk: Record and transcribe Council Action Minutes within 3 days; Council Minutes within 2 weeks; Conduct Municipal Elections.**		
	INPUTS	• City Clerk • City Council	• Mayor • Facilities	• Secretary of State • GA Government Transparency and Campaign Finance Commission
	ACTIVITIES	• 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 • Attests signatures of Mayor and Council		• Attend all Council meetings • Record and take notes • Conduct Municipal Elections in accordance with State statutes
	OUTPUTS	• Typed minutes produced per number of Council meetings • Minutes posted at City Hall • Keeper of City Seal		• 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		

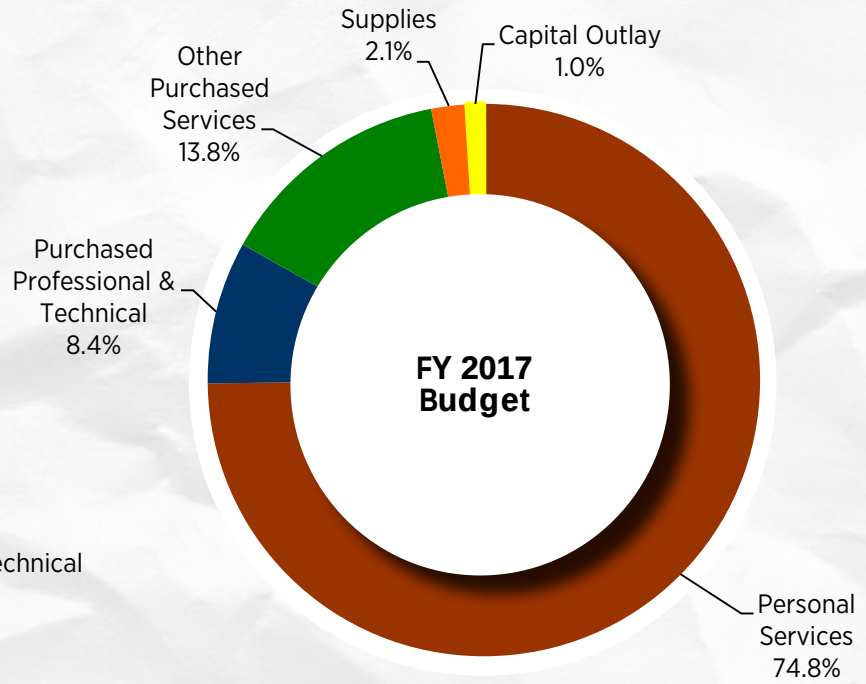
1500 GENERAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Administrative Services Director	24	1	1	1	1	1
Human Resources Manager*(1)*	19	0	0	1	1	1
Human Resources Manager*(1)*	PT-18	2	2	0	0	0
Administrative Assistant (Floater)*(2)*	12	0	0	0	1	1
TOTAL		**3**	**3**	**2**	**3**	**3**

(1) In fiscal year 2015, the two part-time Human Resources Manager positions were upgraded to one full-time position.
(2) In fiscal year 2016, an Administrative Assistant Floater position was added.

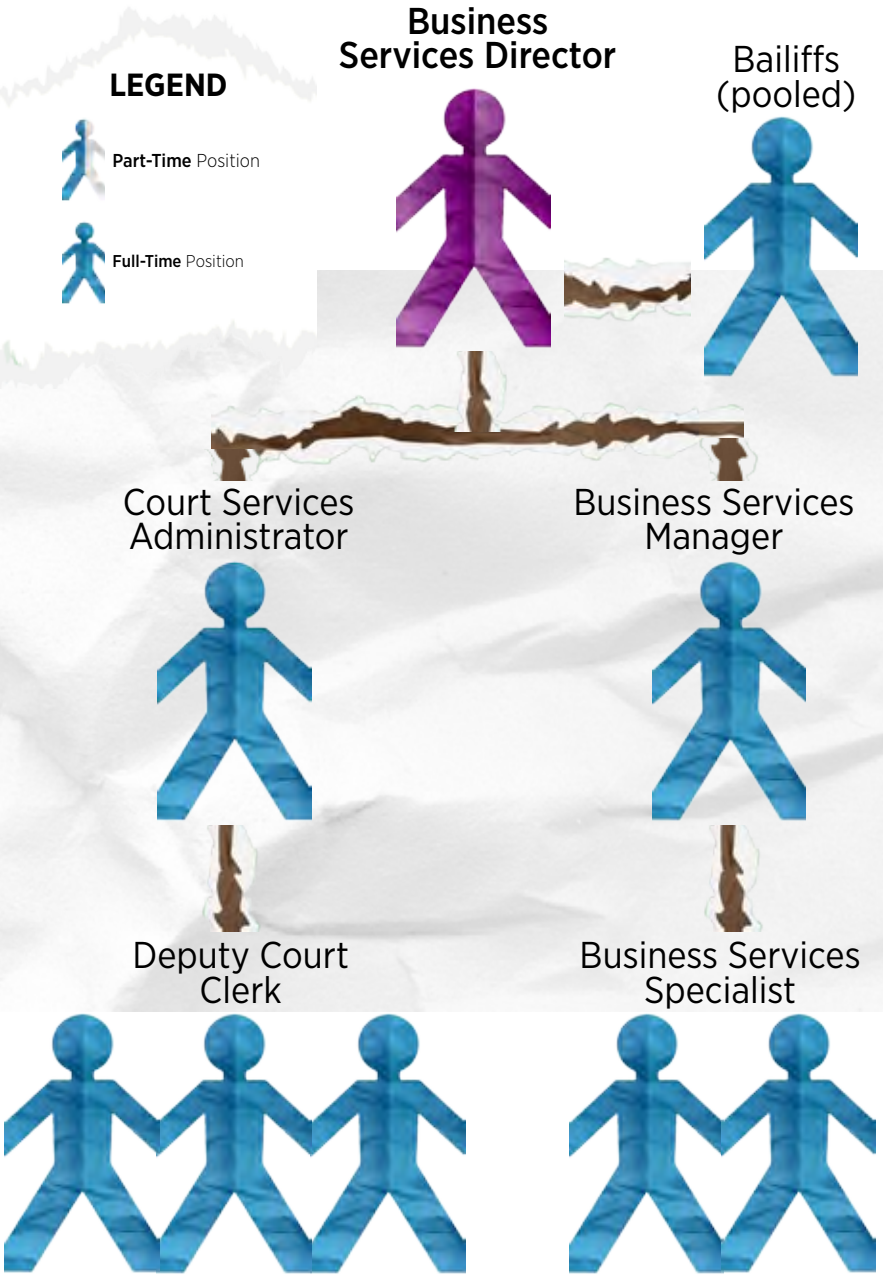
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 190,733	$ 181,576	$ 155,400	$ 272,990	$ 268,610
Purchased Professional & Technical	28,434	8,001	4,783	47,000	30,000
Other Purchased Services	15,703	25,687	25,082	46,000	49,500
Supplies	4,320	4,991	3,484	11,500	7,500
Capital Outlay	490	268	986	2,000	3,500
TOTAL	**$ 239,680**	**$ 220,523**	**$ 189,735**	**$ 379,490**	**$ 359,110**







BUSINESS SERVICES





Functions	Includes the operations of Business Services Administration and Municipal Court.
Positions	8 full-time, 4 Judges, 4 Prosecuting Attorneys and a pool of Bailiffs to help with court security.
Role	This department is responsible for Customer Service and Municipal Court operations.
Notable FY 2017 Budget Items	The FY 2017 budget upgraded two part time employees to full time. It also includes adding a cash vault for cash receipting.
Current FY 2016 Budget	$834,190
Adopted FY 2017 Budget	$896,700
Change from PY Budget	$62,510
Reason for Change	4% salary adjustments, 15% group health insurance increase, implementation of the pay and classification plan, and upgrade of two part time positions to full time.

FY 2016 CURRENT BUDGET	**$834,190**	
Changes:		
BUSINESS SERVICES:		
Salary changes due to 4% raises	8,730	
Salary change due to implementation of class and comp plan	2,250	
Position upgrade change-salary	4,030	Part-time employment to full-time
Water System salary	5,350	Change in accounting for water system salary allocation
Salary change for private event rate	1,500	Second job rate for after hours meeting
Reduction in Overtime	(750)	
Group Health Insurance 15% increase	6,780	
Group Health Insurance position upgrade	14,190	Part-time employment to full-time (single coverage to family)
Increase in Other Benefits	7,630	Change due to salary increases
Increase in Rental	4,500	Cash vault services
Increase in Travel	500	
Reduction in Dues & Fees	(1,000)	Services to be performed in house
Reduction in Education	(1,000)	
Reduction in Supplies	(1,000)	
Reduction in Equipment	(5,320)	Prior year equipment purchased for lobby kiosk
MUNICIPAL COURT		
Salary changes due to 4% raises	4,640	
Salary change due to implementation of class and comp plan	2,460	
Position upgrade change-salary	12,220	Part-time employment to full-time
Salary change due to staffing changes	(13,660)	Budget reduction for implementation of Bailiff program
Salary change due to staffing changes	3,000	Lateral employee transfers
Reduction in Overtime	(750)	
Group Health Insurance 15% increase	3,870	
Group Health Insurance position upgrade	21,210	Part-time employment to full-time (single coverage to family)
Group Health Insurance enrollment change	(25,050)	
Increase in Other Benefits	5,590	Change due to salary increases
Decrease in Legal Fees	(1,000)	
Increase in Rental	4,500	
Increase in Property Insurance	1,590	
Decrease in Travel	(1,000)	
Decrease in Due & Fees	(500)	
Decrease in Education	(1,000)	
FY 2017 ADOPTED BUDGET	**$896,700**	

ACCOMPLISHMENTS

- Started 1st Youth Court in Gwinnett County
- Transitioned municipal court to civilian bailiffs
- Language Count implemented
- Completed 1st year of Business Services Department
- Business license renewals launched online
- Payment kiosks at City Hall and Court
- Chip compliant in Court (credit cards)
- Opted out of chip compliant program for City Hall
- New position created-cross department Administrative Assistant
- Cross-department teamwork

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, City Services, Staffing, pages 310-314***
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 2017

1. Complete full implementation of online business license renewals.
   - Make online renewals available to all businesses who want to utilize the online renewal process.
   - Evaluate successes and needs for improvement from the first year of implementation.
   - Work with BS&A to refine for year two and beyond.
     - ***STWP, City Services, Staffing, pages 310-314***
2. Advance other online renewals and applications including alcohol licenses, alcohol excise taxes, hotel/motel excise taxes, etc.
   - Determine steps for each onlline processes.
   - Work with BS&A and online payment provider.
     - ***STWP, City Services, Staffing, pages 310-314***
3. Launch program to welcome new businesses to Suwanee.
   - Work with Economic Development to develop a program.
   - Program will make new businesses feel welcome, help with retention, and help to exceed customer's expectations.
     - ***STWP, Local Business Involvement, City Services, pages 310-312***
4. Employees will shadow a peer at another city, resulting in new ideas for daily operations.
   - ***STWP, Learning Opportunities, page 3 12***
5. Redesign the department web pages.
   - Update web pages.
   - Make pages mobile friendly and easy to navigate, providing useful and relevant content.
   - Research web pages from other cities.
   - Develop content to be added, modified, and/or deleted.
     - ***STWP, City Website Overhaul, page 302***

1590 BUSINESS SERVICES

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Commercial property tax bills processed annually	*	1,234	1,211	1,250	1,231	1,245
Residential property tax bills processed annually	*	6,354	6,362	6,390	6,428	6,850
Commercial business license applications processed annually	*	1,076	1,093	1,200	1,107	1,200
Home business license applications processed annually	*	270	291	300	278	300
Alcohol licenses issued	59	61	65	67	71	78
Compliance audits for hotels/motels	*	8	8	**	**	8
Compliance audits for alcohol excise taxes	*	21	21	**	**	23
Water bills processed monthly	*	355	357	357	352	352
Continuing education classes attended per employee*	*	*	2	1	2	2

*new measure
**conducted every other year

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of property tax accounts collected	98%	98%	98%	99%	99%	99%
Percent of tax penalties assessed	2%	2%	2%	1%	1%	1%
Percent of F.I.F.A.'s filed by July 31 for prior fiscal year tax delinquencies	*	100%	100%	100%	100%	100%
Percent of F.I.F.A.'s released within 30 days of payment	*	95%	99%	100%	100%	100%
Percent of business license renewal payments collected by June 30	*	92%	93%	95%	82%	95%
Percent of business license renewals submitted online	*	*	0%	35%	2%	30%

*new measure

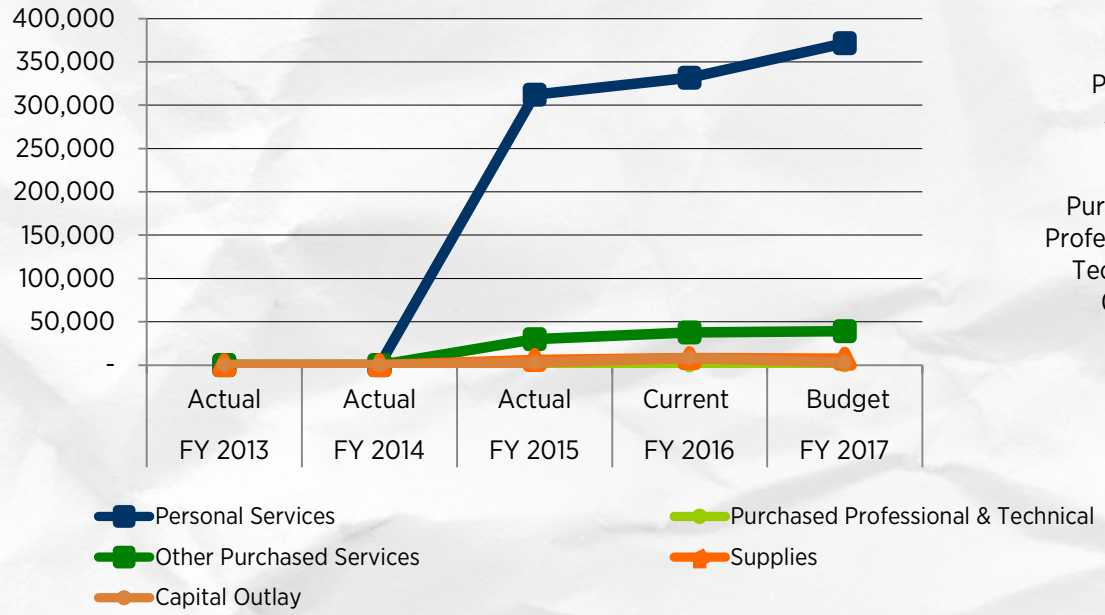
MISSION:	**To properly receipt and record all financial resources received by the City.**			
	Inputs	• Staff • Bank accounts	• Cash receipts from customers funding • Cash received from other departments	• Accounting software • Deposit slips
	Activities	• Enter cash receipts into the financial system • 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		

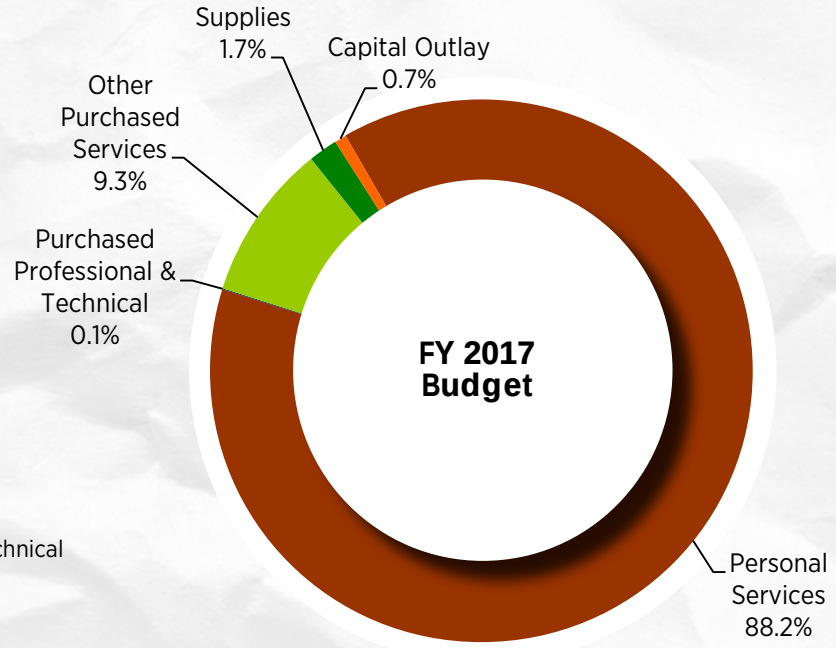
1590 BUSINESS SERVICES

AUTHORIZED POSITIONS*	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Business Services Director	24	0	0	1	1	1
Business Services Manager	20	0	0	1	1	1
Business Services Specialist(1)	12	0	0	1	1	2
Business Services Specialist(1)	PT-12	0	0	1	1	0
TOTAL		**0**	**0**	**4**	**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.*
(1) In fiscal year 2017, the part-time Business Service Specialist position was upgraded to full-time

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ -	$ -	$ 312,126	$ 331,720	$ 371,430
Purchased Professional & Technical	-	-	2,556	250	250
Purchased Property Services	-	-	-	-	4,500
Other Purchased Services	-	-	29,796	37,750	34,750
Supplies	-	-	5,870	8,250	7,250
Capital Outlay	-	-	2,954	8,320	3,000
TOTAL	**$ -**	**$ -**	**$ 353,302**	**$ 386,290**	**$ 421,180**





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, Staffing, pages 310-314***
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 2017

1. Set up automatic process to import GCIC/DDS records through Syscon.
   - Expedited import process will increase productivity, efficiency, and accuracy.
2. Develop a new court mission statement.
   - Accurately define and convey the public services that the court provides.
   - Make consistent with Suwanee's anchor points and vision statement.
3. Re-delegate specific tasks to court staff.
   - Create a list of tasks, training, and master tasks.
   - Each team member will have a list of tasks that aligns with their skills and potential growth opportunities.
4. Install a drop box for after-hours court payments.
   - Determine a location outside the court building for a drop box.
   - Improve customer service by offering an additional option for after-hours payments.
5. Redefine HOPE Court.
   - Complete HOPE Court video.
   - Evaluate comments from feedback forms.
   - Determine and implement needed adjustments.
   - Continue to improve the quality of HOPE Court and the efficiency of staff.
     - ***STWP, City Services, Citizen Engagement, pages, 304-310***
6. Employees will shadow a peer at another city, resulting in new ideas for daily operations.
   - ***STWP, Learning Opportunities, page 312***
7. Redesign the department web pages.
   - Update web pages.
   - Make pages mobile friendly and easy to navigate, providing useful and relevant content.
   - Research web pages from other cities.
   - Develop content to be added, modified, and/or deleted.
     - ***STWP, City Website Overhaul, page 302***

2650 MUNICIPAL COURT

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Cases processed	9,858	12,300	17,437	15,714	14,024	15,426
New cases filed	*	*	17,949	16,200	12,797	14,077
Jury trials	355	198	256	225	180	200
Non-jury trials	154	200	261	250	309	320
Bench trial sessions	*	*	12	15	12	13
Jail arraignments-number of cases processed by Judge at the jail	59	70	62	65	106	110
Number of court sessions (arraignments)	*	*	73	76	82	78
Number of cases per arraignment session	*	*	88	95	73	70
Cases heard per Judge, per session	*	*	64	69	60	63
Cases managed per Prosecutor, per session	70	85	88	90	70	75
Warrants issued	212	240	312	320	222	244
Juvenile (under 17) cases referred to Gwinnett County	75	87	111	90	80	89
Fine and fee payments collected	1,825,841	1,663,732	2,164,630	1,950,500	2,830,714	2,426,000
Average amount of fines cut annually, per Judge	*	*	$13,068	$14,400	$30,577	$20,150
Average amount of fines cut annually, per Prosecutor	*	*	$53,789	$50,000	$49,652	$45,500
Syscon-number of online payments	*	*	6,561	6,700	4,683	5,151
nCourt-number of automated phone payments	*	*	1,000	1,200	1,546	1,670
Syscon-staff time saved based on 3 minute per transaction (hours)	*	*	328	350	234	252
nCourt-staff time saved based on 3 minute per transaction (hours)	*	*	50	60	77	84
Monthly cases on probation	268	265	300	325	300	310
Monthly average of cases on Pre-Trial Diversion Program	7	6	65	70	10	12
Total of community service hours ordered by the court	7,722	4,726	3,680	5,000	8,332	9,160
Fingerprint applicants	111	175	230	240	183	200
Notice of suspension cases	278	420	714	700	463	510

** new measure*

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of cases disposed (monthly)	94%	93%	97%	97%	107%	100%
Percent of warrants issued (monthly)	2.2%	1.9%	1.8%	1.8%	1.7%	1.7%
Length of court docket (hours)	3.0	2.7	2.2	2.2	1.8	1.8%
Failure to appear	11.8%	10.4%	4.0%	5.0%	13.0%	10.0%
Percent of active cases on probation	33%	48%	30%	35%	28%	28%
Percent of new monthly cases placed on probation	8.2%	6.0%	6.2%	6.5%	7.7%	6.6%

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 and 2016, with the Court meeting or exceeding its goals as illustrated below.

The 2016 report contains five of the ten court measures regarding court performance. The rating scale is:

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

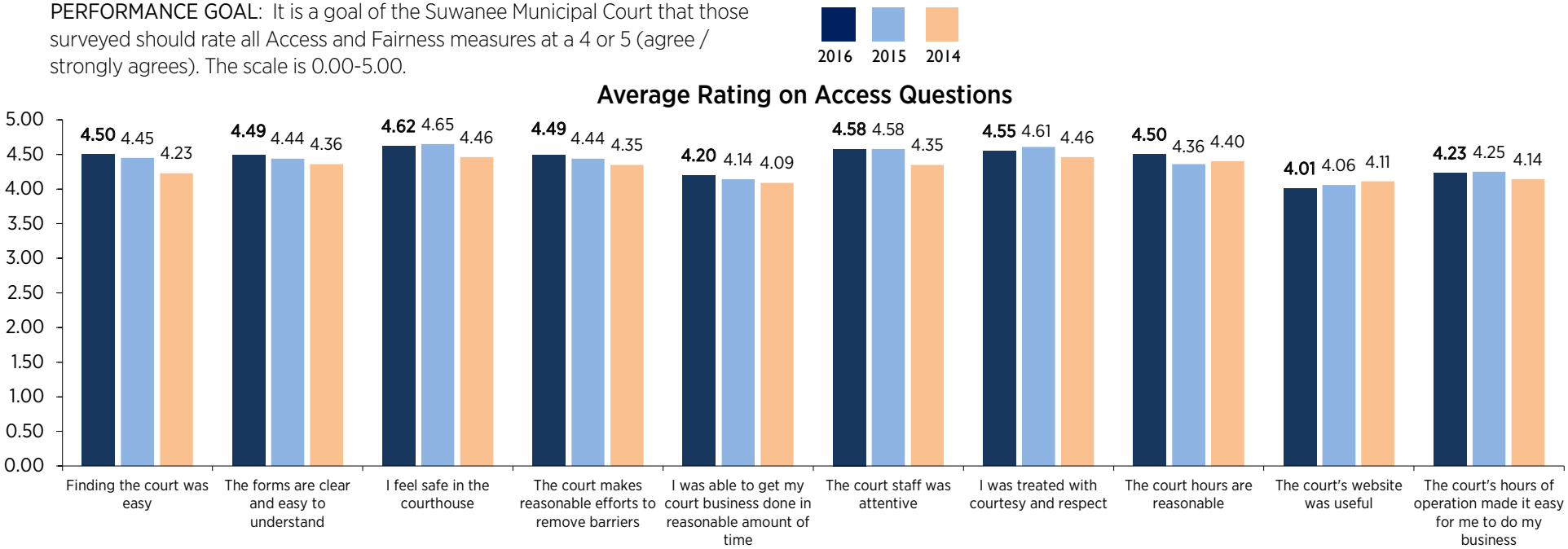
- "CourTools" are performance measures introduced by The National Center for State Courts. CourTools enables courts to collect and present evidence of the court successes and expectations of the stakeholders; these are necessary ingredients for accountability.
- CourTools supports efforts toward improved court performance by helping:
  - Clarify performance goals
  - Develop a measurement plan
  - 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.

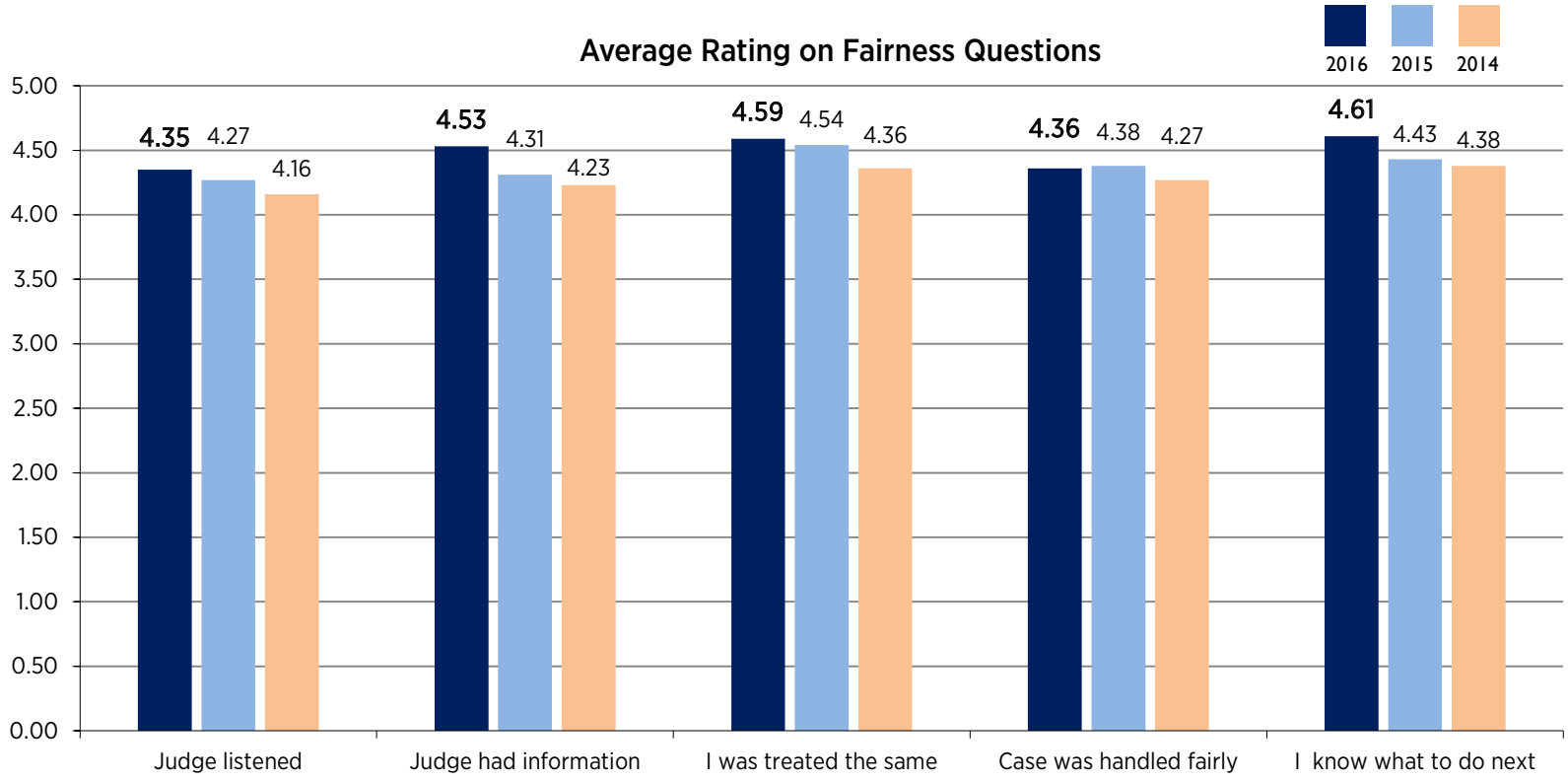
PERFORMANCE GOAL: It is a goal of the Suwanee Municipal Court that those surveyed should rate all Access and Fairness measures at a 4 or 5 (agree / strongly agrees). The scale is 0.00-5.00.

- The surveys were given during six court sessions in February and one court sessions in March 2016. One hundred sixty (160) 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 visibly met its goal or obtaining an average rating of 4 or 5 on Fairness Measures in all survey areas.

Survey Comments ...

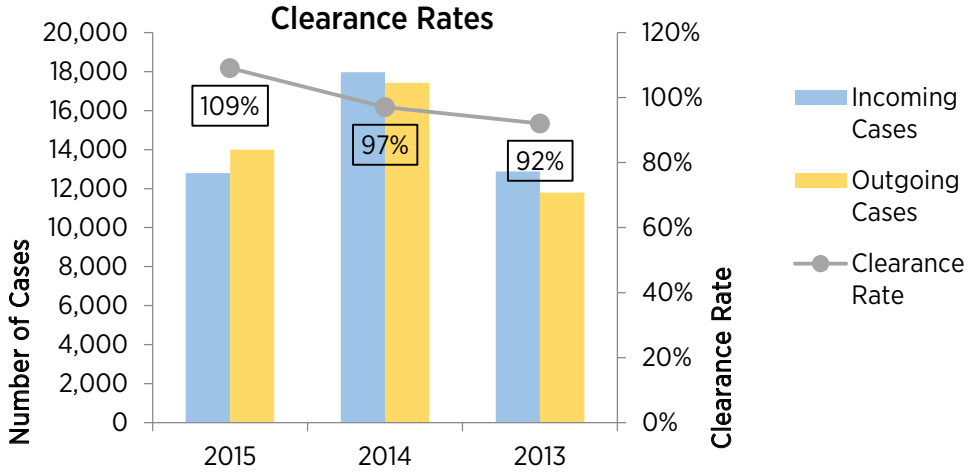
- Great judge and staff!
- I appreciate the quality customer service environment that is easily recognizable at the court house.
- Terrific court staff!
- Great!
- Always great to visit.
- Great.
- Gracias.
- Courtroom was run very well.
- Judge was very nice.
- Prosecutor has to give more detail.
- Judge was very nice and caring
- Good place to practice.
- Helpful people.
- Parking could be better.

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.

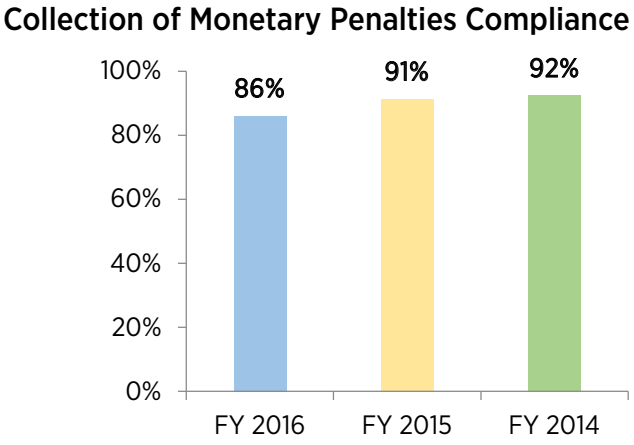
Incoming cases consist of new fillings, reopened cases, plus reactivated cases. Outgoing cases are those cases which have an entry of judgement or have been deemed inactive.

As Illustrated by the graphical representation, the 2015 Case Clearance rates were at 109% up from 97% the prior year. During 2015, there were 12,794 incoming cases with 13,997 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 July 1, 2015 to April 24, 2016.



COURTOOLS MEASURE 4: Cost per Case

Definition: The average cost of processing a single case. We have 13,997 cases disposed as February 29, 2016 and $227,426 YTD expenses.

Case Type	2015 Cost per Case	2014 Cost per Case	2013 Cost per Case
Disposed	$16.25	$18.30	$25.00

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**

**At the time of the employee survey, three of the four employees had been on the job for less than 6 months.*

Court Employee Satisfaction Survey	2016*		2015		2014	
	Average Response on 0-5 scale	Converted to 100 pt scale	Average Response on 0-5 scale	Converted to 100 pt scale	Average Response on 0-5 scale	Converted to 100 pt scale
1. My work unit looks for ways to improve processes and procedures.	4.5	90.0	5.0	100	5.0	100
2. I am kept informed about matters that affect me in my work place.	4.3	86.0	4.7	93	5.0	100
3. As I gain experience, I am given responsibility for new and exciting challenges at work.	4.0	80.0	4.7	93	4.7	93
4. The court is respected in the community.	4.5	90.0	4.0	80	4.3	87
5. The people I work with can be relied upon when I need help.	4.8	96.0	5.0	100	5.0	100
6. I have an opportunity to develop my own special abilities.	4.0	80.0	4.3	87	4.3	87
7. I understand how my job contributes to the overall mission of the court.	5.0	100.0	5.0	100	5.0	100
8. I am treated with respect.	4.8	96.0	5.0	100	4.7	93
9. When I do my job well, I am likely to be recognized and thanked by my supervisor.	4.3	86.0	5.0	100	4.7	93
10. My working conditions and environment enable me to do my job well.	4.5	90.0	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.	4.5	90.0	4.7	93	5.0	100
12. My court leaders communicate important information to me in a timely manner.	4.3	86.0	4.7	93	5.0	100
13. I enjoy coming to work.	4.8	96.0	4.7	93	4.3	87
14. The people I work with take a personal interest in me.	4.5	90.0	4.3	87	4.3	87
15. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	4.0	80.0	4.7	93	4.7	93
16. My meetings with my supervisor are useful and meaningful.	4.5	90.0	4.7	93	4.7	93
17. When appropriate, I am encouraged to use my own judgment in getting the job done.	4.0	80.0	4.7	93	4.3	87
18. I have the resources (materials, equipment, supplies, etc.) necessary to do my job well.	4.8	96.0	4.3	87	4.7	93
19. On my job, I know exactly what is expected of me.	5.0	100.0	5.0	100	5.0	100
20. I am proud that I work in the court.	4.3	86.0	4.3	87	4.7	93
21. The court uses my time and talent well.	4.8	96.0	5.0	100	5.0	100
22. I get the training I need to do the job well.	4.5	90.0	5.0	100	4.7	93
23. I know what it means for me to be successful on the job.	5.0	100.0	4.7	93	5.0	100
24. My supervisor is available when I have questions or need help.	5.0	100.0	4.7	93	5.0	100
25. Communication within my division is good.	4.8	96.0	5.0	100	4.7	93
26. My co-workers work well together.	4.8	96.0	4.7	93	5.0	100
27. I have opportunities to express my opinion about how things are done in my division.	3.8	76.0	4.7	93	4.7	93
28. In the last 6 months, a supervisor manager has talked with me about my performance/career development.	4.3	86.0	4.0	80	4.7	93
29. The court and its leaders are dedicated to continuous improvement.	4.5	90.0	5.0	100	5.0	100
30. I am treated with respect by the public.	4.3	86.0	3.7	74	3.3	67
OVERALL SURVEY AVERAGE RESPONSE	**4.5**	**90**	**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 Driver's 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 TVIP class (Team Victim Impact Panel) • CourtTools • AOC reports (Admin. Office of the Court) • Arrest Record Restrict request	• Failure to appear drivers' license suspensions • Warrants • Funds Reports • Deposit slips • Arrest expungement request • AOC Reports • Pre-Trial cases • Subpoena letters	• Driver's license release forms • Open records requests • Refund requests • Community service hours • AA meetings • TVIP class (Team Victim Impact Panel) • Risk Reduction Program class • HOPE Program sessions*	
OUTCOMES	**INITIAL**	• Compliance with City Charter and the laws of the State of Georgia to ensure the safety of the citizens of Suwanee.			
	INTERMEDIATE	• Equitable and efficient treatment of defendants. • Recommend and support recovery treatment programs to help defendants with alcohol and drug problems to achieve their goal of a successful recovery. • Promote, support and recommend Teen Driver's education programs. • HOPE Program*			
	LONG-TERM	• Maintain public's respect, confidence and satisfaction. • Justice is served to protect the safety of the Citizens of Suwanee.			

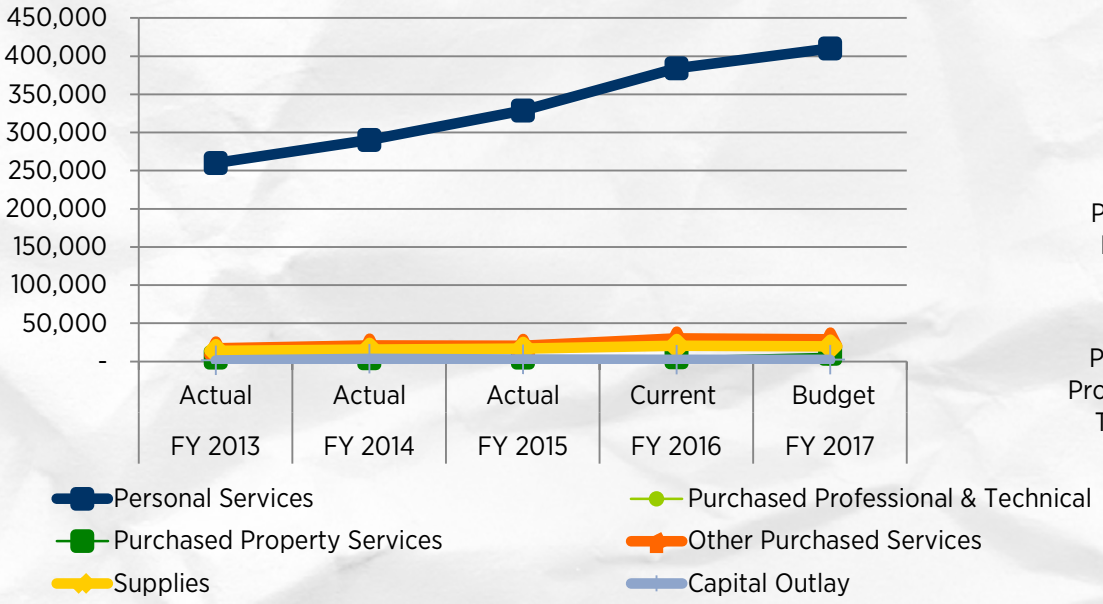
**The HOPE Program was started in October 2015 to identify 1st time offenders under 21, and give them a 2nd chance to avoid adverse consequences to their driving or criminal record. Participation in this program is voluntary.*

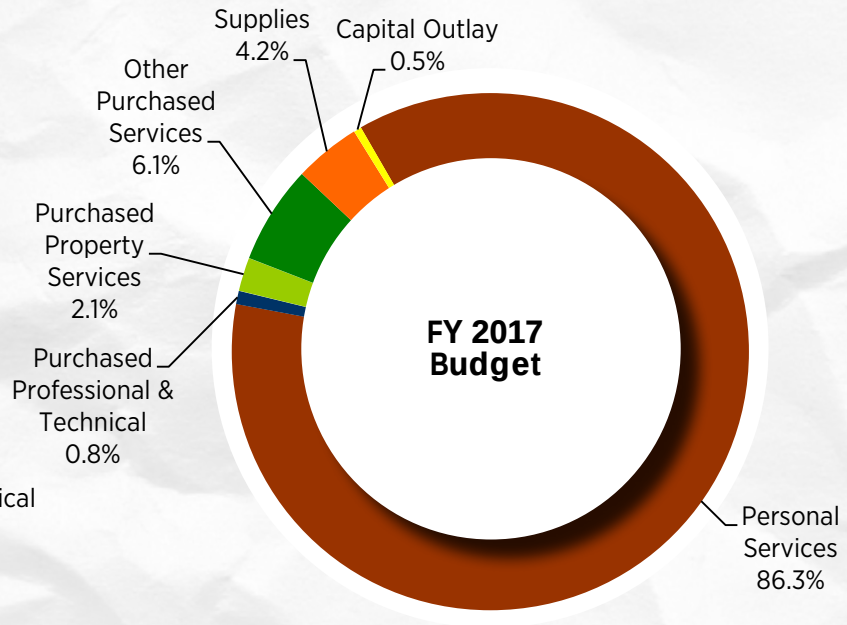
2650 MUNICIPAL COURT

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	3	2	3	3	3
Lead Prosecuting Attorney	Appointed	1	1	1	1	1
Prosecuting Attorney	Appointed	5	4	4	3	3
Court Services Administrator	20	1	1	1	1	1
Bailiff Pool*(1)*	14	0	0	0	1	1
Deputy Court Clerk*(2)*	12	2	2	2	2	3
Administrative Secretary*(2)*	PT-10	1	1	1	1	0
TOTAL		14	12	13	13	13

(1) In fiscal year 2016, a bailiff pool was added to assist with court security.
(2) In fiscal year 2017, the part-time Administrative Secretary was upgraded to full-time Deputy Court Clerk.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 260,037	$ 290,366	$ 328,760	$ 384,250	$ 410,280
Purchased Professional & Technical	(601)	1,612	6,075	5,000	4,000
Purchased Property Services	5,223	4,162	4,970	5,500	10,000
Other Purchased Services	17,484	21,064	20,429	30,100	29,190
Supplies	14,104	15,768	16,984	20,750	19,750
Capital Outlay	1,199	3,558	2,661	2,300	2,300
TOTAL	$ 297,446	$ 336,530	$ 379,879	$ 447,900	$ 475,520







ECONOMIC DEVELOPMENT



Functions	Includes the operations of Public Information, Special Facilities & Activities, Economic Development, and Downtown Suwanee.
Positions	5 full-time and 1 part time
Role	This department 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 2017 Budget Items	Funding for 16 weeks summer intern, $10,340. A new part time events coordinator position.
Current FY 2016 Budget	$871,700
Adopted FY 2017 Budget	$860,440
Change from PY Budget	($11,260)
Reason for Change	4% salary adjustments, 15% group health insurance increase. Implementation of the pay and classification plan, and a new part time events coordinator position. Decreases in capital outlay and professional services.



ECONOMIC DEVELOPMENT

FY 2016 CURRENT BUDGET	$871,700	
Changes:		
Salary changes due to 4% raises	6,540	
New Position-salary	31,070	Proposed new part-time position
Salary change due to staffing changes	(16,650)	Staff turnover, new employee
Group Health Insurance 15% increase	7,290	
Group Health Insurance enrollment change	(5,000)	
Increase in Other Benefits	1,940	
Decrease in Other Purchased Services-Public Information	(500)	
Decrease in Purchased Contracted Services	(18,200)	Prior year Public Art Master Plan
Increase in other purchased services-Economic Development	1,250	Training
Decrease in Purchase Property Services- Downtown Suwanee	(5,000)	
Increase in Supplies-Economic Development	6,000	Volunteer Initiatives
Decrease in Supplies-Special Facilities & Activities	(20,000)	Prior year purchase- mats for Town Center Park
FY 2017 ADOPTED BUDGET	**$860,440**	

ACCOMPLISHMENTS

- Peter Kageyama- hosted visits with residents, schools, and community stakeholders
- Entered into contract with NGAA for Welcome/Arts Center
- Installed new Suwanee banners
- Revamped Memorial Day concert to Bluegrass & Bach
- New as concept-Gwinnett Daily Post banner ads
- Downtown brochure updated
- Suwanee Youth Leaders (SYL) planned:
  - Food Truck Friday
  - Trek or Treat
  - 1st retreat
  - Mini sessions in summer
- Historic marker signs installed in Old Town
- Police Bubble Car

- Hired new Farmers Market Manager
- 35+ Events
- Small Business Summit exhibit

- Terwilliger-Pappas project agreement announced

- Completed PAMP- Public Art Master Plan
- 4th ScupTour exhibit launched
- Engaged Public Art consultant for private developments
- 2nd successful 2-day Suwanee Fest
- New event- Big Cheesy Festival
- 1st half marathon event

- Street piano added to Town Center
- New holiday bow and sphere decorations

- Russell Street concept plan underway

- Media training session for Council and Department Heads
- Stopped Tuesday Farmer's Market
- Best load-out ever for Suwanee Fest
- Hosted mobile tour for National Main Street conference
- Commercial property database created
- Small Business Essentials panel
- Travel guide ad received hundreds of responses
- Positive P.R. for police- newsletter and online
- Cross-department teamwork

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.com).
   - Manage advertising messages, design, and placement.
   - Manage photo database and video projects.
   - ***STWP, City Services, Branding, pages 302-310***
2. Handle citizen inquiries.
   - ***STWP, City Services, page 310***
3. Update as needed new publications including the visitor guide, event postcard, and cut-sheets for major projects and initiatives.
   - ***STWP, City Services, page 310***
4. Evaluate and complete (if desired) existing video projects-Suwanee Fest, 10 years of August concerts, and 30 second promotional video.
5. Consider creating a "Humans of Suwanee"-type video (or print/website) series highlighting "co-creators" of Suwanee (co-creator a theme from Peter Kageyama).
6. Advertising-Ongoing evaluation and maintenance of advertising efforts.
7. Evaluate and implement alternatives for more effectively using social media.
8. Evaluate (and proceed if desired) options for complete overhaul of City's website.
9. Update all internal Suwanee.com website pages.
   - ***STWP, City Website Overhaul, page 302***
10. Update Crisis Communication Plan.
11. Continue new logo implementation as opportunities arise to replace old logo.
    - ***STWP, Branding, page 302***
12. Develop plan of action for communication of the reconstruction of Buford Highway.
    - ***STWP, City Project Information Distribution, page 302***
13. Respond to Georgia Tourism Guide requests for information.
14. Fully evaluate all current advertising placement and revise as needed.
15. Increase use of in-house design expertise. Evaluate turning over photo management responsibility.
16. Begin selected promotion of private events-primarily on City website.
    - ***STWP, Citizen Engagement, page 304***

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6
Number of newsletters distributed	40,302	42,400	40,608	40,600	40,956	41,000
Number of press releases generated	82	81	65	60	68	60
Number of website updates	27	28	26	24	26	24
Number of list-serve notices	12	11	8	6	2	6
Number of publications produced	3	5	6	4	3	4
Number of website-generated queries and requests	245	248	*	*	*	*
Average number of website visitors per day	1,414	1,691	872	850	932	950
Number of Facebook/Twitter employee posts	252/94	312/174	282/137	275/150	81/145	300/300
Number of Facebook fans/Twitter followers	6,181/1,941	7,394/2,827	9,335/4,171	10,000/4,500	11,675/5,611	12,000/6,000
E-mail List-Serve audience	1,820	1,927	2,006	2,050	2,105	2,155

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

1570 PUBLIC INFORMATION

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Media inquiries responded to within 24 hrs	98%	98%	98%	98%	98%	98%
Citizen inquiries responded to within 48 hrs	98%	99%	*	*	*	*
Generated media placements	328	410	275	300	281	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 information	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

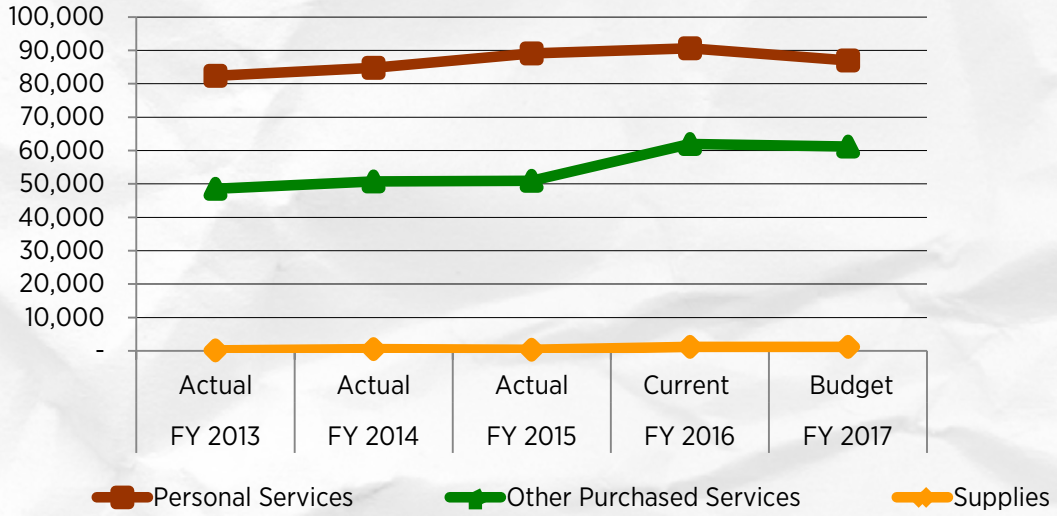
Most residents **(86%)** felt that the local sense of community was excellent or good. Survey participants rated the volunteer opportunities in the City favorably. Suwanee residents showed the largest amount of civic engagement in the area of electoral participation. **80%** reported they had voted in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

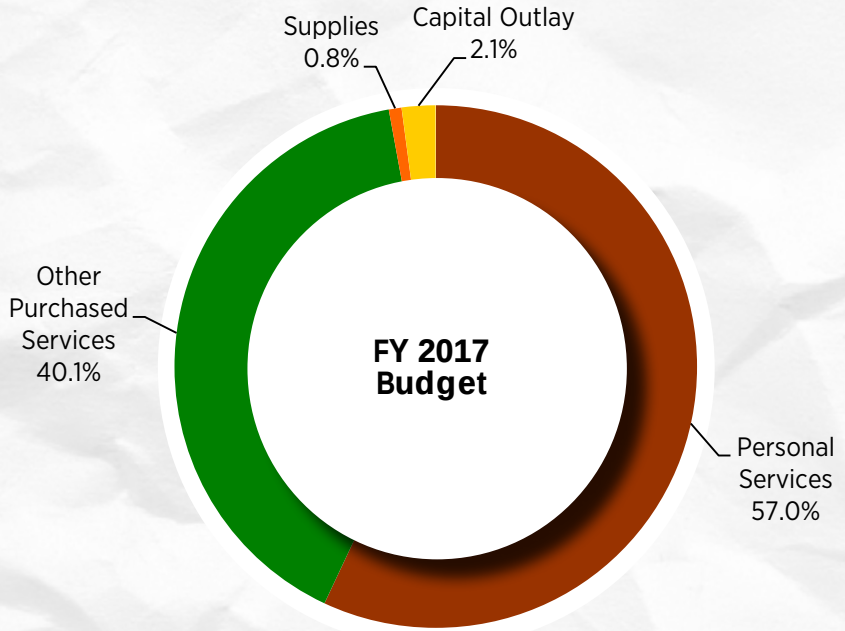


1570 PUBLIC INFORMATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Public Information Officer	20	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 82,372	$ 84,787	$ 89,089	$ 90,640	$ 86,990
Other Purchased Services	48,591	50,733	50,953	62,000	61,250
Supplies	159	509	374	1,200	1,200
Capital Outlay	-	-	-	2,200	3,200
TOTAL	**$ 131,122**	**$ 136,029**	**$ 140,416**	**$ 156,040**	**$ 152,640**





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, Staffing, 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, City Services, Staffing, Special Events pages 310-314***
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.
   - ***STWP, Staffing, page 314***
4. Evaluate private events in order to leverage City resources; coordinate annual meeting for organizations hosting private events at Town Center Park.
   - ***STWP, Citizen Engagement, page 304***
5. Refine procedures for scheduling event staff, public works, and police.
6. Refine and continue use of private event evaluation criteria form created in 2015.
7. Working closely with public works, evaluate and implement measures to protect the grass during events (will likely invoice the purchase/rental of mats).
8. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
   - ***STWP, Special Events, Staffing & Citizen Engagement, pages 304-314***
9. Manage vendors and patrons of growing farmers market.
   - ***STWP, Special Events, Citizen Engagement, pages 304-314***
10. Create new Suwanee Fest website.
11. Consider alternate locations for event banner placement throughout the City.
    - ***STWP, City Website Overhaul, page 302***
12. Create event parking map(s) on mobile website.

OBJECTIVES FOR FISCAL YEAR 2017

- 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.

2016 CALENDAR OF EVENTS (* private event)

MONTH	DATE	DAY	TIME	EVENT
January	9	Sa	9 am	NGHS Soccer Sprint*
January	30	Sa	7:30 am	Suwanee Gateway Half Marathon
February	13	Sa	10 am	Suwanee's Sweetheart Sprint*
March	5	Sa	6:30 pm	Guess Who's Coming to Cocktails
March	11	Fr	6 pm	NGBSA "Spring Fling"
March	19	Sa	7:30 am	Suwanee Kiwanis Shamrock Run*
March	19	Sa	12 pm	Suwanee American Craft Beer Festival*
March	26	Sa	8 am	Georgia SPCA Run for the Rescues 5K*
March	27	Su	6:30 am	Community Sunrise Service*
April	1	Fr	5:30 pm	Food Truck Friday
April	16	Sa	8:30 am	SheMoves Atlanta Suwanee 5K*
April	16	Sa	4 pm	Suwanee's Big Cheesy
April	23	Sa	9 am	Spring into Color 5K Dash*
April	30	Sa	9 am	March of Dimes Gwinnett County Walk*
May	6	Fr	5:30 pm	Food Truck Friday (Night of Jazz)
May	7	Sa	12 pm	Star 94's Woofstock
May	14	Sa	10 am	Arts in the Park
May	27	Fr	7 pm	Red, White, Bluegrass and Bach
June	3	Fr	5:30 pm	Food Truck Friday
June	4	Sa	7 pm	Movies Under the Stars - Double Feature
July	23	Sa	7 pm	Movies Under the Stars - Double Feature
July	29 & 30	Fr/Sa	7 pm	Broadway in the Park
August	5	Fr	5:30 pm	Food Truck Friday
August	6	Sa	7 pm	Movies Under the Stars - Double Feature
August	13	Sa	7:30 am	Skylar's Run*
August	13	Sa	5 pm	August Concert and Wing Fest
August	20	Sa	7:30 am	Thin Mint Sprint*
August	27	Sa	8 am	Hoofin for Habitat*
September	2	Fr	5:30 pm	Food Truck Friday
September	10	Sa	8 am	Suwanee Fest Run
September	11	Su	3 pm	Remembrance Day (9/11) Event
September	17 & 18	Sa/Su	9 am/12 pm	Suwanee Fest
September	24	Sa	8 am	Extra Mile Walk/Run*
October	1	Sa	12 pm	Peach State Chili Cook-off*
October	8	Sa	12 pm	Taste of Suwanee*
October	15	Sa	2 pm	Crank it up! (Melanoma Awareness Concert)*
October	22	Sa	10 am	Alive! Festival*
October	29	Sa	8 am	Jonny & Xena Run*
October	29	Sa	11 am	Trek or Treat (Suwanee Creek Park)
November	5	Sa	1 pm	Suwanee Wine Fest*
November	6	Su	10 am	Suwanee Classic Car Show*
November	12	Sa	8 am	Kiwanis All American 5K*
December	2	Fr	6:30 pm	Jolly Holly Day

city of Suwanee

EVENTS 2016

suwanee.com

All events at Town Center Park unless otherwise noted.

THINGS THAT MAKE YOU SAY "YUM!"

FOOD TRUCK FRIDAYS

April 1 | May 6 | June 3
August 5 | September 2
Food served 5:30-9:30 pm
Music begins at 7 pm

SUWANEE FARMERS MARKET

Saturdays May 7 – October 1
8 am – noon



SPRING

MARCH

11 NGBSA Opening Day, *6:30 pm*
19 Suwanee American Craft Beer Festival, *Noon*
Suwanee Kiwanis Shamrock Run, *7:30 am*
26 Georgia SPCA Run for the Rescues, *8 am*
27 Community Sunrise Service, *6:30 am*

APRIL

16 Suwanee's Big Cheesy, *4 pm*
23 Spring into Color Dash, *9 am*
30 March of Dimes March for Babies Gwinnett Walk, *9 am*

MAY

7 Star 94's Woofstock, *Noon*
14 Arts in the Park, *10 am*
27 Red, White, Bluegrass & Bach, *7 pm*



SUMMER

MOVIES UNDER THE STARS

June 4 | July 23 | August 6
7 pm

BROADWAY IN THE PARK

July 29 & 30, *7 pm*

AUGUST

6 SheMoves Atlanta Suwanee 5K, *8:30 am*
13 Gwinnett Road Race, *7:30 am*
August Concert and Wing Fest, *5 pm*
20 Thin Mint Sprint, *7:30 am*
27 Hoofin for Habitat, *8 am*

FALL

SEPTEMBER

10 Suwanee Fest Run, *8 am*
11 Remembrance Event, *3 pm*
17 Suwanee Fest, *Noon*
18 Suwanee Fest, *Noon*
24 Extra Mile Run, *8 am*

OCTOBER

1 Peach State Chili Cook-Off, *Noon*
8 Taste of Suwanee, *Noon*
15 Crank it Up! A Melanoma Awareness Event, *2 pm*
22 Alive! Festival, *10 am*
29 Jonny & Xena 5K, *8 am*
Trek or Treat, *11 am*
Suwanee Creek Park

NOVEMBER

5 Suwanee Wine Fest, *1 pm*
6 Suwanee Classic Car Show, *10 am*
12 Kiwanis All American 5K, *8 am*

DECEMBER

2 Jolly Holly-Day, *6:30 pm*

6190 SPECIAL FACILITIES AND ACTIVITIES

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Number of annual City-sponsored and co-sponsored events	16	22	21	18	21	22
Number of annual non-City sponsored events	14	14	25	18	18	22
Suwanee Fest (formerly Suwanee Day) attendance	55,000	8,500*	55,000**	65,000**	58,000	60,000
Suwanee Fest Booths/Vendors	210/189	220/189	220/195	220/200	220/198	220/195
City event attendees (not including Suwanee Fest)	95,000	91,000	98,000	90,000	96,500	95,000

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

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percentage increase in sponsorship for Suwanee Fest	26%	12%	23%	0%	9%	0%
Volunteer hours generated for Suwanee Fest	960	800	1,194	1,300	966	1,000

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

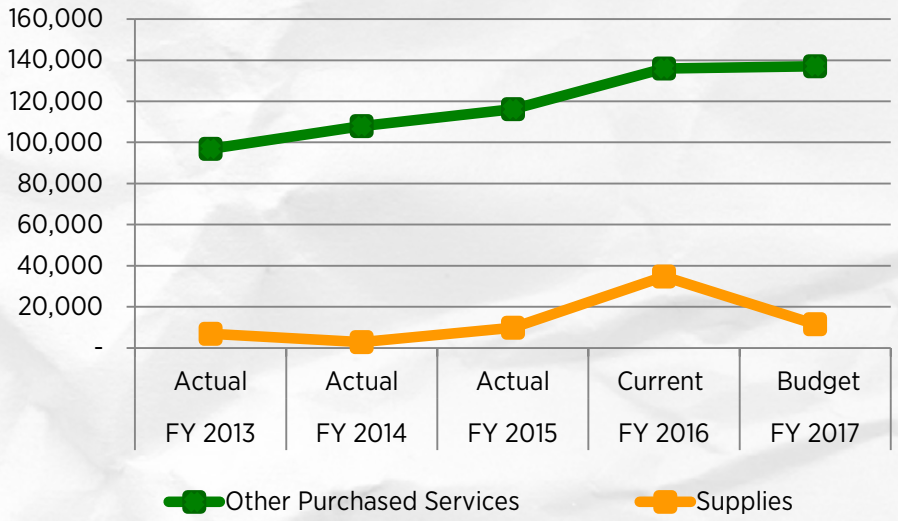
Opportunities to attend cultural activities were rated as excellent or good by **75%** of respondents. **88%** of respondents felt the City was open and accepting towards people of diverse backgrounds. At least **8 in 10** respondents noted that they have attended a City-sponsored event and **91%** of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

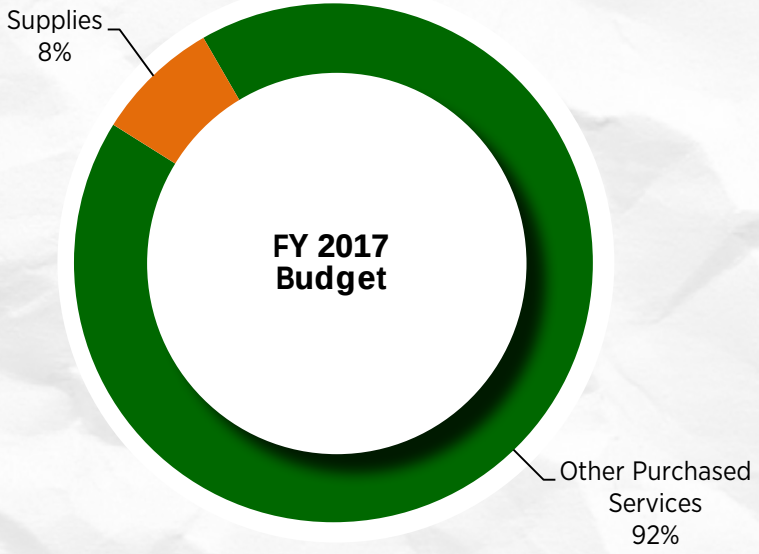
**New survey question added by the National Research Center in 2014.*



6190 SPECIAL FACILITIES & ACTIVITIES

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchased Services	$ 96,876	$ 107,963	$ 116,238	$ 136,000	$ 137,000
Supplies	6,883	2,831	9,872	34,750	11,500
TOTAL	**$ 103,759**	**$ 110,794**	**$ 126,110**	**$ 170,750**	**$ 148,500**





7510 ECONOMIC DEVELOPMENT

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 Opportunities, page 312***
5. Continue to monitor TADs in area. Re-initiate conversations with Gwinnett County and School Board if needed.
   - ***STWP, Suwanee Gateway Tax Allocation District, page 306***
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 2016; 3 meetings held in 2015).
   - ***STWP, Local Business Involvement, Community Policing, pages 310-312***
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 310***
9. Participate in Partnership Gwinnett's Redevelopment Forum. (Sponsored event in 2010-2015); 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.
    - ***STWP, Suwanee Gateway, page 314***
11. Implement directional signage for the Gateway area as part of the overall City plan (planning department taking lead role).
    - ***STWP, Branding, page 302***
    - ***CIP, Transportation Projects, Transportation Enhancement Projects, page 296***
12. Manage Suwanee 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 2016 Council Retreat.
    - ***STWP, Strategic Plan Implementation, page 306***
15. Reorganize ED department pending approval of part-time events coordinator position.
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.
    - ***STWP, Partnership Gwinnett, page 314***
19. Incorporate "PlusDelta" evaluation process after major projects and events completed (plus = things that went right; delta = things to change and discuss solutions)

GOALS (continued)

20. Manage Suwanee Youth Leadership Program.
    - ***STWP, Youth Engagement, page 306***
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. Coordinate VIP tent at the August concert for City to host executives from our larger businesses and sponsors/partners of City initiatives.
    - ***STWP, Special Events, page 314***
23. Totally re-vamp Economic Development pages on Suwanee.com to include resources available for small businesses, City's incentive ordinance, etc.
    - ***STWP, City Website Overhaul, page 302***
24. Update the Film Policy (primarily the fee structure).
25. Create and populate (updating quarterly) commercial property database.
26. Create a "Welcome Center" location in cooperation with new NGAA location at Town Center.
    - ***STWP, Branding, City Services, pages 302-310***
27. Evaluate "Suwanee wear" sales alternatives as part of the new Welcome Center.
28. Manage public arts initiative.
    - ***STWP, Public Arts, Community Aesthetics, pages 310-314***
29. SculpTour Program – Coordinate fifth exhibit to be installed in May 2017 (including fundraising, promotion, artist RFP, installation, and deinstallation of 2015 exhibit).
    - ***STWP, Public Art SculpTour, page 308***
30. Continue refining developer component of the public arts initiative; promote private investment in public art. Fully implement and refine use of public art consultant
    - ***STWP, Public Art, page 314***
31. Create professional display rack in lobby of City Hall.
32. Develop a one-page introduction about the Gateway initiative to hand out to Gateway businesses during ongoing visits; include recent Gateway improvements.
33. Continue responding to inquiries for former May Queen property; communicate City's desires for development in area.
34. Successfully pull-off the March 5th "Guess Who's Coming to Cocktails" event.
    - ***STWP, Chamber After Hours Event, page 304***
35. Set new priorities for program based on recently-completed Public Art Master Plan.
36. Fully incorporate Collins Hill High School into SYL program.
    - ***STWP, Youth Engagement, page 306***
37. Refine and implement plan, in cooperation with Business Services Department, to proactively communicate with existing and prospective businesses.
    - ***STWP, Local Business Involvement, page 312***
38. Complete "volunteer opportunity" page on website.
    - ***STWP, Citizen Engagement, page 304***
36. 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 (coordinate with HR).
39. ED staff to complete two books as a department ("Move your Bus" by Ron Clark and "Strengths Finder 2.0" by Tom Rath).
40. Consider enlisting the assistance of a professional fund-raising firm/ individual.
41. Consider using 1-2% of hotel fund dollars (currently going into the general fund) for public art initiative.
42. Assure that event/park-rental proceeds are allocated appropriately to public art initiative.
43. Implement temporary public art project (ex: street piano project and "Tic-Tac-Toe bench" completed in 2015).
    - ***STWP, Public Art, page 314***
44. Support and provide guidance to the Public Arts Commission (PAC). Following are selected PAC:

    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

GOALS (continued)

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.
   - ***STWP, Joint Meetings, page 304***

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 City-wide Public Art Master Plan (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.
   - ***STWP, Public Art, Suwanee Gateway, page 314***

- 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, Downtown Promotions, pages 310***

OBJECTIVES FOR FISCAL YEAR 2017

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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Individual meetings with I-85 Gateway stakeholders	65	60	15	60	10	60
Attend/participate in local business association meetings	16	11	10	12	12	12
Attend/participate in regional/County/State Government associations	24	33	30	24	22	24
Attend/participate in Public Arts Commission (PAC) Meetings	8	7	12	10	9	10
Public presentations on I-85 Gateway Plan	3	3	3	4	4	4
Presentations given by staff to outside groups/communities	*	*	*	*	15	10

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of identified objective completed	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
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.

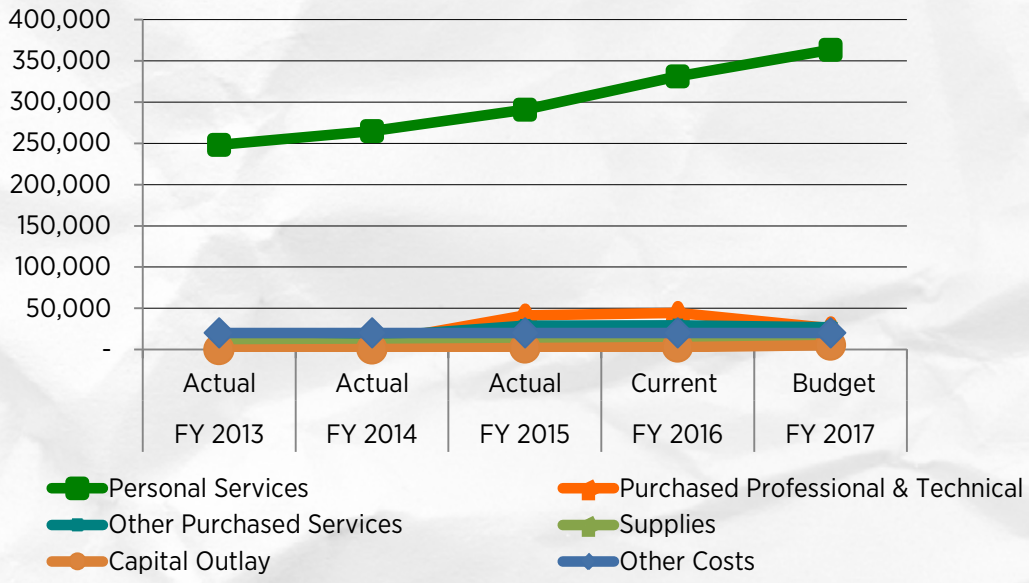


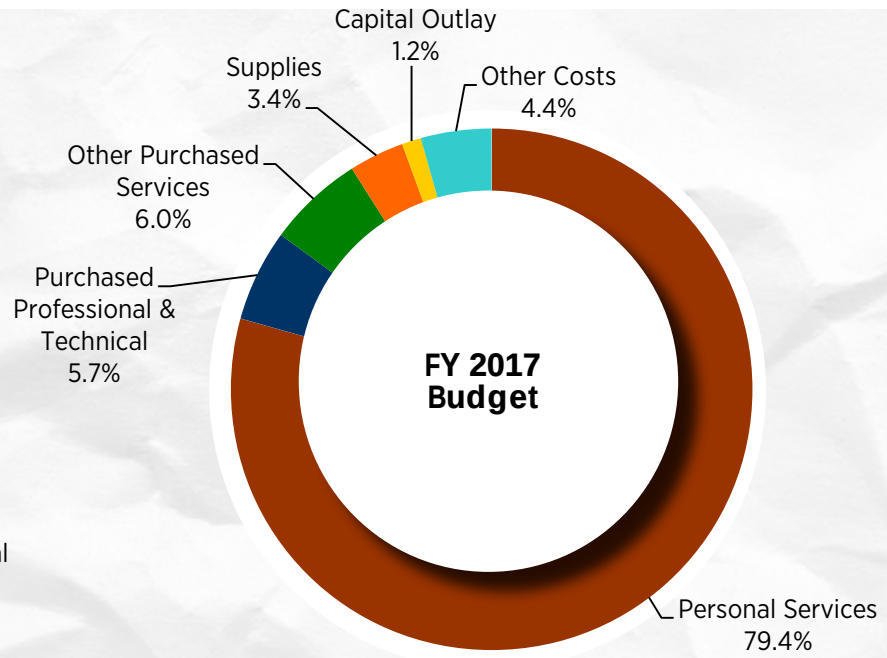
7510 ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Assistant City Manager(1)	26	0	0	1	1	1
Economic Development Director(1)	24	1	1	0	0	0
Events and Outreach Manager(2)	20	0	0	0	0	1
Events Manager(2)	19	1	1	1	1	0
Events Coordinator	PT-16	0	0	0	0	1
Special Projects Coordinator	14	1	1	1	1	1
TOTAL		**3**	**3**	**3**	**3**	**4**

(1) In fiscal year 2015, the Economic Development Director position was upgraded to Assistant City Manager.
(2) In fiscal year 2017, the Events Manager position was upgraded to Events and Outreach Manager.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 247,981	$ 264,626	$ 290,778	$ 331,110	$ 363,100
Purchased Professional & Technical	9,548	8,394	41,550	44,650	26,000
Other Purchased Services	10,767	15,490	29,138	29,600	27,250
Supplies	8,987	6,894	9,926	9,850	15,600
Capital Outlay	81	813	1,736	3,000	5,500
Other Costs	20,000	20,000	20,000	20,000	20,000
TOTAL	**$ 297,364**	**$ 316,217**	**$ 393,128**	**$ 438,210**	**$ 457,450**







7520 DOWNTOWN SUWANEE

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2017

- 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.
   - Create and promote walking tour of historic properties.
   - Create entry way signs to historic district.
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. Consider revolving loan fund applications (through DCA and Georgia Cities Foundation) for the DDA for Pierce's Corner if needed.
   - ***STWP, Pierce's Corner, page 302***
5. Continue regular communication with Madison Retail as it relates to tenant recruitment, tenant retention, and property maintenance.
   - ***STWP, Economic Development, page 310***
6. Complete/update Old Town directional signs.
7. Complete a downtown brochure.
   - ***STWP, Downtown Promotions, page 310***
8. Coordinate DDA planning retreat in 2016.
9. Contact minimum of 10 business "prospects" per month (net new cold calls or follow-up calls).
   - ***STWP, Economic Development, Local Business Involvement, pages 310-312***
10. Evaluate options for community event in Old Town area as interest presents itself.
    - ***STWP, Citizen Engagement, page 304***
11. Evaluate cost/benefit of façade grant program; if kept – evaluate funding, raise funds as needed, promote program, and award grants.

GOALS (continued)

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***
14. Coordinate and move forward the Terwilliger-Pappas/DDA project.
15. Coordinate downtown stakeholder gathering at Jimmy's house (target date-spring 2016); include all city boards, particularly DDA, PAC & Harvest Farm.
    - ***STWP, Joint Meetings, page 304***
16. Coordinate meetings with downtown merchants at least every other month and before major events for a minimum of 4 per year.
    - ***STWP, Local Business Involvement, Citizen Engagement, pages 304-312***
16. Evaluate impact of downtown business hosting of "sidewalk" merchants (ex: Pooch and Paws pet adoption events).
    - ***STWP, Downtown Promotions, page 310***

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Monthly DDA meetings	8	5	9	10	12	10
Other organizational meetings	8	8	10	10	11	10
Number of funding applications submitted	0	1	0	2	0	2
Number of regional meetings and trainings attended	4	2	8	8	8	8
Number of meetings with Downtown stakeholders	48	40	44	48	60	48

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	0%	0%	0%	25%	0%	100%

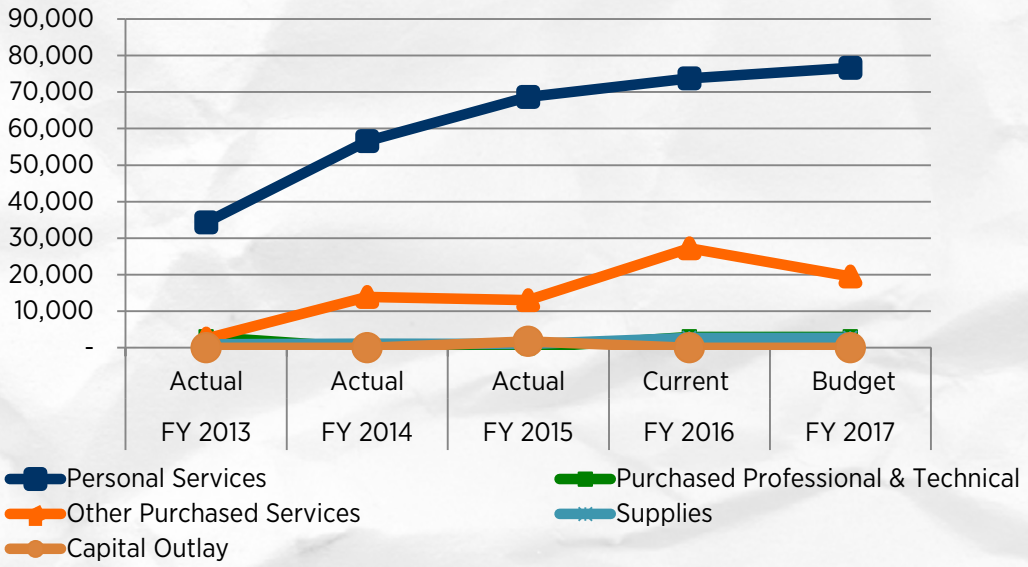
7520 DOWNTOWN SUWANEE

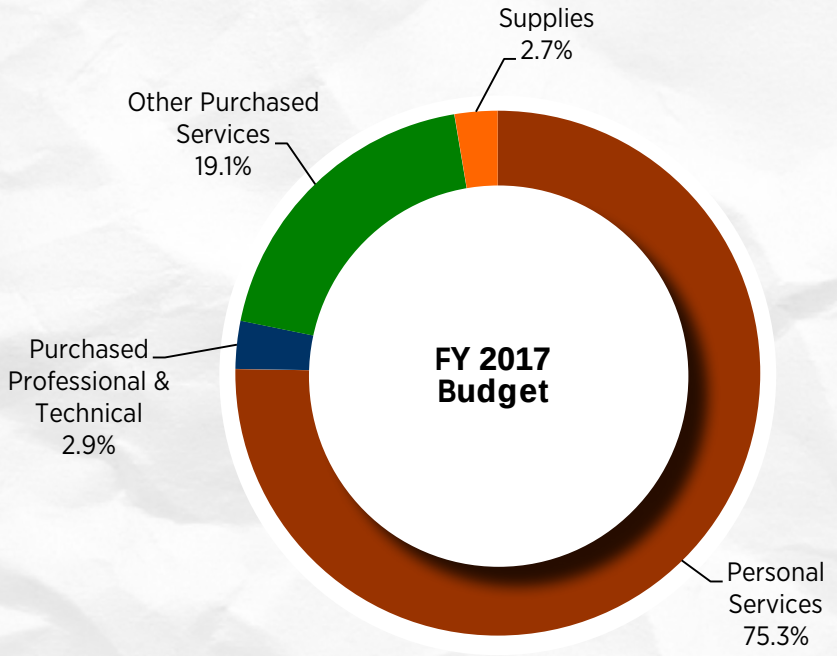
MEASUREMENT OF OUTCOMES- Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Vibrant downtown/commercial area	*	*	*	81%	5th

*new measure

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Downtown & Business Development Manager	19	1	1	1	1	1

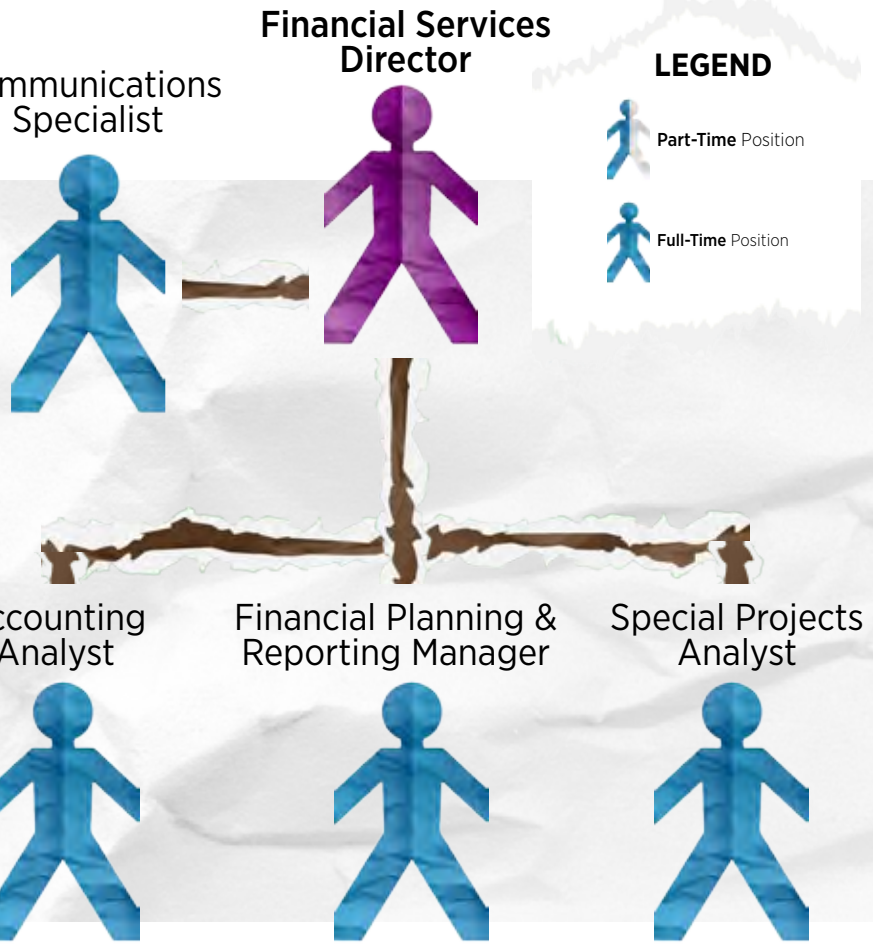
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 34,311	$ 56,584	$ 68,626	$ 73,750	$ 76,650
Purchased Professional & Technical	3,000	-	-	3,000	3,000
Other Purchased Services	2,534	13,951	13,035	27,250	19,500
Supplies	962	1,179	1,085	2,700	2,700
Capital Outlay	-	-	1,748	-	
TOTAL	**$ 40,807**	**$ 71,714**	**$ 84,494**	**$ 106,700**	**$ 101,850**







FINANCIAL SERVICES





Functions	Includes the operations of Financial Administration and Accounting.
Positions	5 full-time
Role	This department provides the accounting and financial reporting for all City operations, accounts payable, payroll, issuance of debt, fixed assets, and risk management.
Notable FY 2017 Budget Items	Includes funding $38,000 for the annual audit and one position upgrade from part time to full time.
Current FY 2016 Budget	$506,640
Adopted FY 2017 Budget	$544,290
Change from PY Budget	$37,650
Reason for Change	4% salary adjustments, 15% group health insurance increase, implementation of the pay and classification plan, and position upgrade from part time to full time.

FY 2016 CURRENT BUDGET	$506,640	
Changes:		
Salary changes due to 4% raises	8,290	
Salary change due to implementation of class and comp plan	7,030	
Position upgrade change-salary	4,240	Part-time employment to full-time
Summer Intern	4,490	
Group Health Insurance 15% increase	8,430	
Group Health Insurance position upgrade	14,190	Part-time employment to full-time (single coverage to family)
Increase in Other Benefits	7,200	Change due to salary increases
Reduction in Professional Services-Audit feed	(8,700)	Single audit work not anticipated
Decrease in Communication	(1,000)	
Decrease in Printing	(3,650)	
Decrease in Dues & Fees	(500)	
Decrease in Other Purchase Services	(2,500)	
Decrease in Books & Periodicals	(250)	
Increase in Equipment	380	
FY 2017 ADOPTED BUDGET	$544,290	

ACCOMPLISHMENTS

- URA Bond refunding- saved the City $180,000
- Ease of budget process
- Fitch confirmation of AA rating
- Implemented GASB 68 and 71- pension reporting
- Clean audit
- 1st time electronic filing for W2's
- Revised City purchasing policy
- Cross-department teamwork

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 (CAFR)
- Maintains the City's fixed asset system and risk management program.

STATEMENT OF SERVICE (continued)

TEAM COMMITMENT

Being courageous, creative, responsive, and responsible team players that are committed to providing excellence in services both internally and externally by ensuring:

1. Budgets are balanced.
2. Financial statements are fairly represented.
3. Process payroll, accounts payable, and other accounting related activities.
4. Provide independent review of revenue and expenditure estimates.
5. Monitor revenue and expenditures for budgetary compliance.
6. Fiscal impact analysis.
7. Manage performance measurements and the National Citizen Survey.
   - ***STWP, National Citizen Survey, page 302***
8. Debt management.
   - ***STWP, Bond Restructuring, page 304***
9. Manage investment portfolio and investment policy.
10. Focus on making graphically appealing presentation for all departments as requested.
11. Cross-train department staff to provide assistance, back up coverage, and enhanced support for daily operations.
    - ***STWP, City Services, Staffing, pages 310-314***

TEAM FOCUS

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, City Services, pages 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, City Services, Staffing, pages 3 10-314***
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, Awards, City Services, pages 310***
6. Issue payments to vendors, for goods and services delivered, in a timely and accurate manner.
7. Review, enhance, and implement operational internal controls, process, and policies.
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.
11. Maintain current inventory of fixed assets. Work towards correcting fix asset classifications and implement a new capitalization policy.
    - ***STWP, City Properties Inventory, page 304***
12. Continue staff professional and technical development.
    - ***STWP, Staffing, page 314***
13. Provide the accounting structure and funding for sustainability of City operations, facilities, capital assets, and infrastructure.

1511 FINANCIAL ADMINISTRATION

GOALS

1. 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.
2. Ensure the integrity of departmental work products and the continued use of best practices through the professional development of finance team members.
   - ***STWP, Staffing, page 314***
3. Focus on long-term financial planning, which includes preparation of ten year projections of general fund revenues and expenditures.
4. Continue operating to best practice standards and gauge success by receiving awards of excellence from the GFOA for the Popular Annual Financial Report (PAFR), Comprehensive Annual Financial Report (CAFR), and the Budget document.
   - ***STWP, Awards, City Services, page 310***
5. Enhance the use of technology for performance and program measurements in the budget and operational decision making process.
6. 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.
7. Improve coordination and consistency of procurement activities among all departments to increase efficiency through utilization of technology.

OBJECTIVES FOR FISCAL YEAR 2017

1. File new healthcare tax reporting tax forms.
2. Implement new purchasing card program.
3. Implement changes to daily cash and check deposits.
   a. Scanning checks
   b. Adding a cash vault
4. Implement new interactive budget website.
5. Work with HR on pension study, pay and classification study, and benefit renewals.
   - ***STWP, Employee Benefits Program, page 302***
6. Focus on providing more video/interactive communications.
   a. Video/record "how to" training for purchasing cards.
   b. Finalize video/recording "how to" training for timesheets.
   c. Video/record 'how to" training for process invoices in accounts payable.
7. Update budget policy and calendar.
8. Update investment policy.
9. Update fixed asset policy and implement new threshold changes.
   - ***STWP, City Properties Inventory, page 304***
10. Continue to clean up fixed asset classification/re-organization.
    - ***STWP, City Properties Inventory, page 304***
11. Work with departments to take new "action pictures" for City publications.
    - ***STWP, Staffing, page 314***
12. Set up a group to help with graphic brainstorming for new ideas and current projects.
    - ***STWP, City Services, Staffing, pages 310-314***
13. Update Finance picture database.
14. Work with HR to update employee pictorial directory.
    - ***STWP, Staffing, page 314***
15. Add more structure to the monthly team meetings.
    a. Invite HR to discuss payroll and HR ongoing issues.
    b. Review keep doing/stop doing.
    c. Have team members discuss information from training attended.
    d. Add how to InDesign tips for team members.
    e. Focus on team related activities (books, wellness, and other team activities.
16. Work with HR on providing Myers Briggs testing for team members.
17. Perform access audits of BS&A and review results with department heads to determine correct structure.
18. Finalize updated surplus property policy.
19. Scan vehicle titles into BS&A fixed asset system.
20. Perform a computer assets inventory audit.
    - ***STWP, City Properties Inventory, page 304***
21. Continue to network with other cities and municipalities.
    - ***STWP, Learning Opportunities, page 312***
22. Continue to work on being more available to other departments and focus on being responsive to other department's needs.
23. Conduct the 2017 biennial National Citizen Survey and communicate survey results, which provide a means to measure Council and departmental goal outcomes and to provide a benchmark/score card of Suwanee's performance.
    - ***STWP, National Citizen Survey, page 302***

1511 FINANCIAL ADMINISTRATION

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Accounts payable checks issued	3,172	3,126	4,271	4,300	3,616	3,650
Payroll checks issued	2,709	2,762	3,024	3,050	3,135	3,150
W-2's issued	142	150	150	150	174	174
1099's issued	41	42	17	20	47	40
Documents produced and published	11	11	5**	7	6	5
At least 1 surplus sale each fiscal year	1	1	1	1	1	1
Bank reconciliations completed within 30 days	*	*	*	12	10	12
Quarterly tax returns completed on time	*	*	*	*	*	4

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

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of vendor invoices processed within 30 days	99%	99%	99%	100%	99%	100%
Percent of monthly operations reports distributed within 7 working days	91%	82%	90%	100%	91%	100%
Percent of monthly general operating bank reconciliations completed within 30 days of month end	*	*	*	*	83%	100%
Annual audit fieldwork completed within state law guidelines	9-14-2012	9-13-2013	9-13-2014	10-1-2015	9-15-2015	10-1-2016
Published financial information no later than 120 days after fiscal year end as required by law	12-28-2012	12-20-2013	12-29-2014	12-31-2015	12-28-2015	12-31-2016

** new measure*

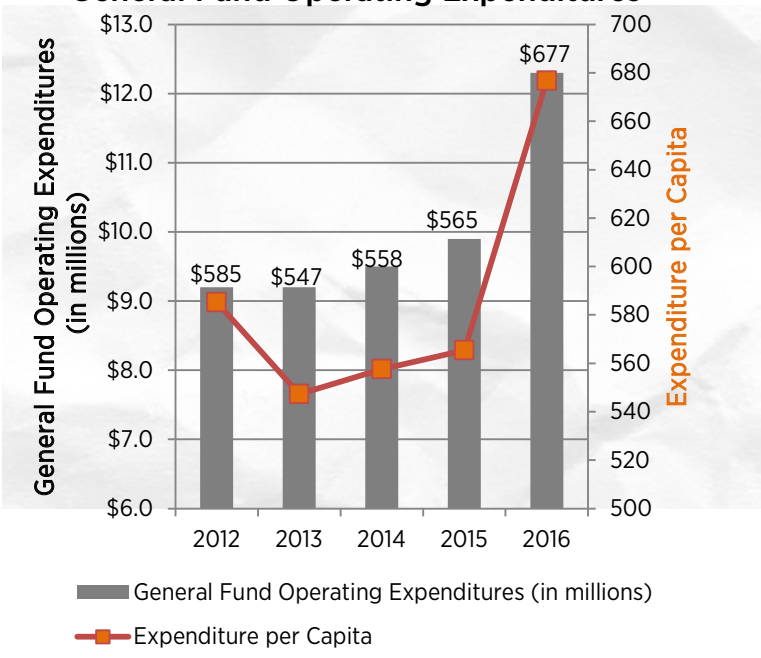
MISSION: **To ensure all financiall resources are properly reported in accordance to GAAP, GASB, state and federal regulations**

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

ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

General Fund Operating Expenditures

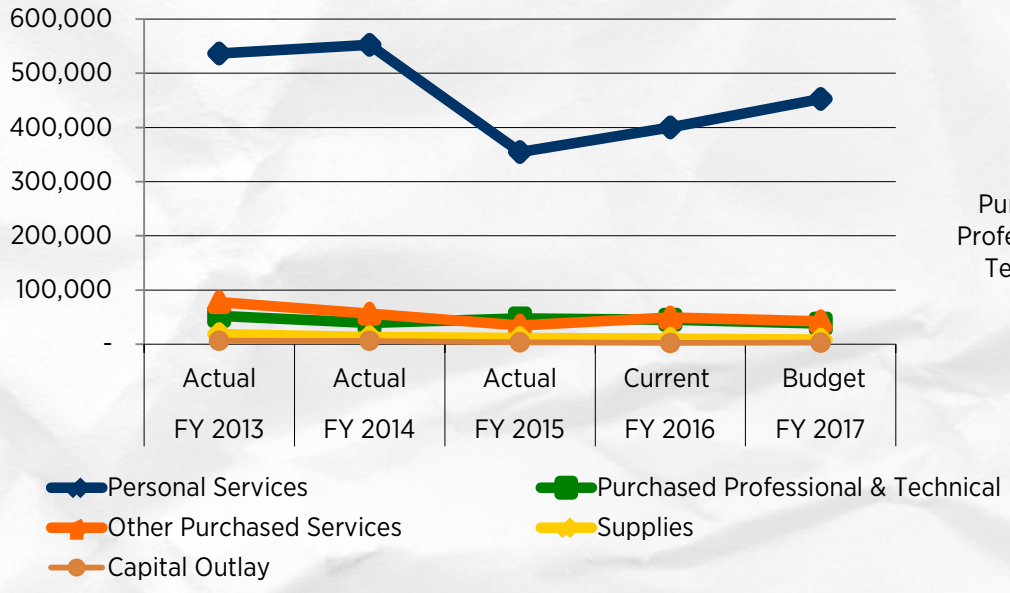


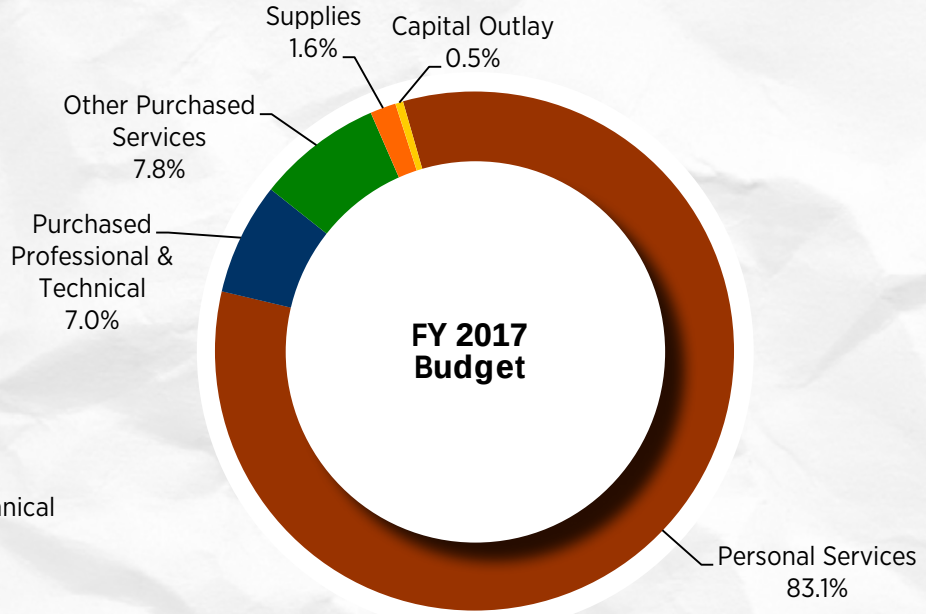
1511 FINANCIAL ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Financial Services Director	25	1	1	1	1	1
Accounting Manager(1)	19	1	1	0	0	0
Financial Planning & Reporting Manager(2)	19	0	0	1	1	1
Budget Analyst(1)	18	1	1	0	0	0
Special Projects Analyst	16	1	1	1	1	1
Accounting Analyst(1)	16	3	3	1	1	1
Accounting Analyst (1)	PT-13	1	1	0	0	0
Communication Specialist(3)	14	0	0	0	0	1
Communication Specialist(3)	PT-13	1	1	1	1	0
TOTAL		**9**	**9**	**5**	**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.
(3) In fiscal year 2017, the position of Communication Specialist was upgraded to full time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 536,721	$ 552,478	$ 354,904	$ 399,900	$ 452,520
Purchased Professional & Technical	52,400	39,000	47,700	45,000	38,000
Other Purchased Services	77,904	56,406	34,449	49,250	42,400
Supplies	18,450	13,372	11,364	10,250	8,750
Capital Outlay	6,269	5,926	3,338	2,240	2,620
TOTAL	**$ 691,744**	**$ 667,182**	**$ 451,755**	**$ 506,640**	**$ 544,290**

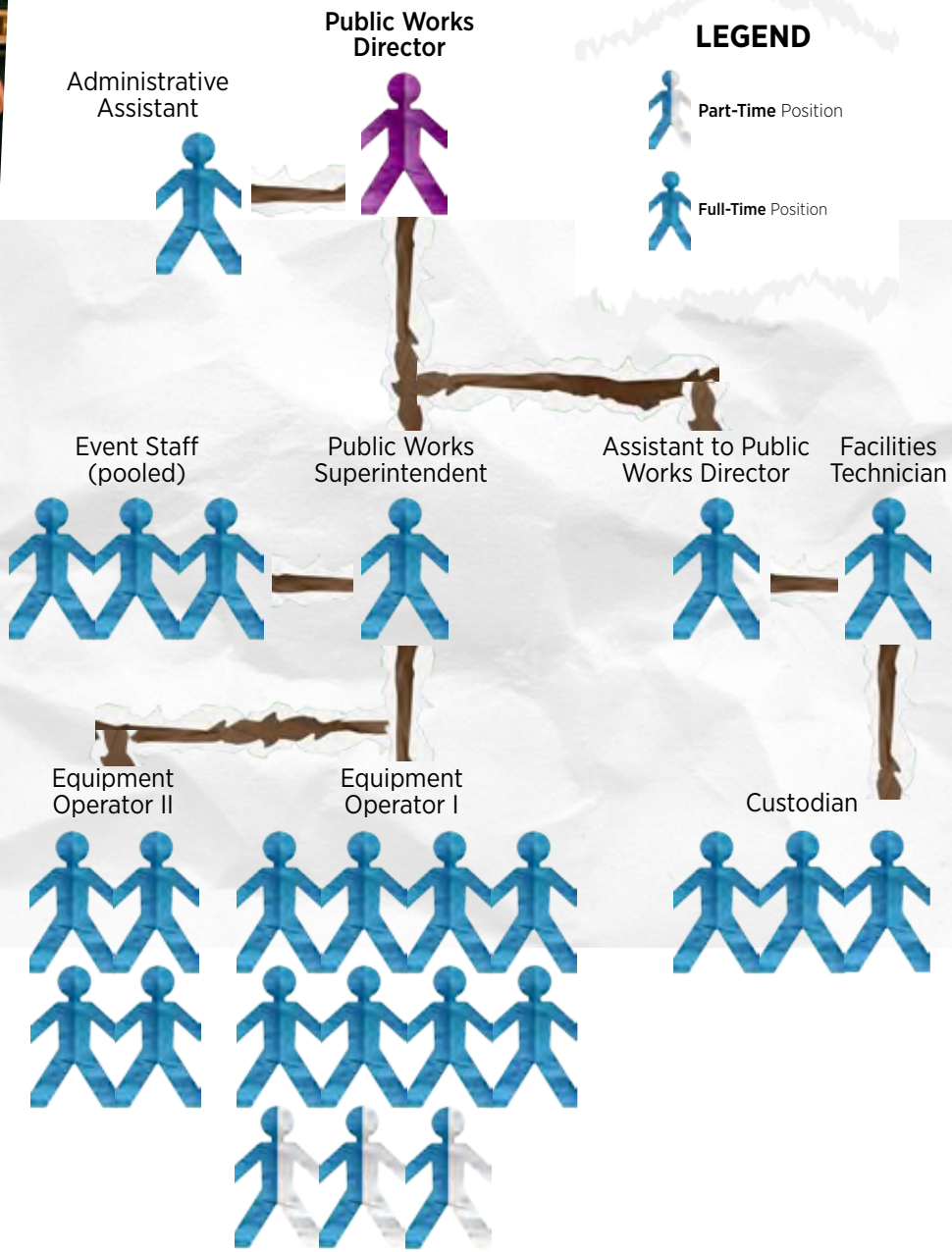




PARKS & PUBLIC WORKS



Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	20 full-time, 3 part-time seasonal, and a pool of event staff workers.
Role	Provides maintenance and repair of City-owned facilities, grounds, and infrastructure, including the City's water system.
Notable FY 2017 Budget Items	Position upgrade for two part time custodians to full time, one new full time equipment operator. $21,000 for mosquito control, two mower replacements ($17,000), replacement of one public works truck ($32,000), new stand on blower ($11,640) and trailer and buggies for event grass matts ($10,100).
Current FY 2016 Budget	$2,319,910
Adopted FY 2017 Budget	$2,546,230
Change from PY Budget	$226,320
Reason for Change	4% salary adjustments, 15% group health insurance increase, two position upgrades, new equipment operator position, mosquito control and new equipment.



FY 2016 CURRENT BUDGET	$2,319,910	
Changes:		
Salary changes due to 4% raises	42,610	
Salary change due to implementation of class and comp plan	2,580	
Position upgrade change-Salary and group health insurance	40,010	Two part-time custodians to full-time; single to family coverage
New position-salary and group health insurance	46,150	Proposed one new Equipment Operator full-time; family coverage
Salary change for private event rate	3,000	
Salary change due to staffing changes	5,100	Budget reduction in FY 2016 for staffing vacancies
Reduction in Overtime	(13,350)	
Group Health Insurance 15% increase	49,570	
Group Health Insurance enrollment change	(6,050)	
Increase in Other Benefits	16,410	Includes new staffing changes
Increase Repairs	3,500	
Decrease Communication	(3,100)	Public Works
Increase Travel	200	Public Works
Decrease Dues & Fees	(500)	Public Works
Increase Contract Services	10,540	Installation, take down & storage of 12 additional trees & decorations
Increase in Inmate Work Crew	3,100	Requesting 10 additional days
Increase in General Supplies	27,020	Snow machine $2,700 and increased mosquito control $21,000
Increase in Uniforms	500	
Increase in Janitorial Supplies	1,500	
Increase in Water & Sewer	950	
Decrease in Natural Gas	(120)	
Increase in Electricity	13,600	Proposed new development
Decrease in Vehicle requests	(950)	New replacement truck, total request $31,900
Zero turn mowers	100	Replacement of two mowers
Snow Plow	(38,600)	Prior year request
Stand on Blower	11,640	New request
Trailer and buggies for grass mats	10,100	New request
Computers	1,280	
Increase in PIB Landscaping	4,120	Increase due to completed the PIB/McGinnis/Moore Rd project
Increase in Railroad right-of-way management	1,100	Additional chemical spraying around guardrails
Decrease MS4 monitoring	(450)	Total request $43,230
Increase in Park Areas Professional Services	2,180	Total request $105,840
Increase in Park Area Repairs	2,400	
Decrease in Park Areas Rentals	(2,520)	Prior period purchase of equipment
Decrease in Park Area Supplies	(1,000)	
Decrease in Park Property Site Improvements	(6,300)	Total request $20,000
FY 2017 ADOPTED BUDGET	**$2,546,230**	

4100 PUBLIC WORKS ADMINISTRATION

ACCOMPLISHMENTS

- Installed electric vehicle (EV) charging station at Town Center

- Water fountain replaced at Main Street Park
- Sims Lake Park playground drainage project
- Sod repair at Town Center Park
- Upgraded signage at Disc golf course
- Recycling program expanded to additional parks:
  - White Street Park,
  - Sims Lake Park, and
  - PlayTown Suwanee.
- Added bistro sets at 3 parks:
  - White Street Park,
  - Sims Lake Park, and
  - PlayTown Suwanee

- New landscape management company for PIB
- PIB median redesign underway

- LMIG Grant- 3.4 miles resurfaced
- Multiple stormwater projects completed
- Replaced boards on Suwanee Greenway
- Floodplain Ordinance revised
- Implemented scheduled rate increase for water system
- Submitted annual MS4 permit
- Savings in irrigation cost by utilizing well in Town Center
- New management landscape company for PIB
- LED retrofit project
- Cross-department teamwork

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, disc golf course, 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. 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, disc golf course, 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.
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.

GOALS (continued)

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.
    - ***STWP, Water Regulations, page 306***
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 Public Works.
    - ***STWP, City Services, Staffing, pages 310-314***
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. Develop bid package, bid recommend award of contract to Council and replace the emergency generator at the Police Station.
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, City Services, page 310***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
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 291***
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.
    - ***STWP, Facility Maintenance, page 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
19. Manage Columbia Engineering in design of necessary waterline relocations for the Buford Highway improvement project and include in the bidding and construction process of the Buford Highway improvement project.
    - ***STWP, Buford Highway Sewer & Underground Utilities, page 302***
    - ***CIP, Transportation Projects, Buford Highway Reconstruction, page 295***
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, Park Enhancements, pages 306-310***
    - ***CIP, Parks & Facilities Projects, Park Enhancements, page 291***
22. Repair, replace, or reline identified prioritized deteriorated corrugated metal drainage pipe projects.
23. 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 291***
24. Identify, replace and/or acquire additional maintenance equipment. Such items that may or may not be identified as of yet, could be but not limited to mowers, trucks, weed eaters, chain saws, ditching equipment, 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 288***
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. Continue updating process of the water system map via ESRI ArcMap software.

GOALS (continued)

27. Provide training to insure proficiency in operating the wells and the SCADA system, for all water operators.
    - ***STWP, City Services, Staffing, pages 310-314***
28. Review custodial employee structure and needed work schedules for parks and buildings considering national and industry standards for the level of service we seek to provide and determine needed recommended budget changes to improve recruitment and retention of custodians.
    - ***STWP, City Services, Staffing, pages 310-314***
29. 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.
30. Evaluate staffing needs for new work load (Brushy Creek Trail, increased use of chipper, potential use of street sweeper, increased public art maintenance, increasing storm water needs, increasing contract management and project coordination, more complex event management coordination, etc.) and submit budget accordingly.
    - ***STWP, Park Enhancements, page 306***
31. Research and develop standards to consider a proposed water backflow ordinance.
32. Monitor State laws and regulations that may affect our water supply and system.
    - ***STWP, Water Regulations, page 306***
33. 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***
    - ***CIP, Transportation Projects, Stormwater Projects, page 295***
34. Continue to monitor the water system cross connection with Gwinnett County, our elevated water tank, water system equipment, and well capacity to provide a water source for City water customers.
    - ***STWP, Water System Infrastructure Improvements, page 306***
    - ***STWP, Water System Strategy, page 306***
    - ***CIP, Transportation Projects, Stormwater Projects, page 295***
35. Continue with implementation and management of the second phase recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries master planning document.
    - ***STWP, Citizen Engagement, Land Use, pages 304-312***
    - ***CIP, Parks & Facilities Projects, Cemetery Improvements, page 291***
36. 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, Driver Speeding, Signage/Wayfinding, pages 302-310***
    - ***CIP, Transportation Projects, Transportation Enhancement Projects, Sign Reflectivity Program, page 296***
37. Manage City's consultant, Sky Design, in development of concepts for the Suwanee Logo and/or historic district on street name signs or logo sign toppers to promote Suwanee Branding; present concepts and study to Council; and begin implementation of approved concept..
    - ***STWP, Signage/Wayfinding, Community Aesthetics, Branding, pages 302-310***
38. Explore the feasibility and merits of conveying Suwanee's water system to Gwinnett County.
    - ***STWP, Water System Transfer, page 306***
39. Manage contract with Powers Heating & Air to complete HVAC improvements to the Municipal Court building.
    - ***STWP, Facility Maintenance, page 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
40. Monitor Gwinnett County Water Resources Department water rate structure with respect to Suwanee water rate structure, study our operational cost, and if warranted make recommendations as appropriate to Council for revised water rates and implementation..
    - ***STWP, Water System Rate Structure, page 302***
41. Search for solutions to the City Hall building roof leaks.
42. Monitor and revise the City's properties map and inventory list as appropriate.
    - ***STWP, City Properties Inventory, page 304***

OBJECTIVES FOR FISCAL YEAR 2017

- 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.

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2016 BUDGET
Number of work orders completed	5,175	5,371	6,135	6,150	5,054	5,250
Number of times parks are mowed during the growing season	31	35	32	32	35	32
Number of work orders completed on playground equipment	21	29	29	29	30	29
Number of work orders completed for City buildings	1,374	1,481	1,724	1,720	1,355	1,450
Hours of litter pick-up services provided	868	947	920	940	921	1,280
Number of street lights maintained	960	981	997	1,018	1,028	1,068
Number of special events requiring special detail services	47	44	44	49	42	47

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2016 BUDGET
Percentage of work orders completed in 30 days	99%	99%	99%	99%	99%	99%
Work orders completed per FTE	470	488	577	473	389	308

**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

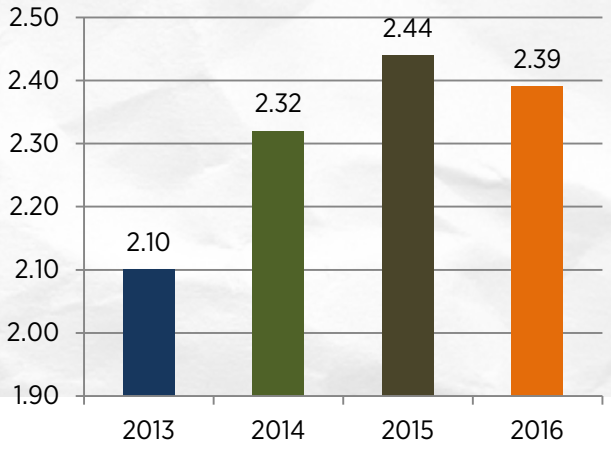
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Cleanliness of Suwanee	95%	93%	93%	94%	12th
Drinking water	83%	79%	82%	83%	47th
Air quality	78%	81%	86%	90%	24th
Street lighting	74%	69%	70%	79%	22nd
Snow removal	79%	63%	52%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

**new measure*



ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

Repair Expenditures per Square Foot - All Facilities

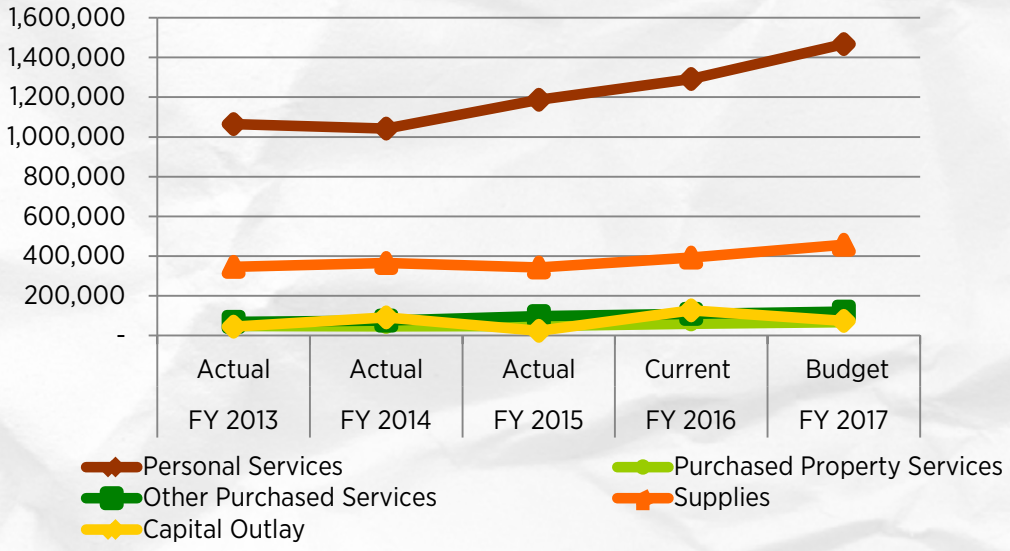


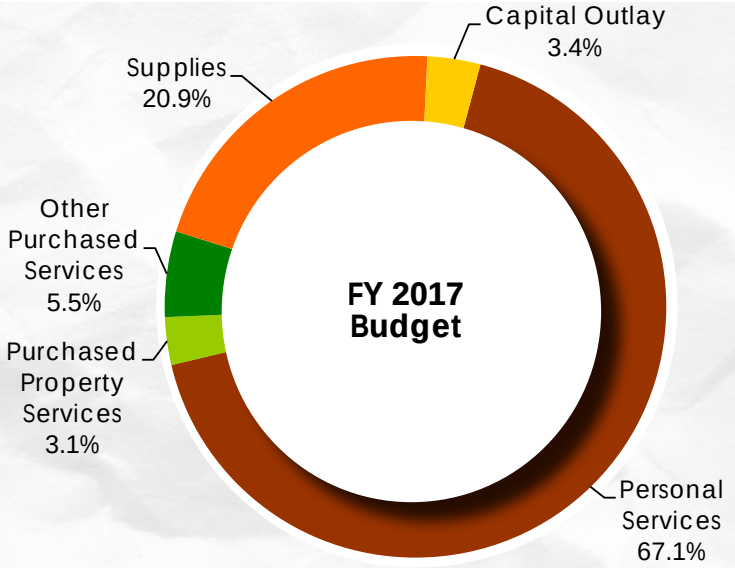
4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 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	0	0	0
Public Works Superintendent(2)	21	0	0	0	0	1
Public Works Supervisor (1), (2)	16	0	0	1	1	0
Administrative Assistant	12	1	1	1	1	1
Equipment Operator II(3)	12	2	4	4	4	4
Facilities Technician	12	1	1	1	1	1
Equipment Operator I (3)	10	8	6	7	7	8
Equipment Operator I (3)	PT-10	2	3	3	3	3
Custodian (4)	7	0	0	0	1	3
Custodian (4), (5)	PT-7	4	4	4	2	0
Event Staff Pool (6)	PT-7	1	1	1	1	1
TOTAL		**22**	**23**	**24**	**23**	**24**

(1) In fiscal year 2015, the Capital Asset Manager position was dissolved and a Public Works Supervisor position was created.
(2) In fiscal year 2017, the Public Works Supervisor position was upgraded to Public Works Superintendent.
(3) In fiscal year 2014, two equipment operator level I positions were upgraded to equipment operator level II positions.
(4) In fiscal year 2016, two part-time Custodian positions were combined to create one full-time Custodian Position.
(5) In fiscal year 2017, two part-time Custodian positions were upgraded to full-time.
(6) Events Staff Pool is comprised of a group of temporary staffing that provided 1,248 hours of labor a year.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 1,063,808	$ 1,042,607	$ 1,186,641	$ 1,292,060	$ 1,466,590
Purchased Property Services	47,616	46,501	47,926	58,700	67,200
Other Purchased Services	68,769	75,606	98,490	108,630	120,620
Supplies	345,342	365,308	343,498	392,100	456,800
Capital Outlay	44,549	90,847	23,406	127,200	74,270
TOTAL	**$ 1,570,084**	**$ 1,620,869**	**$ 1,699,961**	**$ 1,978,690**	**$ 2,185,480**





4221 PAVED STREETS

STATEMENT OF SERVICE

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

GOALS

1. Re-inspect City's roads to update road conditions in the pavement management system.
   - ***STWP, Road Improvement Projects, Road Maintenance, page 306***
2. Implement the City's road maintenance contracts.
3. Update and expand traffic control mapping and continue with management and implementation of year four and begin year five of multi-year program to meet FHWA Traffic Control Sign Reflectivity requirements.
   - ***STWP, Signage/Wayfinding, Road Improvement Projects, pages 302-306***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects, Sign Reflectivity Program, page 296***
4. Manage contract with Valley Crest Landscape Maintenance, Inc., in completion of Peachtree Industrial Boulevard Landscape Modifications Project.
   - ***STWP, Community Aesthetics, page 310***
   - ***CIP, Transportation Projects, Transportation Enhancement Projects: PIB Landscaping Enhancements, page 296***
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 304-306***
6. Complete resurfacing of 3.4 miles on various City streets and complete GaDOT audit process for 2016 LMIG resurfacing program.
   - ***STWP, Annual Resurfacing Projects, page 310***
   - ***CIP, Transportation Projects, Street Maintenance & Resurfacing Program, page 295***
7. Manage ValleyCrest landscape maintenance contract for Peachtree Industrial Boulevard right-of-way.
   - ***CIP, Transportation Projects, Transportation Enhancement Projects: PIB Landscaping Enhancements, page 296***
8. Monitor proposed Peachtree Industrial Boulevard widening project at McGinnis Ferry and Moore Road intersections to determine impacts to median landscaping project.
   - ***STWP, Road Improvement Projects, page 306***
9. Develop Program, submit 2017 LMIG priority list to GaDOT, receive GaDOT approval and LMIG check, prepare RFP and bid projects, recommend award of contract, and complete resurfacing projects.
   - ***STWP, Annual Resurfacing Projects, page 310***
   - ***CIP, Transportation Projects, Street Maintenance & Resurfacing program, page 295***
10. Develop budget for second phase of the PIB Landscape Modifications Project design and construction; complete design; then contingent on the status of the PIB widening project select contractor and begin construction.
11. Explore the types, cost, operations, and advantages of a City owned street sweeper.
    - ***STWP, Public Works Equipment New, page 314***
    - ***CIP, Equipment & Vehicle Projects, Public Works Equipment, New Purchases; Transporation Projects, Street Maintenance & Resurfacing Program, pages 288-295***

OBJECTIVES FOR FISCAL YEAR 2017

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

4221 PAVED STREETS

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Street repair work orders completed	16	29	31	32	33	34
Pothole repair work orders completed	30	21	20	30	4	25
Street overlay (lane miles)	6.63	3.67	11.59	5.50	4.11	6.70
Number of damaged or missing street signs replaced	50	51	46	50	50	51

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of potholes repaired within 30 days of receipt	87%	86%	85%	87%	75%	85%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	92%	93%	92%	90%	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

4221 PAVED STREETS



TRANSPORTATION
HOW WE MOVE

WHY THIS MATTERS FOR SUWANEE: BE CONNECTED

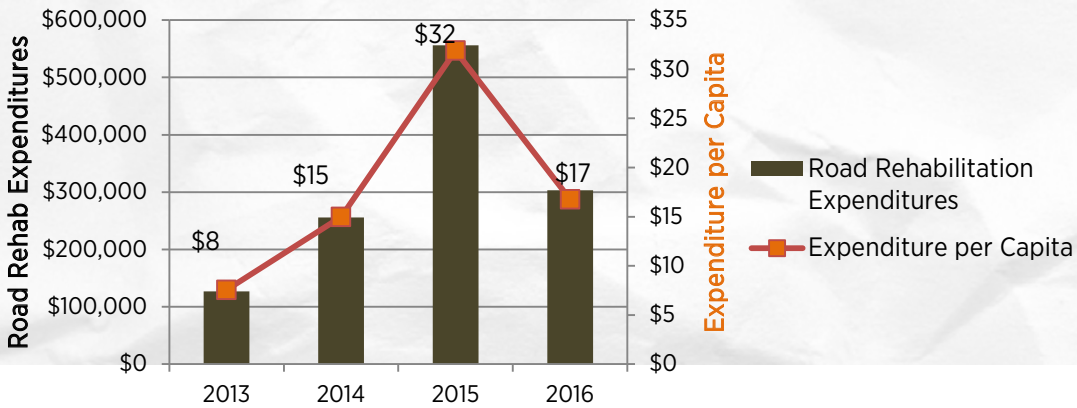
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Ease of car travel in Suwanee	2014	72%	66	252	74
	2012	68%	72	267	73
	2010	65%	93	243	62
	2008	54%	126	194	35
Ease of bicycle travel in Suwanee	2014	65%	82	256	68
	2012	64%	55	265	79
	2010	57%	83	239	65
	2008	50%	113	192	41
Ease 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.



ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

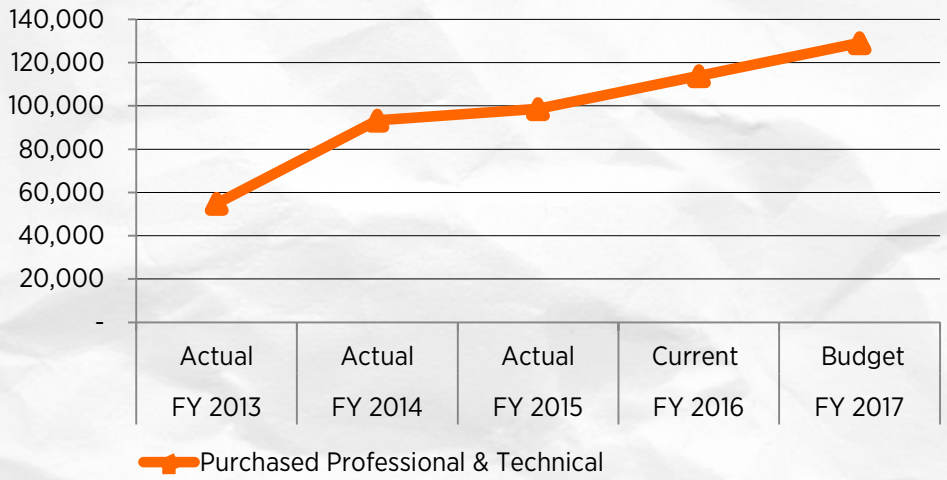
Road Rehabilitation Expenditures per Capita



4221 PAVED STREETS

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ 54,944	$ 93,379	$ 98,638	$ 113,960	$ 129,180





4250 STORM DRAINAGE

STATEMENT OF SERVICE

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

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 SWMP 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.
   - ***STWP, Water Regulations, page 306***
   - ***STWP, MS4 Operating Permit, page 306***
   - ***CIP, Transportation Projects, Stormwater Projects, page 295***
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, Stormwater Funding, page 314***
   - ***CIP, Transportation Projects, Stormwater Projects, page 295***

OBJECTIVES FOR FISCAL YEAR 2017

- Meet GaEPD NPDES MS4 Permit requirements.
- Successfully, complete GaELP MS4 audit process.
- Successfully delisaat 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Inspections of storm drainage system during or just after significant rainfall events	90%	89%	90%	90%	89%	90%
Number of citizen's drainage complaints and requests for service	33	48	35	40	42	42
Annual NPDES report	1	1	1	1	1	1

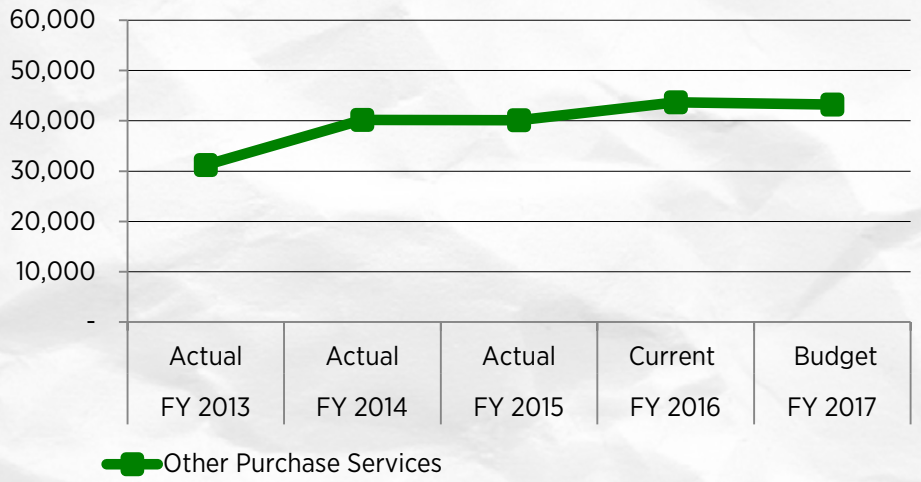
PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of complaints or requests responded to within 48 hours	97%	96%	97%	97%	95%	97%

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 2013 ACTUAL**	**FY 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 CURRENT**	**FY 2017 BUDGET**
Other Purchased Services	$ 31,201	$ 40,167	$ 40,101	$ 43,680	$ 43,230





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 291***
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, Park Enhancement, pages 306-310***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
4. Continue to encourage use of event management and maintenance strategies that will protect the high level of aesthetic appearance and functionality of Town Center Park, attempting to balance the impact of intensive utilization and expectations on the park.
   - ***STWP, Environmental Stewardship & Sustainability, Community Aesthetics, pages 310-312***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
5. Develop and implement maintenance and operations plan for the proposed new Brushy Creek Greenway.
   - ***STWP, Park Enhancements, page 306***
   - ***CIP, Parks & Facilities Projects, Park Enhancements Projects, page 291***
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.
   - ***STWP, City Services page 310***
   - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
7. Monitor developed maintenance management plan for the new Disc Golf Course in the Suwanee Creek Park and adjust as necessary.
8. Assist our Program Manager in managing the 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 287***
10. Continue managing maintenance contracts for Town Center Park grounds.
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
11. Provide training in operation and maintenance of the Town Center Park 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, City Services, Facility Maintenance, pages 310-312***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
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 2017

- To provide maintenance services for all parks the interactive fountain, playgrounds, lake, water features, disc golf course, Suwanee Greenway, and the new Brushy Creek Greenway.
- To manage landscape maintenance contract for Town Center Park.



WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Acres of City-owned open space	372	372	372	372	372	372
Number of hours required to mow and trim park areas	909	836	845	850	1,412**	950
Number of hours spent on greenway and trail maintenance	132*	615	379	380	973***	500
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	6	10	12	12	13	14

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

***Favorable seasonal conditions in FY 16, such as rain and warmer temperatures, promoted sustained grass growth over a longer period, resulting in an increased amount of hours mowing and weed eating.*

****Flooding on the greenway happens often, but due to wetter conditions in FY 16, occurred more often, resulting in more frequent responses to clean up the silt, sand, and debris.*

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 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 opportunities (including exercise classes, paths or trails, etc.)	*	*	*	89%	2nd
Suwanee open space	*	*	*	86%	7th

**new measure*

6220 PARK AREAS



PARKS + OPEN SPACE
HOW WE PLAY

WHY THIS MATTERS FOR SUWANEE: BE FUN

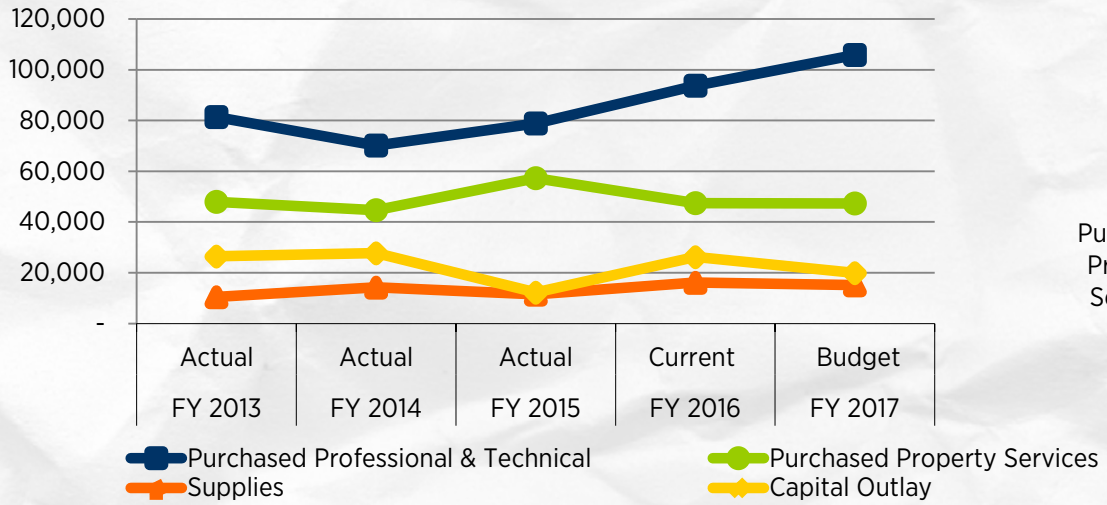
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Quality of overall natural environment	2014	94%	5	234	98
	2012	93%	7	210	97
	2010	89%	11	140	92
	2008	89%	12	45	73
Preservation of natural areas such as open space	2014	84%	4	219	99
	2012	89%	1	208	99
	2010	86%	1	144	99
	2008	82%	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

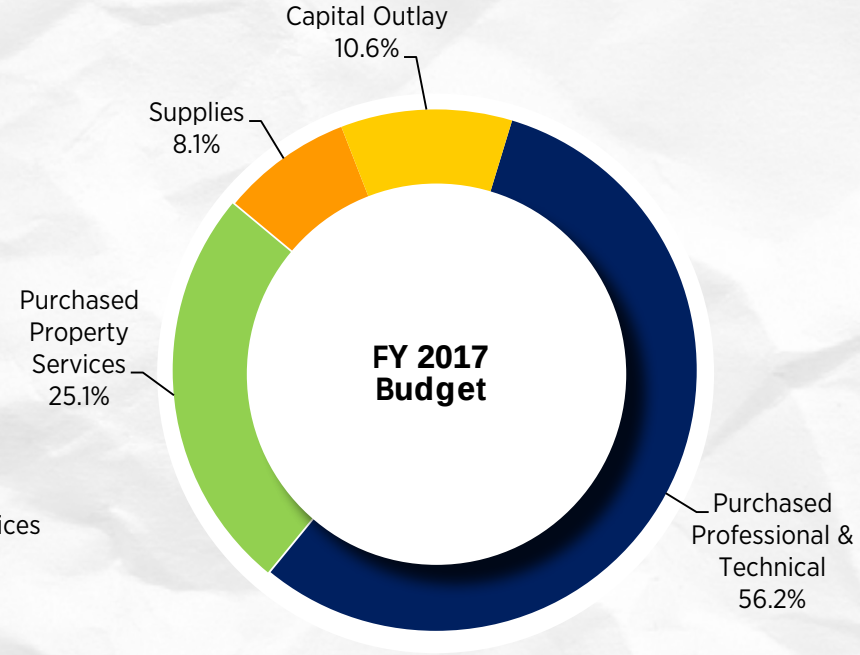
The overall quality of the natural environment was rated as excellent or good by **94%** of survey respondents. Recreation opportunities in Suwanee were rated positively as were services related to parks and recreation.



6220 PARK AREAS

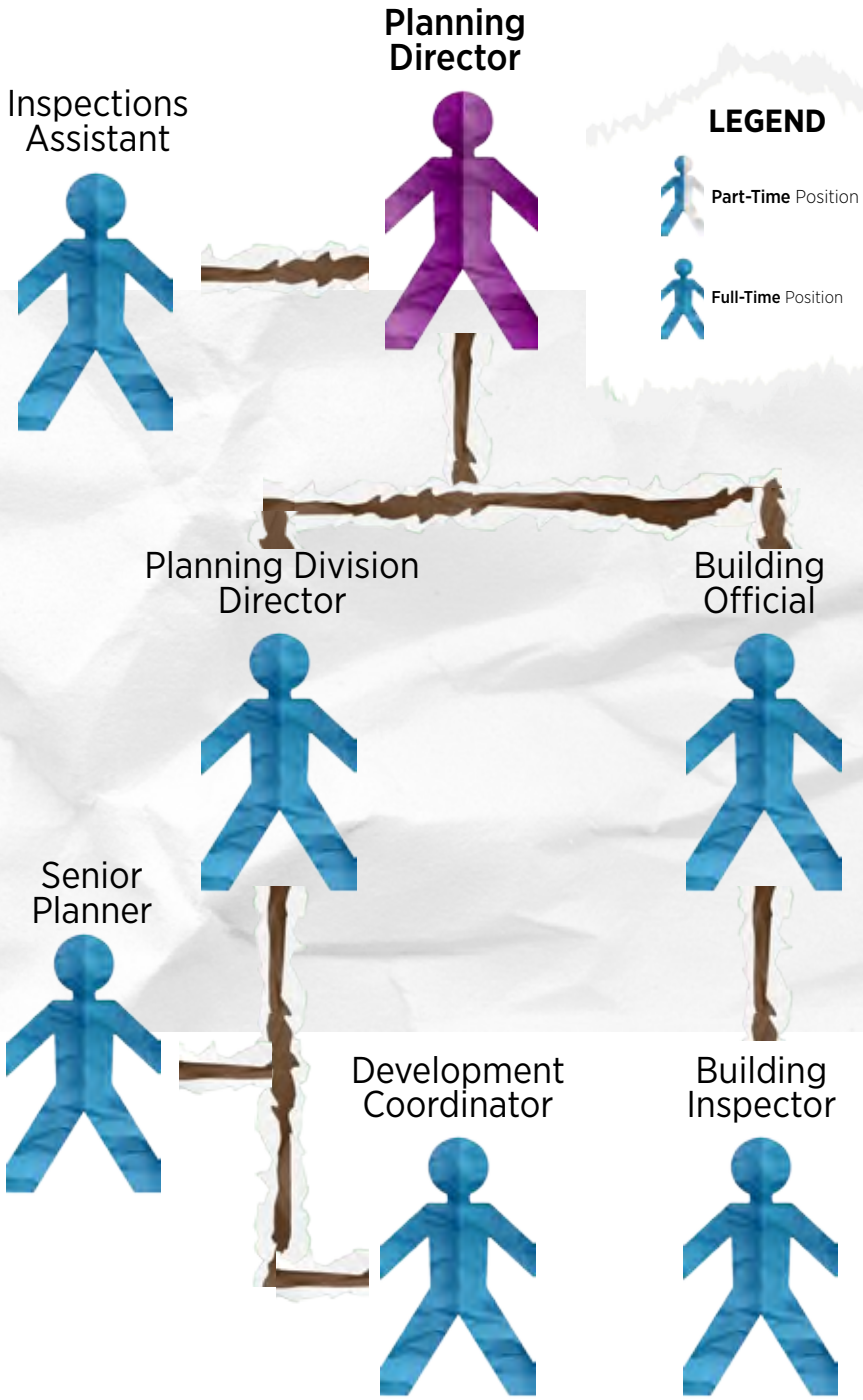
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ 81,297	$ 70,067	$ 78,781	$ 93,660	$ 105,840
Purchased Property Services	47,991	44,622	57,262	47,420	47,300
Supplies	10,540	14,226	11,554	16,200	15,200
Capital Outlay	26,467	27,767	12,289	26,300	20,000
TOTAL	**$ 166,295**	**$ 156,682**	**$ 159,886**	**$ 183,580**	**$ 188,340**





PLANNING





Functions	Includes the operations of Protective Inspection Administration, Planning & Zoning, and Code Enforcement.
Positions	7 full-time
Role	This department 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 2017 Budget Items	Includes funding for updating the Comprehensive Master Plan, $133,000, and $50,000 for development plan reviews.
Current FY 2016 Budget	$802,280
Adopted FY 2017 Budget	$930,590
Change from PY Budget	$128,310
Reason for Change	4% salary adjustments, 15% group health insurance increase, implementation of the pay and classification plan, and updating the Comprehensive Master plan.

FY 2016 CURRENT BUDGET	$802,280	
Changes:		
Salary changes due to 4% raises	13,700	
Salary change due to implementation of class and comp plan	2,840	
Salary change for private event rate	1,500	Second job rate for after hours meeting
Salary change due to staffing changes	10,010	FY 2016 relcass of salaries to professional services due to staffing vacancies
Decrease in Overtime	(250)	
Group Health Insurance 15% increase	16,180	
Group Health Insurance enrollment change	(6,180)	
Decrease in Other Benefits	(1,090)	
Increase in Professional Services Inspections	13,300	Increase due to proposed new development
Decrease in Printing	(2,000)	
Decrease in Dues & Fees	(1,000)	
Decrease in Vehicles	(35,000)	FY 2016 purchase
Increase in Professional Services- Planning	115,000	Master Plan update $133,000 and $50,000 Development plan reviews based on new proposed development
Decrease in Rental Fees	(500)	
Increase in Other Purchased Services-Planning	150	
Increase in Supplies Planning	950	
Increase in Communications-Code Enforcement	200	
Increase in Supplies-Code Enforcement	500	
FY 2017 ADOPTED BUDGET	**$930,590**	

ACCOMPLISHMENTS

- Fence medallion design underway for I-85 bridge on Lawrenceville-Suwanee Road

- Completed DSMP-Downtown Suwanee Master Plan
- Closed out Three Bridges and Highland Station subdivisions
- Brushy Creek Greenway design and contract completion.
- Sidewalk-PIP and Suwanee Dam Road under contract
- Approved a revised Terraces at Suwanee Gateway concept plan
- PlanFirst designation received

- Cross-department teamwork

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 304***
   - ***STWP, Land Use, Design Guidelines, Zoning Ordinance Review, pages 301-312***

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Planning Commission meetings	5	9	6	8	7	8
Zoning Board of Appeals meetings	6	6	6	8	4	8

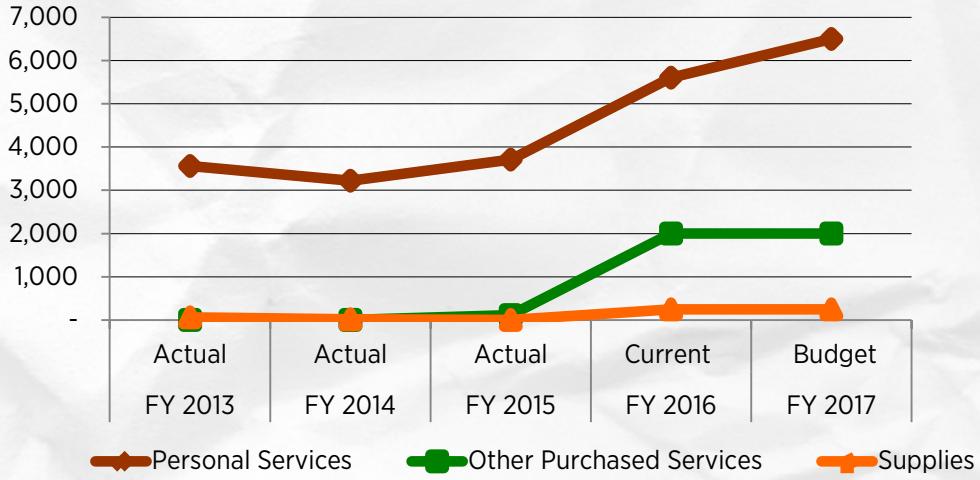
AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Planning and Zoning Board	Appointed	5	5	5	5	5
Zoning Board of Appeals	Appointed	5	5	5	5	5
TOTAL		**10**	**10**	**10**	**10**	**10**

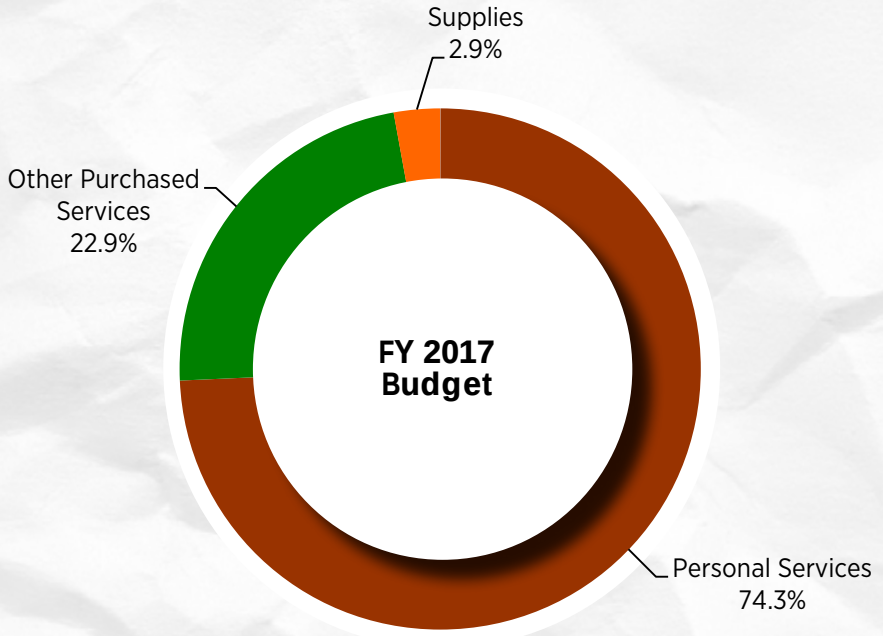
1120 LEGISLATIVE COMMITTEES

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 2013 ACTUAL**	**FY 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 CURRENT**	**FY 2017 BUDGET**
Personal Services	$ 3,563	$ 3,224	$ 3,708	$ 5,600	$ 6,500
Other Purchased Services	-	-	115	2,000	2,000
Supplies	64	19	-	250	250
TOTAL	**$ 3,627**	**$ 3,243**	**$ 3,823**	**$ 7,850**	**$ 8,750**





7200 PROTECTIVE INSPECTION ADMINISTRATION

STATEMENT OF SERVICE

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

GOALS

1. Successfully Undertake the Department's Daily Activities.
   - Enforce development regulations.
   - Conduct daily inspections.
   - Conduct plan review for commercial projects.
   - Conduct erosion control inspections.
   - Address service requests.
   - Implement special projects as directed .
     - ***STWP, City Services, page 310***
2. Explore residential plan review process.
3. Take part in available code training opportunities and obtain ICC certifications in building inspection trades.
   - ***STWP, Staffing, page 314***
4. Implement GIS capabilities within program.
5. Keep up with scanning electronic files.
6. Streamline building plan review process.
7. Pursue digital plan submission requirement.
8. Complete BS&A field inspection component implementation.

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Number of building permits issued	242	307	492	260	650	650
Number of calls for inspections	2,304	3,067	3,346	3,300	3819	3800

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of building inspections performed within 24 hours	100%	99%	99%	99%	99%	99%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

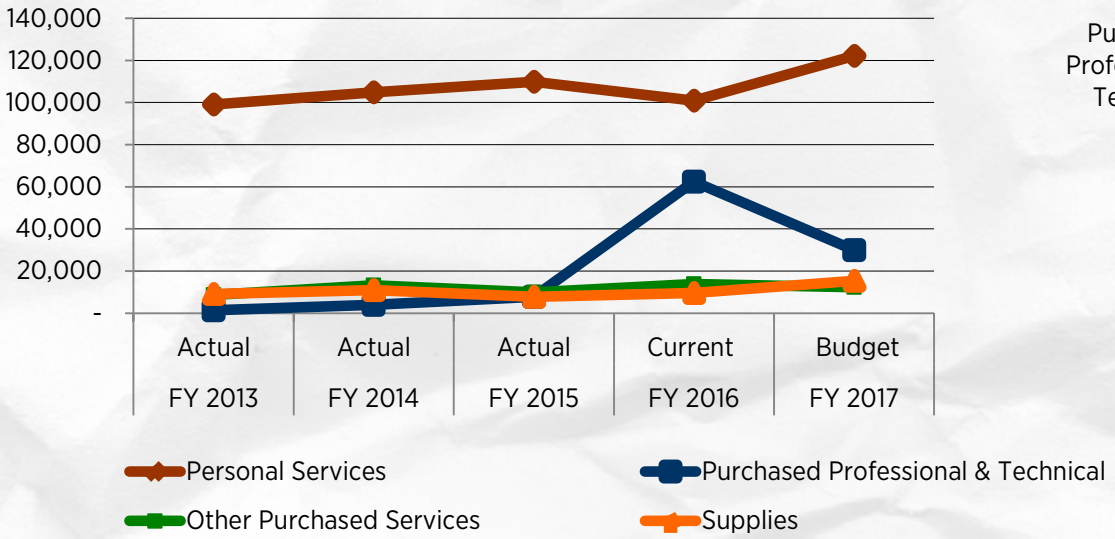
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Overall quality of new development in Suwanee	83%	78%	87%	81%	7th

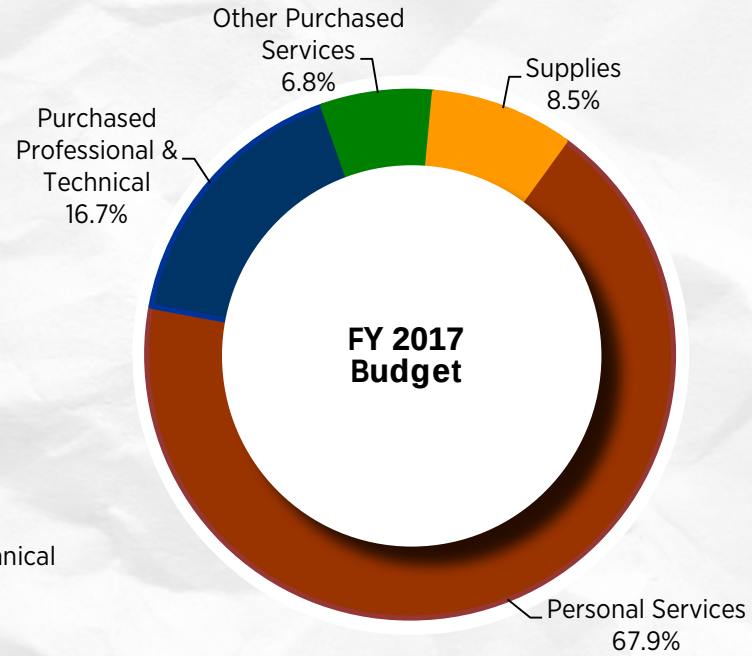


7200 PROTECTIVE INSPECTION ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 99,081	$ 104,767	$ 109,783	$ 100,930	$ 122,120
Purchased Professional & Technical	1,400	3,994	7,846	62,400	30,000
Other Purchased Services	8,643	13,223	9,979	13,800	12,300
Supplies	9,177	11,032	7,826	9,580	15,330
Capital Outlay	-	-	-	34,000	-
TOTAL	$ 118,301	$ 133,016	$ 135,434	$ 220,710	$ 179,750







7400 PLANNING & ZONING

STATEMENT OF SERVICE

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

Some of the responsibilities of staff include the following:

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

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

GOALS

1. Successfully undertake the department's daily activities.
   - Manage development process.
   - Manage rezoning/variance/SUP processes.
   - Handle citizen inquiries.
   - Manage zoning ordinance and development regulations.
   - Continue participation in various community and state-wide activities and organizations.
     - ***STWP, City Services, page 310***
2. Implement the 2030 Comprehensive Plan; implement projects in the plan.
   - ***STWP, Comprehensive Plan, page 304***
3. Continue to expand Town Center; manage site development.
   - ***STWP, Town Center, Phase 2, page 302***
   - ***CIP, Parks & Facilities Master Plan Implementation Projects, page 291***
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 projects and neighborhoods to ensure a quality development.
   - The Reserve at Moore Road, Three Bridges, Suwanee Gateway, Suwanee Station, and Suwanee Green.
8. Conduct training for appointed Board Members.
   - ***STWP, Board Training, Staffing, pages 310-314***
9. Improve planning education and outreach.
   - Create online planning academy.
   - Offer Planning 101 with SYL.
10. Facilitate adding an Urban Forest Management Plan to the STWP.
11. Implement Buford Highway reconstruction project.
    - ***STWP, Buford Highway Reconstruction & Streetscaping, page 302***
    - ***CIP, Transportation Projects, Buford Highway Reconstruction, page 295***
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 295***
15. Implement recommendations from the Downtown Suwanee Master Plan.
    - ***STWP, Downtown Suwanee Master Plan, page 304***
    - ***CIP, Parks & Facilities Projects, Facility Maintenance, page 291***
16. Stay involved in current GDOT Charlotte to Atlanta commuter rail study-explore options for improving routes that include Suwanee along the route.
    - ***STWP, Rail, Commuter Rail, pages 310-314***
    - ***CIP, Transportation Projects, Transportation & Enhancement Projects, page 296***
17. Implement Brushy Creek Greenway.
    - ***STWP, Pedestrian Bicycle Plan Implementation, page 306***
    - ***CIP, Parks & Facilities Projects, Park Enhancements, page 291***
18. Fully utilize BS&A software.
19. Organize and maintain contentverse.
20. Continue to develop strategy for the I-85 annexations.
    - ***STWP, Annexation, page 310***
21. Improve jobs housing balance.
22. Implement first phase of City's wayfinding signage.
    - ***STWP, Signage/Wayfinding, page 302***

7400 PLANNING & ZONING

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Zoning certification letters	10	16	19	20	14	15
Rezoning cases processed	5	4	8	10	5	6
Special Use permits processed	2	4	4	5	5	6
Variances processed	6	9	14	15	6	6
Text Amendments processed	1	2	1	2	0	2
Development permit application processed	14	8	22	24	16	15
Master Plans managed/created	0	0	0	1	1	1
Public Meetings attended by planning staff	38	39	39	40	43	40
Emails sent (Planning Director and Planning Division Director)	4,287	3,880	3,208	3,500	3,885	3,900

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/ administrative errors	100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting	100%	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	63%	96%	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
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.

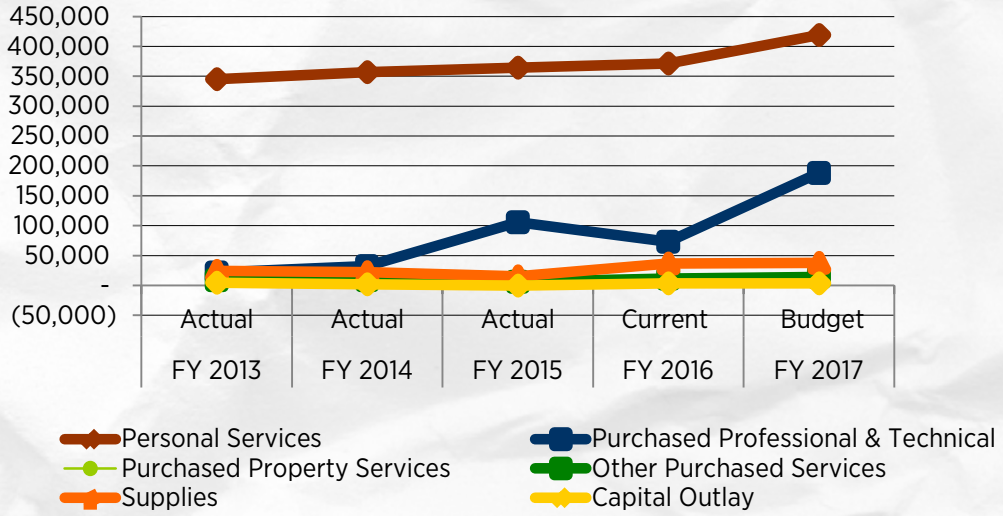


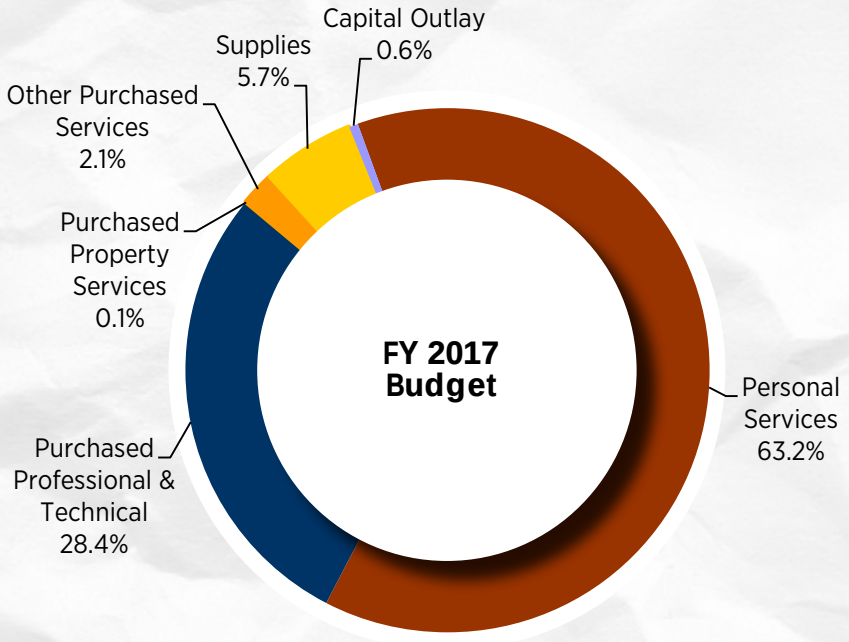
7400 PLANNING & ZONING

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Planning Director	24	1	1	1	1	1
Planning Division Director	21	1	1	1	1	1
Senior Planner(1)	19	0	0	1	1	1
Planner(1)	17	1	1	0	0	0
Development Coordinator	14	1	1	1	1	1
Inspections Assistant(2)	12	0	0	0	0	1
Administrative Secretary(2)	10	1	1	1	1	0
TOTAL		5	5	5	5	5

(1) In fiscal year 2015, the Planner positionwas upgraded to Senior Planner position.
(2) In fiscal year, 2017 the Administrative Secretary was upgraded to Inspections Assistant

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 345,345	$ 356,938	$ 364,353	$ 371,060	$ 419,040
Purchased Professional & Technical	21,805	32,206	105,833	73,000	188,000
Purchased Property Services	-	-	-	1,000	500
Other Purchased Services	8,994	8,939	6,396	11,600	14,000
Supplies	24,471	22,163	15,269	36,760	37,710
Capital Outlay	4,510	1,863	(183)	3,700	3,700
TOTAL	$ 405,125	$ 422,109	$ 491,668	$ 497,120	$ 662,950





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 2017

- 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.
- Identify properties with code violations that would be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Number of property maintenance complaints	264	219	249	260	240	200

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	99%	99%	99%	98%	99%	99%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

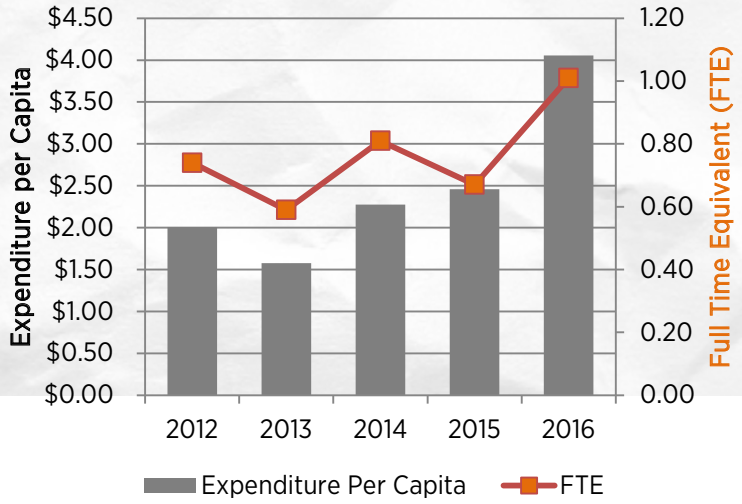
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Code enforcement	71%	66%	72%	74%	20th
CITIZENS SURVEYED RATED THE FOLLOWING AS YES:					
Did NOT observe a code violation or other hazard in Suwanee	*	*	*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

**new measure*



ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

Code Enforcement

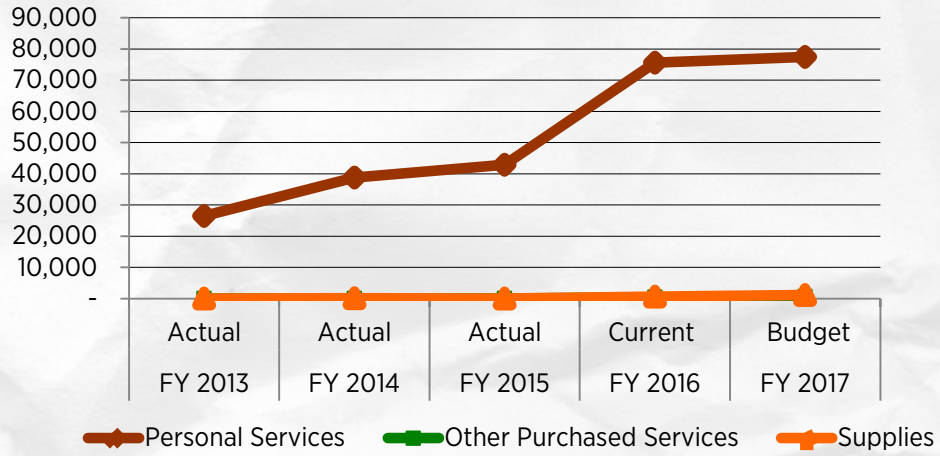


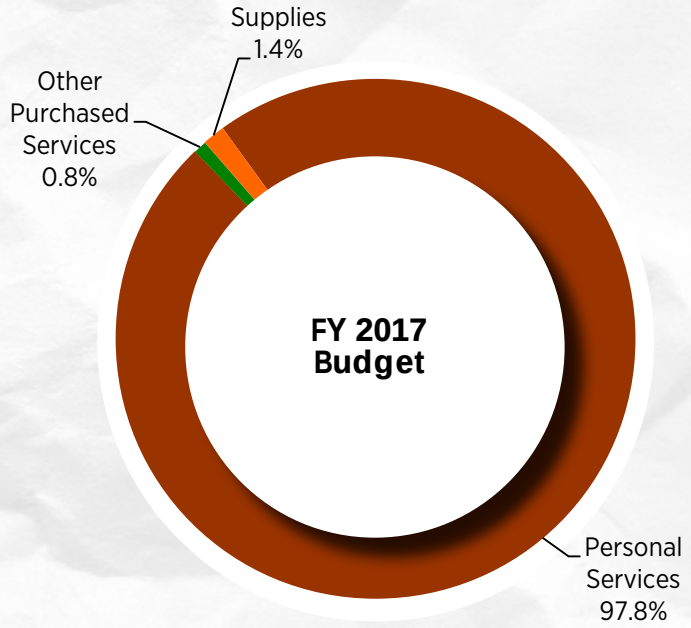
7450 CODE ENFORCEMENT

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Building Inspector(1)	16	0	0	1	1	1
Building Inspector(1)	PT-6	1	1	0	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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 26,462	$ 38,787	$ 42,825	$ 75,550	$ 77,390
Other Purchased Services	-	-	-	450	650
Supplies	-	87	41	600	1,100
TOTAL	$ 26,462	$ 38,874	$ 42,866	$ 76,600	$ 79,140

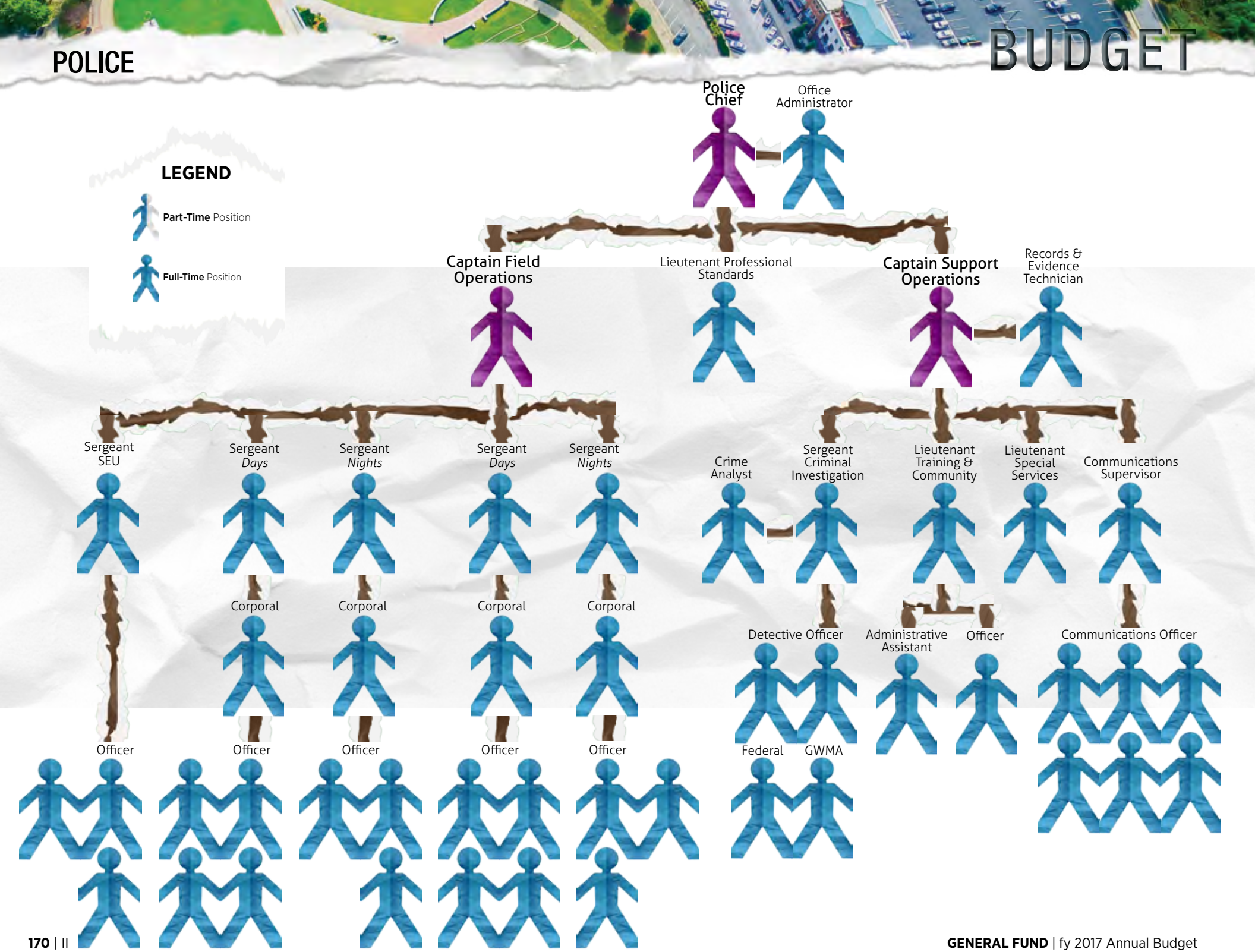




POLICE

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	38 sworn officers and 11 non-sworn personnel.
Role	This department 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 2017 Budget Items	Replacement of three fleet vehicles and one new vehicle $167,430. Elimination of the Deputy Police Chief position and adding two new Officer positions.
Current FY 2016 Budget	$5,410,440
Adopted FY 2017 Budget	$5,067,620
Change from PY Budget	($342,820)
Reason for Change	4% salary adjustments and 15% group health insurance increase. Elimination of the Deputy Chief and two new Officer positions. Funding for three replacement police vehicles and one new vehicle $167,000. Reduction for prior year dispatch console upgrades $350,000.




LEGEND
Part-Time Position
Full-Time Position
Police Chief
Office Administrator
Captain Field Operations
Lieutenant Professional Standards
Captain Support Operations
Records & Evidence Technician
Sergeant SEU
Sergeant Days
Sergeant Nights
Sergeant Days
Sergeant Nights
Crime Analyst
Sergeant Criminal Investigation
Lieutenant Training & Community
Lieutenant Special Services
Communications Supervisor
Corporal
Corporal
Corporal
Corporal
Detective Officer
Administrative Assistant
Officer
Communications Officer
Officer
Officer
Officer
Officer
Officer
Federal
GWMA

FY 2016 CURRENT BUDGET	$5,410,440	
Changes:		
Salary due to 4% raises	68,060	
Salary change due to implementation of class and comp plan	14,250	
Salary & benefit changes-elimination of Deputy Chief position	(127,720)	
Salary & benefit changes-adding two Patrol Officer positions	126,740	
Salary changes due to staffing changes	13,500	FY 2016 reclass of salaries due to retirement and vacancies
Changes to Overtime	(14,000)	
Group Health Insurance 15% increase	107,730	
Group Health Insurance enrollment changes	36,900	
Reduction to Other Benefits	(69,280)	Prior period workers compensation lowered
Decrease in Other Purchased Services	(4,040)	Police Administration
Decrease in Supplies	(2,100)	Police Administration
Decrease in Other Purchased Services	(10)	Criminal Investigation
Decrease in Supplies	(4,150)	Criminal Investigation
Decrease in Equipment	(600)	Criminal Investigation
Decrease in Repairs	(2,660)	Patrol
Decrease in Other Purchased Services	(250)	Patrol
Decrease in Supplies	(8,930)	Patrol Gasoline
Decrease in Vehicles	(61,600)	Request includes four vehicles-three replacement and one new
Decrease in Computer	(28,700)	Prior period larger replacement cycle. Current request $75,520
Decrease in GOHS	(10,000)	Prior period grant expenditures
Decrease in Computers	(1,000)	Records & Identification
Increase in Education	5,000	Police Training, increase in officers in Command College
Decrease in Supplies	(6,490)	Police Training (supplies on hand from vacancies)
Increase in Disposal	500	Police Station
Decrease in Repairs	(4,000)	Police Station
Increase in Property Insurance	8,900	Police Station
Decrease in Communication	(4,000)	Police Station
Increase in Supplies	250	Police Station
Decrease in Furniture & Fixtures	(3,500)	Prior year building improvement
Increase in Disposal	500	Police Training Center
Decrease in Repairs	(2,000)	Police Training Center
Increase in Property Insurance	1,500	Police Training Center
Increase in Supplies	500	Police Training Center
Decrease in Purchase Contract Services	(17,870)	New equipment purchases lowers maintenance contract for 1 year
Decrease in Machinery & Equipment	(356,950)	Prior period console upgrades
Increase in Supplies	2,700	Public Relations
FY 2017 ADOPTED BUDGET	**$5,067,620**	

ACCOMPLISHMENTS

- Radar permit revised
- Upgraded radio communications room
- Police state recertification process completed successfully
- Solved 74 burglaries-AMLI Apartments
- All offices met state police standard for training
- Police started using NARCON
- Clean GA Crime Information Center (GCIC) audit
- Installed 2 radar signs on Station Center Blvd.
- Conducted speed analysis on Suwanee Avenue
- New position created- Crime Analyst
- New position created-Radio Supervisor
- Transitioned without Deputy Police Chief
- Police received $10,000 grand from GA Governor's Office of Highway Safety (GOHS)
- Cross-department teamwork

3210 POLICE ADMINISTRATION

STATEMENT OF SERVICE

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

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

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

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

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 CALEA accreditation on-site.
     - ***STWP, Police CALEA, page 302***
     - ***STWP, Police State Certification, page 308***
2. Become a partner agency with the Gwinnett County Mobile Field Force.
   - Establish an SOP governing Suwanee Police Department's participation in the Mobile Field Force that meets all State certification and CALEA accreditation standards.
   - Identify Suwanee Police Department personnel to assign to the Mobile Field Force team.
   - Identify and purchase the equipment needed to outfit each person assigned to the Mobile Field Force.
   - Assign personnel to the Mobile Field Force to attend regular training and respond to any calls as needed.
     - ***STWP, Police CALEA, page 302***
     - ***STWP, Police State Certification, page 308***

OBJECTIVES FOR FISCAL YEAR 2017

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

3210 POLICE ADMINISTRATION

	MISSION:	**Conduct Community Relation Activity Contacts**	
	INPUTS	• Training in agency standards, programs, and City wide policies • List of community businesses, organizations, schools, neighborhoods	• Police Department personnel
	ACTIVITIES	• Department meetings • Draft objectives for community contacts	• Visit community businesses, 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	**2013 ACTUAL**	**2014 ACTUAL**	**2015 ACTUAL**	**2016 BUDGET**	**2016 ACTUAL**	**2017 BUDGET**
Council Meetings	12	12	12	12	12	12
Council Workshops	10	8	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	33,511	47,626	61,770	65,000	69,913	65,000
Traffic Accidents	1,157	1,178	1,306	1,400	1,410	1,400
Part I Offenses	443	484	569	700	651	700
Traffic Citations	7,678	12,403	16,929	18,000	13,373	18,000
Community Relation Activity Contacts (meetings, classes, mentoring)	5,000	5,765	4,150	6,000	3.739	4,000
Incident Reports Filed	1,852	1,864	2,152	2,100	2,188	2,200

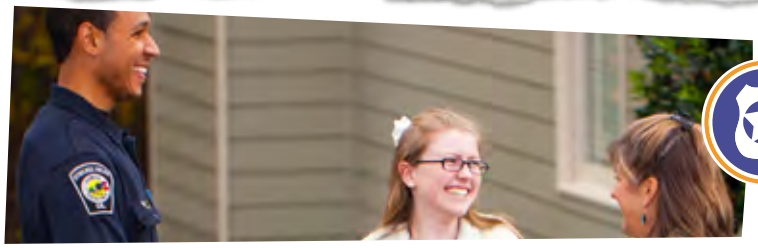
PRODUCTIVITY MEASURES	**2013 ACTUAL**	**2014 ACTUAL**	**2015 ACTUAL**	**2016 BUDGET**	**2016 ACTUAL**	**2017 BUDGET**
Average response time (emergency)	3:48	4:05	4:47	4:00	4:43	4:00
Average response time (non-emergency)	5:11	5:45	5:53	6:00	5:39	6:00
Percent of referred criminal cases cleared	55%	46%	65%	50%	68%	60%
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*

3210 POLICE ADMINISTRATION



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 positive ratings to all aspects of safety in Suwanee.

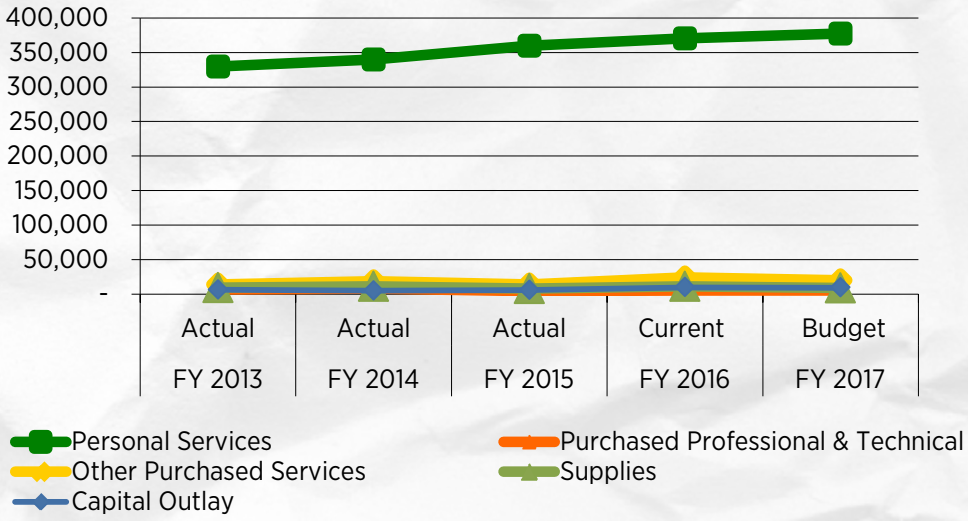


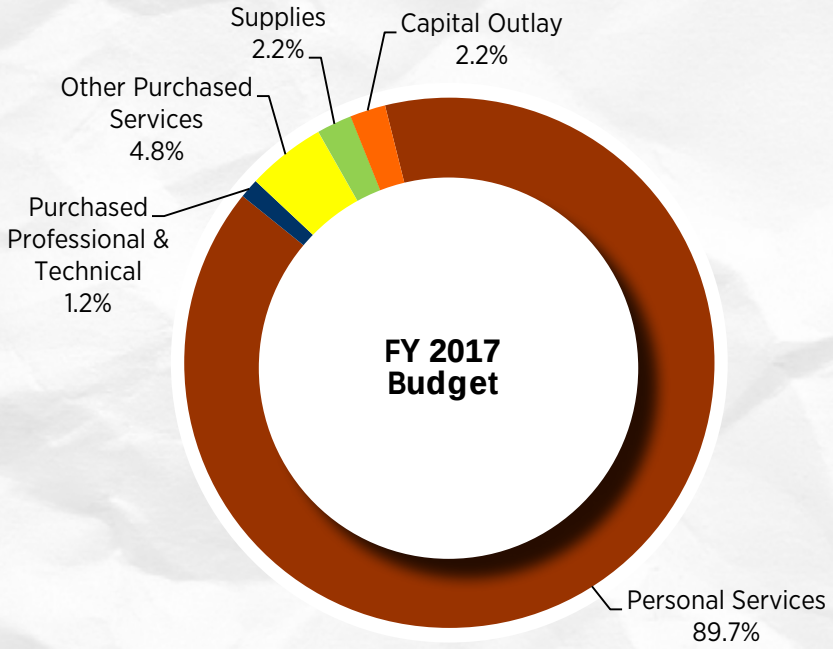
3210 POLICE ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Police Chief	26	1	1	1	1	1
Police Captain	23	1	1	1	1	1
Office Administrator	14	1	1	1	1	1
Administrative Secretary(1)	10	0	1	1	0	0
TOTAL		**3**	**4**	**4**	**3**	**3**

(1) In fiscal year 2016, the administrative secretary position was moved to Police Training.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 329,515	$ 340,027	$ 359,691	$ 370,310	$ 377,460
Purchased Professional & Technical	6,583	7,802	4,370	5,000	5,000
Other Purchased Services	13,827	18,812	13,913	24,220	20,180
Supplies	9,394	11,080	8,089	11,150	9,050
Capital Outlay	6,221	4,960	5,735	9,650	9,150
TOTAL	**$ 365,540**	**$ 382,681**	**$ 391,798**	**$ 420,330**	**$ 420,840**





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. Continue to monitor establishments to ensure complieance with state laws and local ordinances.
   - Conduct at least one underage alcohol compliance check at both retail and restaurant locations.
   - Conduct at least one compliance checks at local massage businesses.
   - Conduct at least one compliance check at any precious metal dealer, smoke shops and establishments that have gaming machines.
   - ***STWP, Community Policing, page 310***

OBJECTIVES FOR FISCAL YEAR 2017

- Ensure that referred cases are followed up in a timely manner and the victim notified of the case status.
  - ***STWP, City Services, page 310***
- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12
Annual Performance Evaluations	4	4	5	5	5	6
Background investigations	7	10	8	5	13	13
Training hours	489	283	668	300	640	400
Cases assigned	409	399	546	500	546	550
Gaming machines checked and certified	33	33	35	35	33	35
Number of Intelligence reports prepared, analyzed, and investigated	12	64	104	75	112	115
Annual DFCS reports received, analyzed, or investigated	*	*	*	*	*	1,000
Annual electronic forensic hours	*	*	*	*	*	250
Massage parlor inspections	*	*	*	*	*	13
Family violence, special victim, and child fatality task force review hours	*	*	*	*	*	150

***new measure*

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Total Clearance all Cases	55%	46%	50%	50%	53%	50%
Percent of referred cases that were assigned to an investigator	76%	70%	77%	75%	77%	75%
Total Clearance of Assigned Cases	72%	66%	65%	65%	68%	60%
Percent of performance evaluations completed on time	75%	100%	100%	100%	100%	100%
Percent of cases cleared by arrest	22%	24%	21%	20%	34%	22%
Percent of cases exceptionally cleared	41%	36%	25%	30%	25%	25%
Percent of cases unfounded	9%	6%	3%	5%	8%	5%

3221 CRIMINAL INVESTIGATION DIVISION

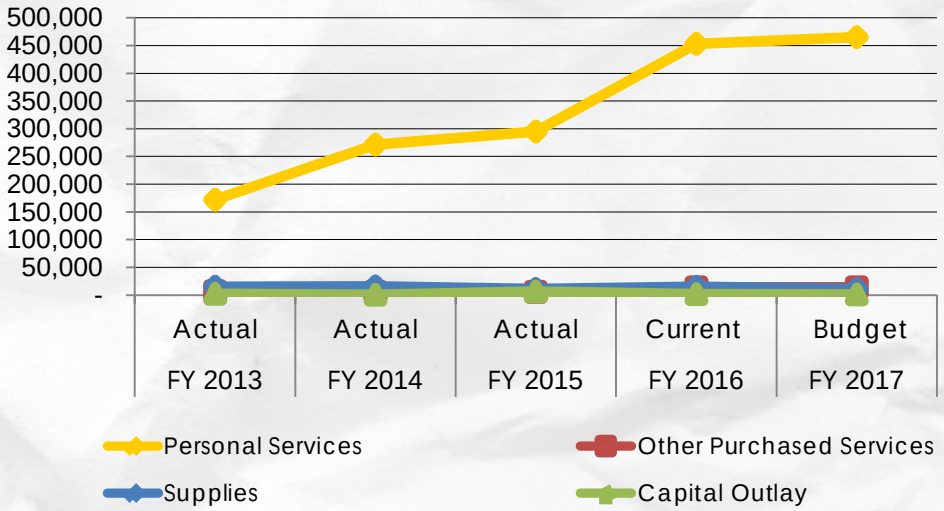
MEASUREMENT OF OUTCOME- Citizens surveyed rated the following as either excellent or good:	2008	2010	2012	2014	NATIONAL RANK
Household member victim of a crime	8%	6%	6%	9%	78th
Report a crime	*	*	*	16%	26th

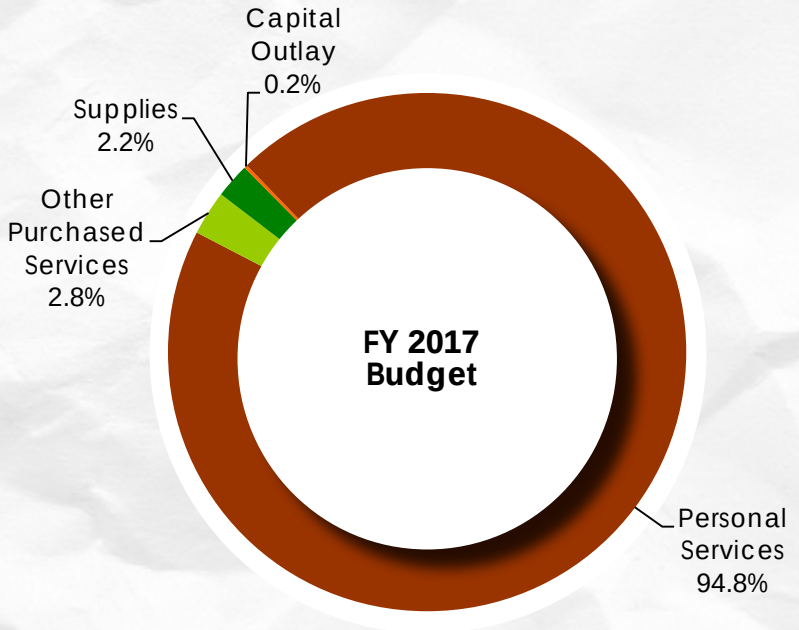
*new measures

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Police Sergeant	18	1	1	1	1	1
Police Detective	14	2	2	4	4	4
Crime Analyst(1)	13	0	0	0	1	1
TOTAL		3	3	5	6	6

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 172,221	$ 271,088	$ 295,232	$ 453,380	$ 465,550
Other Purchased Services	6,867	5,615	5,643	13,630	13,620
Supplies	14,821	15,853	10,904	14,900	10,750
Capital Outlay	2,500	608	6,261	1,550	950
TOTAL	$ 196,409	$ 293,164	$ 318,040	$ 483,460	$ 490,870





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 two safety checkpoints every six months.
   - Participate in all Governor's Office of Highway Safety (GOHS) traffic enforcement initiatives (Click it or Ticket, Summer HEAT, Operation Zero Tolerance, etc.) throughout the year.
   - Explore the ability to send at least one officer to Drug Recognition Expert (DRE) training.
   - Continue to attend all GOHS meetings.
     - ***STWP, Citizen Engagement, page 304***
     - ***STWP, City Services, page 310***
     - ***STWP, Traffic Enforcement, page 314***
2. Enhance officers' knowledge in the detection and prosecution of DUI cases.
   - Have all patrol officers complete Intoxilyzer 9000 classes.
   - Conduct in-service training on DUI prosecution for all patrol officers.
     - ***CIP, Equipment & Vehicles Projects, Public Safety Projects, page 287***
3. Continue the process for utilizing body mounted cameras on patrol.
   - Identity, adopt, and implement a Standard Operating Procedure (SOP) for body mounted cameras.
   - Identify a body mounted camera system that meets the needs of the Suwanee Police Department.
   - Purchase body mounted cameras for use in patrol.

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	33,511	47,626	61,770	65,000	69,913	65,000
Traffic accidents	1,157	1,178	1,306	1,400	1,410	1,400
Traffic related injuries	242	272	260	275	340	275
Traffic citations	7,678	12,403	16,929	18,000	13,373	18,000
Part I crimes	443	484	569	700	651	700
Citizen complaints against officers	17	27	15	20	8	10
Police vehicles equipped with MDT	25	26	26	26	26	26
PRIDE classes	4	4	4	4	4	4
PACT Meetings	95	97	99	99	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

3223 PATROL DIVISION

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Average response time (emergency)	3:48	4:05	4:47	4:00	4:43	4:00
Average response time (non-emergency)	5:11	5:45	5:53	6:00	5:39	6:00

	MISSION:	**Reduce traffic accidents through the SEU - Selective Enforcement Unit and GOHS initiatives**			
	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

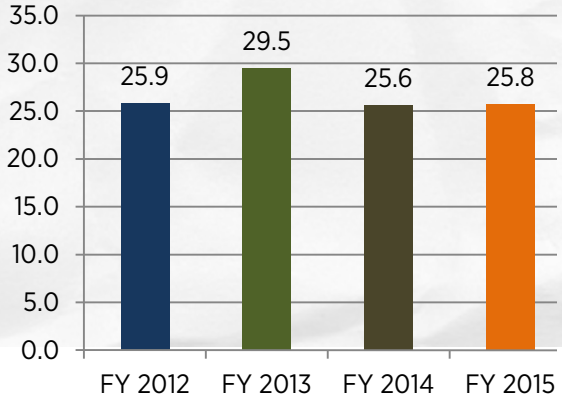
3223 PATROL DIVISION

Police Services
86%
EXCELLENT OR GOOD

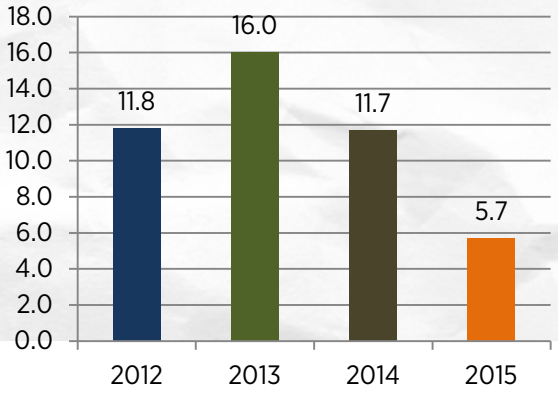


ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

Number of Top Priority Calls per 1,000 Population



Number of Injury-Producing Traffic Accidents per 1,000 population



Traffic Enforcement
26%
FAIR OR POOR

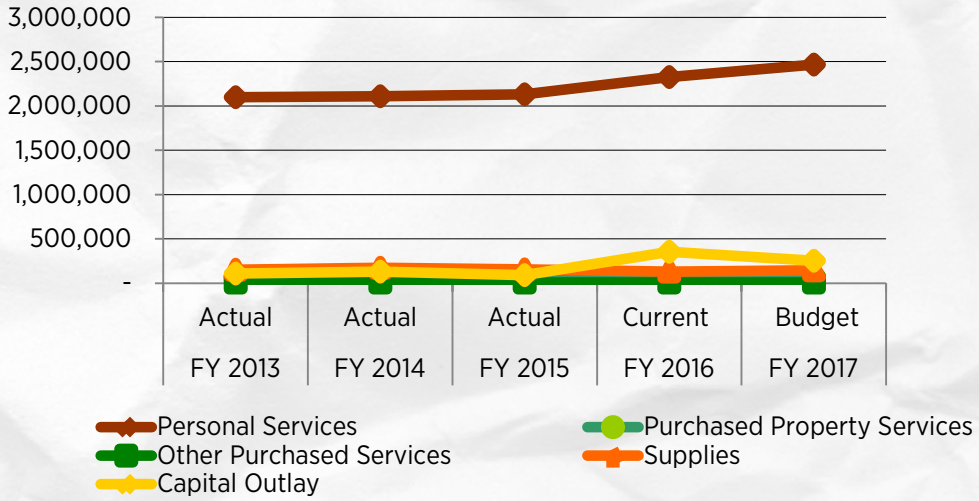
Traffic Enforcement
74%
EXCELLENT OR GOOD

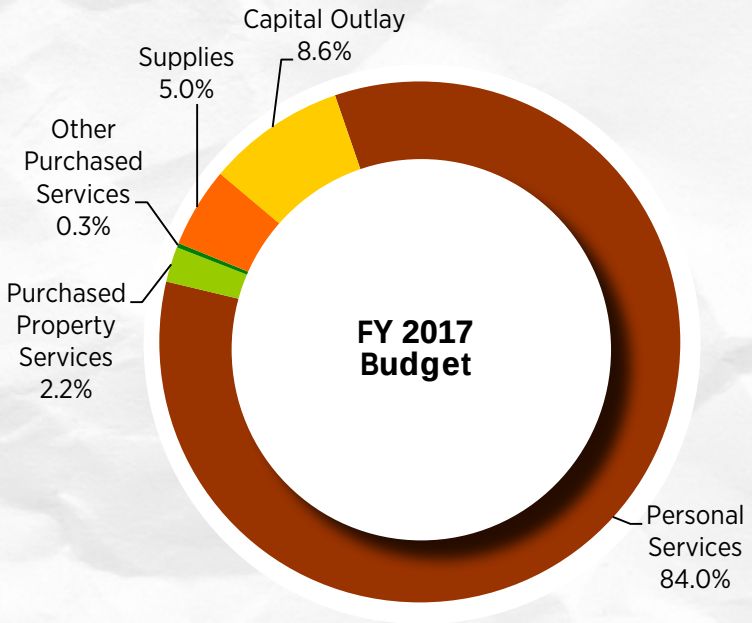


3223 PATROL DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Deputy Police Chief	26	1	1	1	1	1
Police Captain	23	1	1	1	1	0
Patrol Lieutenant	20	1	1	1	2	2
Police Sergeant	18	5	5	5	5	5
Police Corporal	16	4	4	4	4	4
Police Officer	14	16	17	15	15	17
TOTAL		28	29	27	29	29

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 2,097,094	$ 2,108,572	$ 2,131,756	$ 2,326,020	$ 2,466,100
Purchased Property Services	54,478	50,656	64,761	66,960	64,300
Other Purchased Services	6,385	7,393	7,171	8,350	8,100
Supplies	152,360	172,095	155,602	129,630	145,700
Capital Outlay	108,578	130,408	91,523	354,050	251,750
TOTAL	$ 2,418,895	$ 2,469,124	$ 2,450,813	$ 2,885,010	$ 2,935,950





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 2017

- 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.
  - ***STWP, City Services, page 310***
- 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
  - ***STWP, City Services, page 310***

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Records filed and maintained	728	702	829	800	848	850
Accident reports requested	983	818	581	1,000	1,004	1,100
Open records requests completed	132	120	165	150	126	140
Other filing (criminal histories, serving permits, etc.) completed	1,160	1,057	1,097	1,200	1,171	1,200
Video copying requests fulfilled (DA, Prosecutor)	216	197	281	250	401	400
Report requests fulfilled (DA, Prosecutor)	681	582	631	700	624	650
Local background checks completed	134	99	103	150	145	160
Expungements processed	23	120*	569*	800	638	700
Fingerprints taken	**	**	55**	250	220	250

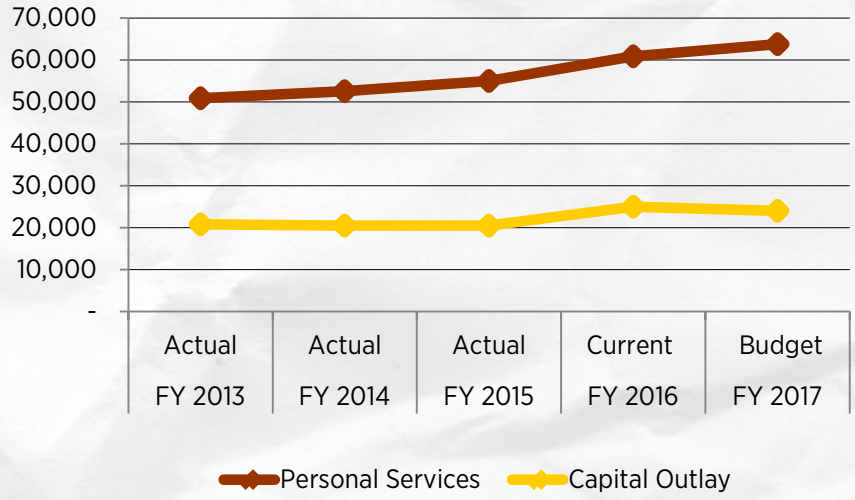
**law changed allowing expungement more attainable*
***new measure*

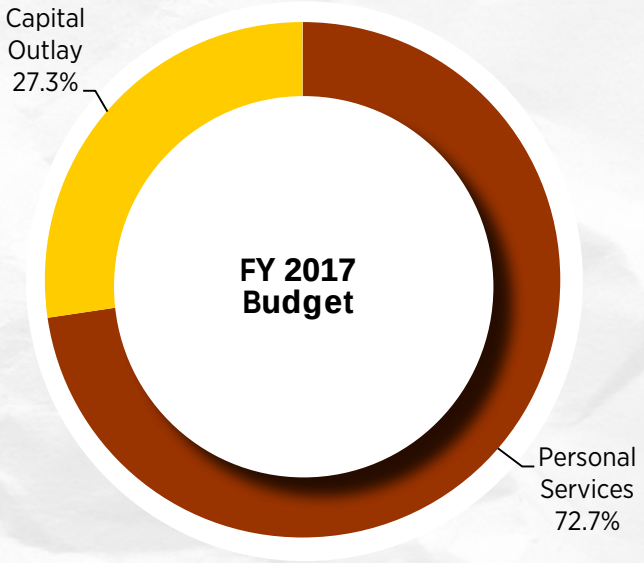
PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	95%	100%

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Records & Evidence Technician	11	1	1	1	1	1

3224 RECORDS AND IDENTIFICATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 50,861	$ 52,539	$ 54,975	$ 60,860	$ 63,760
Capital Outlay	20,803	20,481	20,509	25,000	24,000
TOTAL	**$ 71,664**	**$ 73,020**	**75,484**	**85,860**	**87,760**





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/communications related training.
- Establish a training schedule that incorporates at least two intermediate and/or advanced courses utilizing in-house and outside instructors.
- Host at least two outside instructors on expert subject matter to conduct specialized training.
- Provide each officer with 50 rounds of practice ammunition each month to work on firearms skills during open range.
- Continue to work on active shooter principles with other agencies.
- Continue to offer quarterly defensive tactics training.
- Develop and implement a Training Safety Officer (TSO) program.
- Explore options for hosting Communication Officer training
- Have at least three dispatchers take the online FEMA TERT (Telecommunications Emergency Response Taskforce) basic course.
  • STWP, Police Substation & Training Facility, page 314

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 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	33	35	110	100	100	100
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	4	4	3	4	4	4
Annual training hours	3,796	6,408	7,820	6,000	4,849	6,000

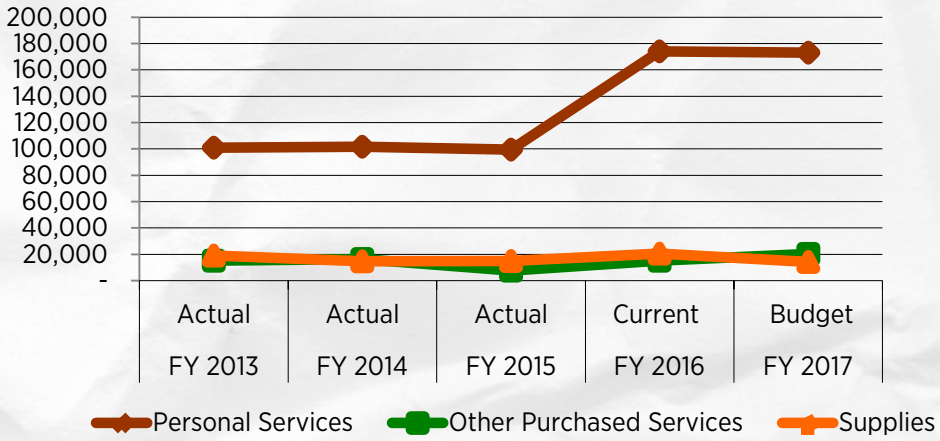
3240 POLICE TRAINING

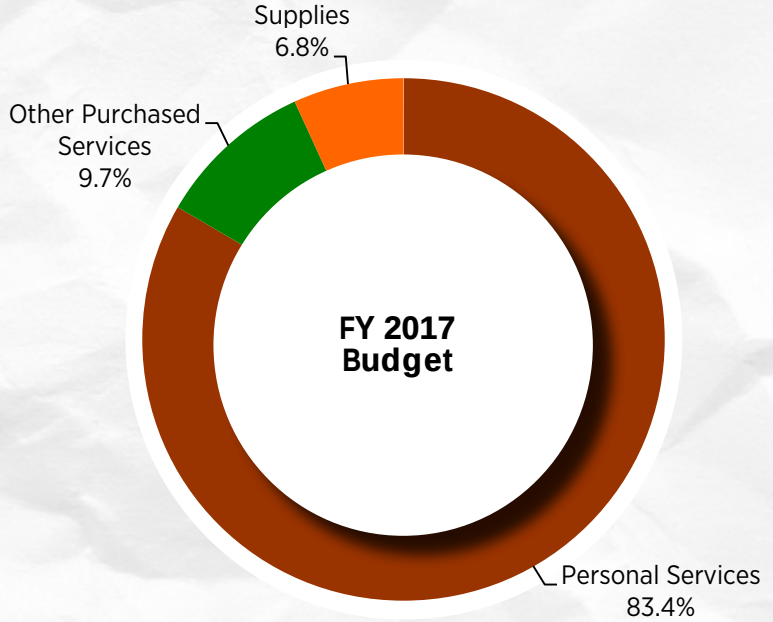
PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of officers with Associates Degree or higher	47%	47%	36%	36%	56%	50%
Percent of officers with Bachelor's Degree or higher	37%	41%	41%	41%	44%	40%
Percent of officers with Master's Degree or higher	20%	22%	22%	22%	25%	30%
Percent of officers with intermediate certification or higher	34%	80%	80%	80%	80%	80%
Percent of officers with advanced certification or higher	14%	55%	58%	58%	58%	58%
Percent of officers with supervisory certification or higher	40%	44%	47%	44%	44%	44%
Percent of officers with management certification or higher	26%	22%	25%	22%	22%	22%
Percent of officers with executive certification or higher	3%	3%	3%	3%	3%	3%

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Police Lieutenant (1)	20	0	1	1	1	1
Sergeant	18	1	0	0	0	0
Administrative Secretary (2)	10	0	0	0	1	1
TOTAL		1	1	1	2	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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 100,932	$ 101,747	$ 99,444	$ 174,070	$ 173,030
Other Purchased Services	15,263	16,339	7,634	15,180	20,180
Supplies	19,155	14,626	14,913	20,640	14,150
TOTAL	$ 135,350	$ 132,712	$ 121,991	$ 209,890	$ 207,360





3250 SPECIAL DETAIL SERVICES

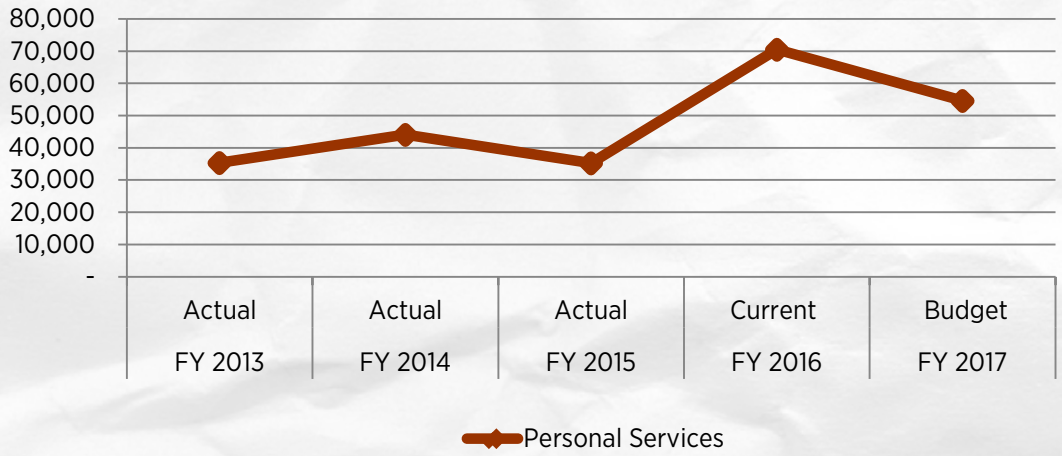
STATEMENT OF SERVICE

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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Number of special events requiring special detail services	*	35	40	42	22**	25**

**new measure*
***Prior year's numbers included all events; numbers are private events only.*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 35,341	$ 44,136	$ 35,227	$ 70,500	$ 54,600

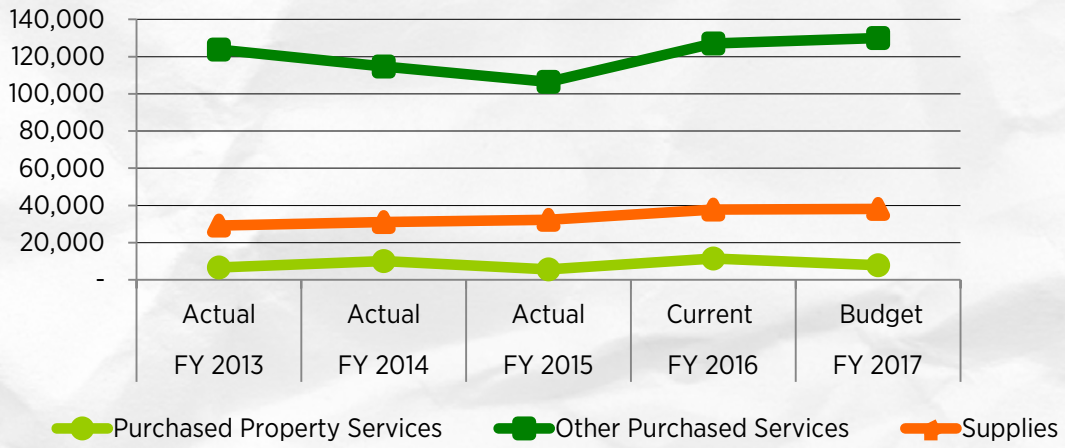


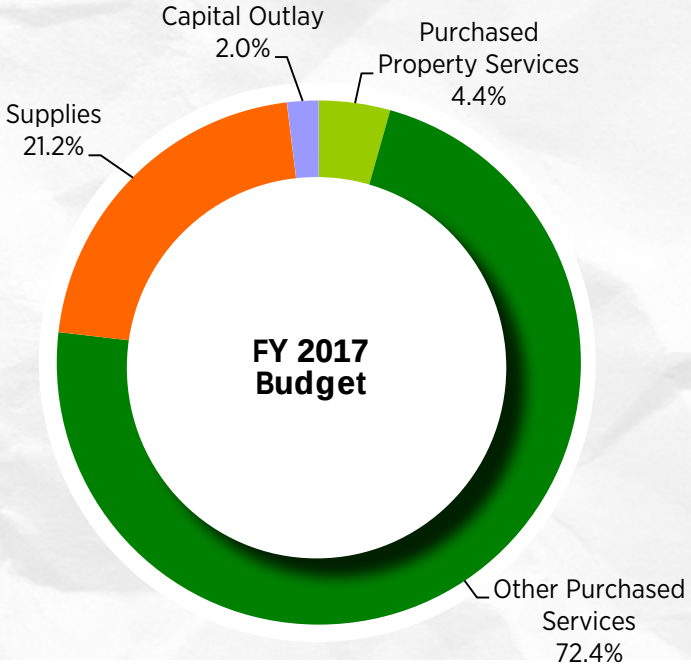
3260 POLICE STATION AND BUILDINGS

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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services	$ 6,698	$ 10,058	$ 5,653	$ 11,400	$ 7,900
Other Purchased Services	123,847	114,695	106,486	127,100	130,000
Supplies	29,163	31,029	32,289	37,800	38,050
Capital Outlay	-	-	-	3,500	-
TOTAL	**$ 159,708**	**$ 155,782**	**$ 144,428**	**$ 179,800**	**$ 175,950**

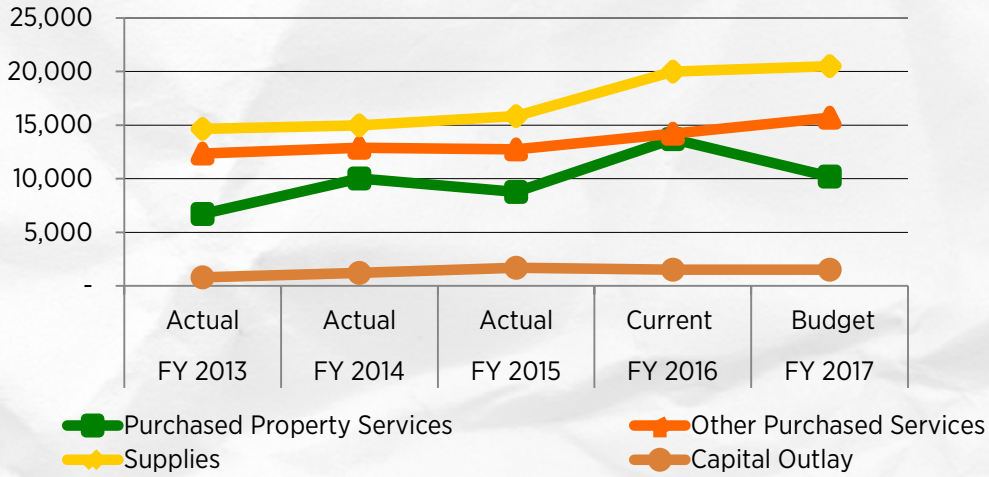


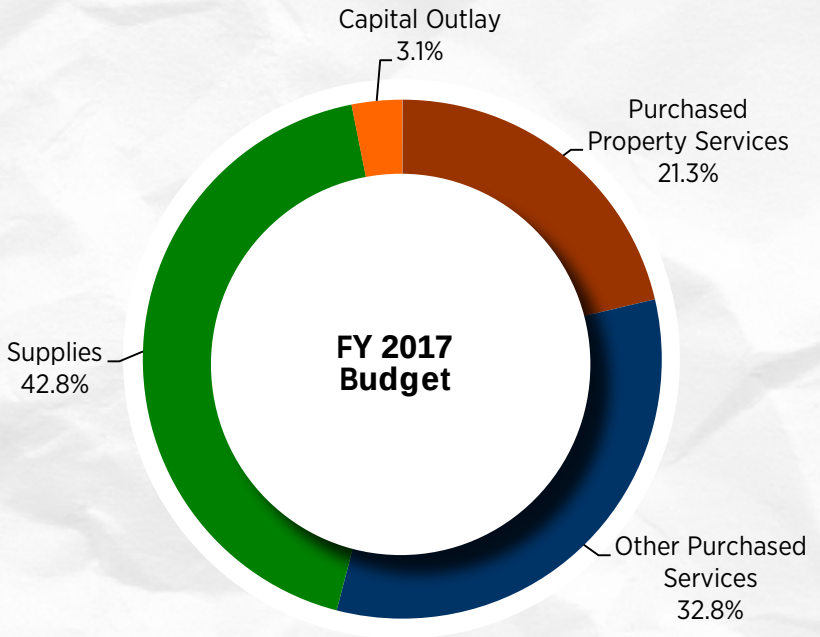


STATEMENT OF SERVICE

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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services	$ 6,707	$ 10,036	$ 8,765	$ 13,700	$ 10,200
Other Purchased Services	12,351	12,886	12,726	14,200	15,700
Supplies	14,652	14,984	15,842	20,000	20,500
Capital Outlay	784	1,218	1,685	1,500	1,500
TOTAL	**$ 34,494**	**$ 39,124**	**$ 39,018**	**$ 49,400**	**$ 47,900**





3270 DISPATCHER

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 2017

- 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.

WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Calls for service dispatched	33,511	47,626	61,770	65,000	70,365	75,000
Phone calls received	201,150	76,740*	50,411*	60,000	46,720*	60,000
Criminal history checks completed	1,160	1,057	1,087	1,200	1,002	1,200
Georgia Crime Information Center (GCIC) Entries	417	400	151	200	466	500
Computer Aided Dispatch (CAD) Entries	430,787	537,759	641,415	650,000	821,002	850,000
Dispatcher training hours	107	123	17	100	220	300

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

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Percent of calls for service dispatched appropriately	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	n/a	Pass	n/a	Pass	n/a

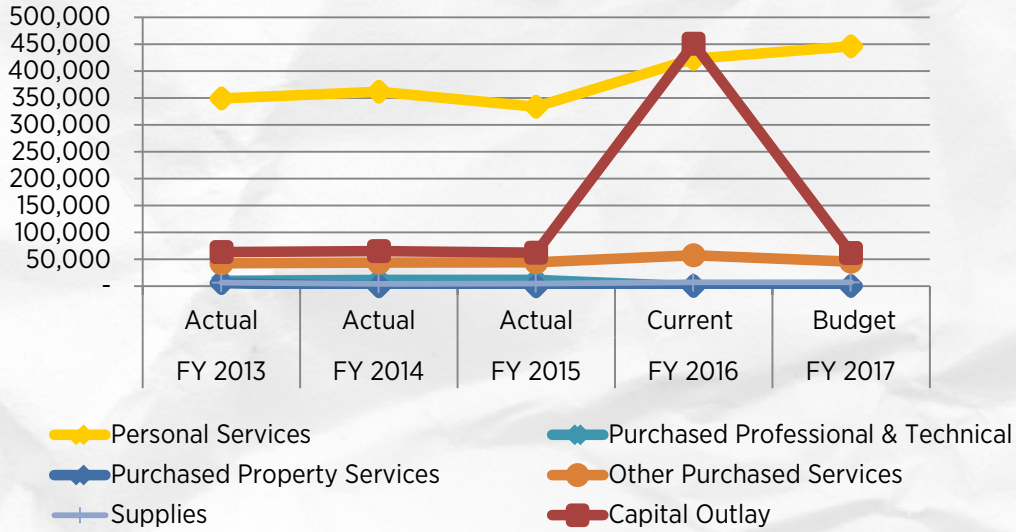
3270 DISPATCHER

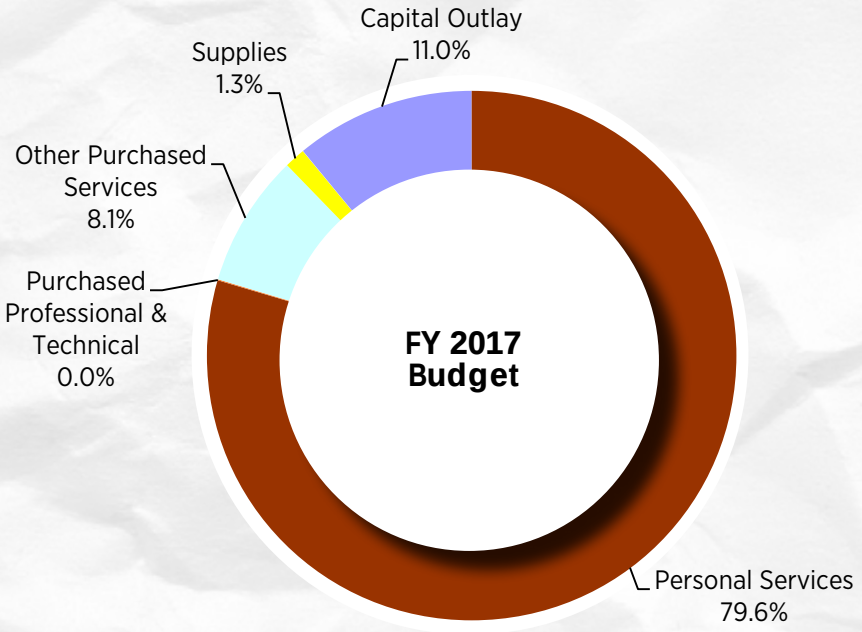
AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Police Lieutenant(1)	20	1	1	1	0	0
Communications Supervisor	16	0	0	0	1	1
Communication Officer	12	6	6	7	6	6
Communications Officer (2)	PT-12	1	1	0	0	0
TOTAL		**8**	**8**	**8**	**7**	**7**

(1) In fiscal year 2016, the Police Lieutentant was moved to Patrol.
(2) In fiscal year 2015, the part-time communications officer was change to full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016* CURRENT	FY 2017 BUDGET
Personal Services	$ 348,736	$ 361,201	$ 333,632	$ 422,500	$ 445,810
Purchased Professional & Technical	9,925	11,800	11,800	-	-
Purchased Property Services	5,853	43	39	250	250
Other Purchased Services	42,683	43,719	44,170	57,470	45,400
Supplies	6,521	4,305	5,144	7,100	7,100
Capital Outlay	63,504	65,324	62,204	450,450	61,500
TOTAL	**$ 477,222**	**$ 486,392**	**$ 456,989**	**$ 937,770**	**$ 560,060**

** In fiscal year 2016, renovations were done to the radio-communications room thus increasing the capital outlay expenditures.*





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 two Citizen Police Academies (CPA).
     - ***STWP, Citizens Police Academy, page 304***
   - Continue to be involved with the CPA Alumni Association and conduct one CPA alumni reunion class.
   - Continue to conduct Caring Officers Providing Support (C.O.P.S.) at Suwanee Elementary and Level Creek Elementary.
   - 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 all designated PACT areas.
     - ***STWP, Police Communications, Citizen Engagement, pages 304-306***
   - Continue to utilize CPA graduates at special events.
   - Continue monthly meeting with the Suwanee Police Explorer Post 980 to include training sessions and attending Winterfest in Gatlinburg, TN.
   - Continue to utilize Police Explorers at special events.
     - ***STWP, Police Communications, page 306***
     - ***STWP, Community Policing, page 310***
     - ***STWP, Citizens Engagement, page 304***
   - Continue to utilize and increase participation in the Suwanee Park Ambassadors.
     - ***STWP, Citizens Police Academy, page 304***
2. Increase awareness of child/infant mortality in the City of Suwanee.
   - Conduct training for citizens that will address child/infant mortality.
   - Include child/infant car seat safety checks at the class.
     - ***STWP, Police Communications, page 306***
     - ***STWP, Citizens Police Academy, page 304***

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
Explorers meetings	22	25	24	24	21	24
Citizen Police Academies	2	2	1	2	2	2
PRIDE programs	4	4	4	4	4	4
Station tour for kids (tours/participants)	5/105	10/172	2/18	5/100	11/163	8/125
Citizen Academy (academies/participants)	2/26	2/24	1/14	2/24	2/24	2/30
Explorer meetings (meetings/participants)	22/325	25/232	24/336	24/275	21/498	24/350
Safety meetings (meetings/participants)	4/46	5/30	2/77	3/30	3/94	3/100
Senior Citizens/Elderly Training (sessions/participants)	10/695	7/501	2/175	3/300	1/33	3/100
Kid Print meetings (meetings/participants)	0/0	1/2	2/10	1/10	5/33	3/20
PACT meetings (meetings/participants)	95/668	97/723	99/729	95/700	99/715	99/700
Business Contacts/Resident Contacts	51/3,180	43/3,217	220/2,154	100/2,000	227/2,130	200/2,000
School visits (visits/participants)	7/3,683	8/321	4/205	4/200	5/49	4/200

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 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*

Crime prevention

88%

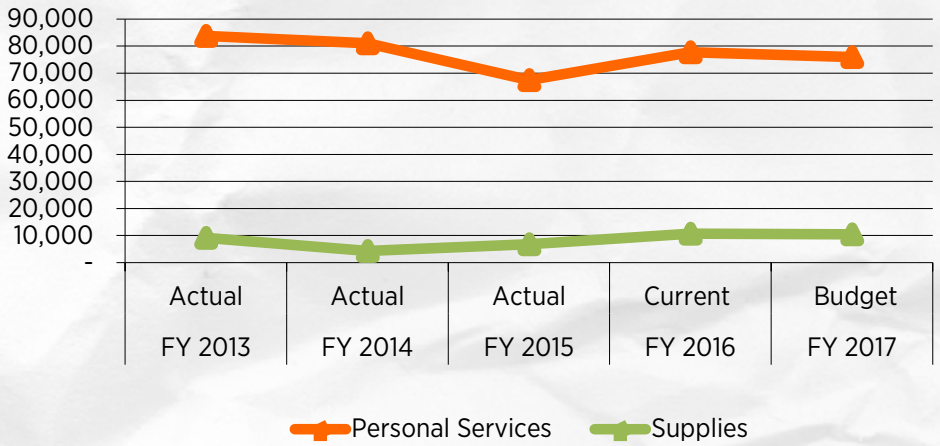
EXCELLENT OR GOOD

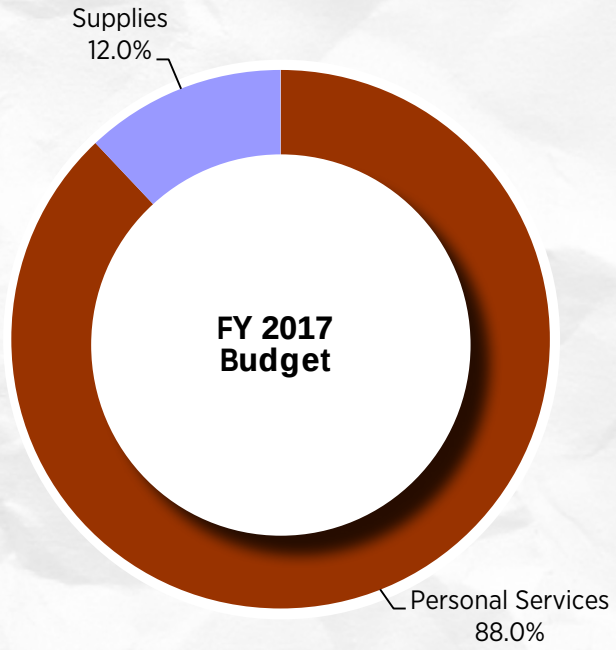


3285 PUBLIC RELATIONS

AUTHORIZED POSITIONS	GRADE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Police Officer	14	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services	$ 83,788	$ 81,026	$ 67,445	$ 77,720	$ 75,930
Purchase Professional & Technical	-	-	210	-	-
Supplies	9,200	4,351	6,735	10,700	10,400
TOTAL	**$ 92,988**	**$ 85,377**	**74,390**	**88,420**	**$ 86,330**







Other Non-Departmental

Law
Data Processing
General Government Buildings
Other Financing Uses

FY 2016 CURRENT BUDGET	**$2,250,650**	
Changes:		
Increase in Legal Fees	6,000	
Professional Services -Accounting BS&A	3,000	Annual renewal fee
Professional Services-Open Budget	12,000	New program annual maintenance fee
Increase in Machinery & Equipment	2,000	Funds for City-wide computer replacement/upgrades
Decrease in Machinery & Equipment New Projects	(20,000)	Prior year phone system upgrade moved to 1565. $20,000 was (20,000) included in FY 2016
General Gov building-Purchase Property Srv	(5,500)	
General Gov Building-Property Insurance	12,600	
General Gov Building-Communications	4,000	
General Gov Building-Payments to Others	(5,000)	
General Gov Building-Supplies	6,000	Increase is projected in electrical
Operating Transfer	(415,000)	
Operating 4th Quarter Capital Transfers	(1,235,000)	4th Quarter FY 2016 capital funding
Operating Transfer-TAD	17,500	Growth in TAD Digest
FY 2017 ADOPTED BUDGET	**$633,250**	

1530 LAW

STATEMENT OF SERVICE

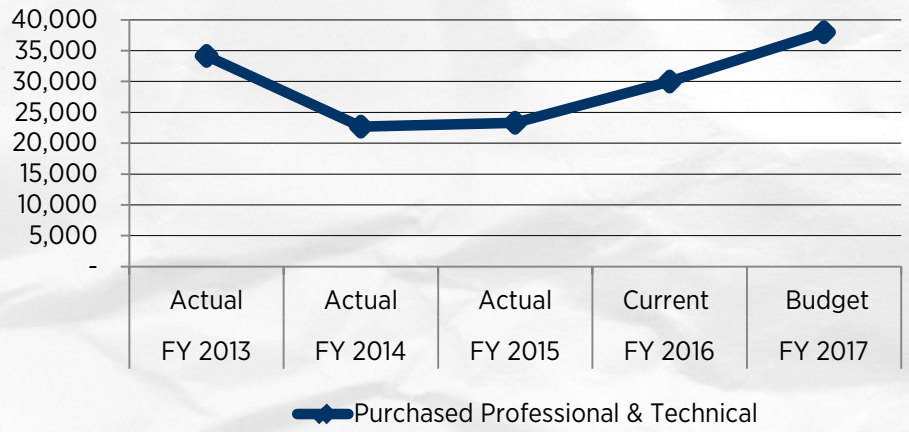
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2017

- 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	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Council meetings attended	13	15	15	12	15	12
Work Sessions attended	12	11	12	12	10	12
Average monthly hours billed	17	11	11	14	9	11
Number of contracts, agreements, leases reviewed	15	18	12	15	17	15

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ 34,174	$ 22,696	$ 23,294	$ 30,000	$ 38,000



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 2017

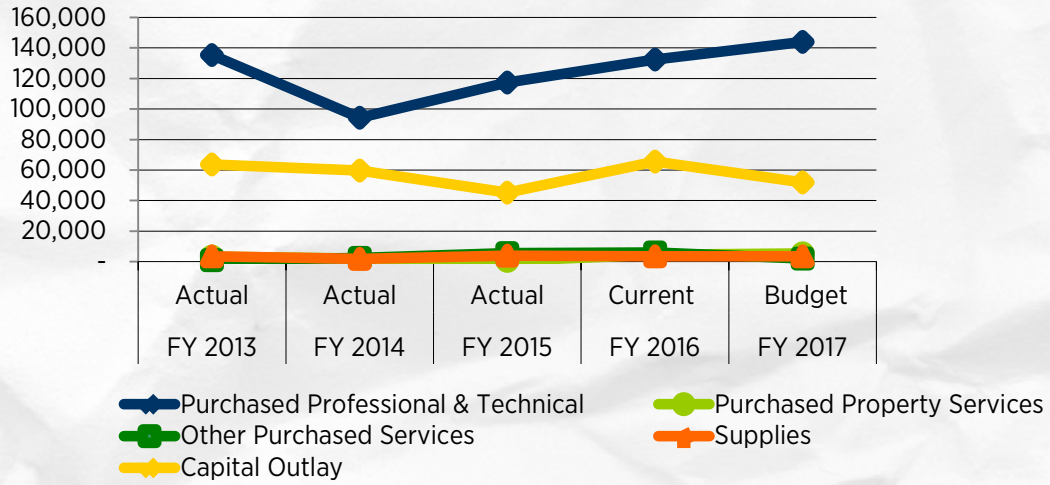
- Maintain Network Operating System (NOS) infrastructures of Microsoft, VMWare, and Linux servers to ensure minimum down time.
- Maintain virtual server infrastructure.
- Maintain Secure Socket Link (SSL) published applications and desktop for remote access.
- Expand & maintain data backup systems for 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.

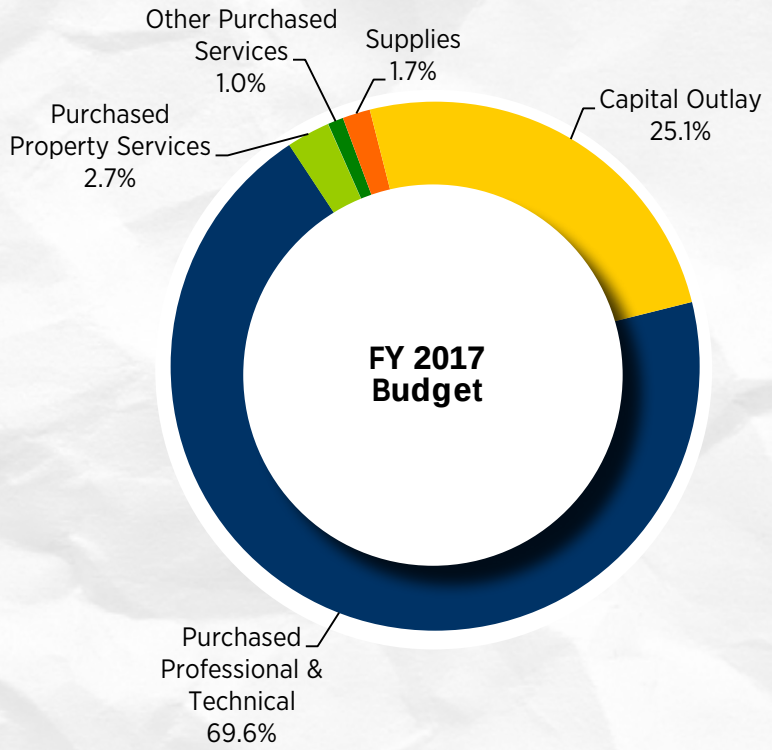
WORKLOAD MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Workstations supported - LAN (local area network)	140	143	145	146	148	150
Email addresses under management	137	147	170	170	186	190
Servers - (Hardware) under management LAN	6	7	7	7	7	7
Virtual Servers Hosted	28	29	28	28	32	32
Educational Seminars	1	1	1	1	1	1
Office Space Coverage/sq ft	48,000	48,000	48,000	48,000	48,000	48,000

PRODUCTIVITY MEASURES	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 BUDGET	2016 ACTUAL	2017 BUDGET
Enterprise Server Uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	115	119	120	123	124	130
Average number of hours spent on server maintenance	35	38	39	39	39	40
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	3.0	2.0	3.0	3.0	3.0
Percent of projects within budget($)	100%	100%	100%	100%	100%	100%
Printer down time due to printer malfunction, with no other printer available	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs

1535 DATA PROCESSING

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ 135,403	$ 94,311	$ 117,234	$ 132,450	$ 143,950
Purchased Property Services	3,250	2,027	597	4,500	5,500
Other Purchased Services	1,095	2,470	5,540	6,000	2,000
Supplies	3,596	1,859	3,933	3,500	3,500
Capital Outlay	63,734	59,782	45,329	65,600	51,850
TOTAL	**$ 207,078**	**$ 160,449**	**$ 172,633**	**$ 212,050**	**$ 206,800**

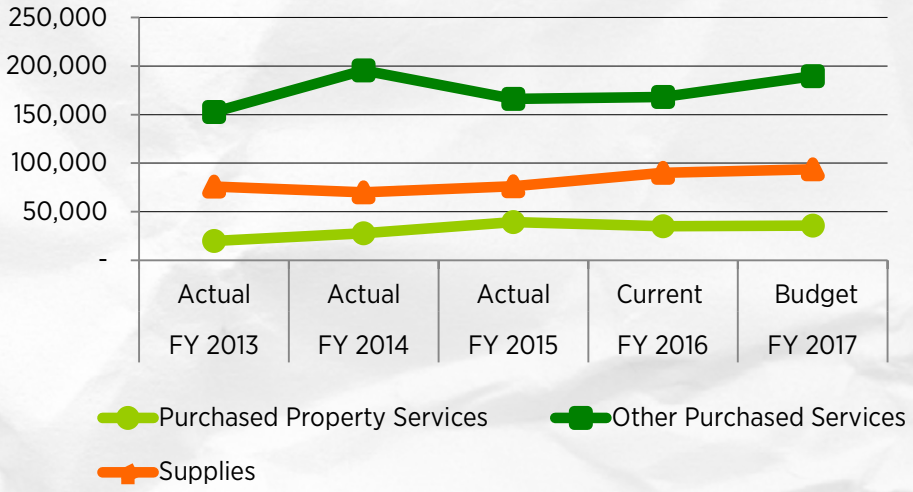


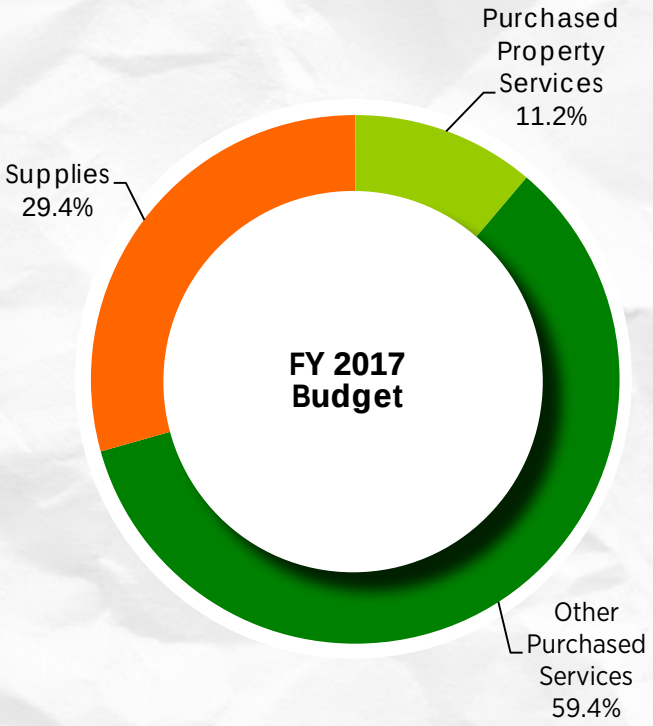


STATEMENT OF SERVICE

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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services	$ 19,967	$ 27,940	$ 39,442	$ 35,100	$ 35,700
Other Purchased Services	152,689	195,350	166,146	168,250	189,500
Supplies	75,978	70,014	76,312	90,150	93,750
Total	**$ 248,634**	**$ 293,304**	**$ 281,900**	**$ 293,500**	**$ 318,950**





9100 OTHER FINANCING USES

STATEMENT OF SERVICE

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Operating Transfer Out - Debt Service	$ 1,592,110	$ -	$ -	$ -	$ -
Operating Transfer Out - Capital	663,530	1,787,790	1,659,100	1,529,000	-
Operating Transfer Out - Water	200,000	100,000	-	200,000	-
Operating Transfer Out - TAD	4,941	-	35,394	58,100	62,500
Operating Transfer Out - DDA	7,000	7,000	22,000	7,000	7,000
TOTAL	**$ 2,467,581**	**$ 1,894,790**	**$ 1,716,494**	**$ 1,794,100**	**$ 69,500**


Toad



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 - 2016 for fiscal years 2012-2017. 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	11,170,567	2%	11,595,141	11,419,145	-1%
FY 2015 *	11,758,172	11,905,027	1.2%	11,951,952	11,568,493	-3%
FY 2016 (Projected)*	12,610,374	12,257,950	-3%	12,750,933	12,871,340	.9%
FY 2017 (Budget)*	13,464,688	12,405,320	-8%	13,184,903	12,405,320	-6%

	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	11,170,567	3%	12,044,466	11,419,145	-5%
FY 2015 *	11,302,191	11,905,027	5%	12,034,362	11,568,493	-6%
FY 2016 (Projected)*	11,835,855	12,257,950	4%	12,824,567	12,871,340	.4%
FY 2017 (Budget)*	12,508,971	12,405,320	-.8%	12,786,966	12,405,320	-3%

	REVENUES			EXPENDITURES		
FY 2013 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2014*	10,865,672	11,170,567	3%	11,525,441	11,419,145	-.01%
FY 2015 *	11,381,286	11,905,027	5%	11,468,655	11,568,493	.9%
FY 2016 (Projected)*	11,985,881	12,257,950	2%	12,990,351	12,871,340	-.9%
FY 2017 (Budget)*	12,639,688	12,405,320	-2%	13,043,466	12,405.320	-5%

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 *	11,155,034	11,905,027	7%	11,913,990	11,568,493	3%
FY 2016 (Projected)*	11,745,482	12,257,950	4%	12,073,338	12,871,340	7%
FY 2017 (Budget)*	12,391,812	12,405,320	.1%	12,444,569	12,405,320	-.3%

	REVENUES			EXPENDITURES		
FY 2015 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2016 (Projected)	11,721,891	12,257,950	5%	12,457,566	12,871,340	3%
FY 2017 (Budget)*	12,259,689	12,405,320	1%	12,600,736	12,405,320	-2%

	REVENUES			EXPENDITURES		
FY 2016 - 10 Year Budget Projections for:	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %	PROJECTED	ACTUAL/PROJECTED	DIFFERENCE %
FY 2017 (Projected)	12,701,912	12,405,320	-2%	14,781,952	12,405,320	16%

**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 continues to shows sustained economic growth. In fiscal year 2016, Suwanee's projected year end revenue ($12,257,950) showed a 3% increase when compared to fiscal year 2015 actual. Fiscal year 2017 budget revenues continued to grow with overall projections 1% higher than the projected ending fiscal year 2016. 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 2017 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 the last three fiscal years. The economy is expected to maintain the new norm into fiscal year 2018 and 2019 with most revenues showing a 3.5% to 4% increase.

Starting in fiscal year 2020, 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. Suwanee uses a pay for performance system for annual raises. The current structure allows for 0% to 4% annual raised based upon performance. 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 5% 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 18,098 fiscal year 2017 to 23,394 in fiscal year 2027. 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 1.7% compounded each year using the average annual consumer price index (CPI) increase over the past 10 years (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 $120,000 for storm drainage.

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 $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 $100,000 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 $13,000 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.
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.

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 Current estimates are that the City will have received approximately $6.6 million by the time the 2014 program ends (December 2016). The City anticipates that Gwinnett County will call for a vote in November to continue the SPLOST program with an expected 6-year term. The continuation of the SPLOST program has been included in the assumptions for future capital project that will need general fund resources. Should the SPLOST not get approved, future capital planning and funding will need to be adjusted accordingly.

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
2014 SPLOST Projects	370	$ -	$ -	$ -	$ 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	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
I-85 Streetscape	331	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
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
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		**$ 247,650**	**$ 247,650**	**$ 252,650**	**$ 273,650**	**$ 413,650**	**$ 373,650**	**$ 373,650**	**$ 373,650**	**$ 373,650**	**$ 413,650**

SUMMARY OF FUTURE CAPITAL PROJECTS WITH PROPOSED FUNDING BY GENERAL FUND

PROJECT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
City Vehicles New	$ -	$ 38,000	$ -	$ 41,500	$ -	$ -	$ 42,500	$ -	$ -	$ 43,600
City Vehicles Replacement	-	115,000	73,000	79,000	41,500	35,700	100,000	73,460	100,000	72,800
Facility Maintenance	-	280,168	425,000	425,000	425,000	250,000	256,250	262,650	269,200	275,930
Master Plan Implementation	3,000,000	-	-	-	-	-	-	-	-	-
Police Vehicles Replacement	-	345,000	255,000	255,000	210,000	215,250	220,630	226,150	231,800	237,500
Public Safety Projects	-	49,700	124,100	72,600	57,600	50,000	51,250	52,530	53,840	55,180
Public Works Equipment New Purchases	-	-	70,500	-	-	49,642	-	50,883	-	52,155
Public Works Equipment Replacements	-	45,500	106,000	80,500	21,000	67,650	96,350	98,750	101,200	103,730
Stormwater Projects	-	85,000	90,000	95,000	100,000	102,500	105,100	107,730	110,400	113,160
Street Maintenance and Resurfacing	-	105,000	110,000	115,000	120,000	123,000	126,100	129,250	132,480	135,800
Water System Projects	-	100,000	120,000	120,000	130,000	130,000	140,000	140,000	150,000	150,000
Total of Future Capital Projects with Proposed Funding by General Fund	**$ 3,000,000**	**$ 1,163,368**	**$ 1,373,600**	**$ 1,283,600**	**$ 1,105,100**	**$ 1,023,742**	**$ 1,138,180**	**$ 1,141,403**	**$ 1,148,920**	**$ 1,239,855**

GENERAL FUND TEN YEAR FINANCIAL PLAN

	FY 2017 BUDGET	PREDICTION YEAR 1 FY 2018	PREDICTION YEAR 2 FY 2019	PREDICTION YEAR 3 FY 2020	PREDICTION YEAR 4 FY 2021	PREDICTION YEAR 5 FY 2022	PREDICTION YEAR 6 FY 2023	PREDICTION YEAR 7 FY 2024	PREDICTION YEAR 8 FY 2025	PREDICTION YEAR 9 FY 2026	PREDICTION YEAR 10 FY 2027
Revenues											
Property Taxes	$ 4,094,630	$ 4,381,253	$ 4,709,849	$ 4,945,341	$ 5,192,607	$ 6,429,525	$ 6,751,003	$ 7,021,042	$ 7,301,885	$ 7,593,961	$ 7,897,718
Utility Franchise Taxes	1,869,770	1,963,258	2,061,421	2,164,492	2,272,717	2,386,353	2,505,671	2,630,954	2,736,192	2,845,640	2,959,466
Alcohol Beverage Taxes	880,000	924,000	970,200	1,018,710	1,069,646	1,123,128	1,179,284	1,232,352	1,281,646	1,332,912	1,386,228
Business Taxes	2,064,500	2,167,725	2,276,111	2,378,536	2,473,678	2,572,625	2,925,530	3,057,179	3,179,466	3,306,644	3,438,910
Other Taxes	18,350	18,901	19,468	20,052	20,653	21,376	22,124	22,898	23,700	24,529	25,388
Licenses & Permits	713,570	749,249	786,711	810,312	834,622	859,660	885,450	912,014	948,494	986,434	1,025,891
Intergovernmental Revenues	876,800	903,104	930,197	953,452	977,288	-	-	-	-	-	-
Charge for Services	111,460	117,033	122,885	129,029	135,480	142,254	149,367	156,835	163,109	169,633	176,419
Fines and Forfeitures	1,524,000	1,600,200	1,680,210	1,730,616	1,782,535	1,836,011	1,891,091	1,947,824	2,025,737	2,106,766	2,191,037
Investment Income	41,000	50,000	50,500	51,005	52,280	53,587	54,927	56,300	57,707	59,150	60,629
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	40,000	41,200	42,436	44,558	46,786	49,125	51,581	54,160	56,868	59,712	62,697
TOTAL REVENUES	**12,239,080**	**12,923,423**	**13,657,863**	**14,254,372**	**14,866,767**	**15,482,545**	**16,425,372**	**17,101,371**	**17,785,106**	**18,496,198**	**19,235,741**
Expenditures											
Council & Chief Executive	567,090	640,193	661,890	684,400	697,847	721,585	746,214	771,770	852,356	881,873	912,514
Administrative Services	359,110	348,365	359,278	370,581	377,718	389,620	401,949	414,722	427,957	441,673	455,888
Business Services	896,700	843,203	871,679	901,218	918,909	950,059	982,376	1,015,906	1,050,700	1,086,809	1,124,288
Economic Development	860,440	809,304	832,213	855,886	871,970	896,841	922,548	949,121	976,595	1,061,062	1,092,513
Financial Services	544,290	520,541	537,708	555,509	566,347	585,109	705,171	729,039	753,802	779,497	806,162
Parks & Public Works	2,546,230	2,977,720	3,064,943	3,155,148	3,214,921	3,309,76	3,407,873	3,613,663	3,722,511	3,835,169	3,951,785
Planning	930,590	775,829	800,664	826,398	842,399	869,508	897,603	926,722	956,908	988,202	1,020,651
Police	5,067,620	5,148,114	5,317,154	5,492,407	5,693,078	5,881,205	6,076,278	6,382,871	6,596,521	6,818,145	7,048,068
Non-Departmental	563,750	575,589	587,676	600,017	612,618	625,483	638,618	652,029	665,721	679,702	693,975
Projected Capital Projects Operating Impacts	-	247,650	247,650	252,650	273,650	413,650	373,650	373,650	373,650	373,650	413,650
CIP Funding Request-General Fund	69,500	3,000,000	1,162,868	1,373,600	1,283,600	1,105,100	1,023,742	1,138,180	1,141,403	1,148,920	1,239,855
TOTAL EXPENDITURES	**12,405,320**	**15,886,508**	**14,443,723**	**15,067,814**	**15,353,057**	**15,747,927**	**16,176,022**	**16,967,673**	**17,518,124**	**18,094,702**	**18,759,349**
Excess (deficiency) of revenues over (under) expenditures	(166,240)	(2,963,085)	(785,860)	(813,442)	(486,290)	(265,382)	249,350	133,698	266,982	401,496	476,392
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	161,240	163,659	166,113	168,605	171,134	173,701	176,307	178,951	182,530	186,181	189,905
TOTAL OTHER FINANCING SOURCES	**166,240**	**168,659**	**171,113**	**173,605**	**176,134**	**178,701**	**183,807**	**186,451**	**190,030**	**193,681**	**197,405**
Net change in fund balance	-	(2,794,426)	(614,747)	(639,837)	(310,156)	(86,681)	433,157	320,149	457,012	595,177	673,797
Fund Balances, beginning of year	**7,127,579**	**7,127,579**	**4,333,153**	**3,718,406**	**3,078,569**	**2,768,413**	**2,681,732**	**3,114,889**	**3,435,038**	**3,892,050**	**4,487,227**
Fund Balances, end of year	**$ 7,127,579**	**$ 4,333,153**	**$ 3,718,406**	**$ 3,078,569**	**$ 2,768,413**	**$ 2,681,732**	**$ 3,114,889**	**$ 3,435,038**	**$ 3,892,050**	**$ 4,487,227**	**$ 5,161,024**

POPULATION TO EMPLOYEES RATIO

	FY 2017	YEAR 1 FY 2018	YEAR 2 FY 2019	YEAR 3 FY 2020	YEAR 4 FY 2021	YEAR 5 FY 2022	YEAR 6 FY 2023	YEAR 7 FY 2024	YEAR 8 FY 2025	YEAR 9 FY 2026	YEAR 10 FY 2027
Population	18,098	18,569	19,051	19,547	20,055	20,576	21,111	21,660	22,223	22,801	23,394
DEPARTMENTS:											
Council & Chief Executive	6.5	6.5	6.5	6.5	6.5	6.5	6.5	6.5	7	7	7
Employee per 1,000 Population range .45 to .30	0.36	0.35	0.34	0.33	0.32	0.32	0.31	0.30	0.31	0.31	0.30
Administrative Services	3	3	3	3	3	3	3	3	3	3	3
Employee per 1,000 Population range .20 to .10	0.17	0.16	0.16	0.15	0.15	0.15	0.14	0.14	0.13	0.13	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	0.47	0.46	0.45	0.43	0.42	0.41	0.40	0.39	0.38	0.37	0.36
Economic Development	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	6	6
Employee per 1,000 Population range .35 to .25	0.30	0.30	0.29	0.28	0.27	0.27	0.26	0.25	0.25	0.26	0.26
Financial Services	5	5	5	5	5	5	6	6	6	6	6
Employee per 1,000 Population range .35 to .25	0.28	0.27	0.26	0.26	0.25	0.24	0.28	0.28	0.27	0.26	0.26
Parks & Public Works	21	22	22	22	22	22	22	23	23	23	23
Employee per 1,000 Population range 1.10 to .89	1.16	1.18	1.15	1.13	1.10	1.07	1.04	1.06	1.03	1.01	.98
Planning	7	7	7	7	7	7	7	7	7	7	7
Employee per 1,000 Population range .45 to .30	0.39	0.38	0.37	0.36	0.35	0.34	0.33	0.32	0.31	0.31	0.30
Police	49	49	49	49	50	50	50	51	51	51	51
Employee per 1,000 Population range 2.75 to 2.20	2.71	2.64	2.57	2.51	2.49	2.43	2.37	2.35	2.29	2.24	2.18
Total Employee	105.5	106.5	106.5	106.5	107.5	107.5	108.5	110.5	111	111.5	111.5
Employee per 1,000 Population range 5.77 to 4.77	5.83	5.74	5.59	5.45	5.36	5.22	5.14	5.10	4.99	4.89	4.77
Population Change per year		471	482	496	508	521	535	549	563	578	593
Employee Change per year		1	0	0	1	0	1	2	0.5	0.5	0

EMPLOYEE COST

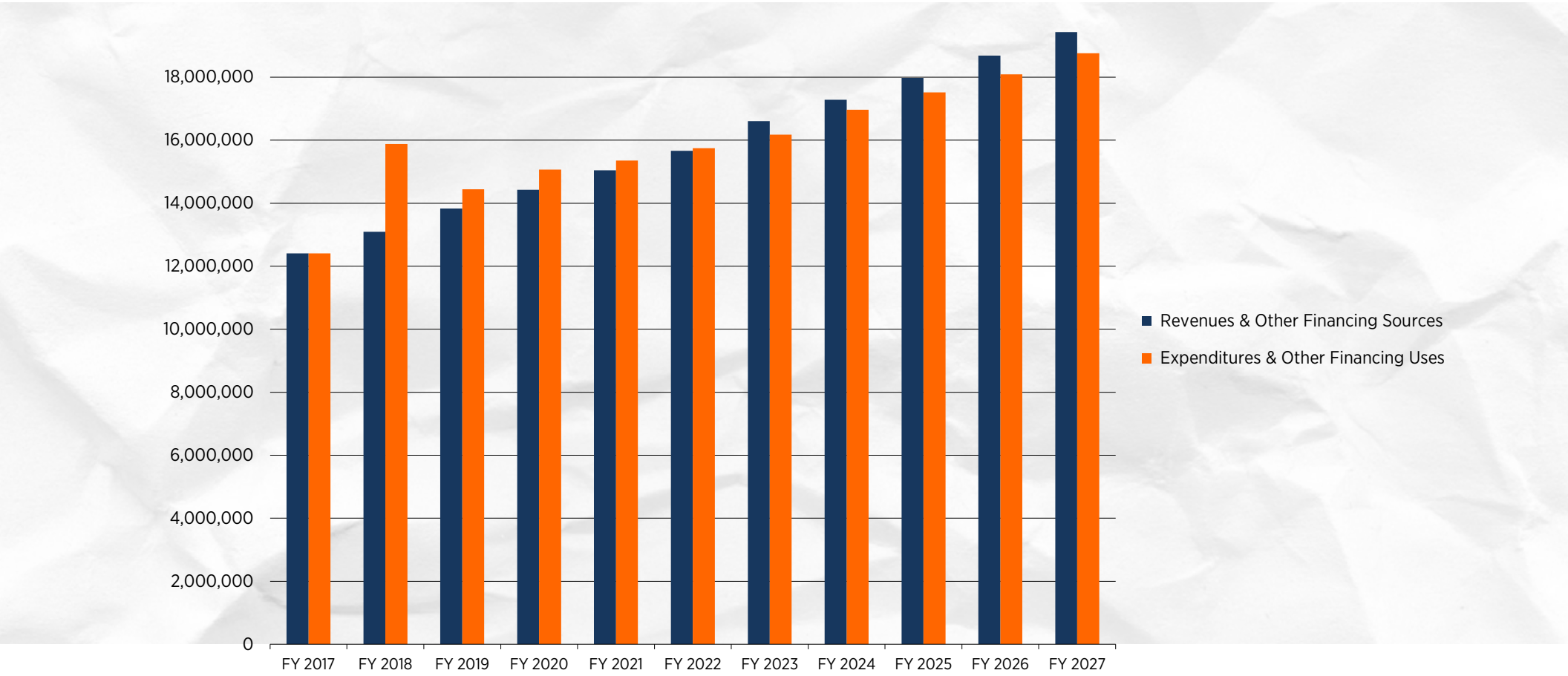
	FY 2017	YEAR 1 FY 2018	YEAR 2 FY 2019	YEAR 3 FY 2020	YEAR 4 FY 2021	YEAR 5 FY 2022	YEAR 6 FY 2023	YEAR 7 FY 2024	YEAR 8 FY 2025	YEAR 9 FY 2026	YEAR 10 FY 2027
Annual Cost											
Salary	$ 5,919,630	$ 6,155,012	$ 6,339,663	$ 6,529,853	$ 6,788,901	$ 6,992,568	$ 7,269,343	$ 7,625,441	$ 7,889,743	$ 8,163,041	$ 8,407,933
Benefits	$ 2,778,020	$ 2,944,570	$ 3,091,798	$ 3,246,388	$ 3,276,870	$ 3,440,714	$ 3,646,357	$ 3,899,249	$ 4,112,737	$ 4,337,826	$ 4,554,718
Cost per employee											
Salary	$ 56,110	$ 57,794	$ 59,527	$ 61,313	$ 63,153	$ 65,047	$ 66,999	$ 69,009	$ 71,079	$ 73,211	$ 75,407
Benefits	$ 26,332	$ 27,649	$ 29,031	$ 30,483	$ 30,483	$ 32,007	$ 33,607	$ 35,287	$ 37,052	$ 38,904	$ 40,849

Projection includes 3% annual salary increases per employee and 5% annual benefit renewal increase per employee.

DEPARTMENT OPERATING

	FY 2017	YEAR 1 FY 2018	YEAR 2 FY 2019	YEAR 3 FY 2020	YEAR 4 FY 2021	YEAR 5 FY 2022	YEAR 6 FY 2023	YEAR 7 FY 2024	YEAR 8 FY 2025	YEAR 9 FY 2026	YEAR 10 FY 2027
Council & Chief Executive											
Salary	$ 345,250	$ 375,658	$ 386,928	$ 398,536	$ 410,492	$ 422,806	$ 435,491	$ 448,555	$ 497,552	$ 512,478	$ 527,852
Benefits	108,940	179,716	188,701	198,136	198,136	208,043	218,445	229,368	259,362	272,330	285,946
Other	112,900	84,819	86,261	87,728	89,219	90,736	92,278	93,847	95,442	97,065	98,715
SUBTOTAL	567,090	640,193	661,890	684,400	697,847	721,585	746,214	771,770	852,356	881,873	912,513
Administrative Services											
Salary	185,700	173,381	178,582	183,940	189,458	195,141	200,996	207,026	213,236	219,633	226,222
Benefits	82,910	82,946	87,093	91,448	91,448	96,020	100,821	105,862	111,155	116,713	122,548
Other	90,500	92,039	93,603	95,194	96,813	98,459	100,132	101,835	103,566	105,326	107,117
SUBTOTAL	359,110	348,366	359,278	370,582	377,719	389,620	401,949	414,723	427,957	441,672	455,887
Business Services											
Salary	567,480	491,245	505,982	521,162	536,797	552,901	569,488	586,572	604,170	622,295	640,963
Benefits	214,230	235,013	246,763	259,101	259,101	272,056	285,659	299,942	314,939	330,686	347,221
Other	114,990	116,945	118,933	120,955	123,011	125,102	127,229	129,392	131,591	133,829	136,104
SUBTOTAL	896,700	843,203	871,678	901,218	918,909	950,059	982,376	1,015,906	1,050,700	1,086,810	1,124,288
Economic Development											
Salary	392,740	317,864	327,400	337,222	347,339	357,759	368,492	379,547	390,934	439,267	452,445
Benefits	134,000	152,067	159,670	167,654	167,654	176,037	184,838	194,080	203,784	233,426	245,097
Other	333,700	339,373	345,142	351,010	356,977	363,045	369,217	375,494	381,877	388,369	394,971
SUBTOTAL	860,440	809,304	832,212	855,886	871,970	896,841	922,547	949,121	976,595	1,061,062	1,092,513
Financial Services											
Salary	311,000	288,968	297,638	306,566	315,763	325,236	401,991	414,051	426,473	439,267	452,445
Benefits	141,520	138,243	145,155	152,413	152,413	160,033	201,642	211,724	222,310	233,426	245,097
Other	91,770	93,330	94,917	96,530	98,171	99,840	101,537	103,264	105,019	106,804	108,620
SUBTOTAL	544,290	520,541	537,710	555,509	566,347	585,109	705,170	729,039	753,802	779,497	806,162
Parks & Public Works											
Salary	963,810	1,271,458	1,309,602	1,348,890	1,389,356	1,431,037	1,473,969	1,587,196	1,634,812	1,683,856	1,734,372
Benefits	502,780	608,268	638,681	670,615	670,615	704,146	739,353	811,608	852,189	894,798	939,538
Other	1,079,640	1,097,994	1,116,660	1,135,643	1,154,949	1,174,583	1,194,551	1,214,858	1,235,511	1,256,515	1,277,875
SUBTOTAL	2,546,230	2,977,720	3,064,943	3,155,148	3,214,920	3,309,766	3,407,873	3,613,662	3,722,512	3,835,169	3,951,785
Planning											
Salary	428,210	404,555	416,691	429,191	442,067	455,330	468,990	483,060	497,551	512,478	527,853
Benefits	196,840	193,540	203,217	213,378	213,378	224,046	235,249	247,011	259,362	272,330	285,946
Other	305,540	177,734	180,756	183,829	186,954	190,132	193,364	196,651	199,994	203,394	206,852
SUBTOTAL	930,590	775,829	800,664	826,398	842,399	869,508	897,603	926,722	956,907	988,202	1,020,651
Police											
Salary	2,725,440	2,831,884	2,916,841	3,004,345	3,157,628	3,252,358	3,349,928	3,519,434	3,625,018	3,733,768	3,845,781
Benefits	1,396,800	1,354,778	1,422,517	1,493,643	1,524,126	1,600,332	1,680,349	1,799,653	1,889,636	1,984,118	2,083,324
Other	945,380	961,451	977,796	994,419	1,011,324	1,028,516	1,046,001	1,063,783	1,081,867	1,100,259	1,118,964
SUBTOTAL	5,067,620	5,148,113	5,317,154	5,492,407	5,693,078	5,881,206	6,076,278	6,382,870	6,596,521	6,818,145	7,048,069
Non-Departmental	**563,750**	**575,589**	**587,676**	**600,017**	**612,618**	**625,483**	**638,618**	**652,029**	**665,721**	**679,702**	**693,975**
TOTAL OPERATING	**$ 12,335,820**	**$ 12,638,858**	**$ 13,033,205**	**$ 13,441,565**	**$ 13,795,807**	**$ 14,229,177**	**$ 14,778,628**	**$ 15,455,842**	**$ 16,003,071**	**$ 16,572,132**	**$ 17,105,843**

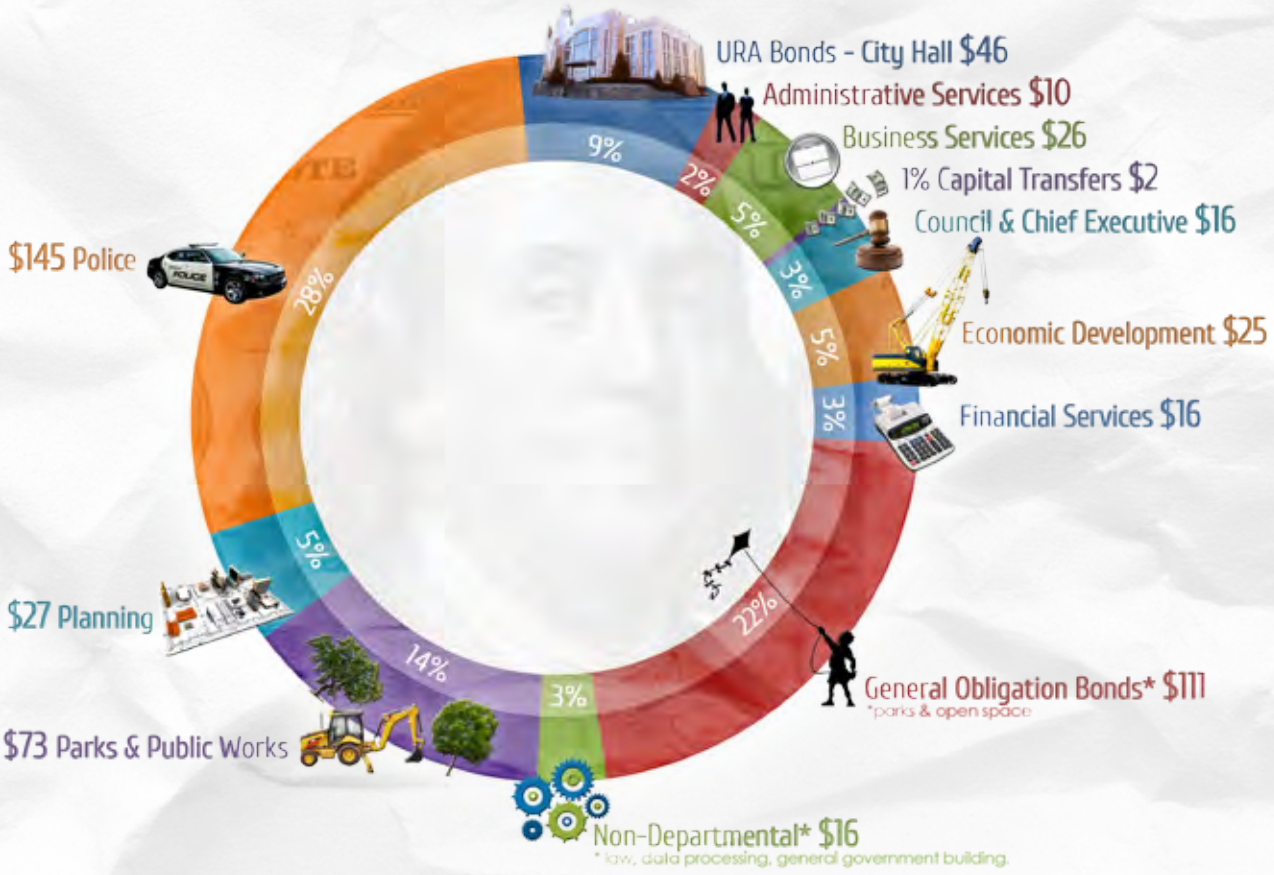
Other expenditures inflated by 1.7% the average annual consumer price index (CPI) over the past ten years.


18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
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0
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
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 2016, the average home value in Suwanee is $250,000 and the typical resident will pay about $513 in property taxes. The chart to the right answers a common question asked by Suwanee residents, **"Where do my property taxes go?"**



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	$26
Capital Transfers	$2
Council & Chief Executive	$16
Economic Development	$25
Financial Services	$16
General Obligation Bonds	$111
Non-Departmental	$16
Parks & Public Works	$73
Planning	$27
Police	$145
URA Bonds - City Hall	$46
Total	$513



SPECIAL REVENUE FUNDS

Fiscal Year 2016-2017

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



206 SUWANEE FEST FUND

Statement of Service

The purpose of Suwanee Fest is to provide a high-quality family festival for the citizens of Suwanee and its 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 sale 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Investment Income	$ -	$ -	$ -	$ 250	$ -
Contributions and Donations	98,432	136,280	173,823	161,500	154,000
TOTAL	**$ 98,432**	**$ 136,280**	**$ 173,823**	**$ 161,750**	**$ 154,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services	$ -	$ 11,328	$ 15,883	$ 21,000	$ 21,000
Other Purchased Services	18,579	32,416	35,930	48,250	48,250
Supplies	83,972	63,136	62,978	92,500	84,750
TOTAL	**$ 102,551**	**$ 106,880**	**$ 114,791**	**$ 161,750**	**$ 154,000**





207 COMMUNITY ARTS FUND

Statement of Service

The City Council appointed Public Arts Commission (PAC) was established to work with and encourage developers to include public art or support public art as a component of new projects and to create programs that bring and promote public art in Suwanee.
The duties of Suwanee's Public Arts Commission are listed below.

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



Revenue Assumptions

INVESTMENT INCOME

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

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

INTERGOVERNMENTAL

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

Assumptions: Revenues are based on actual grant awards.

CONTRIBUTIONS AND DONATIONS

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

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

SUMMARY OF REVENUES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Intergovernmental	$ 5,400	$ 2,400	$ -	$ -	$ -
Contributions and Donations	26,740	38,797	25,832	83,000	63,500
TOTAL	**$ 32,140**	**$ 41,197**	**$ 25,832**	**$ 83,000**	**$ 63,500**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Professional & Technical Services	$ 2,400	$ 2,700	$ -	$ 2,000	$ -
Purchased Property Services	17,250	-	21,750	22,500	28,000
Other Purchased Services	-	9	-	2,500	2,500
Supplies	380	-	-	1,000	1,000
Capital Outlay Property	24,082	163	26,000	20,000	27,000
Other Costs	3,000	-	2,750	35,000	5,000
TOTAL	**$ 47,112**	**$ 2,872**	**$ 50,500**	**$ 83,000**	**$ 63,500**

210 CONFISCATED ASSETS FUND

Statement of Service

Georgia law allows police agencies to file for seizure of property related to illegal substance or activities. These funds must be used to purchase police equipment. Suwanee participates in the Federal Drug Task Force and the Joint Gwinnett Municipal Drug Task Force. These task forces provide the participants a percentage of the amount of funds/property seized. Currently, Suwanee has one police officer assigned to each of these task forces.

Revenue Assumptions

FINES AND FORFEITURES

Definition: Cash and property confiscations relating to illegal activities.

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

INVESTMENT INCOME

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

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



SUMMARY OF REVENUES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Fines and Forfeitures	$ 54,270	$ 42,870	$ 113,994	$ 115,000	$ 115,000
Investment Income	208	259	231	250	250
TOTAL	**$ 54,478**	**$ 43,129**	**$ 114,225**	**$ 115,250**	**$ 115,250**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Capital Outlay-Machinery & Equipment	**$ 19,574**	**$ 16,931**	**$ 108,945**	**$ 115,250**	**$ 115,250**

220 COMMUNITY GARDEN FUND

Statement of Service

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

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

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

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

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

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

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

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

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



Revenue Assumptions

INVESTMENT INCOME

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

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

CONTRIBUTIONS AND DONATIONS

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

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

OTHER FINANCING SOURCES

Definition: Other financing sources include 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Investment Income	$ 8	$ 17	$ 8	$ 20	$ 20
Contributions and Donations	5,593	6,479	10,440	7,000	7,000
Other Financing Sources	10,000	-	-	-	-
TOTAL	**$ 15,601**	**$ 6,496**	**$ 10,448**	**$ 7,020**	**$ 7,020**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchased Services	$ 201	$ 57	$ -	$ 400	$ 400
Supplies	2,396	1,050	1,489	3,145	3,145
Capital Outlay Property	-	30	-	3,475	3,475
TOTAL	**$ 2,597**	**$ 1,137**	**$ 1,489**	**$ 7,020**	**$ 7,020**

275 HOTEL / MOTEL TAX FUND

Statement of Service

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

Revenue Assumptions

SELECTIVE SALES AND USE TAXES

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

Assumptions: The revenue projections for selective sales and use taxes are based on historical trends in conjunction with current economic indicators. To determine the projection for room accommodation taxes, a monthly average for the prior year is determined and a twelve-month projection of this average was used for the fiscal year 2017 estimate.

INVESTMENT INCOME

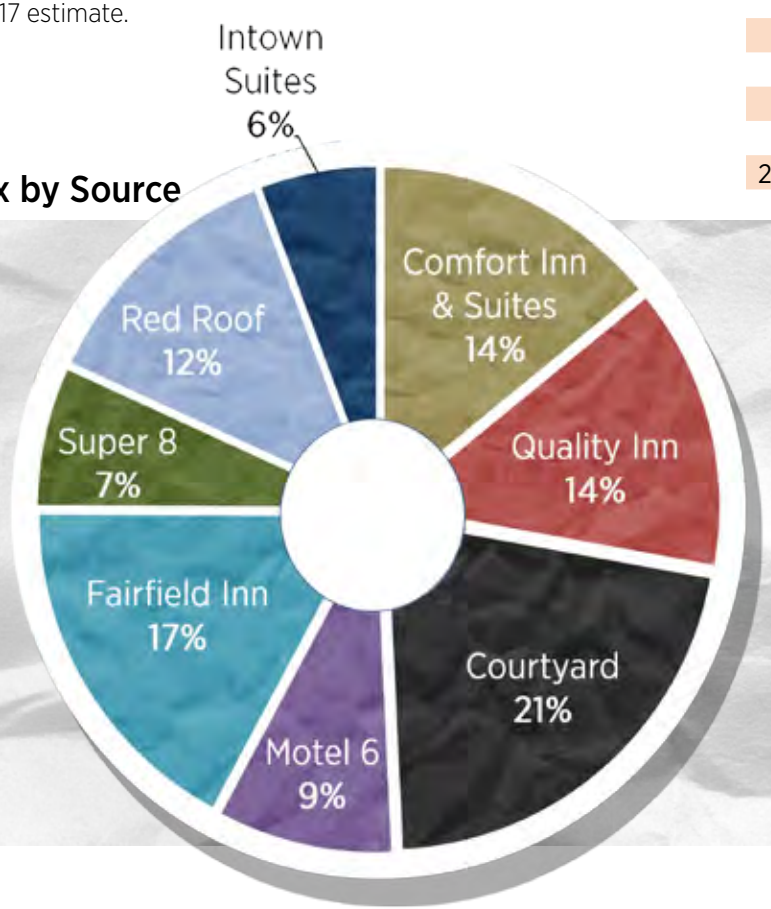
Definition: Investment income includes revenue from investment of fund equity.

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

History and Projections:

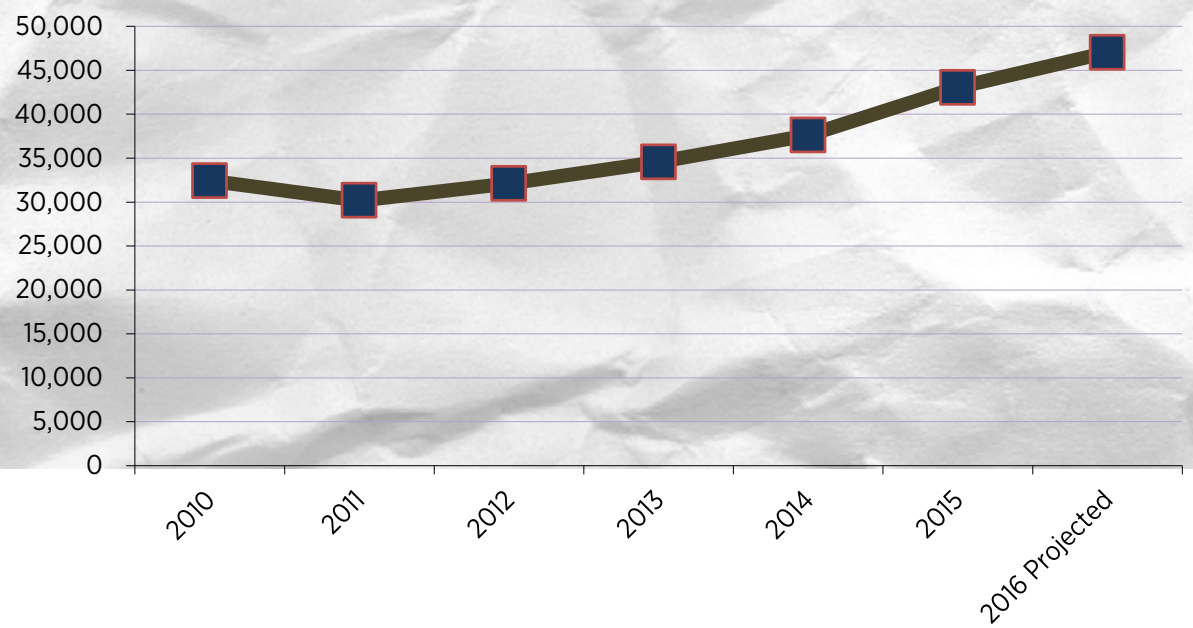
Fiscal Year	Monthly Average	% Change From PY
2010	32,422	-22%
2011	30,181	-7%
2012	32,114	6%
2013	34,555	8%
2014	37,604	9%
2015	43,032	14%
2016 Projected	47,031	9%

Hotel/Motel Excise Tax by Source



275 HOTEL / MOTEL TAX FUND

Hotel/Motel Tax Monthly Average



SUMMARY OF REVENUES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Selective Sales and Use Taxes	$ 442,293	$ 489,208	$ 558,049	$ 596,000	$ 566,000
Investment Income	5	107	122	100	-
TOTAL	**$ 442,298**	**$ 489,315**	**$ 558,171**	**$ 596,100**	**$ 566,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ 5,765	$ 8,504	$ 17,039	$ 20,700	$ 30,000
Other Purchased Services	217,526	248,818	304,639	383,400	374,000
Other Financing Uses	189,941	209,356	239,447	192,000	162,000
TOTAL	**$ 413,232**	**$ 466,678**	**$ 561,125**	**$ 596,100**	**$ 566,000**



CAPITAL PROJECT FUNDS

Fiscal Year 2016-2017

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 purpose local option sales tax approved by Gwinnett County voters in 2008. This is a continuation of the 2005 SPLOST program. The 2009 SPLOST program focuses on various transportation projects, recreation improvements, public safety projects and parking facilities. 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 was reduced by $1,521,185 or another 13% due to declining sales tax collections. Additionally, a further reduction of $196,193 was made to $10,160,672 to actual SPLOST collections. 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 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.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

Operational Impact (open projects)

PROJECT	COMMENTS
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. The design phase continues and right of way acquisition is underway. Operating costs for the landscaping components of this project are estimated at $100,000 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, which is substantially complete. 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 2017 budget includes a small amount for training equipment. Current operating costs 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 needs, and is nearing completion 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.
319 Master Plan Implementation	The purpose of this project is to allocate funds that can be used to complete projects identified in the Master Plan.

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2016	BALANCE
Intergovernmental Grants - SPLOST	$ 11,244,220	$ 10,081,323	$ 10,081,323	$ -
Intergovernmental Grants - Federal	-	4,712,475	636,137	4,076,338
Intergovernmental Grants-Gwinnett County	-	1,606,597	304,197	1,302,400
Title Ad Valorem Tax	-	274,080	274,080	-
Investment Income	-	80,572	114,354	(33,782)
Other Financing Sources	1,329,500	5,539,001	5,539,001	-
TOTAL REVENUES	**$ 12,573,720**	**$ 22,294,048**	**$ 16,949,092**	**$ 5,344,956**

SUMMARY OF EXPENDITURES BY CATEGORY		ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2016	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**	**-**	**-**	**-**

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2016	BALANCE
308 Annual Resurfacing Program - (Project completed)				
Purchased Professional and Technical Services	$ 600,000	$ 46,468	$ 46,468	$ -
Capital Outlay Property	1,806,560	1,553,112	1,553,112	-
TOTAL	**2,406,560**	**1,599,580**	**1,599,580**	**-**
309 Road Improvement Project - (Funds re-allocated)				
Purchased Professional and Technical Services	100,000	-	-	-
Capital Outlay Property	572,540	-	-	-
TOTAL	**672,540**	**-**	**-**	**-**
310 Annual Stormwater Projects				
Purchased Professional and Technical Services	46,000	19,780	18,303	1,477
Capital Outlay Property	300,170	205,220	186,850	18,370
TOTAL	**346,170**	**225,000**	**205,153**	**19,847**
311 Buford Highway Reconstruction & Streetscape				
Purchased Professional and Technical Services	125,000	945,599	745,599	200,000
Capital Outlay Property	736,720	4,976,664	-	4,976,664
TOTAL	**861,720**	**5,922,263**	**745,599**	**5,176,664**
312 Pedestrian Bicycle Plan				
Purchased Professional and Technical Services	120,000	505,075	275,035	230,040
Capital Outlay Property	687,720	4,216,470	1,063,710	3,152,760
TOTAL	**807,720**	**4,721,545**	**1,338,745**	**3,382,800**
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	2,156,728	4,947
TOTAL	**1,781,710**	**2,400,428**	**2,395,481**	**4,947**
315 Parking Facilities				
Purchased Professional and Technical Services	500,000	22,565	22,565	-
Capital Outlay Property	2,506,780	2,053,885	553,885	1,500,000
TOTAL	**3,006,780**	**2,076,450**	**576,450**	**1,500,000**
316 Park Enhancements				
Purchased Professional and Technical Services	-	62,196	36,691	25,505
Capital Outlay Property	-	478,407	203,912	274,495
TOTAL	**-**	**540,603**	**240,603**	**300,000**

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2016	BALANCE
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	85,505	192,824
TOTAL	**-**	**313,329**	**89,585**	**223,744**
319 Master Plan Implementation				
Purchased Professional and Technical Services	-	100,000	-	100,000
Capital Outlay Property	-	435,965	-	435,965
TOTAL	**-**	**535,965**	**-**	**535,965**
Other Financing Uses-Transfers				
Other Financing Uses-Fund 346	-	2,269,127	-	2,269,127
Other Financing Uses-05 SPLOST 332	118,780	126,475	126,475	-
TOTAL	**118,780**	**2,395,602**	**126,475**	**2,269,127 -**
TOTAL EXPENDITURES	**$ 12,573,720**	**$ 22,294,048**	**$ 8,880,954**	**$ 13,413,094**





340 PUBLIC FACILITIES MAINTENANCE FUND

Statement of Service

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

Revenue Assumptions

INVESTMENT INCOME

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

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

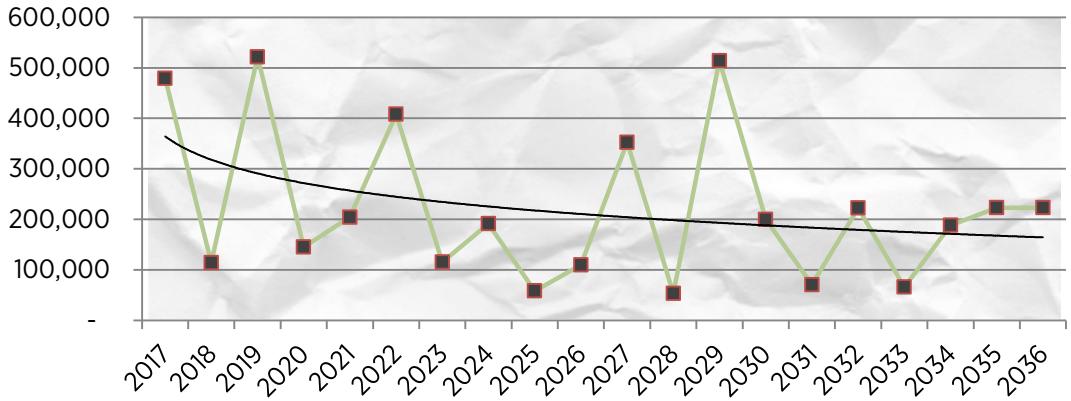
OTHER FINANCING SOURCES

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

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

Operational Impact

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



SUMMARY OF REVENUES BY CATEGORY		FY 2017 BUDGET
Investment Income	$	500
Other Financing Sources		534,500
TOTAL REVENUES	**$**	**535,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	25,000
Supplies		10,000
Capital Outlay Property		500,000
TOTAL EXPENDITURES	**$**	**535,000**

Summarized below are highlights of large capital maintenance items for FY 2017 by location.

Municipal Court: Replace HVAC system. **$7,000**

Police Station: Replace 80kw generator and transfer switch. **$65,000**

Police Station: Replace HVAC system. **$35,000**

Sims Lake Park: Repair and paint exterior wood on cottage **$5,000**

Sims Lake Park: Repair mortar in brick bathroom building. **$5,000**

Public Works Building (Windsor Park): Brick wall mortar repair. **$5,000**

Public Works Building (Windsor Park): Replace carpet and flooring. **$30,000**

Public Works Building (Windsor Park): Replace damaged metal wall panels. **$10,000**

Public Works: Facilities maintenance study update. **$107,100**

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, landscaping, radar signs, holiday decorations, 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: Funds are transferred from the general fund to cover annual cost estimates.

FY 17 projects include landscaping modifications on a section of Peachtree Industrial Boulevard near McGinnis Ferry Road and Moore Road, improving the Wi-Fi system in Town Center Park and public safety projects including the continued implementation of the parks video surveillance program.

Operational Impact

Peachtree Industrial Boulevard (PIB) Landscaping - The new landscaping on PIB ($246,700) should have minimum addtional operating costs since the plan is to replace the current plantings.

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 are 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 ($75,000).



SUMMARY OF REVENUES BY CATEGORY		FY 2017 BUDGET
Investment Income	$	500
Other Financing Sources		719,220
TOTAL REVENUES	**$**	**719,720**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	25,000
Capital Outlay Property		694,720
TOTAL EXPENDITURES	**$**	**719,720**

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 2017 BUDGET
Investment Income	$	250
Other Financing Sources		30,730
TOTAL REVENUES	**$**	**30,980**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	1,000
Capital Outlay Property		29,980
TOTAL EXPENDITURES	**$**	**30,980**



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 2017 BUDGET
Investment Income	$	500
Other Financing Sources		349,500
TOTAL REVENUES	**$**	**350,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	50,000
Capital Outlay Property		300,000
TOTAL EXPENDITURES	**$**	**350,000**

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 2017 BUDGET
Investment Income	$	250
Other Financing Sources		312,750
TOTAL REVENUES	**$**	**313,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	13,000
Capital Outlay Property		300,000
TOTAL EXPENDITURES	**$**	**313,000**



346 MASTER PLAN IMPLEMENTATION

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 included in the Master Plan.

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 included in the Master Plan.



SUMMARY OF REVENUES BY CATEGORY		FY 2017 BUDGET
Investment Income	$	1,000
Other Financing Sources		3,435,000
TOTAL REVENUES	**$**	**3,436,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	436,000
Capital Outlay Property		3,000,000
TOTAL EXPENDITURES	**$**	**3,436,000**

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 2017 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 2017 BUDGET
Investment Income	$	1,000
Other Financing Sources General Fund		229,000
TOTAL REVENUES	**$**	**230,000**

SUMMARY OF EXPENDITURES BY CATEGORY		
Purchase Professional and Technical Services	$	30,000
Property Site Improvements		200,000
TOTAL EXPENDITURES	**$**	**230,000**

370 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2014 SPLOST

Statement of Service

The 2014 special purpose local option sales tax fund accounts for the financial resources provided from a one-cent special purpose local option sales tax approved by Gwinnett County voters in 2013. This is a continuation of the 2005 and 2009 SPLOST programs. The 2014 SPLOST program focuses on various transportation projects, sidewalk improvement projects, and recreational improvements. The majority of the projects summarized below have not been formally designed or engineered. The cost estimates represent place holders 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 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 (open projects)

PROJECT	COMMENTS
372 Master Plan Implementation Recreation 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. A new park project is currently under consideration. Specific details of this project and other potential 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 existing street conditions. Operating costs are estimated to be $16,000 annually.
374 Stormwater Projects	This project provides the funding for the annual storm drainage program. The purpose of the program is to address stormwater 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 project includes improvements including sidewalks, streetlights, crosswalks, and landscaping on Buford Highway between Russell Street and Suwanee Dam Road. Additional funding is being provided in the 2014 SPLOST to complete the project. The majority of this project is funded in Fund 311 in the 2009 SPLOST program.
377 Pedestrian Bicycle Plan	This project provides the funding for the annual sidewalk program and updating the pedestrian bicycle plan.

370 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2014 SPLOST

SUMMARY OF REVENUES BY CATEGORY	ORIGINAL BUDGET	BUDGET REVISIONS	TOTAL AT 6/1/2016	BALANCE
Intergovernmental Grants - SPLOST	$ 6,584,700	$ 6,773,700	$ 4,901,601	$ 1,872,099
TOTAL REVENUES	**$ 6,584,700**	**$ 6,773,700**	**$ 4,901,601**	**$ 1,872,099**

	SUMMARY OF EXPENDITURES BY CATEGORY	ORIGINAL BUDGET	ORIGINAL REVISIONS	TOTAL AT 6/1/2016	BALANCE
371	**Park Enhancements (Funds re-allocated)**				
	Purchased Professional and Technical Services	$ 65,800	$ -	$ -	$ -
	Capital Outlay Property	592,200	-	-	-
	TOTAL	**658,000**	**-**	**-**	**-**
372	**Master Plan Implementation Recreation Projects**				
	Purchased Professional and Technical Services	300,000	100,000	-	100,000
	Capital Outlay Property	2,296,420	558,000	-	558,000
	TOTAL	**2,596,420**	**658,000**	**-**	**658,000**
373	**Street Maintenance and Resurfacing**				
	Purchased Professional and Technical Services	165,000	165,000	-	165,000
	Capital Outlay Property	1,485,000	1,485,000	524,848	960,152
	TOTAL	**1,650,000**	**1,650,000**	**524,848**	**1,125,152**
374	**Stormwater Projects**				
	Purchased Professional and Technical Services	65,000	65,000	-	65,000
	Capital Outlay Property	585,000	585,000	-	585,000
	TOTAL	**650,000**	**650,000**	**-**	**650,000**
375	**Transportation Enhancements**				
	Purchased Professional and Technical Services	26,500	26,500	19,672	6,828
	Capital Outlay Property	238,500	238,500	13,860	224,640
	TOTAL	**265,000**	**265,000**	**33,532**	**231,468**
376	**Buford Highway Reconstruction & Streetscape**				
	Purchased Professional and Technical Services	50,000	500,000	-	500,000
	Capital Outlay Property	715,280	2,593,567	-	2,593,567
	TOTAL	**765,280**	**3,093,567**	**-**	**3,093,567**
377	**Pedestrian Bicycle Plan**				
	Purchased Professional and Technical Services	-	57,133	-	57,133
	Capital Outlay Property	-	400,000	-	400,000
	TOTAL	**-**	**457,133**	**-**	**457,133**
	TOTAL EXPENDITURES	**$ 6,584,700**	**$ 6,773,700**	**$ 558,380**	**$ 6,215,320**


PARKS
30024
Suwanee
Georgia



DEBT SERVICE FUND

Fiscal Year 2016-2017

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 refunded 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 2017 is estimated at 1.5 mills. This millage rate is applied to the estimated assessed values for calendar year 2016. 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. This line item also includes the funds received from the 2015 URA bond refinance. These funds were placed in a trust to pay off the outstanding 2006 bonds on January 1, 2017.

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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
General Property Taxes	$ -	$ 1,498,445	$ 1,590,650	$ 1,589,220	$ 1,563,440
Investment Income	4,668	5,975	5,444	2,110	5,000
Other Financing Sources	1,592,110	-	-	4,348,010	-
TOTAL	**$ 1,596,778**	**$ 1,504,420**	**$ 1,596,094**	**$ 5,939,340**	**$ 1,568,440**

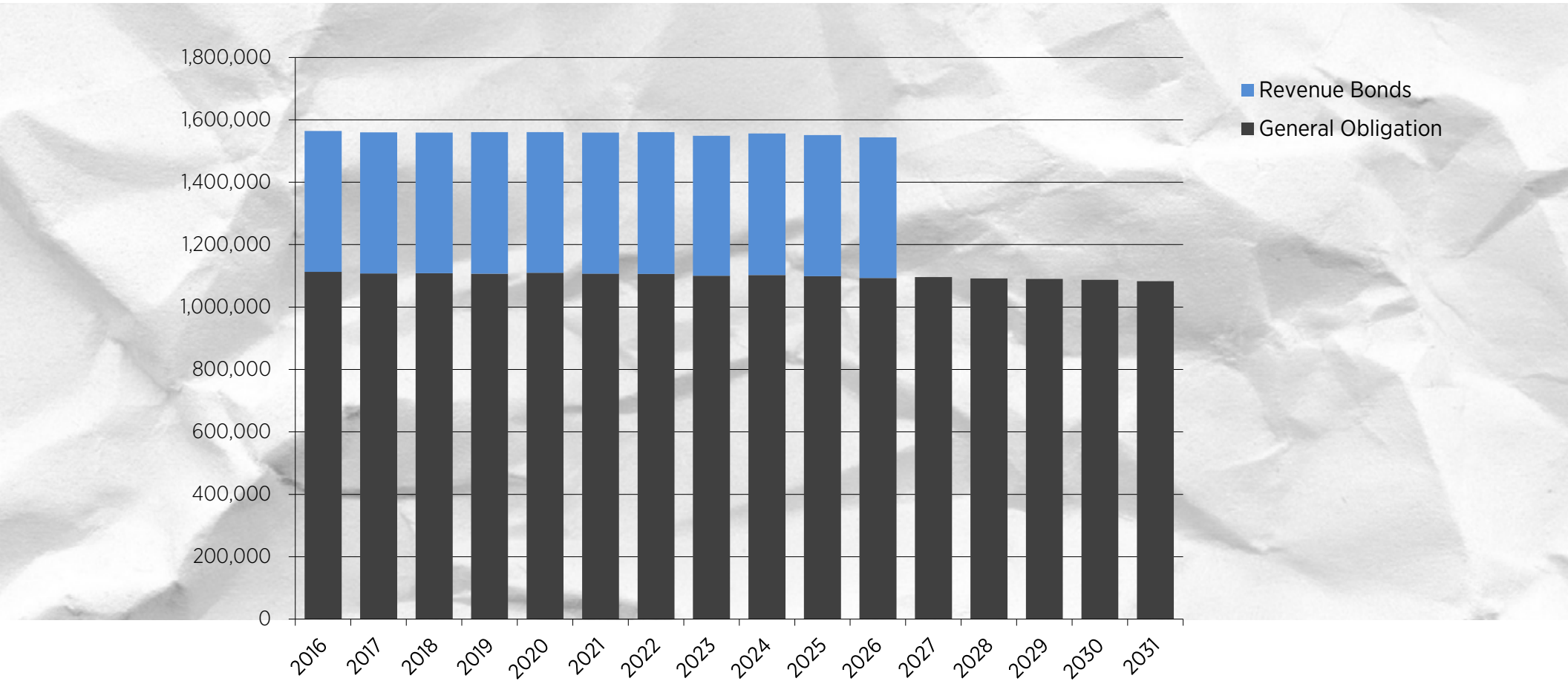
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Debt Service Principal	$ 780,000	$ 810,000	$ 840,000	$ 933,000	$ 956,000
Debt Service Interest	807,290	774,971	742,084	793,230	608,440
Fiscal Agent's Fees	-	2,150	3,075	3,100	4,000
Bond Issuance Costs	-	-	-	122,420	-
Other Financing Uses	-	-	-	4,087,590	-
TOTAL	**$ 1,587,290**	**$ 1,587,121**	**$ 1,585,159**	**$ 5,939,340**	**$ 1,568,440**

Summary of City Debt by Category as of 7/01/2016

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	12,825,000
Revenue Bonds		4,472,000
TOTAL	**$**	**17,297,000**

	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
2016	$ 590,000	$ 522,730	$ 1,112,730	$ 366,000	$ 85,703	$ 451,703	$ 1,564,433
2017	610,000	497,993	1,107,993	376,000	76,009	452,009	1,560,002
2018	635,000	473,092	1,108,092	382,000	68,657	450,657	1,558,749
2019	660,000	447,192	1,107,192	392,000	61,149	453,149	1,560,341
2020	690,000	420,193	1,110,193	397,000	53,495	450,495	1,560,688
2021	715,000	391,646	1,106,646	407,000	45,697	452,697	1,559,343
2022	745,000	361,533	1,106,533	416,000	37,714	453,714	1,560,247
2023	770,000	330,286	1,100,286	419,000	29,614	448,614	1,548,900
2024	805,000	297,802	1,102,802	432,000	21,359	453,359	1,556,161
2025	835,000	263,977	1,098,977	439,000	12,911	451,911	1,550,888
2026	865,000	228,374	1,093,374	446,000	4,326	450,326	1,543,700
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
TOTAL	**$ 12,825,000**	**$ 4,777,944**	**$ 17,602,944**	**$ 4,472,000**	**$ 496,634**	**$ 4,968,634**	**$ 22,571,578**

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, 2016 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 $12,825,000 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
2016	$ 590,000	$ 522,730	$ 1,112,730
2017	610,000	497,993	1,107,993
2018	635,000	473,092	1,108,092
2019	660,000	447,192	1,107,192
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
TOTAL	**$ 12,825,000**	**$ 4,777,944**	**$ 17,602,944**

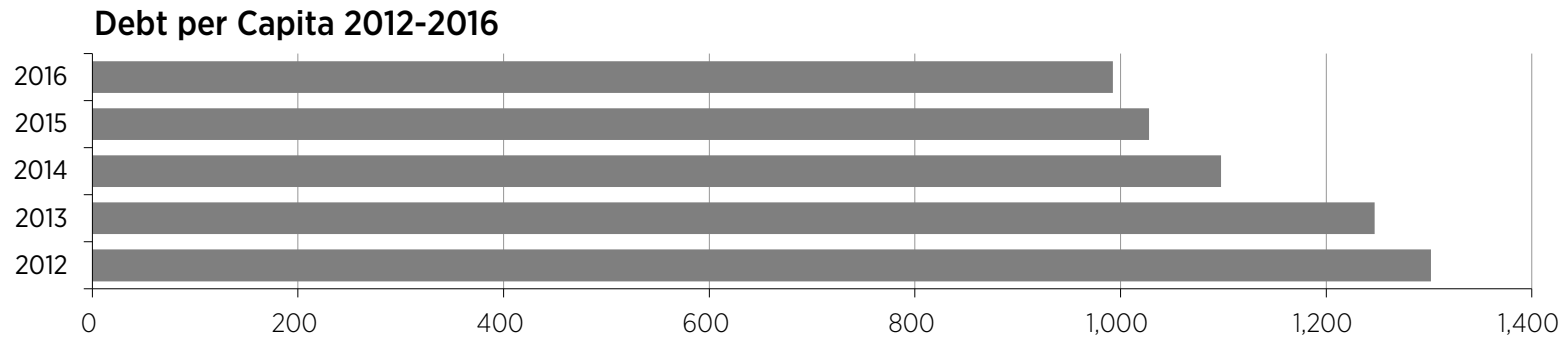
2006 Revenue Bonds

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.

On November 12, 2015, the City entered into a private placement, bank qualified refunding bond agreement with JP Morgan Chase Bank, 2015 URA refunding series. The City advanced refunded $3,890,000 of the City's 2006 URA bond series, maturing January 2017 through 2027. This advanced refunding is considered a legal defeasement of the 2006 URA bonds series January 2017 through 2027 with the new bond proceeds placed in a irrevocable trust. The 2015 URA refunding series has a non-callable rate of 1.94% and has been determined to have a present value savings of $180,855.

	2006 REVENUE BONDS			2015 REFUNDING REVENUE BONDS			
YEAR ENDING 31-DEC	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	COMIBED TOTAL DEBT SERVICE REQUIREMENTS
2016	$ 320,000	$ 5,600	$ 325,600	$ 46,000	$ 80,103	$ 126,103	$ 451,703
2017	-	-	-	376,000	76,009	452,009	452,009
2018	-	-	-	382,000	68,657	450,657	450,657
2019	-	-	-	392,000	61,149	453,149	453,149
2020	-	-	-	397,000	53,495	450,495	450,495
2021	-	-	-	407,000	45,697	452,697	452,697
2022	-	-	-	416,000	37,714	453,714	453,714
2023	-	-	-	419,000	29,614	448,614	448,614
2024	-	-	-	432,000	21,359	453,359	453,359
2025	-	-	-	439,000	12,911	451,911	451,911
2026	-	-	-	446,000	4,326	450,326	450,326
TOTAL	**$ 320,000**	**$ 5,600**	**$ 325,600**	**$ 4,152,000**	**$ 491,034**	**$ 4,643,034**	**$ 4,968,634**



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	ESTIMATED SHARE OF OVERLAPPING DEBT
Direct Debt:	
City of Suwanee	
General Obligation Bonds	$ 12,825,000
Revenue Bonds	4,472,000
TOTAL DIRECT DEBT	**$ 17,297,000**

JURISDICTION	ESTIMATED SHARE OF OVERLAPPING DEBT
Overlapping Debt:	
Gwinnett County General Obligation Bonds	$ 670,462
Gwinnett County Board of Education	47,887,208
TOTAL OVERLAPPING DEBT	**48,557,670**
TOTAL DIRECT AND OVERLAPPING DEBT	**$ 65,854,670**

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				
FISCAL YEAR	GENERAL OBLIGATION DEBT	REVENUE BONDS	TOTAL OUTSTANDING DEBT	PERCENTAGE OF PERSONAL INCOME	OUTSTANDING DEBT PER CAPITA
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	3.14%	1,098
2015	13,395,000	4,515,000	17,910,000	3.04%	1,028
2016	12,825,000	4,472,000	17,297,000	2.84%	993

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 Three 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 2014	FY 2015	FY 2016
Assessed value of all taxable property	**$ 1,072,129,730**	**$ 1,093,658,220**	**$ 1,122,172,400**
Debt limit 10% of assessed value	107,212,973	109,365,822	112,217,240
Less: Total debt applicable to limit	12,674,835	12,118,900	11,475,581
Legal debt margin available	**$ 94,538,138**	**$ 97,246,922**	**$ 100,741,659**
TOTAL DEBT APPLICABLE TO THE LIMIT AS A PERCENTAGE OF DEBT LIMIT	**11.82%**	**11.08%**	**10.23%**



ENTERPRISE FUND

Fiscal Year 2016-2017

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 352 metered customers. The current average consumption of water from the City's water system is approximately 46,034 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

SUMMARY OF REVENUES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Charge for Services	$ 153,714	$ 133,790	$ 134,194	$ 136,000	$ 140,000
Investment Income	357	929	1,448	1,000	1,500
Other Financing Sources	200,000	100,000	1,527	243,820	69,150
TOTAL	**$ 354,071**	**$ 234,719**	**$ 137,169**	**$ 380,820**	**$ 210,650**

SUMMARY OF EXPENSES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Administration	$ 32,673	$ 39,307	$ 39,672	$ 49,650	$ 49,650
Supply	6,831	13,989	7,529	17,000	17,000
Distribution	69,556	66,471	67,334	86,000	86,000
System Improvements	498	-	-	228,170	58,000
TOTAL	**$ 109,558**	**$ 119,767**	**$ 114,535**	**$ 380,820**	**$ 210,650**





FY 2017 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 - before 3 p.m.	$45.00
Re-Connect Fee - after 3 p.m.	$75.00
Returned Check Fee	$25.00

	TIER CATEGORY	FY 2017
Base	Up to 2,000 gallons	$20.50

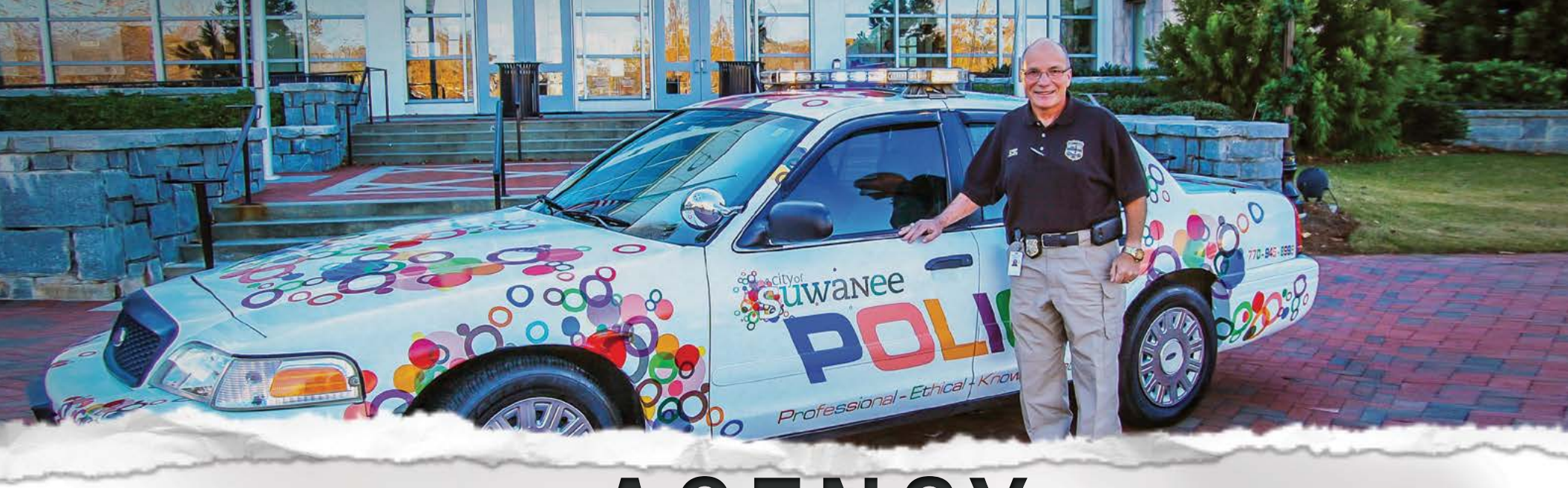
	RATE PER THOUSAND GALLONS FOR EACH TIER AMOUNT OF WATER USE OVER BASE AMOUNT OF 2,000 GALLONS	AMOUNT per 1,000 gallons
Tier 1	2,001 - 5,000 gallons	$3.66
Tier 2	5,001 - 8,000 gallons	$5.10
Tier 3	8,000 + gallons	$7.02

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 2017 have yet to be determined.

YEAR	PROJECT DESCRIPTION		FY 2016-2017 PROJECTED COST
FY 2017	Minimal expenditures in preparation of the relocation of the Master Meter and water line relocations associated with the Buford Highway Improvement Project. There is a scheduled April 2017 letting, which will only allow minimal expenditures during FY 17.	$	58,000
	BUDGET REQUEST AMOUNT TOTAL	**$**	**58,000**

YEAR OR POTENTIAL PHASE	PROJECT DESCRIPTION		2017 PROJECTED COST ESTIMATES
FY 2018	Master Meter Vaults Replacement/Relocation Project.	$	75,630
	Relocate/replace 6" line on Buford Highway and Russell Street in the area of the proposed round-about.		244,929
	Extend Davis Street line from King Street to White Street.		124,228
	Replace 2" line on Buford Highway from near Tire Omni to near the intersection with Lawrenceville-Suwanee Road.		150,893
	Replace 2" line on Buford Highway from last fire hydrant south of Davis Street to our last customer (just before the Gwinnett County Public School Bus Facility).		92,141
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.		271,273
	Replace all water meters and convert to AMR (automatic meter reading).		120,335
Phase V	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).		494,368
Phase VI	Replace lines on Scales Street, Scales Road, Main Street, and Russell Street.		366,228
Phase VII	Replace 6" line on Davis Street from King Street to Virginia Avenue.		303,559
	Replace 2" line on White Street from Davis Street to White Lane.		284,198
Phase VIII	Replace 2" line on Whitlock Avenue from King Street to Plum Street.		172,240
	Replace 2" line on Plum Street from Whitlock Avenue to Martin Farm Road.		67,125
	Replace PVC line on Bluegrass Trail.		67,796
Phase IX	Connect Bluegrass Trail to Greenpark Drive.		53,015
	Replace 2" line on Calaboose Street from Jackson Street to Scales Road.		85,265
	Replace the 2" line on Mary Lou Street.		97,358
	TOTAL	**$**	**3,070,581**



AGENCY FUND

Fiscal Year 2016-2017

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 2017 projections used a rolling three year average of receipts received for fiscal year 2014 through 2016 to project a twelve month total.

SUMMARY OF REVENUES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Fines and Forfeitures	$ 1,663,733	$ 2,164,631	$ 2,830,714	$ 2,426,000	$ 2,351,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional and Technical	$ 92,303	$ 126,215	$ 138,825	$ 140,000	$ 132,000
Other Costs	523,006	614,030	826,586	668,230	721,000
Other Financing Uses-Transfers	916,625	1,494,216	1,898,791	1,617,770	1,498,000
TOTAL	**$ 1,531,934**	**$ 2,234,461**	**$ 2,864,202**	**$ 2,426,000**	**$ 2,351,000**





Mock Trial Participants



LINE ITEM

Fiscal Year 2016-2017

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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET	% Change
General Property Taxes	$ 6,801,079	$ 4,958,539	$ 5,189,272	$ 5,490,750	$ 5,676,300	1.4%
Selective Sales and Use Taxes	1,130,945	1,353,539	1,391,943	1,359,720	1,334,940	-5.0%
Business Taxes	1,693,350	1,757,237	1,845,285	1,923,160	2,064,500	7.5%
Penalty and Interest on Taxes	54,438	5,979	7,217	12,500	12,750	0%
Licenses and Permits	239,041	248,458	263,015	282,620	287,370	-2.6%
Regulatory Fees	409,645	340,237	338,603	450,000	426,200	-5.3%
Intergovernmental Grants	997,894	808,671	798,776	1,167,190	876,800	-24.9%
Charge for Services	106,532	110,438	103,476	105,580	111,460	5.6%
Fines and Forfeitures	916,625	1,494,216	1,898,791	1,617,770	1,524,000	-5.8%
Investment Income	23,020	32,432	39,487	33,500	41,000	22.4%
Contributions and Donations	3,936	50	275	5,000	5,000	0%
Miscellaneous Revenues	36,822	35,819	26,702	40,000	40,000	0%
Other Financing Sources	5,612	24,952	2,185	1,555,000	5,000	-99.7%
TOTAL REVENUES	**$ 12,418,939**	**$ 11,170,567**	**$ 11,905,027**	**$ 14,042,790**	**$ 12,405,320**	**-11.7%**

SUMMARY OF GENERAL FUND EXPENDITURES

DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET	% CHANGE
Governing Body	$ 132,952	$ 122,395	$ 129,467	$ 146,650	$ 138,050	-5.9%
Legislative Committees	3,627	3,243	3,823	7,850	8,750	20.9%
Chief Executive	400,011	396,676	345,331	441,840	429,040	-2.9%
General Administration	239,680	220,523	189,735	379,490	359,110	-5.4%
Financial Administration	691,744	667,182	451,755	506,640	544,290	7.4%
Law	34,174	22,696	23,294	30,000	38,000	26.7%
Data Processing/MIS	207,078	160,449	172,633	212,050	206,800	-2.5%
General Government Buildings	248,634	293,304	281,900	293,500	318,950	8.7%
Public Information	131,122	136,029	140,416	156,040	152,640	-2.0%
Business Services	-	-	353,302	386,290	421,180	9.0%
Municipal Court	297,446	336,530	379,879	447,900	475,520	6.2%
Police Administration	365,540	382,681	391,798	420,330	420,840	0.1%
Criminal Investigation	196,409	293,164	318,040	483,460	490,870	1.5%
Patrol	2,418,895	2,469,124	2,450,813	2,885,010	2,935,950	1.8%
Records & Identification	71,664	73,020	75,484	85,860	87,760	2.2%
Police Training	135,350	132,712	121,991	209,890	207,360	-1.2%
Special Detail Services	35,341	44,136	35,227	70,500	54,600	-22.6%
Police Stations & Buildings	159,708	155,782	144,428	179,800	175,950	-2.1%
Police Substation & Training Center	34,494	39,124	39,018	49,400	47,900	-1.0%
Dispatcher	477,222	486,392	456,989	937,770	560,060	-40.3%
Public Relations	92,988	85,377	74,390	88,420	86,330	-2.4%
Public Works Administration	1,570,084	1,620,869	1,699,961	1,978,690	2,185,480	10.5%
Paved Streets	54,944	93,379	98,638	113,960	129,180	-8.1%
Storm Drainage	31,201	40,167	40,101	43,680	43,230	-1.0%
Special Facilities & Activities	103,759	110,794	126,110	170,750	148,500	-13.0%
Park Areas	166,295	156,682	159,886	183,580	188,340	-2.7%
Protective Inspection Administration	118,301	133,016	135,434	220,710	179,750	-18.6%
Planning & Zoning	405,125	422,109	491,668	497,120	662,950	34.4%
Code Enforcement	26,462	38,874	42,866	76,600	79,140	3.3%
Economic Development & Assistance	297,364	316,217	393,128	438,210	457,450	4.4%
Downtown Suwanee	40,807	71,714	84,494	106,700	101,850	-4.5%
Other Financing Uses	2,467,581	1,894,790	1,716,494	1,794,100	69,500	-96.1%
TOTAL EXPENDITURES	**$ 11,656,002**	**$ 11,419,150**	**$ 11,568,493**	**$ 14,042,790**	**$ 12,405,320**	**-11.7%**
Revenues (over) under Expenditures	$ 762,937	$ (248,583)	$ (336,534)	$	$	n/a

LINE ITEM REVENUES

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
General Property Taxes						
100-0000-311079	Real Property Current	$ 3,743,899	$ 2,375,738	$ 2,588,653	$ 2,929,710	$ 3,111,750
100-0000-311080	Real Property Prior Years	215,003	129,363	32,098	25,000	25,000
100-0000-311279	Personal Property Current	678,318	451,571	454,354	481,750	481,980
100-0000-311280	Personal Property Prior Years	4,702	7,114	263	3,000	3,000
100-0000-311600	Real Transfer Intangible	111,575	82,740	137,225	104,650	116,400
100-0000-311710	Franchise Tax Electric	1,299,276	1,253,010	1,349,516	1,349,520	1,373,530
100-0000-311730	Franchise Tax Gas	95,876	97,503	104,992	107,320	104,620
100-0000-311750	Franchise Tax Television	241,020	256,450	270,579	268,800	272,620
100-0000-311760	Franchise Tax Telephone	119,203	117,602	120,430	119,000	119,000
100-0000-318000	Other Taxes Motor Vehicle	292,207	187,448	131,162	102,000	68,400
	TOTAL	**6,801,079**	**4,958,539**	**5,189,272**	**5,490,750**	**5,676,300**
Selective Sales and Use Taxes						
100-0000-314100	Hotel/Motel	189,941	209,356	239,447	222,000	161,240
100-0000-314200	Alcoholic Beverage Excise	782,059	743,228	740,332	740,000	782,000
100-0000-314300	Local Option Mixed Drink	83,803	91,843	92,724	90,900	98,000
100-0000-314400	Energy Excise Tax	587	2,184	4,140	3,700	5,600
100-0000-314500	Title Ad Valorem Tax	74,555	306,928	315,300	303,120	288,100
	TOTAL	**1,130,945**	**1,353,539**	**1,391,943**	**1,359,720**	**1,334,940**
Business Taxes						
100-0000-316100	Business & Occupational Tax	847,560	863,624	931,493	955,000	955,000
100-0000-316200	Insurance Premium from State	764,988	792,072	828,169	863,160	925,000
100-0000-316300	Financial Institutions	80,802	101,541	85,623	105,000	144,500
	TOTAL	**1,693,350**	**1,757,237**	**1,845,285**	**1,923,160**	**2,064,500**
Penalty & Interest on Taxes						
100-0000-319110	Real Estate Penalties & Interest	44,422	5,422	6,332	10,000	10,250
100-0000-319120	Personal Penalties & Interest	10,016	557	485	2,500	2,500
100-0000-319500	FifFa	-	-	400	-	-
	TOTAL	**54,438**	**5,979**	**7,217**	**12,500**	**12,750**
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	62,250	64,300	67,500	70,000	75,000
100-0000-321130	Regulatory Fees Liquor	118,750	128,750	138,750	145,000	143,750
100-0000-321220	Regulatory Fees Insurance	28,300	30,312	31,488	33,120	35,120
100-0000-321290	Other Business License Peddlers	5,116	1,906	501	6,000	6,000
100-0000-322210	Zoning & Land Use Development	8,575	11,015	9,561	11,500	11,500
100-0000-322230	Sign	16,050	12,175	15,215	17,000	16,000
100-0000-322100	Building Structure-Buildings	409,645	340,237	338,603	450,000	426,000
	TOTAL	$ **648,686**	$ **588,695**	$ **601,618**	$ **732,620**	$ **713,570**

LINE ITEM REVENUES (CONTINUED)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Intergovernmental Grants						
100-0000-331103	Intergovernmental Grants-SDS	$ 981,452	$ 802,196	$ 793,776	$ 1,152,190	$ 871,800
100-0000-337000	Intergovernmental Grants-State	15,442	-	-	-	-
100-0000-337001	GOSH Grant	-	-	-	10,000	-
100-0000-337002	Intergovernmental Grants-Local	1,000	6,475	-	-	-
100-0000-337600	Mary P. Dociani Halloran Found.	-	-	5,000	5,000	5,000
	TOTAL	**997,894**	**808,671**	**798,776**	**1,167,190**	**876,800**
Charges for Services						
100-0000-341391	Development Plan Review	8,824	11,316	23,202	20,900	21,900
100-0000-342100	Special Events-Police Service	39,870	46,110	37,680	50,000	55,000
100-0000-342104	Special Events-Billing	11,095	11,445	14,208	12,500	12,500
100-0000-342110	Special Events-Miscellaneous	11,347	8,165	7,547	-	-
100-0000-342120	Accident Reports	4,847	7,293	1,264	5,000	-
100-0000-342900	Other Special Police Service	27,999	21,929	15,825	13,000	16,060
100-0000-346900	Background Check Fee	2,550	4,180	3,750	4,180	6,000
	TOTAL	**106,532**	**110,438**	**103,476**	**105,580**	**111,460**
Fines and Forfeitures						
100-0000-351170	Municipal Court	916,625	1,494,216	1,898,791	1,617,770	1,524,000
	TOTAL	**916,625**	**1,494,216**	**1,898,791**	**1,617,770**	**1,524,000**
Investment Income						
100-0000-361000	Interest Revenues	23,020	32,432	39,487	33,500	41,000
	TOTAL	**23,020**	**32,432**	**39,487**	**33,500**	**41,000**
Contributions Donations						
100-0000-371070	Contributions & Donations	3,936	50	275	5,000	5,000
	TOTAL	**3,936**	**50**	**275**	**5,000**	**5,000**
Miscellaneous						
100-0000-381000	Rents & Royalties	5,660	5,487	8,205	-	-
100-0000-389000	Other Miscellaneous Revenues	31,162	30,332	18,597	40,000	40,000
100-0000-389100	Cash Drawer-Overage (Shortage)	-	-	(100)	-	-
	TOTAL	**36,822**	**35,819**	**26,702**	**40,000**	**40,000**
Other Financing Sources						
100-0000-391100	Operating Transfer In	-	16,670	-	-	-
100-0000-392100	Sale of General Fixed Assets	5,612	8,282	2,185	5,000	5,000
100-0000-393000	Budgeted Fund Balance	-	-	-	1,550,000	-
	TOTAL	**5,612**	**24,952**	**2,185**	**1,555,000**	**5,000**
	TOTAL REVENUES	**$ 12,418,939**	**$ 11,170,567**	**$ 11,905,027**	**$ 14,042,790**	**$ 12,405,320**

Governing Body

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 62,100	$ 62,100	$ 68,909	$ 69,000	$ 69,000
	TOTAL	**62,100**	**62,100**	**68,909**	**69,000**	**69,000**
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,850	3,850	4,185	4,400	4,400
100-1110-512300	Employee Benefits-Mcare	901	900	979	1,000	1,000
	TOTAL	**4,751**	**4,750**	**5,164**	**5,400**	**5,400**
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	1,060	381	9	250	250
100-1110-523500	Other Purchase Srv-Travel	13,111	16,060	7,793	15,000	11,500
100-1110-523600	Other Purchase Srv-Dues & Fees	29,828	26,697	27,153	33,500	30,000
100-1110-523700	Other Purchase Srv-Education	10,442	4,075	10,610	11,600	10,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	900	900
	TOTAL	**55,316**	**48,088**	**46,440**	**61,250**	**52,650**
Supplies						
100-1110-531100	Supplies-General Supplies	1,844	1,451	1,033	2,000	2,000
100-1110-531300	Supplies-Food	8,941	6,006	7,842	8,000	8,000
	TOTAL	**10,785**	**7,457**	**8,875**	**10,000**	**10,000**
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	-	-	79	1,000	1,000
	TOTAL	**-**	**-**	**79**	**1,000**	**1,000**
	TOTAL GOVERNING BODY	**$ 132,952**	**$ 122,395**	**$ 129,467**	**$ 146,650**	**$ 138,050**

Legislative Committees

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 3,317	$ 3,000	$ 3,450	$ 5,100	$ 6,000
	TOTAL	**3,317**	**3,000**	**3,450**	**5,100**	**6,000**
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	199	182	209	400	400
100-1120-512300	Employee Benefits-Mcare	47	42	49	100	100
	TOTAL	**246**	**224**	**258**	**500**	**500**
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	-	-	115	2,000	2,000
	TOTAL	**-**	**-**	**115**	**2,000**	**2,000**
Supplies						
100-1120-531100	Supplies-General Supplies	64	19	-	250	250
	TOTAL	**64**	**19**	**-**	**250**	**250**
	TOTAL LEGISLATIVE COMMITTEES	**$ 3,627**	**$ 3,243**	**$ 3,823**	**$ 7,850**	**$ 8,750**

Chief Executive

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 261,281	$ 252,317	$ 234,846	$ 263,100	$ 275,500
100-1320-511300	Salaries & Wages Overtime	-	-	-	750	750
	TOTAL	**261,281**	**252,317**	**234,846**	**263,850**	**276,250**
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	43,436	53,852	49,646	57,050	63,630
100-1320-512200	Employee Benefits-SS	14,456	14,185	12,135	16,360	17,130
100-1320-512300	Employee Benefits-Mcare	3,603	3,533	3,156	3,830	4,010
100-1320-512400	Employee Benefits-Retirement	20,711	16,424	15,051	17,500	14,700
100-1320-512700	Employee Benefits-Workers Comp	1,255	1,153	919	2,300	1,300
100-1320-512920	Employee Benefits-Other Disability	2,412	2,196	1,728	2,310	2,320
100-1320-512930	Employee Benefits-Wellness	150	404	750	450	450
	TOTAL	**86,023**	**91,747**	**83,385**	**99,800**	**103,540**
Purchased Professional & Technical						
100-1320-521230	Purchase Contract Service-Professional	5,600	2,650	-	30,000	10,000
	TOTAL	**5,600**	**2,650**	**-**	**30,000**	**10,000**
Other Purchased Services						
100-1320-523200	Other Purchase Srv-Communication	126	280	226	500	500
100-1320-523400	Other Purchase Srv-Printing	13,725	4,963	1,925	3,900	1,500
100-1320-523500	Other Purchase Srv-Travel	2,189	5,200	1,020	5,000	4,000
100-1320-523600	Other Purchase Srv-Dues & Fees	11,038	8,422	5,340	12,000	9,000
100-1320-523700	Other Purchase Srv-Education	1,145	792	1,475	3,650	3,150
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract	5,545	9,605	6,875	2,400	5,000
	TOTAL	**34,643**	**30,137**	**17,736**	**28,350**	**24,050**
Supplies						
100-1320-531100	Supplies-General Supplies	6,842	7,536	3,496	9,100	5,100
100-1320-531270	Supplies-Gasoline	952	979	546	900	900
100-1320-531300	Supplies-Food	4,670	4,972	4,340	7,000	6,500
100-1320-531400	Supplies-PlayTown Suwanee Birthday	-	1,433	260	-	-
100-1320-531600	Supplies-Books & Periodicals	-	512	157	600	600
	TOTAL	**12,464**	**15,432**	**8,799**	**17,600**	**13,100**
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	-	4,393	565	2,240	2,100
	TOTAL	**-**	**4,393**	**565**	**2,240**	**2,100**
	TOTAL CHIEF EXECUTIVE	**$ 400,011**	**$ 396,676**	**$ 345,331**	**$ 441,840**	**$ 429,040**

General Administration

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 162,416	$ 154,362	$ 124,467	$ 193,370	$ 185,700
	TOTAL	**162,416**	**154,362**	**124,467**	**193,370**	**185,700**
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	9,910	9,633	14,096	49,400	55,830
100-1500-512200	Employee Benefits-SS	9,733	9,222	7,314	12,120	11,520
100-1500-512300	Employee Benefits-Mcare	2,277	2,156	1,711	2,840	2,700
100-1500-512400	Employee Benefits-Retirement	4,519	4,423	5,494	11,300	9,300
100-1500-512700	Employee Benefits-Workers Comp	752	692	551	1,380	800
100-1500-512920	Employee Benefits-Other Disability	926	941	985	2,130	2,310
100-1500-512930	Employee Benefits-Wellness	200	147	782	450	450
	TOTAL	**28,317**	**27,214**	**30,933**	**79,620**	**82,910**
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	28,434	8,001	4,783	47,000	30,000
	TOTAL	**28,434**	**8,001**	**4,783**	**47,000**	**30,000**
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	159	241	499	700	500
100-1500-523300	Other Purchase Srv-Advertising	4,067	5,472	5,429	10,300	10,000
100-1500-523400	Other Purchase Srv-Printing	156	133	542	1,000	2,000
100-1500-523500	Other Purchase Srv-Travel	2,310	5,590	1,524	3,000	3,000
100-1500-523600	Other Purchase Srv-Dues & Fees	1,152	1,134	1,709	2,000	2,000
100-1500-523700	Other Purchase Srv-Education	3,074	4,358	3,427	6,000	6,000
100-1500-523710	Other Purchase Srv-Education Citywide	-	2,500	-	5,000	5,000
100-1500-523850	Other Purchase Srv-Contract	4,785	6,259	11,952	18,000	21,000
	TOTAL	**15,703**	**25,687**	**25,082**	**46,000**	**49,500**
Supplies						
100-1500-531100	Supplies-General Supplies	1,369	2,243	2,534	6,000	3,000
100-1500-531300	Supplies-Food	1,087	1,674	950	3,000	2,000
100-1500-531400	Supplies-Books & Periodicals	1,864	1,074	-	2,500	2,500
	TOTAL	**4,320**	**4,991**	**3,484**	**11,500**	**7,500**
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	490	268	986	2,000	3,500
	TOTAL	**490**	**268**	**986**	**2,000**	**3,500**
	TOTAL GENERAL ADMINISTRATION	**$ 239,680**	**$ 220,523**	**$ 189,735**	**$ 379,490**	**$ 359,110**

Financial Administration

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 401,561	$ 414,438	$ 258,127	$ 286,700	$ 309,500
100-1511-511300	Salaries & Wages Overtime	870	1,080	-	1,500	1,500
	TOTAL	**402,431**	**415,518**	**258,127**	**288,200**	**311,000**
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	63,831	70,909	54,662	62,220	84,840
100-1511-512200	Employee Benefits-SS	24,188	24,754	15,035	17,700	19,200
100-1511-512300	Employee Benefits-Mcare	5,658	5,788	3,517	4,150	4,500
100-1511-512400	Employee Benefits-Retirement	35,511	30,330	19,668	22,660	27,280
100-1511-512700	Employee Benefits-Workers Comp	1,204	1,095	759	1,400	1,100
100-1511-512920	Employee Benefits-Other Disability	3,698	3,663	2,263	2,820	3,850
100-1511-512930	Employee Benefits-Wellness	200	421	873	750	750
	TOTAL	**134,290**	**136,960**	**96,777**	**111,700**	**141,520**
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	41,000	39,000	36,000	45,000	38,000
100-1511-521210	Purchase Contract Srv-Survey	11,400	-	11,700	-	-
	TOTAL	**52,400**	**39,000**	**47,700**	**45,000**	**38,000**
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	13,907	12,243	1,953	5,000	4,000
100-1511-523300	Other Purchase Srv-Advertising	1,007	1,227	1,307	1,750	1,500
100-1511-523400	Other Purchase Srv-Printing	17,901	18,323	6,520	11,150	10,000
100-1511-523500	Other Purchase Srv-Travel	12,905	7,093	7,963	8,250	7,250
100-1511-523600	Other Purchase Srv-Dues & Fees	12,509	8,096	11,329	13,500	12,500
100-1511-523700	Other Purchase Srv-Education	8,541	6,344	4,502	8,050	6,250
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	10,259	2,205	-	650	-
	TOTAL	**77,904**	**56,406**	**34,449**	**49,250**	**42,400**
Supplies						
100-1511-531100	Supplies-General Supplies	13,208	9,489	8,161	7,000	6,000
100-1511-531300	Supplies-Food	2,916	2,025	1,443	1,250	1,000
100-1511-531400	Supplies-Books & Periodicals	2,326	1,858	1,760	2,000	1,750
	TOTAL	**18,450**	**13,372**	**11,364**	**10,250**	**8,750**
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	6,269	5,926	3,338	2,240	2,620
	TOTAL	**6,269**	**5,926**	**3,338**	**2,240**	**2,620**
	TOTAL FINANCIAL ADMINISTRATION	**$ 691,744**	**$ 667,182**	**$ 415,755**	**$ 506,640**	**$ 544,290**

Law

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 34,174	$ 22,696	$ 23,294	$ 30,000	$ 38,000
	TOTAL	**34,174**	**22,696**	**23,294**	**30.000**	**38.000**
	TOTAL LAW	**$ 34,174**	**$ 22,696**	**$ 23,294**	**$ 30,000**	**$ 38,000**

Data Processing

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Total Tech	$ 93,827	$ 94,311	$ 93,789	$ 96,950	$ 103,950
100-1535-521230	Purchase Contract Service-Accounting	41,576	-	23,445	35,500	40,000
	TOTAL	**135,403**	**94,311**	**117,234**	**132,450**	**143,950**
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	3,250	2,027	597	4,500	5,500
	TOTAL	**3,250**	**2,027**	**597**	**4,500**	**5,500**
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	1,095	2,470	5,540	6,000	2,000
	TOTAL	**1,095**	**2,470**	**5,540**	**6,000**	**2,000**
Supplies						
100-1535-531100	Supplies-General Supplies	3,596	1,859	3,933	3,500	3,500
	TOTAL	**3,596**	**1,859**	**3,933**	**3,500**	**3,500**
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	3,088	5,121	3,343	3,000	5,000
100-1535-542401	Machinery & Equipment-Server	-	5,401	4,816	5,000	5,000
100-1535-542402	Machinery & Equipment-Software	18,088	19,179	9,685	19,850	19,850
100-1535-542403	Machinery & Equipment-Acctg Software	15,834	15,500	5,040	10,000	-
100-1535-542404	Machinery & Equipment-Other	16,844	4,581	-	5,000	22,000
100-1535-542406	Machinery & Equipment-New Project	9,880	10,000	22,445	22,750	-
	TOTAL	**63,734**	**59,782**	**45,329**	**65,600**	**51,850**
	TOTAL DATA PROCESSING	**$ 207,078**	**$ 160,449**	**$ 172,633**	**$ 212,050**	**$ 206,800**

General Government Buildings

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services						
100-1565-522110	Purchase Property Srv-Disposal	$ 1,164	$ 1,483	$ 1,708	$ 2,000	$ 2,000
100-1565-522200	Purchase Property Srv-Repair	8,636	13,844	22,601	18,900	19,000
100-1565-522310	Purchase Property Srv-Rental-Land/Building	540	2,976	1,846	3,200	3,700
100-1565-522320	Purchase Property Srv-Rental	9,627	9,637	13,287	11,000	11,000
	TOTAL	**19,967**	**27,940**	**39,442**	**35,100**	**35,700**
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	121,695	116,540	112,101	123,150	140,000
100-1565-523200	Other Purchase Srv-Communication	30,494	34,404	43,683	40,000	44,000
100-1565-573000	Other Costs-Payments to Other	500	44,406	10,362	5,100	5,500
	TOTAL	**152,689**	**195,350**	**166,146**	**168,250**	**189,500**
Supplies						
100-1565-531100	Supplies-General Supplies	13,965	10,815	17,121	16,000	15,500
100-1565-531210	Supplies-Water & Sewer	6,434	3,163	2,933	11,500	11,500
100-1565-531220	Supplies-Natural Gas	1,090	1,005	861	1,500	2,000
100-1565-531230	Supplies-Electricity	47,980	49,712	53,809	58,500	60,000
100-1565-531600	Supplies-Small Equipment	6,509	5,319	1,588	2,650	4,750
	TOTAL	**75,978**	**70,014**	**76,312**	**90,150**	**93,750**
	TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 248,634**	**$ 293,304**	**$ 281,900**	**$ 293,500**	**$ 318,950**

Public Information

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 61,494	$ 64,101	$ 67,037	$ 71,230	$ 67,540
	TOTAL	**61,494**	**64,101**	**67,037**	**71,230**	**67,540**
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	8,988	9,372	10,348	6,710	7,020
100-1570-512200	Employee Benefits-SS	3,470	3,742	3,834	4,420	4,200
100-1570-512300	Employee Benefits-Mcare	811	875	897	1,040	1,000
100-1570-512400	Employee Benefits-Retirement	6,644	5,790	5954	5,920	6,100
100-1570-512700	Employee Benefits-Workers Comp	263	242	168	420	300
100-1570-512920	Employee Benefits-Other Disability	652	665	669	750	680
100-1570-512930	Employee Benefits-Wellness	50	-	182	150	150
	TOTAL	**$ 20,878**	**$ 20,686**	**$ 22,052**	**$ 19,410**	**$ 19,450**

Public Information (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	$ 1,143	$ 461	$ 171	$ 350	$ 350
100-1570-523210	Other Purchase Srv-Newsletter	19,462	22,958	26,196	25,000	30,000
100-1570-523400	Other Purchase Srv-Printing	10	31	57	500	500
100-1570-523410	Other Purchase Srv-Printing Newsletter	25,199	26,046	22,183	31,000	26,000
100-1570-523500	Other Purchase Srv-Travel	1,072	73	136	1,500	1,500
100-1570-523600	Other Purchase Srv-Dues & Fees	730	730	2,209	1,700	1,700
100-1570-523700	Other Purchase Srv-Education	975	434	2	1,950	1,200
	TOTAL	**48,591**	**50,733**	**50,953**	**62,000**	**61,250**
Supplies						
100-1570-531100	Supplies-General Supplies	159	412	277	700	700
100-1570-531400	Supplies-Books & Periodicals	-	97	97	500	500
	TOTAL	**159**	**509**	**374**	**1,200**	**1,200**
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	-	-	-	2,200	3,200
	TOTAL	**-**	**-**	**-**	**2,200**	**3,200**
	TOTAL PUBLIC INFORMATION	**$ 131,122**	**$ 136,029**	**$ 140,416**	**$ 156,040**	**$ 152,640**

Business Services

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-1590-511100	Salaries & Wages Regular	$ -	$ -	$ 230,594	$ 238,390	$ 252,250
100-1590-511300	Salaries & Wages Overtime	-	-	-	1,500	750
	TOTAL	**-**	**-**	**230,594**	**239,890**	**253,000**
Personal Services-Employee Benefits						
100-1590-512100	Employee Benefits-Group Health	-	-	43,481	49,680	70,650
100-1590-512200	Employee Benefits-SS	-	-	13,551	14,290	15,700
100-1590-512300	Employee Benefits-Mcare	-	-	3,169	3,340	3,700
100-1590-512400	Employee Benefits-Retirement	-	-	17,584	18,790	22,710
100-1590-512700	Employee Benefits-Workers Comp	-	-	759	2,150	1,600
100-1590-512920	Employee Benefits-Other Disability	-	-	1,933	2,480	3,470
100-1590-512930	Employee Benefits-Wellness	-	-	1,055	1,100	600
	TOTAL	**-**	**-**	**81,532**	**91,830**	**118,430**
Purchased Professional & Technical						
100-1590-521292	Purchase Contract Srv-Professional	-	-	2,556	250	250
	TOTAL	**$ -**	**$ -**	**$ 2,556**	**$ 250**	**$ 250**

Business Services (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services		$	$	$	$	$
100-1590-522320	Purchase Property Services Rental	-	-	-	-	4,500
	TOTAL	**-**	**-**	**-**	**-**	**4,500**
Other Property Services						
100-1590-523200	Other Purchase Srv-Communication	-	-	9,818	11,000	11,000
100-1590-523300	Other Purchase Srv-Advertising	-	-	200	500	500
100-1590-523400	Other Purchase Srv-Printing	-	-	6,756	6,000	6,000
100-1590-523500	Other Purchase Srv-Travel	-	-	3,282	7,750	6,750
100-1590-523600	Other Purchase Srv-Dues & Fees	-	-	3,603	5,000	4,000
100-1590-523700	Other Purchase Srv-Education	-	-	737	5,000	4,000
100-1590-523850	Other Purchase Srv-Contract	-	-	5,400	2,500	2,500
	TOTAL	**-**	**-**	**29,796**	**37,750**	**34,750**
Supplies						
100-1590-531100	Supplies-General Supplies	-	-	4,484	6,000	5,000
100-1590-531300	Supplies-Food	-	-	1,386	1,250	1,250
100-1590-531400	Supplies-Books & Periodicals	-	-	-	1,000	1,000
	TOTAL	**-**	**-**	**5,870**	**8,250**	**7,250**
Capital Outlay						
100-1590-542400	Machinery & Equipment-Computers	-	-	2,954	8,320	3,000
	TOTAL	**-**	**-**	**2,954**	**8,320**	**3,000**
	TOTAL BUSINESS SERVICES	**$ -**	**$ -**	**$ 353,302**	**$ 386,290**	**$ 421,180**

Municipal Court

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 194,338	$ 216,205	$ 254,505	$ 300,070	$ 313,730
100-2650-511300	Salaries & Wages Overtime	1,087	404	99	1,500	750
	TOTAL	**195,425**	**216,609**	**254,604**	**301,570**	**314,480**
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	35,009	41,489	40,940	42,350	49,880
100-2650-512200	Employee Benefits-SS	11,845	13,117	15,298	19,750	20,200
100-2650-512300	Employee Benefits-Mcare	2,771	3,067	3,578	4,620	5,000
100-2650-512400	Employee Benefits-Retirement	12,802	11,500	11,812	12,420	16,810
100-2650-512700	Employee Benefits-Workers Comp	766	3,215	952	1,400	800
100-2650-512920	Employee Benefits-Other Disability	1,319	1,359	1,328	1,540	2,510
100-2650-512930	Employee Benefits-Wellness	100	10	248	600	600
	TOTAL	**64,612**	**73,757**	**74,156**	**82,680**	**95,800**
Purchased Professional & Technical						
100-2650-521292	Purchase Contract Srv-Legal Fees Appeal	(601)	1,612	6,075	5,000	4,000
	TOTAL	**(601)**	**1,612**	**6,075**	**5,000**	**4,000**
Purchased Property Services						
100-2650-522110	Purchase Property Srv-Disposal	-	-	120	500	500
100-2650-522320	Purchase Property Srv-Rental	5,223	4,162	4,850	5,000	9,500
	TOTAL	**5,223**	**4,162**	**4,970**	**5,500**	**10,000**
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	10,030	9,988	9,638	10,600	12,910
100-2650-523200	Other Purchase Srv-Communication	1,170	2,083	2,732	3,000	3,000
100-2650-523400	Other Purchase Srv-Printing	437	735	479	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	1,579	4,319	2,704	6,000	5,000
100-2650-523600	Other Purchase Srv-Dues & Fees	1,588	1,124	1,187	2,500	2,000
100-2650-523700	Other Purchase Srv-Education	2,680	2,815	3,689	7,000	6,000
	TOTAL	**17,484**	**21,064**	**20,429**	**30,100**	**29,190**
Supplies						
100-2650-531100	Supplies-General Supplies	2,504	2,915	4,211	6,000	5,000
100-2650-531210	Supplies-Water & Sewer	452	498	377	500	500
100-2650-531230	Supplies-Electricity	10,712	11,858	12,110	12,550	12,550
100-2650-531300	Supplies-Food	378	433	220	1,200	1,200
100-2650-531400	Supplies-Books & Periodicals	58	64	66	500	500
	TOTAL	**14,104**	**15,768**	**16,984**	**20,750**	**19,750**
Capital Outlay						
100-2650-542400	Machinery & Equipment-Computers	1,199	3,558	2,661	2,300	2,300
	TOTAL	**1,199**	**3,558**	**2,661**	**2,300**	**2,300**
	TOTAL MUNICIPAL COURT	**$ 297,446**	**$ 336,530**	**$ 379,879**	**$ 447,900**	**$ 475,520**

Police Administration

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 246,946	$ 253,286	$ 274,940	$ 263,790	$ 260,000
100-3210-511300	Salaries & Wages Overtime	-	-	59	750	750
	TOTAL	**246,946**	**253,286**	**274,999**	**264,540**	**260,750**
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	29,527	37,295	34,448	46,100	63,620
100-3210-512200	Employee Benefits-SS	15,094	15,480	16,527	16,590	16,200
100-3210-512300	Employee Benefits-Mcare	3,532	3,765	3,866	3,880	3,800
100-3210-512400	Employee Benefits-Retirement	25,428	21,952	22,577	24,080	23,470
100-3210-512700	Employee Benefits-Workers Comp	6,467	5,874	4,715	11,800	6,400
100-3210-512920	Employee Benefits-Other Disability	2,421	2,365	2,053	2,870	2,770
100-3210-512930	Employee Benefits-Wellness	100	10	506	450	450
	TOTAL	**82,569**	**86,741**	**84,692**	**105,770**	**116,710**
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	6,583	7,802	4,370	5,000	5,000
	TOTAL	**6,583**	**7,802**	**4,370**	**5,000**	**5,000**
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	1,162	1,426	1,234	2,000	2,000
100-3210-523400	Other Purchase Srv-Printing	55	521	105	500	500
100-3210-523500	Other Purchase Srv-Travel	11,212	15,287	11,113	20,350	16,250
100-3210-523600	Other Purchase Srv-Dues & Fees	1,398	1,578	1,461	1,370	1,430
	TOTAL	**13,827**	**18,812**	**13,913**	**24,220**	**20,180**
Supplies						
100-3210-531270	Supplies-Gasoline	6,646	8,350	5,316	5,650	5,000
100-3210-531300	Supplies-Food	1,209	1,043	1,310	3,200	1,500
100-3210-531400	Supplies-Books & Periodicals	420	30	65	300	300
100-3210-531600	Supplies-Small Equipment	654	909	470	1,000	1,250
100-3210-531700	Supplies-Other Supplies	465	748	928	1,000	1,000
	TOTAL	9,394	11,080	8,089	11,150	9,050
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	1,278	-	855	1,450	950
100-3210-542500	Machinery & Equipment-Equipment	4,943	4,960	4,880	8,200	8,200
	TOTAL	**6,221**	**4,960**	**5,735**	**9,650**	**9,150**
	TOTAL POLICE ADMINISTRATION	**$ 365,540**	**$ 382,681**	**$ 391,798**	**$ 420,330**	**$ 420,840**

Criminal Investigation

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 111,609	$ 183,087	$ 209,083	$ 288,230	$ 296,800
100-3221-511300	Salaries & Wages Overtime	10,743	14,066	7,479	14,500	10,500
	TOTAL	**122,352**	**197,153**	**216,562**	**302,730**	**307,300**
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	17,812	27,557	31,025	75,500	87,240
100-3221-512200	Employee Benefits-SS	7,515	11,672	12,684	19,240	19,300
100-3221-512300	Employee Benefits-Mcare	1,758	2,730	2,967	4,500	4,600
100-3221-512400	Employee Benefits-Retirement	12,114	16,409	18,624	26,620	26,800
100-3221-512700	Employee Benefits-Workers Comp	9,393	13,864	11,081	20,660	15,000
100-3221-512920	Employee Benefits-Other Disability	1,177	1,693	1,824	3,230	4,410
100-3221-512930	Employee Benefits-Wellness	100	10	465	900	900
	TOTAL	**49,869**	**73,935**	**78,670**	**150,650**	**158,250**
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	-	-	-	250	250
100-3221-523500	Other Purchase Srv-Travel	1,700	1,718	1,371	2,950	2,450
100-3221-523900	Other Purchase Srv-Other	5,167	3,897	4,272	10,430	10,920
	TOTAL	**6,867**	**5,615**	**5,643**	**13,630**	**13,620**
Supplies						
100-3221-531270	Supplies-Gasoline	12,174	12,739	8,465	11,400	7,000
100-3221-531700	Supplies-Other Supplies	2,647	3,114	2,439	3,500	3,750
	TOTAL	**14,821**	**15,853**	**10,904**	**14,900**	**10,750**
Capital Outlay						
100-3221-542300	Machinery & Equipment-Furniture	-	-	-	600	-
100-3221-542400	Machinery & Equipment-Computer	2,500	608	6,261	950	950
	TOTAL	**2,500**	**608**	**6,261**	**1,550**	**950**
	TOTAL CRIMINAL INVESTIGATION	**$ 196,409**	**$ 293,164**	**$ 318,040**	**$ 483,460**	**$ 490,870**

Patrol

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,390,936	$ 1,415,248	$ 1,437,622	$ 1,505,940	$ 1,572,500
100-3223-511300	Salaries & Wages Overtime	17,278	13,605	19,569	24,250	21,000
	TOTAL	**$ 1,408,214**	**$ 1,428,853**	**$ 1,457,191**	**$ 1,530,190**	**$ 1,593,500**

Patrol (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	$ 322,862	$ 354,918	$ 359,835	$ 381,320	$ 478,650
100-3223-512200	Employee Benefits-SS	86,018	85,843	85,203	97,050	98,800
100-3223-512300	Employee Benefits-Mcare	20,116	19,927	19,926	22,700	23,100
100-3223-512400	Employee Benefits-Retirement	149,188	124,136	128,526	139,120	114,500
100-3223-512700	Employee Benefits-Workers Comp	94,200	79,959	64,157	129,700	104,600
100-3223-512920	Employee Benefits-Other Disability	14,996	14,618	14,733	21,770	21,630
100-3223-512930	Employee Benefits-Wellness	1,500	318	2,185	4,170	4,320
	TOTAL	**688,880**	**679,719**	**674,565**	**795,830**	**872,600**
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	3,745	2,507	3,440	4,920	4,300
100-3223-522210	Purchase Property Srv-Repair Vehicles	50,733	48,149	61,321	62,040	60,000
	TOTAL	**54,478**	**50,656**	**64,761**	**66,960**	**64,300**
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	6,315	5,413	6,181	7,000	7,000
100-3223-523500	Other Purchase Srv-Travel	-	1,890	900	1,000	1,000
100-3223-523600	Other Purchase Srv-Dues & Fees	70	90	90	350	100
	TOTAL	**6,385**	**7,393**	**7,171**	**8,350**	**8,100**
Supplies						
100-3223-531100	Supplies-General Supplies	8,477	7,861	4,557	11,000	8,000
100-3223-531270	Supplies-Gasoline	108,269	113,444	100,218	85,000	92,800
100-3223-531300	Supplies-Food	-	157	150	-	-
100-3223-531600	Supplies-Small Equipment	7,857	5,004	2,897	7,900	7,900
100-3223-531700	Supplies-Other Supplies	27,757	45,629	47,780	25,730	37,000
	TOTAL	**152,360**	**172,095**	**155,602**	**129,630**	**145,700**
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	71,130	125,822	78,985	231,030	167,430
100-3223-542400	Machinery & Equipment-Computer	17,340	-	3,631	104,220	75,520
100-3223-542401	Machinery & Equipment-GOHS	15,442	-	-	-	-
100-3223-542402	Machinery & Equipment-Software	4,666	4,586	8,907	8,800	8,800
100-3223-542404	Machinery & Equipment-GOHS Grant	-	-	-	10,000	-
	TOTAL	**108,578**	**130,408**	**91,523**	**354,050**	**251,750**
	TOTAL PATROL	**$ 2,418,895**	**$ 2,469,124**	**$ 2,450,813**	**$ 2,885,010**	**$ 2,935,950**

Records & Identification

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 34,295	$ 36,176	$ 37,593	$ 39,770	$ 41,670
100-3224-511300	Salaries & Wages Overtime	43	-	-	500	500
	TOTAL	**34,338**	**36,176**	**37,593**	**40,270**	**42,170**
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	9,348	9,425	10,423	11,710	13,210
100-3224-512200	Employee Benefits-SS	2,053	2,134	2,193	2,470	2,910
100-3224-512300	Employee Benefits-Mcare	480	603	513	580	610
100-3224-512400	Employee Benefits-Retirement	3,720	3,292	3,383	4,040	3,800
100-3224-512700	Employee Benefits-Workers Comp	562	513	411	700	400
100-3224-512920	Employee Benefits-Other Disability	360	396	407	940	510
100-3224-512930	Employee Benefits-Wellness	-	-	52	150	150
	TOTAL	**16,523**	**16,363**	**17,382**	**20,590**	**21,590**
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	19,803	20,481	20,509	25,000	24,000
100-3224-542402	Machinery & Equipment-Fingerprint	1,000	-	-	-	-
	TOTAL	**20,803**	**20,481**	**20,509**	**25,000**	**24,000**
	TOTAL RECORDS & IDENTIFICATION	**$ 71,664**	**$ 73,020**	**$ 75,484**	**$ 85,860**	**$ 87,760**

Police Training

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 67,030	$ 72,901	$ 74,661	$ 114,750	$ 123,300
100-3240-511300	Salaries & Wages Overtime	234	1,022	105	750	750
	TOTAL	**67,264**	**73,923**	**74,766**	**115,500**	**124,050**
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	4,884	5,029	5,571	15,000	14,170
100-3240-512200	Employee Benefits-SS	4,154	4,423	4,456	7,230	7,800
100-3240-512300	Employee Benefits-Mcare	972	1,094	1,042	1,700	1,900
100-3240-512400	Employee Benefits-Retirement	3,846	4,561	3,738	7,130	7,720
100-3240-512500	Employee Benefits-Tuition	15,496	9,160	6,622	20,000	12,500
100-3240-512700	Employee Benefits-Workers Comp	3,591	2,848	2,277	5,700	3,100
100-3240-512920	Employee Benefits-Other Disability	725	709	780	1,510	1,490
100-3240-512930	Employee Benefits-Wellness	-	-	192	300	300
	TOTAL	**$ 33,668**	**$ 27,824**	**$ 24,678**	**$ 58,570**	**$ 48,980**

Police Training (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchased Services						
100-3240-523500	Other Purchase Srv-Travel	$ 345	$ -	$ -	$ -	$ -
100-3240-523700	Other Purchase Srv-Education	14,918	16,339	7,634	15,180	20,180
	TOTAL	**15,263**	**16,339**	**7,634**	**15,180**	**20,180**
Supplies						
100-3240-531400	Supplies-Books & Periodicals	252	379	389	890	390
100-3240-531700	Supplies-Other Supplies	18,903	14,247	14,524	19,750	13,760
	TOTAL	**19,155**	**14,626**	**14,913**	**20,640**	**14,150**
	TOTAL POLICE TRAINING	**$ 135,350**	**$ 132,712**	**$ 121,991**	**$ 209,890**	**$ 207,360**

Special Detail Services

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 35,341	$ 41,064	$ 32,970	$ 65,000	$ 50,000
	TOTAL	**35,341**	**41,064**	**32,970**	**65,000**	**50,000**
Personal Services-Employee Benefits						
100-3250-512200	Employee Benefits-SS	-	2,417	1,816	4,000	4,000
100-3250-512300	Employee Benefits-Mcare	-	568	424	1,000	100
100-3250-512400	Employee Benefits-Retirement	-	87	17	500	500
	TOTAL	**-**	**3,072**	**2,257**	**5,500**	**4,600**
	TOTAL SPECIAL DETAIL SERVICES	**$ 35,341**	**$ 44,136**	**$ 35,227**	**$ 70,550**	**$ 54,600**

Police Stations & Buildings

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services						
100-3260-522110	Purchase Property Srv-Disposal	$ 1,108	$ 1,270	$ 1,344	$ 2,500	$ 3,000
100-3260-522200	Purchase Property Srv-Repair	5,590	8,788	4,309	8,900	4,900
	TOTAL	**6,698**	**10,058**	**5,653**	**11,400**	**7,900**
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	99,434	96,514	91,908	101,100	110,000
100-3260-523200	Other Purchase Srv-Communication	24,413	18,181	14,578	24,000	20,000
	TOTAL	**$ 123,847**	**$ 114,695**	**$ 106,486**	**$ 125,100**	**$ 130,000**

Police Stations & Buildings (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Supplies						
100-3260-531100	Supplies-General Supplies	$ 257	$ 273	$ 1,498	$ 3,500	$ 3,550
100-3260-531210	Supplies-Water & Sewer	2,323	2,011	1,929	3,000	3,000
100-3260-531220	Supplies-Natural Gas	4,701	5,847	5,817	6,000	6,000
100-3260-531230	Supplies-Electricity	20,961	21,898	22,076	24,000	24,000
100-3260-531700	Supplies-Other Supplies	921	1,000	969	1,300	1,500
	TOTAL	**29,163**	**31,029**	**32,289**	**37,800**	**38,050**
Machinery & Equipment						
100-3260-542300	Machinery & Equipment-Furniture	-	-	-	3,500	-
	TOTAL	**-**	**-**	**-**	**3,500**	**-**
	TOTAL POLICE STATIONS & BUILDINGS	**$ 159,708**	**$ 155,782**	**$ 144,428**	**$ 177,800**	**$ 175,950**

Police Substation and Training Center

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ -	$ 406	$ 280	$ 1,700	$ 2,200
100-3261-522200	Purchase Property Srv-Repair	6,707	9,630	8,485	12,000	8,000
	TOTAL	**6,707**	**10,036**	**8,765**	**13,700**	**10,200**
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	8,815	7,991	7,711	8,500	10,000
100-3261-523200	Other Purchase Srv-Communication	3,536	4,895	5,015	5,700	5,700
	TOTAL	**12,351**	**12,886**	**12,726**	**14,200**	**15,700**
Supplies						
100-3261-531100	Supplies-General Supplies	1,326	293	1,887	1,500	2,000
100-3261-531210	Supplies-Water & Sewer	-	378	509	1,000	1,000
100-3261-531220	Supplies-Natural Gas	1,654	680	633	2,000	2,000
100-3261-531230	Supplies-Electricity	10,187	13,145	11,602	13,500	13,500
100-3261-531700	Supplies-Other Supplies	1,485	488	1,211	2,000	2,000
	TOTAL	**14,652**	**14,984**	**15,842**	**20,000**	**20,500**
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Equipment	784	1,218	1,685	1,500	1,500
	TOTAL	**784**	**1,218**	**1,685**	**1,500**	**1,500**
	TOTAL POLICE SUBSTATION AND TRAINING CENTER	**$ 34,494**	**$ 39,124**	**$ 39,018**	**$ 49,400**	**$ 47,900**

Dispatcher

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 246,240	$ 272,643	$ 238,092	$ 289,100	$ 287,000
100-3270-511300	Salaries & Wages Overtime	2,092	2,146	13,009	12,000	5,250
	TOTAL	**248,332**	**274,789**	**251,101**	**301,100**	**292,250**
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	53,851	41,145	40,696	64,920	98,370
100-3270-512200	Employee Benefits-SS	14,917	16,734	15,097	18,420	18,200
100-3270-512300	Employee Benefits-Mcare	3,489	3,913	3,531	4,310	4,300
100-3270-512400	Employee Benefits-Retirement	23,515	20,181	18,969	26,380	26,200
100-3270-512700	Employee Benefits-Workers Comp	1,781	1,614	1,294	3,000	1,700
100-3270-512920	Employee Benefits-Other Disability	2,396	2,825	2,528	3,290	3,740
100-3270-512930	Employee Benefits-Wellness	455	-	416	1,080	1,050
	TOTAL	**100,404**	**86,412**	**82,531**	**121,400**	**153,560**
Purchased Professional & Technical						
100-3270-521220	Purchase Contract Srv-Code Red	9,925	11,800	11,800	-	-
	TOTAL	**9,925**	**11,800**	**11,800**	**-**	**-**
Purchased Property Services						
100-3270-522110	Purchase Property Services-Disposal	47	43	39	250	250
100-3270-522120	Purchase Property Services-911	5,806	-	-	-	-
	TOTAL	**5,853**	**43**	**39**	**250**	**250**
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	42,683	43,719	44,170	57,470	45,400
	TOTAL	**42,683**	**43,719**	**44,170**	**57,470**	**45,400**
Supplies						
100-3270-531100	Supplies-General Supplies	1,336	1,539	1,449	2,200	2,200
100-3270-531210	Supplies-Water & Sewer	57	56	56	250	250
100-3270-531220	Supplies-Gas	172	213	198	250	250
100-3270-531230	Supplies-Electricity	842	792	792	900	900
100-3270-531700	Supplies-Other Supplies	4,114	1,705	2,649	3,500	3,500
	TOTAL	**6,521**	**4,305**	**5,144**	**7,100**	**7,100**
Capital Outlay						
100-3270-542300	Machinery & Equipment-Furniture	-	1,437	-	387,000	-
100-3270-542400	Machinery & Equipment-Computers	5,025	6,261	4,770	4,000	-
100-3270-542410	Machinery & Equipment-ITI	58,479	57,626	57,434	59,450	61,500
	TOTAL	**63,504**	**65,324**	**62,204**	**450,450**	**61,500**
	TOTAL DISPATCHER	**$ 477,222**	**$ 486,392**	**$ 456,989**	**$ 937,770**	**$ 560,060**

Public Relations

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 60,402	$ 58,801	$ 45,380	$ 50,740	$ 50,670
100-3285-511300	Salaries & Wages Overtime	-	-	117	750	750
	TOTAL	**60,402**	**58,801**	**45,497**	**51,490**	**51,420**
Purchased Property Services						
100-3285-512100	Employee Benefits-Group Health	9,492	9,442	11,962	13,760	13,390
100-3285-512200	Employee Benefits-SS	3,672	3,617	2,789	3,070	3,200
100-3285-512300	Employee Benefits-Mcare	859	845	652	720	750
100-3285-512400	Employee Benefits-Retirement	6,113	5,350	4,084	4,460	4,630
100-3285-512700	Employee Benefits-Workers Comp	2,635	2,392	1,910	3,000	1,700
100-3285-512920	Employee Benefits-Other Disability	615	579	540	1,070	690
100-3285-512930	Employee Benefits-Wellness	-	-	11	150	150
	TOTAL	**23,386**	**22,225**	**21,948**	**26,230**	**24,510**
Purchased Professional & Technical						
100-3285-521200	Purchase Contracts Srv-Professional	-	-	210	-	-
	TOTAL	**-**	**-**	**210**	**-**	**-**
Supplies						
100-3285-531100	Supplies-General Supplies	6,421	3,062	2,739	6,800	7,500
100-3285-531300	Supplies-Food	1,388	763	1,342	1,500	1,500
100-3285-531400	Supplies-Books & Periodicals	396	-	400	400	400
100-3285-531700	Supplies-Other Supplies	995	526	2,254	2,000	1,000
	TOTAL	**9,200**	**4,351**	**6,735**	**10,700**	**10,400**
	TOTAL PUBLIC RELATIONS	**$ 92,988**	**$ 85,377**	**$ 74,390**	**$ 88,420**	**$ 86,330**

Public Works Administration

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 750,769	$ 728,704	$ 804,142	$ 863,700	$ 945,560
100-4100-511300	Salaries & Wages Overtime	12,141	31,365	19,230	31,600	18,250
	TOTAL	**762,910**	**760,069**	**823,372**	**895,300**	**963,810**
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	144,805	141,001	176,511	214,600	306,710
100-4100-512200	Employee Benefits-SS	45,876	45,474	48,290	53,270	59,270
100-4100-512300	Employee Benefits-Mcare	10,731	10,737	11,294	12,820	13,870
100-4100-512400	Employee Benefits-Retirement	70,631	53,964	58,430	69,170	79,550
100-4100-512700	Employee Benefits-Workers Comp	17,745	19,374	56,747	29,100	28,580
100-4100-512920	Employee Benefits-Other Disability	10,243	10,127	8,246	14,950	11,800
100-4100-512930	Employee Benefits-Wellness	867	1,861	3,751	2,850	3,000
	TOTAL	**$ 300,898**	**$ 282,538**	**$ 363,269**	**$ 396,760**	**$ 502,780**

Public Works Administration (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	$ 47,396	$ 46,501	$ 47,185	$ 57,500	$ 66,000
100-4100-522320	Purchase Property Srv-Rental	220	-	741	1,200	1,200
	TOTAL	**47,616**	**46,501**	**47,926**	**58,700**	**67,200**
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communication	12,586	15,519	12,542	13,100	12,000
100-4100-523300	Other Purchase Srv-Advertising	300	-	320	450	450
100-4100-523500	Other Purchase Srv-Travel	757	3,755	3,358	3,500	3,200
100-4100-523600	Other Purchase Srv-Dues & Fees	1,865	1,946	1,449	2,880	2,130
100-4100-523700	Other Purchase Srv-Education	4,114	4,056	9,851	7,490	8,240
100-4100-523800	Other Purchase Srv-Licenses	835	25	375	1,050	1,050
100-4100-523850	Other Purchase Srv-Contract	5,904	4,454	23,106	27,960	39,250
100-4100-523860	Other Purchase Srv-Solid Waste	9,238	10,821	7,809	9,900	10,900
100-4100-573100	Other Purchase Srv-Inmate Work	33,170	35,030	39,680	42,300	43,400
	TOTAL	**68,769**	**75,606**	**98,490**	**108,630**	**120,620**
Supplies						
100-4100-531100	Supplies-General Supplies	59,888	70,301	46,404	62,130	99,150
100-4100-531101	Supplies-Uniform	10,816	10,249	6,883	10,200	11,700
100-4100-531110	Supplies-Janitorial	5,400	6,175	8,594	9,500	9,000
100-4100-531210	Supplies-Water & Sewer	37,120	30,735	32,899	44,200	45,150
100-4100-531220	Supplies-Natural Gas	5,978	7,503	6,359	6,620	8,000
100-4100-531230	Supplies-Electricity	182,931	199,965	204,405	221,850	241,700
100-4100-531270	Supplies-Gasoline	33,714	30,384	28,085	25,500	29,000
100-4100-531400	Supplies-Books & Periodicals	-	-	-	600	600
100-4100-531600	Supplies-Small Equipment	9,495	9,996	9,869	11,500	12,500
	TOTAL	**345,342**	**365,308**	**343,498**	**392,100**	**456,800**
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicles	19,671	31,047	-	32,850	31,900
100-4100-542202	Machinery & Equip-Zero Turn Mowers	7,238	12,184	16,095	17,200	17,300
100-4100-542203	Machinery & Equip-Utility Vehicles	15,500	21,787	-	31,000	-
100-4100-542204	Machinery & Equip-Snow Plow	-	19,780	5,324	38,600	-
100-4100-542205	Machinery & Equip-Stand on Blower	-	-	-	-	11,640
100-4100-542206	Machinery & Equip-Sweeper	-	-	-	-	-
100-4100-542207	Machinery & Equip-Trailer & Buggies	-	-	-	-	10,100
100-4100-542400	Machinery & Equip-Computer	2,140	6,049	1,987	7,550	3,330
	TOTAL	**44,549**	**90,847**	**23,406**	**127,200**	**74,270**
	TOTAL PUBLIC WORKS ADMINISTRATION	**$ 1,570,084**	**$ 1,620,869**	**$ 1,699,961**	**$ 1,978,690**	**$ 2,185,480**

Paved Streets

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 15,407	$ 18,107	$ 16,598	$ 18,500	$ 18,500
100-4221-521210	Purchase Contract Srv-I85 Landscape	6,774	31,237	41,691	39,700	44,200
100-4221-521220	Purchase Contract Srv-PIB Landscape	32,763	44,035	37,599	53,260	62,380
100-4221-521230	Purchase Contract Srv-Railroad Bank	-	-	2,750	2,500	4,100
	TOTAL	**54,944**	**93,379**	**98,638**	**113,960**	**129,180**
	TOTAL PAVED STREETS	**$ 54,944**	**$ 93,379**	**$ 98,638**	**$ 113,960**	**$ 129,180**

Storm Drainage

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchase Services						
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 31,201	$ 40,167	$ 40,101	$ 43,680	$ 43,230
	TOTAL	**31,201**	**40,167**	**40,101**	**43,680**	**43,230**
	TOTAL STORM DRAINAGE	**$ 31,201**	**$ 40,167**	**$ 40,101**	**$ 43,680**	**$ 43,230**

Special Facilities & Activities

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ 1,348	$ 1,748	$ 98	$ 1,500	$ 1,000
100-6190-523300	Other Purchase Srv-Advertising	654	-	-	1,750	1,500
100-6190-523400	Other Purchase Srv-Printing	2,520	2,671	2,639	3,000	2,250
100-6190-523870	Other Purchase Srv-Holly Jolly	2,100	6,159	7,082	5,750	6,250
100-6190-523873	Other Purchase Srv-Art in the Park	15,860	10,822	10,640	15,500	15,000
100-6190-523882	Other Purchase Srv-Large Pop	30,918	23,182	39,601	43,000	45,000
100-6190-523890	Other Purchase Srv-Other TC	28,734	49,193	48,088	54,000	50,000
100-6190-523892	Other Purchase Srv-Other Events	12,856	11,599	5,901	9,000	13,500
100-6190-523893	Other Purchase Srv-PlayTown 10th	-	-	124	-	-
100-6190-523894	Other Purchase Srv-Market	1,886	2,589	2,065	2,500	2,500
	TOTAL	**96,876**	**107,963**	**116,238**	**136,000**	**137,000**
Supplies						
100-6190-531100	Supplies-General Supplies	4,966	2,214	9,136	32,250	10,000
100-6190-531102	Supplies-Christmas Lighting	18	-	440	500	500
100-6190-531300	Supplies-Food	1,899	617	296	2,000	1,000
	TOTAL	**6,883**	**2,831**	**9,872**	**34,750**	**11,500**
	TOTAL SPECIAL FACILITIES & ACTIVITIES	**$ 103,759**	**$ 110,794**	**$ 126,110**	**$ 170,750**	**$ 148,500**

Park Areas

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 81,297	$ 70,067	$ 78,781	$ 93,660	$ 105,840
	TOTAL	**81,297**	**70,067**	**78,781**	**93,660**	**105,840**
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	45,218	42,047	54,687	44,600	47,000
100-6220-522320	Purchase Property Srv-Rental	2,773	2,575	2,575	2,820	300
	TOTAL	**47,991**	**44,622**	**57,262**	**47,420**	**47,300**
Supplies						
100-6220-531100	Supplies-General	10,540	14,226	11,554	16,200	15,200
	TOTAL	**10,540**	**14,226**	**11,554**	**16,200**	**15,200**
Capital Outlay						
100-6220-541200	Property-Site Improvements	26,467	12,767	12,289	26,300	20,000
100-6220-541210	Property-TCP Electrical Project	-	15,000	-	-	-
	TOTAL	**26,467**	**27,767**	**12,289**	**26,300**	**20,000**
	TOTAL PARK AREAS	**$ 166,295**	**$ 156,682**	**$ 159,886**	**$ 183,580**	**$ 188,340**

Protective Inspection Administrative

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 65,227	$ 71,945	$ 75,049	$ 65,930	$ 79,160
100-7200-511300	Salaries & Wages Overtime	-	-	598	1,000	750
	TOTAL	**65,227**	**71,945**	**75,647**	**66,930**	**79,910**
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	14,784	15,297	17,165	13,760	21,210
100-7200-512200	Employee Benefits-SS	3,908	4,198	4,320	4,930	4,970
100-7200-512300	Employee Benefits-Mcare	914	982	1,010	1,160	1,200
100-7200-512400	Employee Benefits-Retirement	7,045	6,555	6,669	6,850	8,000
100-7200-512700	Employee Benefits-Workers Comp	6,664	5,263	4,195	6,500	6,000
100-7200-512920	Employee Benefits-Other Disability	539	527	601	650	680
100-7200-512930	Employee Benefits-Wellness	-	-	176	150	150
	TOTAL	**33,854**	**32,822**	**34,136**	**34,000**	**42,210**
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	1,400	3,994	7,846	62,400	30,000
	TOTAL	**1,400**	**3,994**	**7,846**	**62,400**	**30,000**
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	986	1,187	1,192	1,450	1,450
100-7200-523400	Other Purchase Srv-Printing	252	2,038	274	2,800	800
100-7200-523500	Other Purchase Srv-Travel	3,188	3,337	2,928	3,500	3,000
100-7200-523600	Other Purchase Srv-Dues & Fees	900	2,245	1,084	3,050	2,050
100-7200-523700	Other Purchase Srv-Education	3,317	4,416	4,501	3,000	5,000
	TOTAL	**8,643**	**13,223**	**9,979**	**13,800**	**12,300**
Supplies						
100-7200-531100	Supplies-General Supplies	2,412	2,645	2,286	2,500	2,500
100-7200-531270	Supplies-Gasoline	4,706	3,512	3,572	2,840	4,340
100-7200-531400	Supplies-Books & Periodicals	1,342	970	755	1,750	2,000
100-7200-531600	Supplies-Small Equipment	717	3,905	1,213	2,490	6,490
	TOTAL	**9,177**	**11,032**	**7,826**	**9,580**	**15,330**
Capital Outlay Machinery & Equipment						
100-7200-542200	Machinery & Equip-Vehicles	-	-	-	34,000	-
100-7200-542400	Machinery & Equip-Computer	-	-	-	-	-
	TOTAL	**-**	**-**	**-**	**34,000**	**-**
TOTAL PROTECTIVE INSPECTION ADMINISTRATIVE		**$ 118,301**	**$ 133,016**	**$ 135,434**	**$ 220,710**	**$ 179,750**

Planning and Zoning

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 246,978	$ 257,029	$ 261,707	$ 222,830	$ 295,400
100-7400-511300	Salaries & Wages Overtime	-	-	-	1,000	750
	TOTAL	**246,978**	**257,029**	**261,707**	**263,830**	**296,150**
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	53,226	57,011	59,203	60,200	69,800
100-7400-512200	Employee Benefits-SS	14,959	15,192	15,343	16,600	18,400
100-7400-512300	Employee Benefits-Mcare	3,499	3,553	3,588	4,120	4,300
100-7400-512400	Employee Benefits-Retirement	22,386	19,912	20,001	20,570	24,510
100-7400-512700	Employee Benefits-Workers Comp	1,255	1,141	911	1,780	1,300
100-7400-512920	Employee Benefits-Other Disability	2,813	2,816	2,775	3,210	3,830
100-7400-512930	Employee Benefits-Wellness	229	284	825	750	750
	TOTAL	**98,367**	**99,909**	**102,646**	**107,230**	**122,890**
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	21,805	28,668	105,833	68,000	183,000
100-7400-521210	Purchase Contract Srv-GIS	-	3,538	-	5,000	5,000
	TOTAL	**21,805**	**32,206**	**105,833**	**73,000**	**188,000**
Purchased Property Services						
100-7400-522310	Purchase Property Srv-Rental	-	-	-	1,000	500
	TOTAL	**-**	**-**	**-**	**1,000**	**500**
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	904	517	654	1,050	1,000
100-7400-523300	Other Purchase Srv-Advertising	710	742	980	1,550	1,000
100-7400-523400	Other Purchase Srv-Printing	1,006	348	1,988	2,250	2,000
100-7400-523500	Other Purchase Srv-Travel	1,754	1,834	566	2,000	2,500
100-7400-523600	Other Purchase Srv-Dues & Fees	932	1,402	1,002	1,750	2,500
100-7400-523700	Other Purchase Srv-Education	3,688	4,096	1,206	3,000	5,000
	TOTAL	**8,994**	**8,939**	**6,396**	**11,600**	**14,000**
Supplies						
100-7400-531100	Supplies-General Supplies	2,004	4,018	3,252	3,500	3,000
100-7400-531300	Supplies-Food	538	769	1,584	800	2,000
100-7400-531400	Supplies-Books & Periodicals	310	454	80	750	1,000
100-7400-531500	Supplies-Arbor Day	21,161	16,922	10,353	30,710	30,710
100-7400-531600	Supplies-Small Equipment	458	-	-	1,000	1,000
	TOTAL	**24,471**	**22,163**	**15,269**	**36,760**	**37,710**
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	-	-	-	500	500
100-7400-542400	Machinery & Equipment-Computer	1,500	1,863		3,200	3,200
100-7400-542500	Machinery & Equipment-Software	3,010	-	(183)	-	-
	TOTAL	**4,510**	**1,863**	**(183)**	**3,700**	**3,700**
	TOTAL PLANNING & ZONING	**$ 405,125**	**$ 422,109**	**$ 491,668**	**$ 497,120**	**$ 662,950**

Code Enforcement

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 23,212	$ 33,861	$ 27,633	$ 43,650	$ 45,400
100-7450-511300	Salaries & Wages Overtime	-	-	118	500	750
	TOTAL	**23,212**	**33,861**	**27,751**	**44,150**	**46,150**
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	-	375	9,712	21,710	21,210
100-7450-512200	Employee Benefits-SS	1,439	2,093	1,601	2,680	2,900
100-7450-512300	Employee Benefits-Mcare	337	489	375	620	700
100-7450-512400	Employee Benefits-Retirement	-	-	1,942	4,080	4,100
100-7450-512700	Employee Benefits-Workers Comp	1,474	1,945	1,059	1,650	1,500
100-7450-512920	Employee Benefits-Other Disability	-	24	209	510	680
100-7450-512930	Employee Benefits-Wellness	-	-	176	150	150
	TOTAL	**3,250**	**4,926**	**15,074**	**31,400**	**31,240**
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	-	-	-	450	650
	TOTAL	**-**	**-**	**-**	**450**	**650**
Supplies						
100-7450-531100	Supplies-General Supplies	-	63	31	350	600
100-7450-531600	Supplies-Small Equipment	-	24	10	250	500
	TOTAL	**-**	**87**	**41**	**600**	**1,100**
	TOTAL CODE ENFORCEMENT	**$ 26,462**	**$ 38,874**	**$ 42,866**	**$ 76,600**	**$ 79,140**

Economic Development & Assistance

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 167,218	$ 180,414	$ 209,498	$ 238,680	$ 263,800
100-7510-511300	Salaries & Wages Overtime	7,107	7,111	5,248	6,000	3,000
	TOTAL	**174,325**	**187,525**	**214,746**	**244,680**	**266,800**
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	44,511	48,409	44,230	49,400	55,830
100-7510-512200	Employee Benefits-SS	10,207	10,565	12,059	14,300	16,550
100-7510-512300	Employee Benefits-Mcare	2,388	2,471	2,820	3,350	3,900
100-7510-512400	Employee Benefits-Retirement	13,537	12,465	13,375	15,190	15,500
100-7510-512700	Employee Benefits-Workers Comp	1,161	1,257	1,003	1,510	1,400
100-7510-512920	Employee Benefits-Other Disability	1,752	1,787	1,785	2,230	2,520
100-7510-512930	Employee Benefits-Wellness	100	147	760	450	600
	TOTAL	**$ 73,656**	**$ 77,101**	**$ 76,032**	**$ 86,430**	**$ 96,300**

Economic Development & Assistance (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	$ 9,548	$ 3,657	$ 13,572	$ 10,450	$ 10,000
100-7510-521210	Purchase Contract Srv-Public Art	-	-	24,000	26,200	8,000
100-7510-521250	Purchase Contract Srv-Youth Leadership	-	4,737	3,978	8,000	8,000
	TOTAL	**9,548**	**8,394**	**41,550**	**44,650**	**26,000**
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	771	1,800	1,680	3,500	3,000
100-7510-523300	Other Purchase Srv-Advertising	930	-	13,558	10,000	4,000
100-7510-523400	Other Purchase Srv-Printing	2,094	1,771	4,156	5,000	5,000
100-7510-523500	Other Purchase Srv-Travel	3,797	5,253	4,158	5,000	5,250
100-7510-523600	Other Purchase Srv-Dues & Fees	1,430	1,890	2,395	2,100	2,500
100-7510-523700	Other Purchase Srv-Education	1,745	4,776	3,191	4,000	7,500
	TOTAL	**10,767**	**15,490**	**29,138**	**29,600**	**27,250**
Supplies						
100-7510-531100	Supplies-General Supplies	2,005	2,475	2,738	3,250	6,000
100-7510-531300	Supplies-Food	6,524	3,766	6,666	6,000	9,000
100-7510-531400	Supplies-Books & Periodicals	458	653	522	600	600
	TOTAL	**8,987**	**6,894**	**9,926**	**9,850**	**15,600**
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	81	813	1,736	3,000	5,500
	TOTAL	**81**	**813**	**1,736**	**3,000**	**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	**$ 297,364**	**$ 316,217**	**$ 393,128**	**$ 438,210**	**$ 457,450**

Downtown Suwanee

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 26,124	$ 45,841	$ 53,414	$ 56,120	$ 58,400
	TOTAL	**26,124**	**45,841**	**53,414**	**56,120**	**58,400**
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	2,443	3,712	5,571	6,520	7,020
100-7520-512200	Employee Benefits-SS	1,601	2,786	3,186	3,470	3,600
100-7520-512300	Employee Benefits-Mcare	374	652	745	810	900
100-7520-512400	Employee Benefits-Retirement	2,874	2,727	4,735	5,030	5,300
100-7520-512700	Employee Benefits-Workers Comp	616	467	376	940	600
100-7520-512920	Employee Benefits-Other Disability	279	399	502	710	680
100-7520-512930	Employee Benefits-Wellness	-	-	97	150	150
	TOTAL	**$ 8,187**	**$ 10,743**	**$ 15,212**	**$ 17,630**	**$ 18,250**

Downtown Suwanee (continued)

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	$ 3,000	$ -	$ -	$ 3,000	$ 3,000
	TOTAL	**3,000**	**-**	**-**	**3,000**	**3,000**
Purchased Property Services						
100-7250-522320	Purchase Property Srv-Professional	-	-	-	5,000	-
	TOTAL	**-**	**-**	**-**	**5,000**	**-**
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	-	7,028	5,835	10,000	7,500
100-7520-523300	Other Purchase Srv-Advertising	-	-	1,185	2,750	2,500
100-7520-523400	Other Purchase Srv-Printing	-	4,098	2,255	4,500	4,500
100-7520-523500	Other Purchase Srv-Travel	609	1,193	1,315	2,000	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	130	-	435	500	500
100-7520-523700	Other Purchase Srv-Education	1,795	1,632	2,010	2,500	2,500
	TOTAL	**2,534**	**13,951**	**13,035**	**22,250**	**19,500**
Supplies						
100-7520-531100	Supplies-General Supplies	45	294	120	1,200	1,200
100-7520-531300	Supplies-Food	917	703	965	1,000	1,000
100-7520-531400	Supplies-Books & Periodicals	-	182	-	500	500
	TOTAL	**962**	**1,179**	**1,085**	**2,700**	**2,700**
Capital Outlay Machinery & Equipment						
100-7250-542400	Machinery & Equip-Computer	-	-	1,748	-	-
	TOTAL	**-**	**-**	**1,748**	**-**	**-**
	TOTAL DOWNTOWN SUWANEE	**$ 40,807**	**$ 71,714**	**$ 84,494**	**$ 106,700**	**$ 101,850**

Other Financing Uses

ACCOUNT	DESCRIPTION	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Other Financing Uses						
100-9100-611000	Operating Trans Out 410 Debt Service	$ 1,592,110	$ -	$ -	$ -	$ -
100-9100-611010	Operating Trans Out Capital	663,530	1,787,790	1,659,100	1,529,000	-
100-9100-611020	Operating Trans Out Water	200,000	100,000	-	200,000	-
100-9100-611030	Operating Trans Out TAD	4,941	-	35,394	58,100	62,500
100-9100-611040	Operating Trans Out DDA	7,000	7,000	22,000	7,000	7,000
	TOTAL	**2,467,581**	**1,894,790**	**1,716,494**	**1,794,100**	**69,500**
	TOTAL OTHER FINANCING USES	**$ 2,467,581**	**$ 1,894,790**	**$ 1,716,494**	**$ 1,794,100**	**$ 69,500**
	TOTAL EXPENDITURES	**$ 11,656,002**	**$ 11,419,150**	**$ 11,568,493**	**$ 14,042,790**	**$ 12,405,320**


WURLITZER



CAPITAL IMPROVEMENT PROGRAM

2017-2021

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. In addition, 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
Brushy Creek Greenway	2016
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. 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.

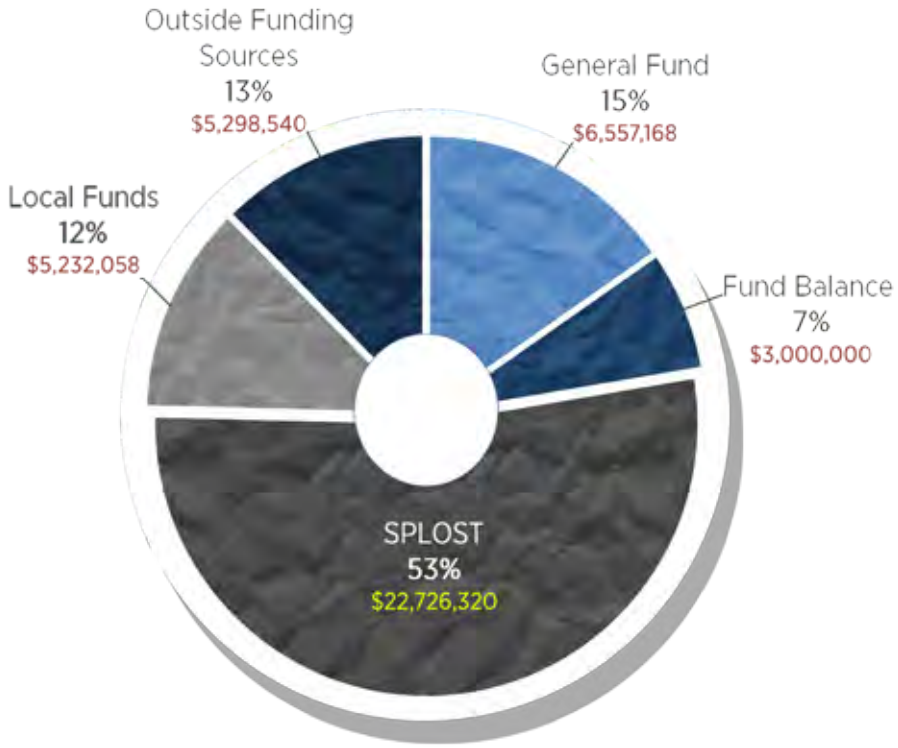
The submitted projects, more often than not, exceed the anticipated funding available for the five-year CIP. Projects that do not make it into the CIP are re-evaluated in the future as priorities and available funding change.

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 2017-2021 CIP includes 21 projects with an estimated total cost of $42,814,086. The projects are representative of three categories: Equipment and Vehicles; Parks and Facilities; and Transportation.

The City plans to fund $37,515,546 or about 88% of the total $42,814,086 CIP. The City will leverage an additional $5.3 million in grant funding or matches from Gwinnett County to complete projects such as the Buford Highway improvement and various sidewalk projects.

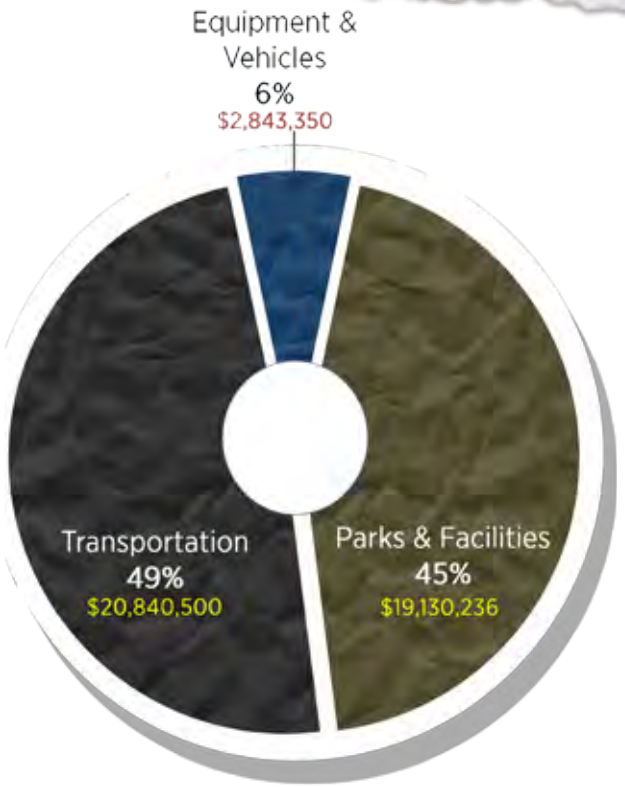
The CIP is an early planning tool. Cost estimates are usually from non-engineered sources. As a project progresses, cost projections are refined and specific project budgets are established.



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 2017-2021 CIP has been developed with the following strategies and considerations:



I. The proposed 2017-2021 includes $42,814,086 in projects.

The City will fund $37,515,546 of the program, with the other $5,298,540 coming from external sources.

II. The proposed CIP includes projects in three categories.

a. Transportation - **$20,840,500 – 49%**
b. Parks & Facilities - **$19,130,236 – 45%**
c. Equipment & Vehicles - **$2,843,350 – 6%**

III. The cost estimate for the Buford Highway reconstruction project is still not finalized.

The largest single project in the CIP is the Buford Highway reconstruction project, currently estimated at $10.46 million. It's important to note that project design is currently being finalized, along with right-of-way acquisition and utility relocations. This project has not been bid for construction and estimates are based on the professional recommendations of project designers. Until all of this information is confirmed and the project budget is established, this estimate and/or the project scope could change.

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

Over $20.8 million of the CIP is proposed to be allocated for transportation, which equals approximately 49% of the CIP. Notable projects include:

a. Buford Highway Corridor Improvements - **$10.46 million** (partially funded by grants)
b. Street Maintenance & Resurfacing - **$4.3 million**
c. Smithtown Road Sidewalks - **$1.72 million** (80% funded by Gwinnett County)
d. Stormwater Projects - **$1.95 million**
e. Pedestrian Bicycle Plan - **$1.1 million**
f. Transportation Enhancement Projects - **$880,000**

V. Over $3.2 million is proposed to enhancing local transportation connections.

Approximately $3.2 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**
c. Pedestrian Bicycle Plan Projects - **$1,100,000**
e. North Gwinnett H.S. Sidewalk - **$320,000**
f. Western Gwinnett Bikeway Planning & Design - **$80,000**

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

The City recently finished the update to the Downtown Master Plan. Based on this master plan, the City is now completing a concept plan for Town Center Park West (aka the "Delay property"), as well as a Facilities Study for Municipal Court and Fire Station #13, located in downtown. Approximately $13.5 million has been allocated to "Master Plan Implementation" which can be used to implement projects from these various plans.

VII. 12% 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. The City has been awarded approximately $3.99 million in grant funding to supplement the City's contributions to the Buford Highway reconstruction project.

Additionally, the County will provide an 80% match on certain SPLOST transportation projects in the City. This totals approximately $1.3 million and will be used for the North Gwinnett H.S. and Smithtown Road sidewalks projects

VIII. 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.

IX. The CIP does assume extension of the current SPLOST program.

The current SPLOST program will expire March 2017 and Gwinnett County has indicated a referendum on extending SPLOST will be held in November 2017. For the purposes of multi-year planning, the CIP includes tentative SPLOST funding of approximately $11.7 million through 2021. Should the SPLOST referendum not pass, projects using SPLOST funds will be revisited.

X. 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.

XII. 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.

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

Approximately $8.5 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.

Stormwater projects are expected to significantly increase. Between 2017 and 2021, projected annual costs are expected to nearly double from $250,000 to $450,000. This upward trend will continue in future years

XIV. 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.





PROJECT ESTIMATES

PROJECT NUMBER	PROJECT	FY 17	FY 18	FY 19	FY 20	FY 21	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	32,000	-	38,000	-	41,500	111,500
CIP-EV-002	City Vehicles - Replacement	-	115,000	73,000	79,000	41,500	308,500
CIP-EV-003	Police Vehicles	175,000	345,000	255,000	255,000	210,000	1,240,000
CIP-EV-004	Public Safety Projects	132,450	174,000	133,700	82,600	68,000	590,750
CIP-EV-005	Public Works Equipment - New	22,500	229,600	70,500	-	-	322,600
CIP-EV-006	Public Works Equipment - Replacement	17,500	45,000	106,000	80,500	21,000	270,000
	TOTAL	**$ 379,450**	**$ 908,600**	**$ 676,200**	**$ 497,100**	**$ 382,000**	**$ 2,843,350**
	Parks & Facilities						
CIP-FAC-004	Cemetery Improvements	30,977	-	-	-	-	30,977
CIP-FAC-001	Facility Enhancement Projects	50,000	70,000	-	-	-	120,000
CIP-FAC-002	Facility Maintenance	535,000	425,000	425,000	425,000	425,000	2,235,000
CIP-FAC-012	Master Plan Implementation	3,972,032	3,658,000	2,000,000	1,000,000	2,894,227	13,524,259
CIP-FAC-011	Park Enhancement Projects	300,000	-	-	-	-	300,000
	Parking Enhancements	1,500,000	-	-	-	-	1,500,000
CIP-FAC-010	Water System Improvements	260,000	790,000	120,000	120,000	130,000	1,420,000
	TOTAL	**$ 6,648,009**	**$ 4,943,000**	**$ 2,545,000**	**$ 1,545,000**	**$ 3,449,227**	**$ 19,130,236**
	Transportation						
CIP-TRS-005	Buford Highway Corridor Improvements	3,525,000	6,935,500	-	-	-	10,460,500
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	320,000	-	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	500,000	600,000	-	-	-	1,100,000
CIP-TRS-017	Smithtown Road Sidewalks	1,720,000	-	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	330,000	335,000	340,000	395,000	550,000	1,950,000
CIP-TRS-002	Street Maintenance & Resurfacing	790,000	815,000	860,000	905,000	960,000	4,330,000
CIP-TRS-018	Transportation Enhancement Projects	520,000	90,000	90,000	90,000	90,000	880,000
CIP-TRS-019	Western Gwinnett Bikeway	-	80,000	-	-	-	80,000
	TOTAL	**$ 7,705,000**	**$ 8,855,500**	**$ 1,290,000**	**$ 1,390,000**	**$ 1,600,000**	**$ 20,840,500**
	ANNUAL TOTALS	**$ 14,732,459**	**$ 14,707,100**	**$ 4,511,200**	**$ 3,432,100**	**$ 5,431,227**	**$ 42,814,086**

PROJECT FUNDING SOURCES

		FY 16 4TH QUARTER CONTRIBUTION	FY 17	FY 18	FY 19	FY 20	FY 21	CITY FUNDING	% OF TOTAL
GENERAL FUND	City Vehicles - New	-	32,000	-	38,000	-	41,500	111,500	
	City Vehicles - Replacement	-	-	115,000	73,000	79,000	41,500	308,500	
	Facility Maintenance (transfer to 340)	328,460	-	280,168	425,000	425,000	425,000	1,883,628	
	Facility Enhancements (transfer to 341)	50,000	-	70,000	-	-	-	120,000	
	Master Plan Implementation (transfer to 346)	300,940	-	-	-	-	-	300,940	
	Police Vehicles - Replacement	-	175,000	345,000	255,000	255,000	210,000	1,240,000	
	Public Safety Projects	-	-	49,700	124,100	72,600	57,600	304,000	
	Public Works Equipment - New	229,600	22,500	-	70,500	-	-	322,600	
	Public Works Equipment - Replacement	-	17,500	45,000	106,000	80,500	21,000	270,000	
	Stormwater Projects	80,000	-	85,000	90,000	95,000	100,000	450,000	
	Street Maintenance & Resurfacing	100,000	-	105,000	110,000	115,000	120,000	550,000	
	Transportation Enhancements: PIB Median Project	96,000	-	-	-	-	-	96,000	
	Water System Projects	100,000	100,000	100,000	120,000	120,000	130,000	670,000	
	TOTAL FOR GENERAL FUND	**$ 1,285,000**	**$ 347,000**	**$ 1,194,868**	**$ 1,411,600**	**$ 1,242,100**	**$ 1,146,600**	**$ 6,627,168**	**15.5 %**
FUND BALANCE	Master Plan Implementation	-	-	3,000,000	-	-	-	3,000,000	
	TOTAL FOR FUND BALANCE	**$ -**	**$ -**	**$ 3,000,000**	**$ -**	**$ -**	**$ -**	**$ 3,000,000**	**7.0 %**
SPLOST	**SPLOST 2017**								
	Buford Highway Corridor Improvements	-	-	2,190,269	-	-	-	2,190,269	
	Master Plan Implementation - Administrative Facilities	-	-	-	2,000,000	-	-	2,000,000	
	Master Plan Implementation - Transportation Projects	-	-	-	-	1,000,000	1,000,000	2,000,000	
	Master Plan Implementation - Recreation Projects	-	-	-	-	-	1,894,227	1,894,227	
	Street Maintenance & Resurfacing	-	-	274,848	750,000	790,000	840,000	2,654,848	
	Stormwater Projects	-	-	-	80,151	300,000	450,000	830,151	
	Transportation Enhancements	-	-	48,642	50,000	50,000	50,000	198,642	
	SPLOST 2017 TOTAL	**$ -**	**$ -**	**$ 2,513,759**	**$ 2,880,151**	**$ 2,140,000**	**$ 4,234,227**	**$ 11,768,137**	

PROPOSED ALLOCATIONS BY FUNDING SOURCE

SPLOST

	FY 16 4TH QUARTER CONTRIBUTION	FY 17	FY 18	FY 19	FY 20	FY 21	CITY FUNDING	% OF TOTAL
Parking Facilities								
Buford Highway Corridor Improvements	-	-	472,348	-	-	-	472,348	
Downtown Parking Project	-	1,500,000	-	-	-	-	1,500,000	
SPLOST PARKING FACILITIES TOTAL	**$ -**	**$ 1,500,000**	**$ 472,348**	**$ -**	**$ -**	**$ -**	**$ 1,972,348**	
Recreation								
Master Plan Implementation (2009 SPLOST)	-	535,965	-	-	-	-	535,965	
Master Plan Implementation (2014 SPLOST)		-	658,000	-	-	-	658,000	
Park Enhancements (2009 SPLOST)	-	227,554	-	-	-	-	227,554	
SPLOST RECREATION TOTAL	**$ -**	**$ 763,519**	**$ 658,000**	**$ -**	**$ -**	**$ -**	**$ 1,421,519**	
Transportation								
Buford Highway Corridor Improvements (2009 SPLOST)	-	528,860	179,316	-	-	-	708,176	
Buford Highway Corridor Improvements (2014 SPLOST)	-	-	3,093,567	-	-	-	3,093,567	
North Gwinnett H.S. Sidewalk (2009 SPLOST)	-	60,800	-	-	-	-	60,800	
Pedestrian Bicycle Plan Projects (2009 SPLOST)	-	500,000	422,867	-	-	-	922,867	
Pedestrian Bicycle Plan Projects (2014 SPLOST)	-	-	177,133	-	-	-	177,133	
Smithtown Road Sidewalks (2009 SPLOST)	-	70,000	-	-	-	-	70,000	
Smithtown Road Sidewalks (2014 SPLOST)	-	280,000	-	-	-	-	280,000	
Street Maintenance & Resurfacing (2014 SPLOST)	-	690,000	435,152	-	-	-	1,125,152	
Stormwater Projects (2009 SPLOST)	-	19,849	-	-	-	-	19,849	
Stormwater Projects (2014 SPLOST)	-	230,151	250,000	169,849	-	-	650,000	
Transportation Enhancements (2009 SPLOST - Fund 318)	-	40,000	40,000	40,000	25,414	-	145,414	
Transportation Enhancements (2010 SPLOST - Fund 375)	-	230,000	1,358	-	-	-	231,358	
Western Gwinnett Bikeway (2014 SPLOST)	-	-	80,000	-	-	-	80,000	
SPLOST TRANSPORTATION TOTAL	**$ -**	**$ 2,649,660**	**$ 4,679,393**	**$ 209,849**	**$ 25,414**	**$ -**	**$ 7,564,316**	
TOTAL FOR SPLOST	**$ -**	**$ 4,913,179**	**$ 8,323,500**	**$ 3,090,000**	**$ 2,165,414**	**$ 4,234,227**	**$ 22,726,320**	**53.1 %**



		FY 16 4TH QUARTER CONTRIBUTION	FY 17	FY 18	FY 19	FY 20	FY 21	CITY FUNDING	% OF TOTAL
LOCAL FUNDS	Cemetery Improvements - Fund 343	-	30,977	-	-	-	-	30,977	
	Facility Maintenance - Fund 340	-	206,540	144,832	-	-	-	351,372	
	Forfeiture Funds	-	70,000	-	-	-	-	70,000	
	Master Plan Implementation - Fund 346	-	2,269,127	-	-	-	-	2,269,127	
	Master Plan Implementation - Fund 346	-	866,000	-	-	-	-	866,000	
	Park Enhancements - Fund 316	-	72,446	-	-	-	-	72,446	
	Public Safety Projects - Fund 341	-	62,450	124,300	9,600	10,000	10,400	216,750	
	Smithtown Road Sidewalks - Fund 312	-	326,800	-	-	-	-	326,800	
	Transportation Enhancements - Fund 318 (Sign Reflectivity)	-	-	-	-	14,586	40,000	54,586	
	Transportation Enhancements - Fund 341 (PIB Landscaping)	-	154,000	-	-	-	-	154,000	
	Water System Projects - Fund 505	-	60,000	690,000	-	-	-	750,000	
	TOTAL FOR LOCAL FUNDS	**$ -**	**$ 4,118,340**	**$ 959,132**	**$ 9,600**	**$ 24,586**	**$ 50,400**	**$ 5,162,058**	**12.1 %**
	CITY'S TOTAL OBLIGATION FOR 2017-2021 CIP							**$ 37,515,546**	
OUTSIDE FUNDING SOURCES	Buford Highway Corridor Improvements - LCI Grant	-	2,996,140	1,000,000	-	-	-	3,996,140	
	North Gwinnett H.S. sidewalk connection - County match	-	259,200	-	-	-	-	259,200	
	Smithtown Road Sidewalks - County match		1,043,200	-	-	-	-	1,043,200	
	TOTAL FOR OTHER FUNDING SOURCES	**$ -**	**$ 4,298,540**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ 5,298,540**	**12.4 %**
	TOTAL PROJECT COSTS FOR 2017-2021 CIP							**$ 42,814,086**	**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.*

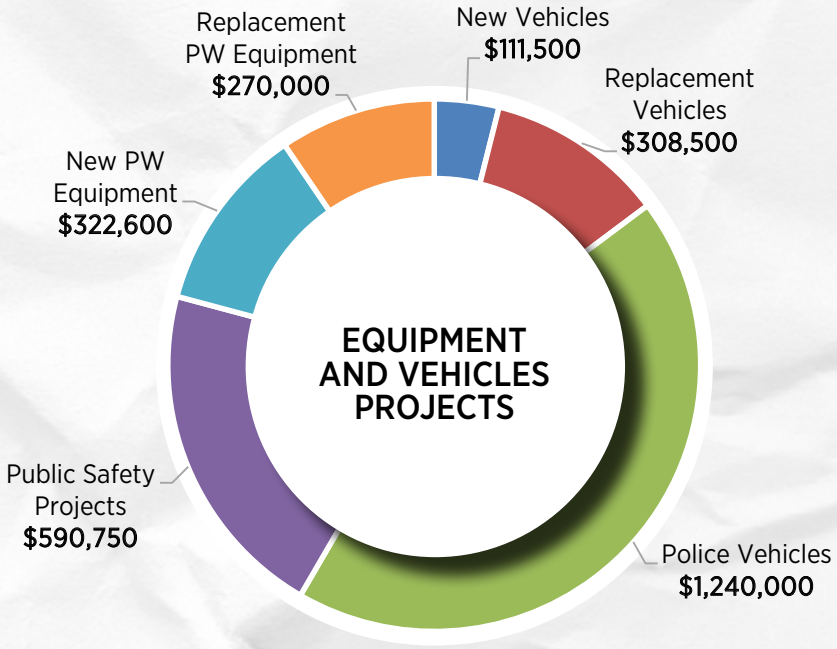


EQUIPMENT & VEHICLES

EQUIPMENT AND VEHICLES SUMMARY

PROJECT NUMBER	PROJECT	FY 17	FY 18	FY 19	FY 20	FY 21	TOTAL
	Equipment & Vehicles						
CIP-EV-001	City Vehicles - New	32,000	-	38,000	-	41,500	111,500
CIP-EV-002	City Vehicles - Replacement	-	115,000	73,000	79,000	41,500	308,500
CIP-EV-003	Police Vehicles	175,000	345,000	255,000	255,000	210,000	1,240,000
CIP-EV-004	Public Safety Projects	132,450	174,000	133,700	82,600	68,000	590,750
CIP-EV-005	Public Works Equipment - New	22,500	229,600	70,500	-	-	322,600
CIP-EV-006	Public Works Equipment - Replacement	17,500	45,000	106,000	80,500	21,000	270,000
	TOTAL	**$ 379,450**	**$ 908,600**	**$ 676,200**	**$ 497,100**	**$ 382,000**	**$ 2,843,350**

Projects in the Equipment & Vehicles category total $2,843,350 or approximately 6% 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 $1.24 million 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 various public safety projects.





EQUIPMENT AND VEHICLES PROJECTS

Project: **CITY VEHICLES – NEW**
Total Cost: **$111,500**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

Project: **CITY VEHICLES – REPLACEMENT**
Total Cost: **$308,500**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

FY 16 4th quarter: 1 SUV administration vehicle
FY 18: 1 dump truck
1 pickup truck
FY 19: 2 pickup trucks
(Public Works & Inspections)
FY 20: 2 pickup trucks
FY 21: 1 pickup truck

Project: **POLICE VEHICLES – REPLACEMENT**
Total Cost: **$1,240,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



Project Description:
The Police Department has prepared a Fleet Retirement Schedule, assuming pursuit vehicles are retired around 125,000 miles. The schedule has been prepared to take into account each officer's average miles driven, mileage to his/her place of residence, etc. The department also has an internal policy of assigning each officer his/her own vehicle. Based on these assumptions, the department anticipates retiring the following vehicles, plus installation of lights, sirens, flashlight, prisoner seat, laptop stand, and shotgun rack; mobile radios and radar units will be reused:

FY 17: 4 vehicles
FY 18: 8 vehicles
FY 19: 6 vehicles
FY 20: 6 vehicles
FY 21: 5 vehicles

Project: **PUBLIC SAFETY PROJECTS**
Total Cost: **$590,750**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **Multiple Funds**



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

Parks Video Surveillance: The City proposes to continue implementation of its video surveillance system in and around City Buildings and City parks along with improvements to its Wi-Fi hot spots. $25,000 is proposed for FY 2017.

Radar Signs: The City installed nine radar signs in strategic locations to date. They have proven an effective use of technology to help reduce speeding. The Public Works Department plans to install one sign each year, for a total estimated cost of $48,200.

Body Cameras: The police department is evaluating implementation of body cameras for officers. $70,000 has been allocated for the purchase of the cameras, $35,000 in FY 2017 and $35,000 in FY 2018.

The industry standard seems to be developing around cloud storage. Staff has estimated the ongoing storage costs would be approximately $57,600 per year. Overall, $297,000 has been allocated for the purchase of cameras and four years of storage. Implementation is proposed as follows:

FY 17: $35,000 (camera purchases)
FY 18: $89,200 (camera purchases and data storage)
FY 19: $57,600 (ongoing data storage)
FY 20: $57,600 (ongoing data storage)
FY 21: $57,600 (ongoing data storage)

Police Radios: Motorola is no longer supporting the current model of police radios the City owns. The department plans to phase in both portable and mobile radios as follows:

FY 17: $63,550
FY 18: $65,500
FY 19: $66,500
FY 20: $15,000

Crime/Accident Scene Reconstruction Software ($10,000, FY 18): This equipment would give the Police Accident Investigation Unit and the Criminal Investigations Division the ability to map traffic crash scenes and crimes scenes accurately and to scale. The purchase is a singular expense and includes the cost of training for the use of equipment.

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

Project: **PUBLIC WORKS EQUIPMENT – NEW**
Total Cost: **$322,600**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **General Fund**



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

FY 17: stand-on blower and trailer/buggies for sod protection mats ($22,500).

FY 18: Street Sweeper ($200,000).

FY 18: Rubber track loader ($70,500)

Project: **PUBLIC WORKS EQUIPMENT – REPLACEMENT**
Total Cost: **$270,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

FY 17: 2 zero turn mowers
FY 18: 2 zero turn mowers
1 utility vehicle
FY 19: 2 zero turn mowers
1 backhoe tractor
FY 20: 2 zero turn mowers
1 utility tractor
FY 20: 2 zero turn mowers





PARKS & FACILITIES

PARKS & FACILITIES SUMMARY

PROJECT NUMBER	PROJECT	FY 17	FY 18	FY 19	FY 20	FY 21	TOTAL
	Parks & Facilities						
CIP-FAC-004	Cemetery Improvements	30,977	-	-	-	-	30,977
CIP-FAC-001	Facility Enhancement Projects	50,000	70,000	-	-	-	120,000
CIP-FAC-002	Facility Maintenance	535,000	425,000	425,000	425,000	425,000	2,235,000
CIP-FAC-012	Master Plan Implementation	3,972,032	3,658,000	2,000,000	1,000,000	2,894,227	13,524,259
CIP-FAC-011	Park Enhancement Projects	300,000	-	-	-	-	300,000
CIP-FAC-013	Parking Enhancements	1,500,000	-	-	-	-	1,500,000
CIP-FAC-010	Water System Improvements	260,000	790,000	120,000	120,000	130,000	1,420,000
	TOTAL	**$ 6,648,009**	**$ 4,943,000**	**$ 2,545,000**	**$ 1,545,000**	**$ 3,449,227**	**$ 19,130,236**

Projects in the Parks and Facilities category total $19,130,236 or about 45% of the CIP. There are a variety of projects planned to both enhance and maintain City facilities and parks. The City contributes annually to its Facility Maintenance fund to ensure proper and timely maintenance of the City's various facilities; approximately $425,000 is allocated to this fund each year.





PARKS & FACILITIES PROJECTS

Project: **CEMETERY IMPROVEMENTS**
Total Cost: **$30,977**
Proposed Funding Year: **FY 17**
Proposed Funding Source: **Local Funds**



Project Description:
In 2009, the City completed a Cemetery Preservation Assessment, which identified various projects to improve the Shadowbrook, Sims Lake, and Jackson Street cemeteries. The City is currently completing phase one of the recommended projects.

Project: **FACILITY ENHANCEMENT PROJECTS**
Total Cost: **$120,000**
Proposed Funding Year: **FY 17, 18**
Proposed Funding Source: **General Fund**



Project Description:
The purpose of this item is to provide a pool of funding to add minor enhancements to the City's existing facilities. These are not intended to be significant projects, but may include general improvements such as landscaping, equipment, etc. As other specific needs are identified, projects and cost estimates will be determined.

Facility Needs Analysis (FY 16 4th quarter): The City is currently under contract with a consultant to analyze the Municipal Court, Fire Station, and Buford Highway school site for City uses. This study will be completed in early fall 2016. The study cost is $50,000.

Public Works Facility (FY 18): This project includes enhancements to the Public Works facility at Windsor Park Drive. The purpose of this project is to provide improved storage for materials, tools, and other items, as well as to provide additional storage. The proposed cost is $68,700.

Project: **FACILITY MAINTENANCE**
Total Cost: **$2,235,000**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **General Fund**



Project Description:
In 2011, 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 included all existing buildings, parking lots, trails, parks, etc. The Public Facilities Maintenance Fund (340) is presently the fund used to pay for these projects. The proposed projects and estimates can be refined yearly. It is anticipated that these expenditures will be covered by transfers from the General Fund to fund 340.

Additionally, $110,000 has been allocated in FY 2017 to conduct an update to the 2011 study in order to add facilities that were not a part of the initial study and to evaluate current maintenance needs.

Project: **MASTER PLAN IMPLEMENTATION**
Total Cost: **$13,524,259**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Multiple**



Project Description:
The purpose of this project is to allocate funds that can be used to complete projects identified in the 2014 update to the Downtown Master Plan and the Town Center Park West master plan (to be completed 2016-2017). Specific projects, estimated costs, scope, etc. will be determined after the master plan is updated.

Project: **PARK ENHANCEMENT PROJECTS**
Total Cost: **$300,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Multiple**



Project Description:
The purpose of this item is to provide a pool of funding to add minor enhancements to the City's existing parks. These are not intended to be significant projects, but may include additional signage, benches, kiosks, etc. The City completed a parks needs assessment in 2010 that helped to identify many of the projects that might be included in this category. Based on the assessment, the City plans to focus on the following projects:

- Dock at Sims Lake Park: $65,000 (FY 17)
- White Street Park Phase 2: $165,000 (FY 17)
- Delay/Town Center West master plan: $50,000 (FY 17)
- Other projects to be identified

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

Project: **PARKING PROJECT(S)**
Total Cost: **$1,500,000**
Proposed Funding Year: **FY 2017**
Proposed Funding Source: **SPLOST**



Project Description:
The City has $1,500,000 of 2009 SPLOST money to use for parking. This funding is anticipated to be used for the acquisition of parking deck spaces for City use to be developed with the Terwilliger Pappas project.

Project: **WATER SYSTEM IMPROVEMENT**
Total Cost: **$1,420,000**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **General Fund**



Project Description:
The City completed an analysis of the City water system in 2009, which included recommendations for needed improvements. These projects represent the continued implementation of that study. As proposed projects are evaluated and designed further, the scope and cost estimate of each will be developed. These projects are funded by a transfer from the General Fund to the Water System's Enterprise Fund.

One specific project for FY 17/18 includes relocation of the master meter and water lines for the Buford Highway Road Reconstruction project





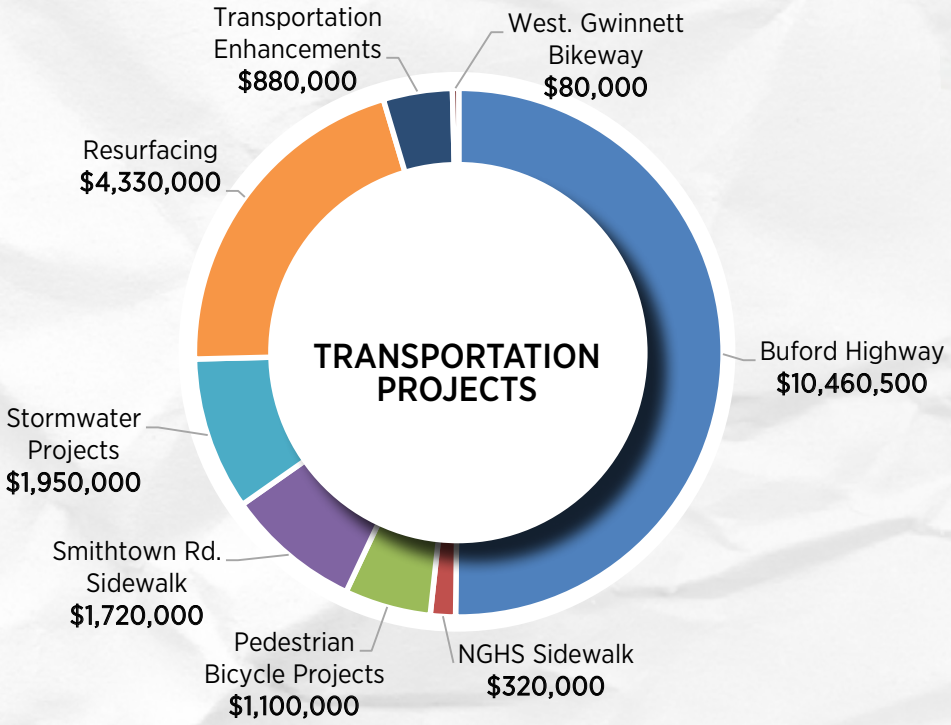
TRANSPORTATION

TRANSPORTATION SUMMARY

PROJECT NUMBER	PROJECT	FY 17	FY 18	FY 19	FY 20	FY 21	TOTAL
	Transportation						
CIP-TRS-005	Buford Highway Corridor Improvements	3,525,000	6,935,500	-	-	-	10,460,500
CIP-TRS-015	North Gwinnett H.S. Sidewalk Connection	320,000	-	-	-	-	320,000
CIP-TRS-021	Pedestrian Bicycle Plan Projects	500,000	600,000	-	-	-	1,100,000
CIP-TRS-017	Smithtown Road Sidewalks	1,720,000	-	-	-	-	1,720,000
CIP-TRS-020	Stormwater Projects	330,000	335,000	340,000	395,000	550,000	1,950,000
CIP-TRS-002	Street Maintenance & Resurfacing	790,000	815,000	860,000	905,000	960,000	4,330,000
CIP-TRS-018	Transportation Enhancement Projects	520,000	90,000	90,000	90,000	90,000	880,000
CIP-TRS-019	Western Gwinnett Bikeway	-	80,000	-	-	-	80,000
	TOTAL	**$ 7,705,000**	**$ 8,855,500**	**$ 1,290,000**	**$ 1,390,000**	**$ 1,600,000**	**$ 20,840,500**

At $20,840,500, transportation projects constitute 49% of the CIP. The largest of the transportation projects is the improvement to the Buford Highway corridor. This project is estimated to cost approximately $10.5 million, with final design and right-of-way acquisition underway in 2016.

The annual street maintenance and resurfacing program, projected at $4.3 million, is the second largest expenditure. This category also includes smaller construction projects, including updates to the City's stormwater infrastructure and additional sidewalk installations. The SPLOST continues to be a paramount funding source for transportation projects.





TRANSPORTATION PROJECTS

Project: **BUFORD HIGHWAY RECONSTRUCTION**
Total Cost: **$10,460,500**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **Multiple**



Project Description:
This project will upgrade Buford Highway to improve local pedestrian, bicycle, and vehicular mobility around Downtown Suwanee and to encourage business development along the Buford Highway corridor. Exact scope of the project will be determined when the project is bid, but corridor improvements have been designed between McGinnis Ferry Road and the entrance to George Pierce Park.

Project: **NORTH GWINNETT HIGH SCHOOL SIDEWALK CONNECTION**
Total Cost: **$320,000**
Proposed Funding Year: **FY 17**
Proposed Funding Source: **SPLOST & County Match**



Project Description:
This project includes 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 intersection to cross at the intersection of Suwanee Dam Road and Moore Road at North Gwinnett High School. 81% of the project funding is designated from Gwinnett County SPLOST funds and 19% from City funds.

Project: **PEDESTRIAN BICYCLE PLAN PROJECTS**
Total Cost: **$1,100,000**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **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, on hold pending private development)
- **George Pierce Park/Ruby Forest Connection** ($100,000)
- **Lawrenceville-Suwanee Road Sidewalk Gaps** ($290,000)
- **PIB Pedestrian Crossings** ($460,000 on hold pending County project)
- **Annandale Lane Sidewalks** ($110,000)
- **Stonecypher Road Sidewalk** ($580,000, assuming PIB and Village Grove projects do not need City funding)

Project: **SMITHTOWN ROAD SIDEWALKS**
Total Cost: **$1,720,000**
Proposed Funding Year: **FY 17**
Proposed Funding Source: **Multiple**



Project Description:
This project includes the installation of 1.8 miles of sidewalks along one side of Smithtown Road to complete the sidewalk network from Lawrenceville-Suwanee Road to Satellite Boulevard. 81% of the project funding is designated from Gwinnett County SPLOST funds and 19% from City funds.

Project: **STORMWATER PROJECTS**
Total Cost: **$1,950,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **SPLOST & Local**



Project Description:
The purpose of this program is to address stormwater issues identified from needs assessments, citizen complaints, and as infrastructure failures occur. The City's stormwater infrastructure system is currently in relatively good shape. However, as the system ages, it is expected that small- to medium-sized projects will be required each year. These projects are funded using money from the SPLOST program, as well as general fund transfers to the Storm Drainage Fund (345).

Project: **STREET MAINTENANCE & RESURFACING PROGRAM**
Total Cost: **$4,330,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **SPLOST & Local**



Project Description:
The Public Works Department facilitates the City's street resurfacing program, which includes planned annual projects as well as patching, repairs, and unanticipated emergency repairs. 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. These projects are funded using money from the SPLOST program, LMIG Grants, as well as general fund transfers to the Paved Streets Fund (344).

Project: **TRANSPORTATION ENHANCEMENT PROJECTS**
Total Cost: **$880,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **Multiple**



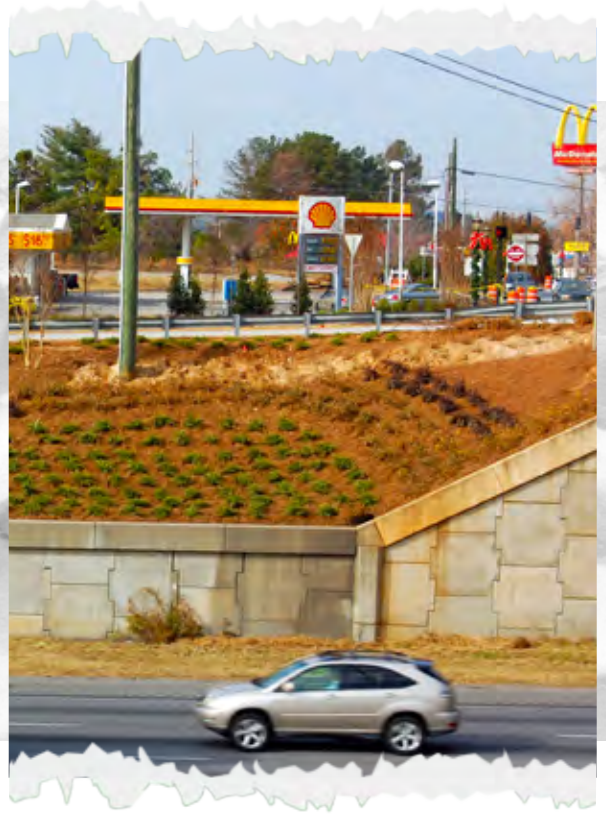
Project Description:
The purpose of this project is to implement various types of road improvement needs, including streetscaping, traffic signal improvements, signage, traffic calming, etc. Annually, $50,000 has been allocated to these types of projects in addition to the following specific projects:

- **Sign Reflectivity Program:** The City will replace existing regulatory, warning, and guide signs to meet new FHWA sign reflectivity requirements. As part of this program, street name signs will also be upgraded to incorporate the City's new logo. $40,000 has been allocated toward this program per year.
- **Street Light Globe Replacements:** The City will replace 40 globes of the Suwanee street lights on Lawrenceville Suwanee Road along the I-85 bridge and on both sides of the interstate. $25,000 is allocated to this project.
- **PIB Landscaping Enhancements (new project):** This project includes enhancing the median plantings on Peachtree Industrial Blvd. on the four islands near the McGinnis Ferry Road intersection. These islands will be impacted by Gwinnett County's PIB road widening project and, as such, were not completed with the other medians the City enhanced recently. $250,000 has been allocated for this project.
- **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 would advance goals of both the I-85 Business District Plan and the 20/20 Vision strategic plan. $155,000 has been allocated, but the overall cost is contingent on final review by GaDOT and the Federal Highway Administration.

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



Project Description:
This is a County bike path project that will extend through multiple jurisdictions. The $80,000 allocated by the City represents Suwanee's contribution to the overall project.





DOWNTOWN DEVELOPMENT AUTHORITY

Fiscal Year 2016-2017

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



DOWNTOWN DEVELOPMENT AUTHORITY

Statement of Service

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

Daily administrative operation of the DDA 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 2017 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 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Investment Income	$ 49	$ 55	$ 68	$ 100	$ 100
Contributions	900	-	-	11,200	8,000
Miscellaneous Revenues	-	-	-	1,200	-
Other Financial Sources	7,000	7,000	22,000	7,000	7,000
TOTAL	**$ 7,949**	**$ 7,055**	**$ 22,068**	**$ 19,500**	**$ 15,100**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 CURRENT	FY 2017 BUDGET
Purchased Professional & Technical	$ -	$ 4,316	$ -	$ 3,000	$ 3,100
Other Purchased Services	-	-	-	8,500	-
Supplies	-	-	4,059	1,000	5,000
Other Costs	1,000	-	-	7,000	7,000
TOTAL	**$ 1,000**	**$ 4,316**	**$ 4,059**	**$ 19,500**	**$ 15,100**


CITY HALL



STWP SHORT TERM WORK PROGRAM

2016-2020

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 2016 will largely take place between January 1 and December 31, 2016.



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 2016 to 2020. 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.





2016 PROJECTS BY YEAR: CURRENT PROJECTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
CURRENT PROJECTS						
200th Anniversary Celebration - Plan a 200th anniversary celebration of Suwanee's founding.	X	X				City
Branding - With implementation of the sign reflectivity program, incorporate Suwanee's logo on signage throughout the City.	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			City
Buford Highway Reconstruction: McGinnis Ferry Road Gateway - Recognize the intersection of McGinnis Ferry Road and Buford Highway as a gateway element in the Buford Highway project.	X	X				City
Buford Highway Sewer & Underground Utilities - Evaluate in association with the reconstruction project.	X					City
Buford Highway Underground Utilities - Explore funding for underground utilities through Georgia Power and local legislators.	X					City
City Project Information Distribution - Actively promote public information distribution for City projects, particularly Buford Highway reconstruction.	X	X	X	X	X	City
City Website Overhaul - Update the City's website.	X	X				City
Downtown City Facilities Analysis - Undertake a feasibility study to analyze various operational needs to available sites, to include the fire station, Gwinnett County school site, and Crossroads building.	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					City
Old Town Streetscaping - Evaluate design options for streetscaping along Main Street and Russell Street.	X					City; Railroad
National Citizen Survey - Participate in survey.	X		X		X	City; NRC
Peachtree Industrial Blvd. Medians - Complete enhancement project.	X					City
Pierce's Corner - Examine status of Pierce's Corner and evaluation options.	X					City
Police CALEA - Maintain accreditation.	X				X	City
Police Radio Communication System - Upgrade existing radio communication system.	X	X	X			City
Real Estate Welcome Packet - Prepare a welcome packet with Suwanee materials for real estate agents to use.	X					City
Road Improvements - Develop a list of local priority road improvements, to include County, State, and local projects.	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					City; County
Town Center Alcohol Policies - Consider amending local policies to allow alcohol consumption at Town Center Park year-round.	X					City
Town Center Park, Phase 2 - Master plan the Delay park site as Town Center Park, Phase 2.	X	X				City
Water System Rate Structure - Review current rate structure.	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.
TBD	Local	The logo is included on street and other signs to further develop the Suwanee brand.
$10,120,000**	SPLOST ;LCI Grant Local funds	Reconstruction promotes expansion of Town Center; the corridor is pedestrian-friendly.
TBD	Local; TBD	Explore design and construction options for this Gateway intersection. Incorporate into Buford Highway reconstruction project.
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; actual costs TBD	Local; TBD	Engage with both Georgia Power and the local legislators to request funding assistance to pay for underground utilities on this project. Report back to Council for final decision.
Staff Time; actual costs TBD	Local	Actively share information on current and upcoming City projects through a variety of appropriate media, which may include video, website updates, social media, etc. Examples of projects include Buford Highway, other capital projects, and other Citywide initiatives.
Staff Time; actual costs TBD	Local	Overhaul the suwanee.com website to include new design, content, layout, etc.
$50,000	Local	Engage a consultant to analyze existing and future operational needs and options at the fire station, Buford Highway school site, and Crossroads. Report back to Council. Consider recommendations for CIP.
Staff Time	Local	Research and report back to Council for consideration.
TBD	Local	Explore design options and costs for streetscaping Main Street and Russell 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.
$275,000	Local	Complete project.
TBD	Local	In June 2016, examine current status of Pierce's Corner with regard to feasible redevelopment options.
Staff Time, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2016).
$500,000-$750,000	Local	Budget for and install system.
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	Develop a list of high priority projects for local, County, and State roads within Suwanee. Seek support from Gwinnett DOT and Georgia DOT. Incorporate needs into CIP.
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. Seek opportunities to partner with Gwinnett County. Report back to Council and proceed if feasible and funded.
Staff Time	Local	Staff will prepare proposed amendments to City Code related to alcohol sales in Town Center Park on non-event days. Forward to Council for consideration.
TBD	Local	Hire a consultant to complete a master plan for the Delay site as Phase 2 of Town Center Park.
Staff Time	Local	Evaluate and update, if needed.



2016 PROJECTS BY YEAR: ONGOING PROJECTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
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" when appropriate.	X	X	X	X	X	City ;Chamber of Commerce
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	X	X	X	X	X	City
Citizen Engagement - Measure and track levels of citizen engagement.	X	X	X	X	X	City
Citizens Police Academy - Support program and participate in leadership component of Citizens Police Academy.	X	X	X	X	X	City; Staff City Council
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	X		X		X	City
City Properties Inventory - Maintain an inventory of all City-owned properties.	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
Higher Education - Build a relationship with Georgia Tech incubator to promote economic development, entrepreneurship, and bring knowledge workers to Suwanee.	X	X	X	X	X	City
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	X	X	X	X	X	City
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	X	X	X	X	X	City
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	X	X	X	X	X	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board



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.
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 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.
Staff & Council Time	Local	Legislators are invited to visit Suwanee and meet with Council and staff annually.
TBD	Local, County, State of Georgia	Identify and complete projects.
Staff, Board & Council Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.



2016 PROJECTS BY YEAR: ONGOING PROJECTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
ONGOING PROJECTS (CONTINUED)						
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 2 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
Water System Transfer - Explore the feasibility and merits of conveying Suwanee's water system to Gwinnett County.	X	X	X	X	X	City; County
Youth Engagement - Include youth in City master planning efforts, as appropriate.	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
$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.
Varies	SPLOST	Bid, design, and construct Tier 2 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.
$4,100,000	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 Conveyance Costs TBD	Local	Monitor options for transferring Suwanee's water system to Gwinnett County; proceed if feasible.
Staff Time	Local	Use a targeted approach to involve youth in the 2015 Downtown Master Plan effort.
Staff Time	Local	Ongoing; identify and present amendments, as needed.

2016 PROJECTS BY YEAR: FUTURE PROJECTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
FUTURE PROJECTS						
Annexation - Pursue Phase III I-85 annexation through the legislative process, consistent with Fiscal Impact Analysis.		X	X			City; State Legislature
Downtown Suwanee Master Plan - Update master plan.					X	City
Police State Certification - Maintain state certification.				X		City
Public Art SculpTour - Continue two-year program.		X		X		City; Public Arts Commission; Suwanee Arts Partnership
SDS Adoption - Prepare for the 2019 re-adoption of the Service Delivery Strategy.			X	X		City
Suwanee Avenue Extension South - Explore the extension of Suwanee Avenue south to King Street.				X	X	City



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.
Staff Time plus consultant fees	Local	Update and adopt plan.
Staff Time ;TBD	Local	Evaluate and implement requirements for maintaining certification (January 2016).
Staff Time; TBD	Donations	Solicit donations and sculptures to install on biennial basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
Staff Time	Local	SDS agreement is adopted by Gwinnett County and the municipalities.
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.

2016 PROJECTS BY YEAR: POLICY STATEMENTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
POLICY STATEMENTS						
Annexation - Continue efforts to annex property in close proximity to the City limits.	X	X	X	X	X	City
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures.	X	X	X	X	X	City
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures.	X	X	X	X	X	City
Awards - Seek awards from local and national organizations.	X	X	X	X	X	City
Board Training - Enhance training and knowledge of Boards & Commissions.	X	X	X	X	X	City ;Board Members
City Services - Maintain high levels of City services.	X	X	X	X	X	City Consultants, Contractors Vendors, etc.
Code Enforcement - Effectively balance code enforcement with pragmatism.	X	X	X	X	X	City
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	X	X	X	X	X	City
Community Aesthetics - Emphasize community aesthetics throughout the City.	X	X	X	X	X	City
Community Policing - Continue to implement and expand community oriented policing programs.	X	X	X	X	X	City; Neighborhood groups
Commuter Rail - Promote commuter rail station in Suwanee.	X	X	X	X	X	City; Georgia Passenger Rail Authority; Others
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	X	X	X	X	X	City
Cultural Arts Center - Support the construction and development of a performing arts/cultural arts center in Suwanee.	X	X	X	X	X	City; Others
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.	X	X	X	X	X	City
Driver Speeding - Undertake education efforts to reduce driver speeding.	X	X	X	X	X	City
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	X	X	X	X	X	City; Chamber



ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
$4,100,000 allocated**	SPLOST Local	The infrastructure is safe and well-maintained.
$1,680,000 allocated**	SPLOST Local	The infrastructure is safe and well-maintained.
Staff Time	Local	The City receives positive recognition.
$2500/year plus Staff Time	Local	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education).
Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
TBD	Local	The City's codes are enforced in an effective, fair, and professional manner.
Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Staff Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process.
Staff Time	Local	Expand PACT program; increase citizen participation in PACT.
Staff Time	Varies	Project is included in State's Work Plan.
Staff Time	Local	Undertake yearly update.
Staff Time	Varies	A facility is developed in Suwanee.
$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
Staff Time	Local	Reduce complaints/incidents of driver speeding and speed-related accidents. Hold P.R.I.D.E. meetings. Evaluate need and benefit for additional radar signs.
Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.

2016 PROJECTS BY YEAR: POLICY STATEMENTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
POLICY STATEMENTS (CONTINUED)						
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	X	X	X	X	X	City; Board of Education
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	X	X	X	X	X	City
Facility Maintenance - Ensure long-term maintenance of City facilities.	X	X	X	X	X	City
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP.	X	X	X	X	X	City
Higher Education Recruitment- Work to recruit higher education institutions to Suwanee.	X	X	X	X	X	City
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	X	X	X	X	X	City
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	X	X	X	X	X	City
Land Use - Carefully monitor non-residential land use allocations.	X	X	X	X	X	City
Land Use - Promote cooperation with Gwinnett County and surrounding cities regarding rezoning of properties near the City.	X	X	X	X	X	City ;County Nearby municipalities
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	X	X	X	X	X	City
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	X	X	X	X	X	City
Main Street Program - Promote program in community.	X	X	X	X	X	City; DDA; Citizens
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	X	X	X	X	X	City; GwDOT GaDOT
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
Parking Facility(ies) - Monitor options, as appropriate.	X	X	X	X	X	City



ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
Varies	Local	Purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet, when appropriate; seek additional opportunities to be environmental stewards.
Varies	Local	Incorporate needs into CIP; complete planned maintenance, as appropriate.
Varies	Local	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
TBD	Local	Identify higher education needs; market local assets to assist in recruiting institutions.
Staff Time, plus costs TBD	Local, TBD	External entry rooms are reduced and the renovation or construction of internal entry rooms is encouraged.
Staff Time	Local	Evaluate during zoning decisions.
Staff Time	Local	Monitor as needed with rezoning and SUP applications and quarterly economic indicator reports.
Staff Time	Local	Staff will review rezoning requests within Suwanee's sphere of influence for consistency with the City's land use and adopted policies. Ensure compliance with H.B. 489.
Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
		Continue support of Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and other organizations that promote local businesses.
Staff Time	Local	Community is aware of program.
TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
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.
TBD	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).

2016 PROJECTS BY YEAR: POLICY STATEMENTS

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2016	2017	2018	2019	2020	
POLICY STATEMENTS (CONTINUED)						
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.
**Funding allocation in 2016-2020 Capital Improvement Program.



ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
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.





SUPPLEMENTAL INFORMATION

Fiscal Year 2016-2017



STATISTICAL INFORMATION

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

Location:

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

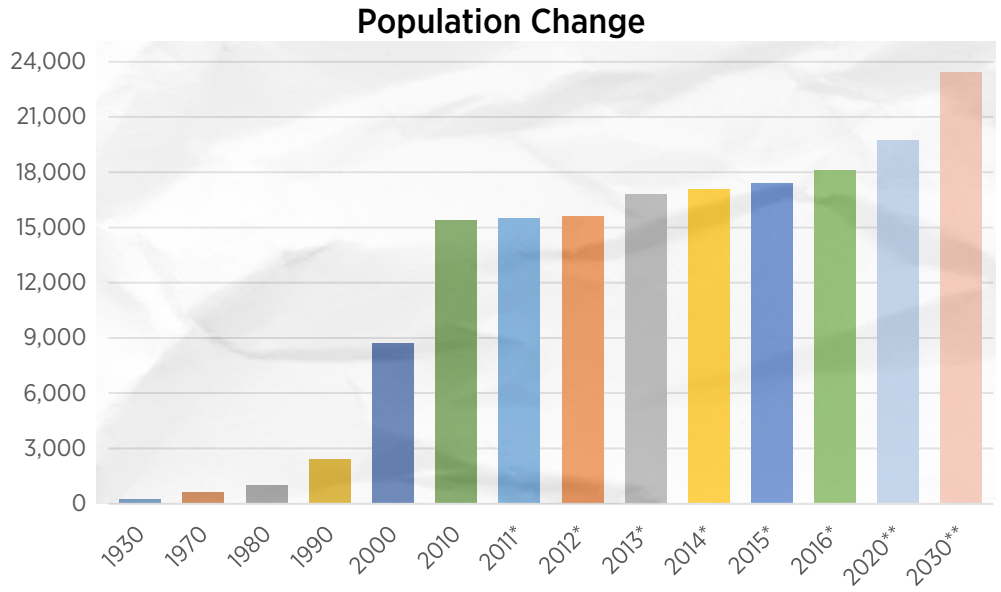
Form of Government:

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

Population:

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

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



Area:

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

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

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

Miles of Roads:

The City maintains approximately 63 miles of streets

Number of Street Lights:

Approximately 1,028

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
2016*	18,098
2020**	19,743
2030**	23,453

* *Estimated population 2011 - 2016 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 Back Lawn Park	1
City Hall Cemetery	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 Ferry Road Tract 1	3
McGinnis Ferry Road Tract 2	3
McGinnis Reserve- Suwanee Greenway Tract	2
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 Greenway	67
Suwanee Creek Park	85
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 352 metered customers. The current average consumption of water from the City's water system is approximately 46,034 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
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
2015	260	43,762,400	650 [4]	57,536,208

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 two new commercial facilities valued at over $15 million.

(4) Increase in construction units largely due to new practice of issuing roof permits.

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:

- CREATE Community Award in Educational Excellence from the Atlanta Regional Commission (ARC) for Suwanee Youth Leaders (2016).
- Best New Event, Gold, and Best T-Shirt, Bronze, for Suwanee Big Cheesy, Southeast Festivals & Events Association (2016).
- Best Volunteer, Silver, and Best Children's Program, Bronze, for Suwanee Fest, Southeast Festivals & Events Association (2016).
- Distinguished Budget Presentation Award for fiscal year 2016 budget, Government Finance Officers Association (2015).
- Excellence in Financial Reporting, Government Finance Officers Association, for 2015 Comprehensive Annual Financial Report (2016).
- Voice of the People Awards for Excellence winner in Community Engagement and Recreation and Wellness from the International City/County Management Association and National Research Center. The City of Suwanee was the only jurisdiction to win more than one award (2015).
- Voice of the People Awards for Excellence finalist for Built Environment and Economy from the International City/County Management Association and National Research Center (2015).
- 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).
- Certificate of Distinction for superior performance management from International City/County Management Association; one of only eleven jurisdictions throughout the country to receive such recognition (2015).
- Popular Annual Financial Reporting Award, Government Finance Officers Association, 2014 Annual Report (2015).
- One of the three "Best Small Cities to Raise a Family", RealEstate.com (2014).
- Award of Excellence (third place) from the City-County Communications and Marketing Association, Printed Publications-External Publications for Connects newsletter (2014).
- PlanFirst designation, Georgia Department of Community Affairs, for excellence in community planning (2014).

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

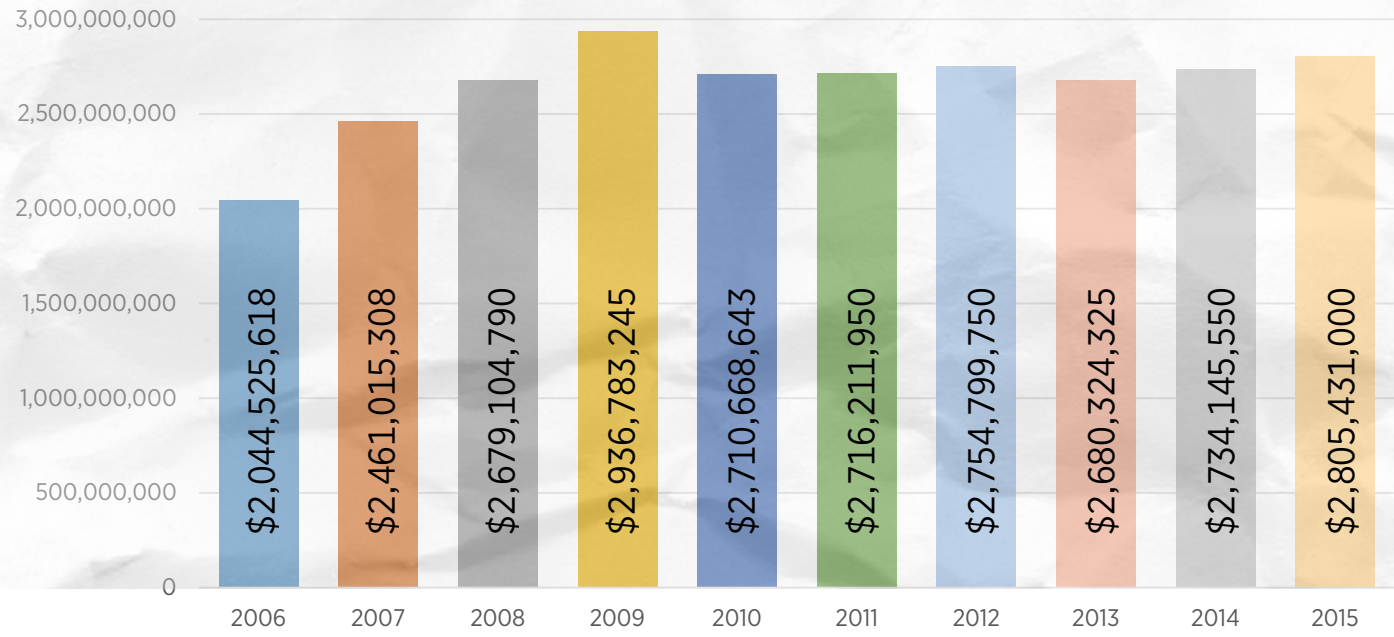
Calendar Year	Real & Personal Property		Motor Vehicles		Total		Assessment Ratio
	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	
2006	$ 780,982,587	$ 1,952,456,468	$ 36,827,660	$ 92,069,150	$ 817,810,247	$ 2,044,525,618	40%
2007	941,390,793	2,353,476,983	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	1,048,684,290	2,621,710,725	44,973,930	112,434,825	1,093,658,220	2,734,145,550	40%
2015	1,090,204,860	2,725,512,150	31,967,540	79,918,850	1,122,172,400	2,805,431,000	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 2006-2015



PROPERTY TAX LEVIES & COLLECTIONS
LAST TEN FISCAL YEARS

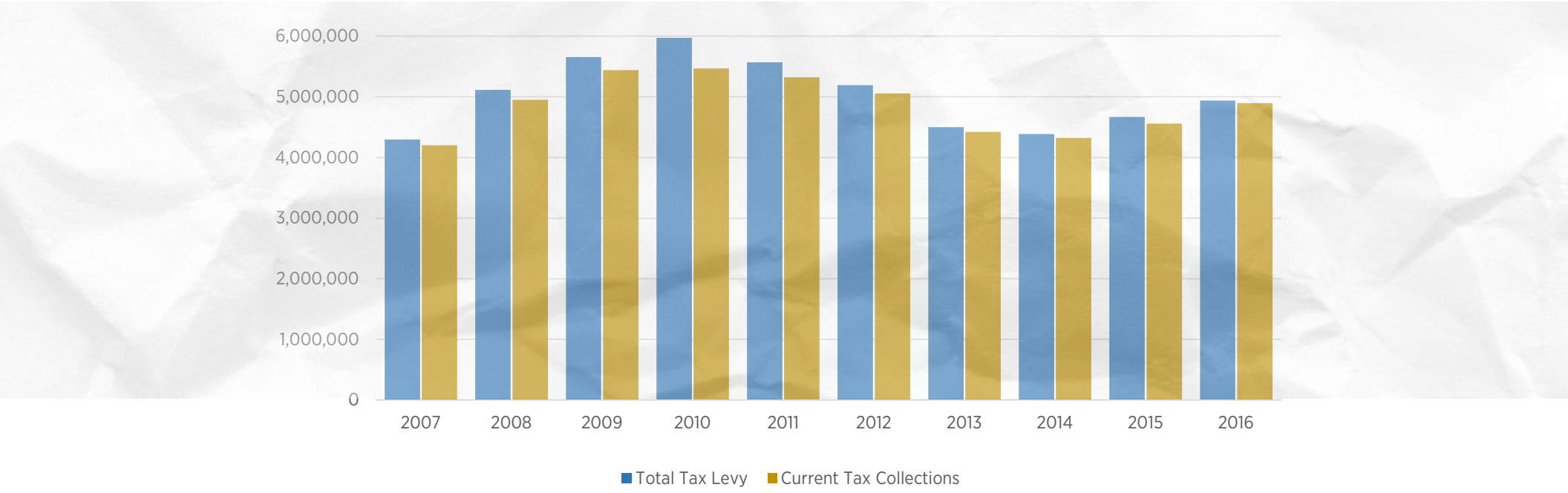
Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date		Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
					Amount	Percent of Levy		
2007	$ 4,296,745	$ 4,201,861	97.8%	$ 94,884	$ 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	4,666,809	4,557,650	97.6%	21,482	4,579,132	97.6%	294,441	6.3%
2016 [3]	4,938,018	4,895,698	99.1%	-	4,895,698	99.1%	180,914	3.7%

NOTES:

(1) Relates to preceding calendar year digest.

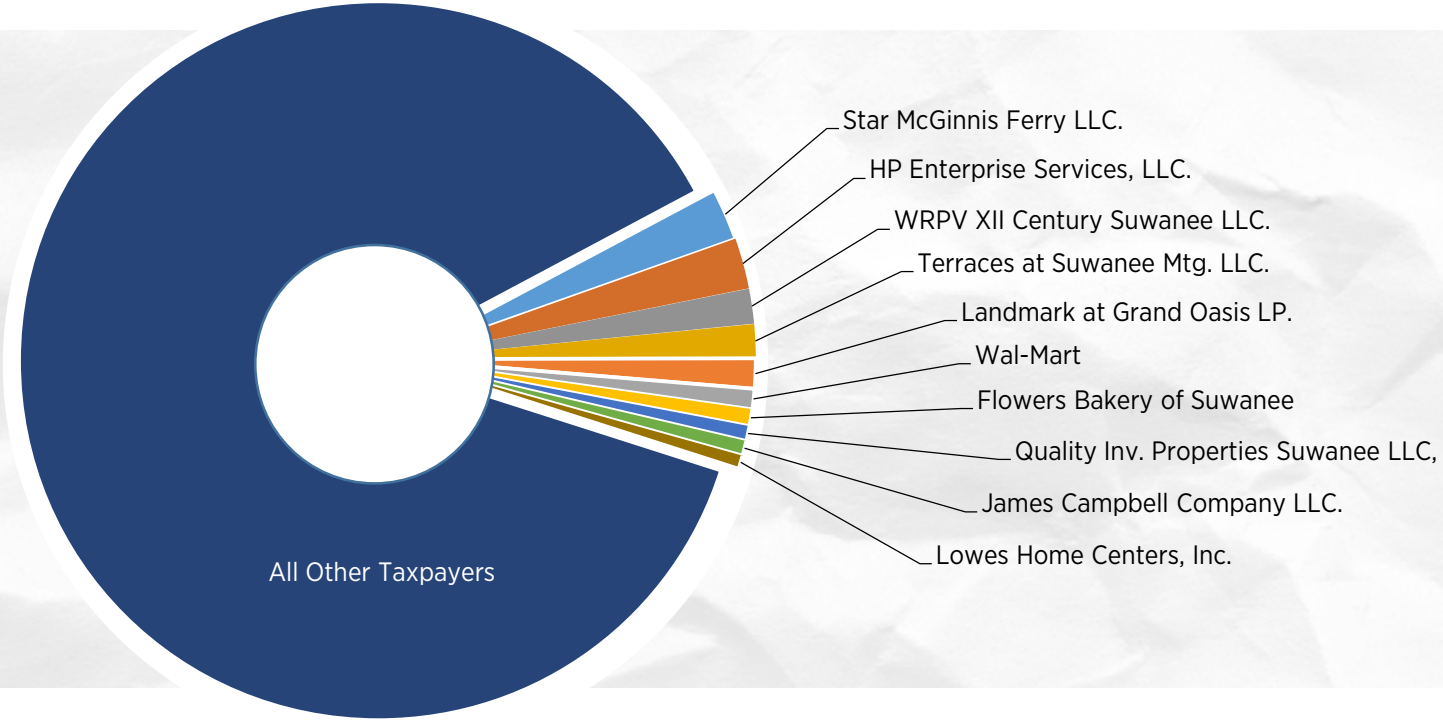
(2) In fiscal year 2013, Suwanee lowered its millage rate from 5.65 to 4.93. The reduction in total tax levy is a result of the millage reduction and not a reduction in property tax values.

(3) Projected value for FY 2016.



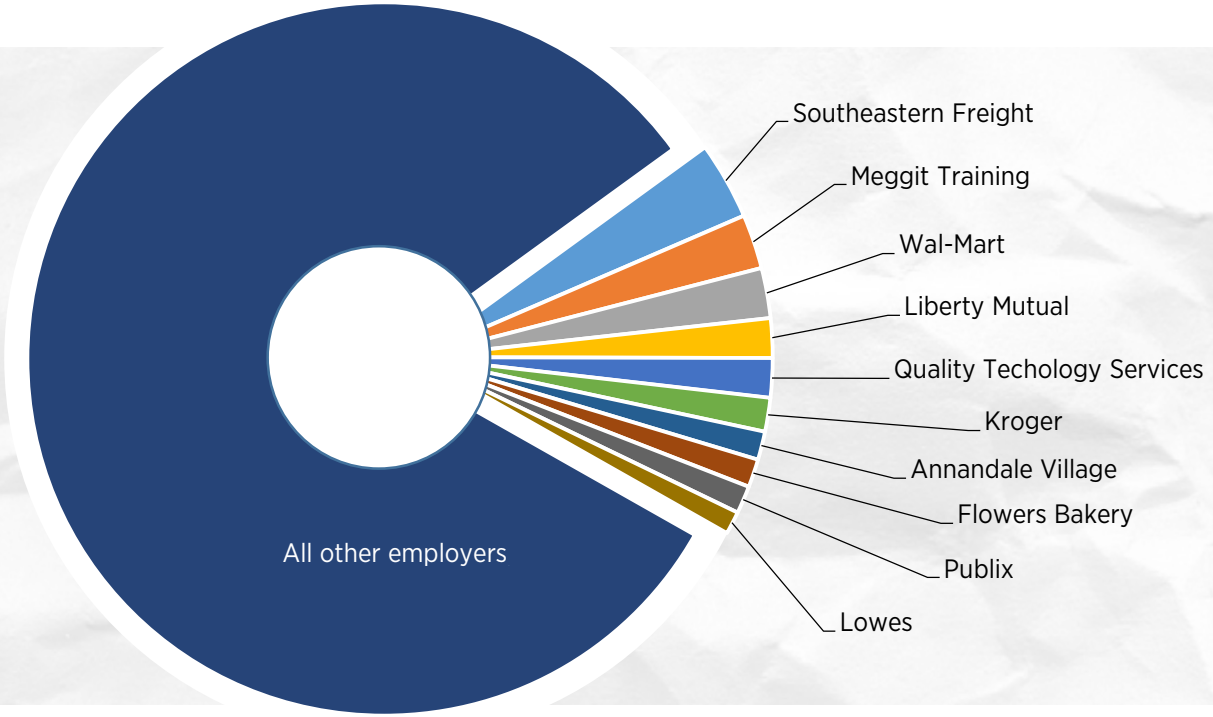
PRINCIPAL TAX PAYERS
JUNE 30, 2016

Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation
Star McGinnis Ferry, LLC	Apartments	$ 26,336,480	2.35%
HP Enterprise Services, LLC	Technology	25,664,660	2.29%
WRPV XII Century Suwanee, LLC	Apartments	17,721,280	1.58%
Terraces at Suwanee Mtg. LLC	Apartments	17,113,280	1.52%
Landmark at Grand Oasis, LP	Apartments	15,206,540	1.35%
Wal-Mart	Retail	10,193,720	0.91%
Flowers Bakery of Suwanee	Bakery Products	8,539,720	0.76%
Quality Inv. Properties Suwanee, LLC	Office/Warehouse	7,544,320	0.67%
James Campbell Company, LLC	Office/Warehouse	7,518,800	0.67%
Lowes Home Centers, Inc.	Retail	6,821,250	0.61%
All Other Taxpayers		979,512,350	87.29%
		$ 1,122,172,400	**100%**



TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
Southeastern Freight	450	1	3.52%
Meggit Training	315	2	2.46%
Wal-Mart	289	3	2.26%
Liberty Mutual	230	4	1.80%
Quality Techology Services	228	5	1.78%
Kroger	196	6	1.53%
Annandale Village	164	7	1.28%
Flowers Bakery	164	8	1.28%
Publix	160	9	1.25%
Lowes	133	10	1.04%



BIG TICKET ITEMS

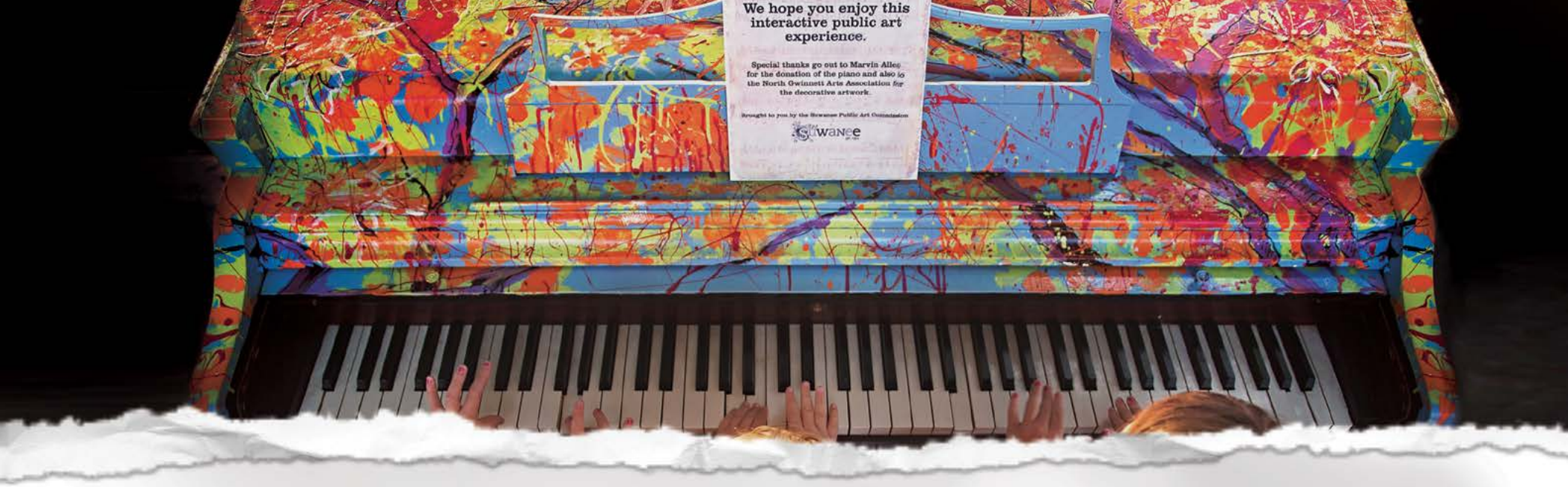
During the budget forecast process, all department directors submit their performance and expenditure requests for the next fiscal year. Based on this information, the budget development team reviewed all departmental operations and budget requests in order to propose a recommended City Manager budget to City Council.

The following is a summary of larger dollar items (over $10,000) for FY 2017 that were included in the City Manager's adopted budget.

Big Ticket Items Included in the General Fund Budget Summary

Function	Description	Amount	Function	Description	Amount
All	Salaries	$ 5,790,000	3270	Dispatch software fees	$ 95,000
All	Overtime	67,000	3270	CodeRed	12,000
All	FICA	365,000	4100	Repairs (Public Works)	66,000
All	Medicare	85,000	4100	Electricity outdoor lighting (street lights)	242,000
All	Retirement	463,000	4100	Inmate work crew (right-of-way maintenance)	43,000
All	Group health	1,575,000	4100	Park water usage	45,000
All	Wellness program	15,000	4100	Mowers	17,000
All	Other employee benefits	82,000	4100	Public Works vehicle (replacement)	32,000
All	Workers compensation	178,000	4100	Park Equipment	22,000
All	Gasoline fuel usage	139,000	4221	Street sweeping (contracted)	19,000
All	Property/casualty insurance	272,000	4221	Landscape management (right-of-way contracted)	107,000
1110	GWMA City contribution	27,000	4250	MS4 permit requirements	43,000
1500	Pension actuarial and benefit attorney	30,000	6190	Events	149,000
1511	Annual audit	38,000	6220	Park landscape management and tree removal	106,000
1530	Annual attorney fees	38,000	6220	Park repairs	47,000
1535	Information technology consulting	144,000	6220	Park site improvements	20,000
1535	Software annual license fees	40,000	7200	Inspections reviews	30,000
1565	City Hall operating costs	179,000	7400	Professional services (planning)	50,000
1570	Newsletter production and printing	56,000	7400	Comprehensive Master Plan (major update)	133,000
2650	Court operating cost	14,000	7400	Arbor Day	31,000
3223	Fleet repairs (Police)	60,000	7510	Partnership Gwinnett	20,000
3223	Police vehicles (3 replacement)	130,000	7520	Downtown Suwanee funding	102,000
3223	Police vehicle (new)	37,000	9100	Capital projects transfer	70,000
3223	Police equipment	76,000		**Total Big Ticket Items**	**$ 11,529,000**
3224	Police annual software fees	24,000			
3260	Police station operating costs	66,000		**Total Budget**	**$ 12,405,320**
3261	Police sub-station operating costs	38,000		**% Summarized**	**93%**





GLOSSARY

Fiscal Year 2016-2017



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.

DEFINITIONS

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

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

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

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

Delinquent Taxes: Taxes which 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.

DEFINITIONS

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.

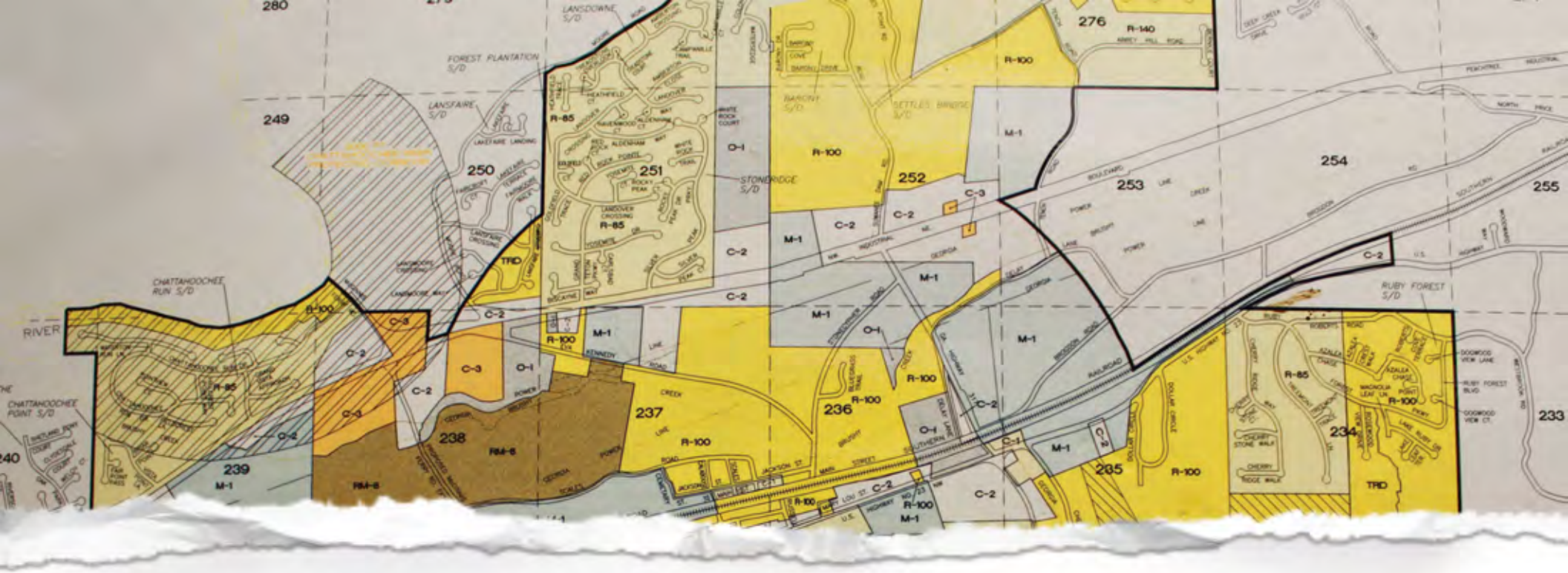
User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Workloads: A measure of the services provided.

ACRONYMS

AOC	Administrative Office the Courts
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
CPA	Certified Public Accountant
CPA	Citizen Police Academy
CPI	Consumer Price Index
CPM	ICMA's Center for Performance Measurement
DA	District Attorney
DCA	Department of Community Affairs
DDA	Downtown Development Authority
DFCS	Division of Family & Children Services
DOAA	Department of Audits & Accounts
DOT	Department of Transportation
DRE	Drug Recognition Expert
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
SOP	Standard Operating Procedure
sq ft	Square feet
SPLOST	Special Purpose Local Option Sales Tax
SSL	Secure Socket Link
STWP	Short Term Work Program
SUP	Special Use Permit
SWMP	Stormwater Management Program
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
TSO	Training Safety Officer
TVIP	Teen Victim Impact Panel
UCR	Uniform Crime Reporting
URA	Urban Redevelopment Agency
ZBA	Zoning Board of Appeals



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