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city of **suwanee, georgia**

ANNUAL BUDGET

for the fiscal year

JULY 1, 2017 - JUNE 30, 2018

CITY COUNCIL



Jimmy **Burnette**
Mayor



Doug **Ireland**
Mayor ProTem



Dan **Foster**
Councilmember



Dick **Goodman**
Councilmember



Beth **Hilscher**
Councilmember



Linnea **Miller**
Councilmember

MANAGEMENT TEAM



Marty **Allen**
City Manager



Denise **Brinson**
Assistant City Manager



Elvira **Rogers**
Administrative Services Director



Jessica **Roth**
Business Services Director



Amie **Sakmar**
Financial Services Director



James **Miller**
Parks & Public Works Director



Josh **Campbell**
Planning Director



Mike **Jones**
Chief of Police

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July 1, 2016

Executive Director



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23 October 2017

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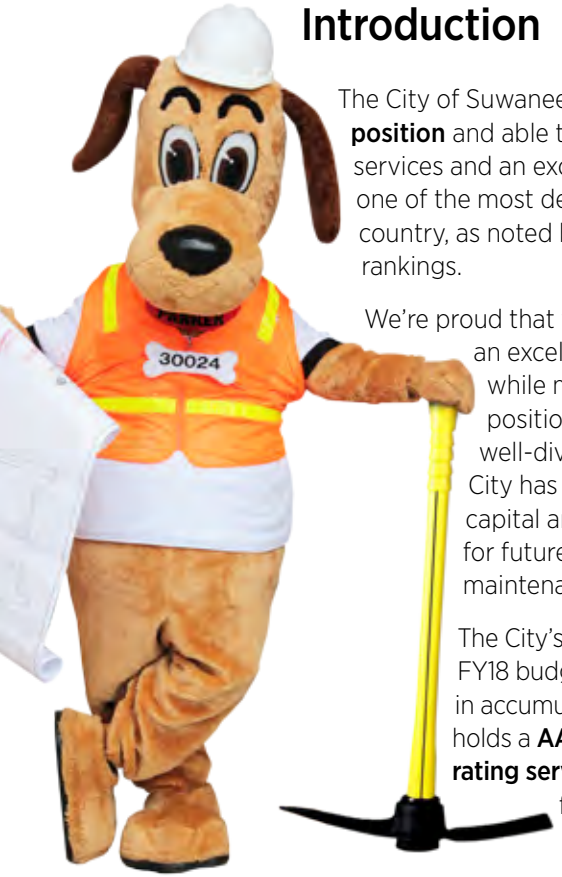


EXECUTIVE SUMMARY

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.

City of Suwanee georgia

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, 2017
Re: City Manager's Budget Message for FY 2018



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 FY18 budget projects approximately $8.0 million in accumulated fund balance, i.e. savings. The City holds a **AAA bond rating from Standard & Poor's rating service**. 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).

The FY18 Budget anticipates that the City, through the City's Urban Redevelopment Agency (URA), will issue approximately $23 million in bonds for various infrastructure projects. Most notably, these funds are intended to be used to fund an expansion of Town Center on the city-owned Delay tract, relocate Main Street, and enhance facilities for police, public works and court.

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, URA bond funds, local funds on hand, and other sources as appropriate.

The City continues to grow in terms of population, number of businesses, and visitors. With this proposed approximately $12.9 million general fund budget for FY18, 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 18 Budget Executive Summary

Staff is proud to present a **balanced General Fund budget of $12,926,090**. The budget projects the same **4.93 millage rate** as in FY17.

	FY17 (adopted)	FY17 (amended)	FY18 (proposed)
Revenues	$ 12,405,320	$ 12,472,480	$ 12,926,090
Other Financing Sources	-	585,970	-
TOTAL	**$ 12,405,320**	**$ 13,058,450**	**$ 12,926,020**
Expenditures	$ 12,335,820	$ 12,389,980	$ 12,825,290
Other Financing Uses	69,500	668,470	100,800
TOTAL	**$ 12,405,320**	**$ 13,058,450**	**$ 12,926,090**

Note: *In FY17, Other Financing Sources include funding of $585,970 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 $12,926,090 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 fifteen years.

c) At $12,926,090, the proposed general fund budget is about 4.2% more than the adopted FY17 budget ($12,405,320).

d) Overall, revenues are relatively stable with some sources rising and others declining slightly. General fund revenues are expected to be lower by about 1% ($132,360) from $13,058,450 (FY17 amended) to $12,926,090 (FY18 proposed). The majority of this decrease is due to the City's FY17 fourth quarter capital contributions of $585,970.

e) The City expects to receive approximately $865,000 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 $5,291,890, 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 $1.8 million for the 2001 Open Bond Space Initiative and City Hall represent another large expenditure.

i) The budget provides funding for the upgrade of on Patrol Officer to Corporal Detective, upgrade of one Equipment Operator II to Field Services Manager (a new position), and a new Equipment Operator I position in Public Works. It also includes five police vehicles, one new public works vehicle, and an update on the Comprehensive Master Plan.

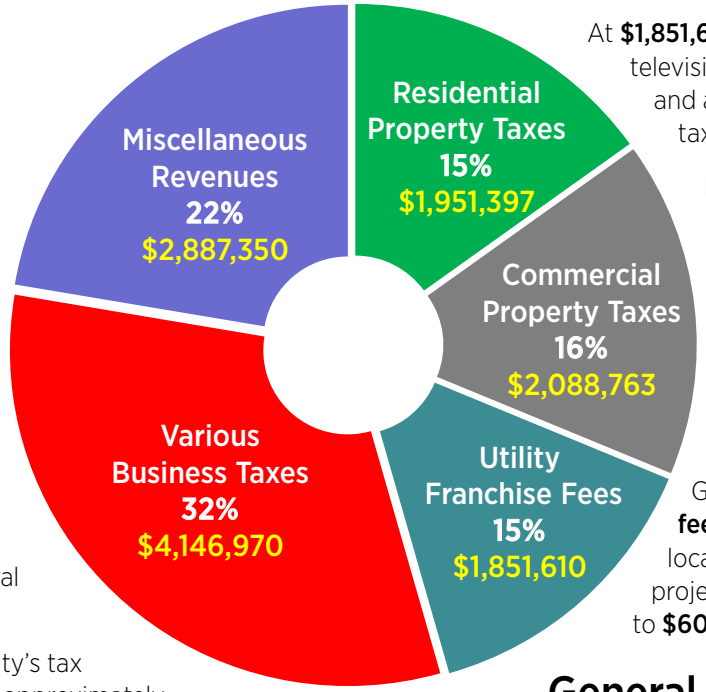
SPLOST remains a significant source of revenue for the City. The recently approved 2017 **Special Purpose Local Option Sales Tax** (SPLOST) program is a 6-year sales tax program for specific capital purposes as approved by voters. SPLOST revenues fluctuate with the economy and local spending and revenue estimates are adjusted periodically. The first payment of the 2017 SPLOST was received in June 2017. Current estimates are that the City will have received approximately $17 million by the time the program ends.

The City's fund balance remains healthy. General fund balance is unencumbered cash held by the City - essentially the City's "savings." No fund balance is proposed to be used in the FY18 budget. In previous years, fund balance has been used at times as a revenue source usually for one-time capital project contributions. The City's **general fund balance of $8.0 million** provides around eight months of

operating expenditure coverage and serves as a financial cushion for unexpected events. Suwanee's adopted fund balance policy provides guidelines for preserving an adequate fund balance in order to sustain financial stability and prudent management of the City's reserves.

General Fund Revenue Highlights

The City is fortunate to have a stable and diverse revenue stream. The City's primary general fund revenue sources include Commercial and Residential Property Taxes, Utility Franchise Fees, various Business Licenses and Taxes, Fines and Forfeitures, and other miscellaneous revenues. While not a general fund revenue, the City also receives substantial sales tax revenue for certain capital purposes through the 2017 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 $1.2 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 $1.2 billion. As a historical note, the assessed tax digest has increased from about $349 million to about $1.2 billion over the past decade. With this growth, the City has realized increased revenues along with increased service demands associated with new development.

At **$4,390,560**, combined **commercial and residential property taxes** make up the largest category of City revenues. FY18 property taxes are anticipated to be about $295,930 higher than projected in the FY17 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 fifteen years.

Overall **business taxes** are expected to remain stable. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY18 budget projects an increase to generate about **$2,241,000**.

At **$1,851,610, utility franchise fee payments** from electric, natural gas, cable television, and telephone providers remain a substantial revenue source and are expected to decrease slightly from FY17. All four franchise taxes remain relatively stable.

Fines and forfeitures are expected to provide **$1,385,010** to the general fund for FY18. This is approximately $138,990 less than FY17 adopted budget.

Alcoholic beverage tax revenue also is anticipated to decrease $38,300 from last year. At **$841,700**, the budget for these excise taxes ($736,700) is expected to decrease and the mixed-drink tax ($105,000) is expected to increase slightly from last year's budget.

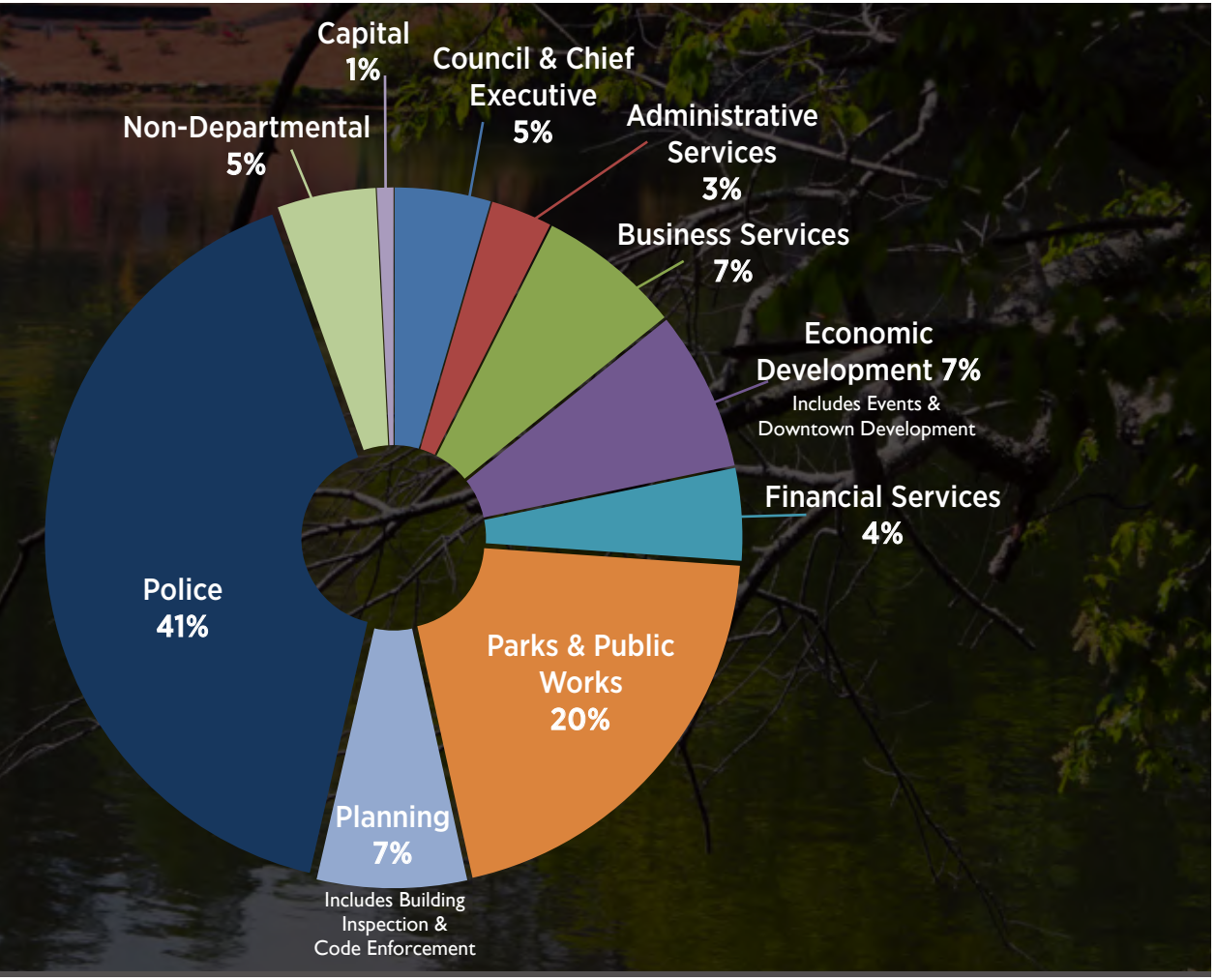
Given the relatively small size the City, annual **development permit fees** can vary significantly from one year to the next depending on local construction activities. Based on local knowledge of pending projects, staff anticipates an approximate increase of $173,800 for FY18 to **$600,000**.

General Fund Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. The FY18 budget projects **$12,926,090 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 **$12,926,090** which is a slight increase from $12,405,320 FY17 adopted and a decrease from $13,058,450 FY17 amended.

At **$5,291,890** 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 **$2,644,020, Parks and Public Works** is the City's second largest expenditure area (20%). This funding pays for 21 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 **$1.8 million** will be required this year for annual debt service payments.

Healthcare benefit costs are expected to remain the same as FY 17. The City was able to negotiate a **0% increase** with its healthcare provider. I applaud staff for supporting the City's efforts to help keep the cost of healthcare down.

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 FY18.

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 $610,500, 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 $2,109,000, the FY18 budget projects a decrease of about $242,000 compared to the FY17 adopted budget.

Municipal Court generates approximately $176,000 per month. About $122,000 of this amount is transferred to the general fund. About $60,000 each month is paid out to various trust funds. The City's Indigent defense trust fund costs for FY17 were approximately $100,000.

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 FY18.

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), the 2014 SPLOST (expired), and the 2017 SPLOST (current). SPLOST funds are a major source of City revenue for various capital projects. SPLOST money is legally restricted for use in categories specifically approved by voters, such as transportation, recreation, public safety, parking enhancements, etc. This fund will help Suwanee construct various projects over the next few years.

The financial value of SPLOST is substantial: the voter-approved funds allow the City to address important capital needs throughout the community and improve the quality of life in Suwanee without placing more demands on the general fund and property taxes. Although SPLOST funds are separated from general funds, they provide relief for the general fund and provide funding for projects that likely could not otherwise be accomplished.

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

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 2017 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award. The City will be once again submit to the GFOA for consideration for the Distinguished Budget Presentation Award the FY 2018 budget document.

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.

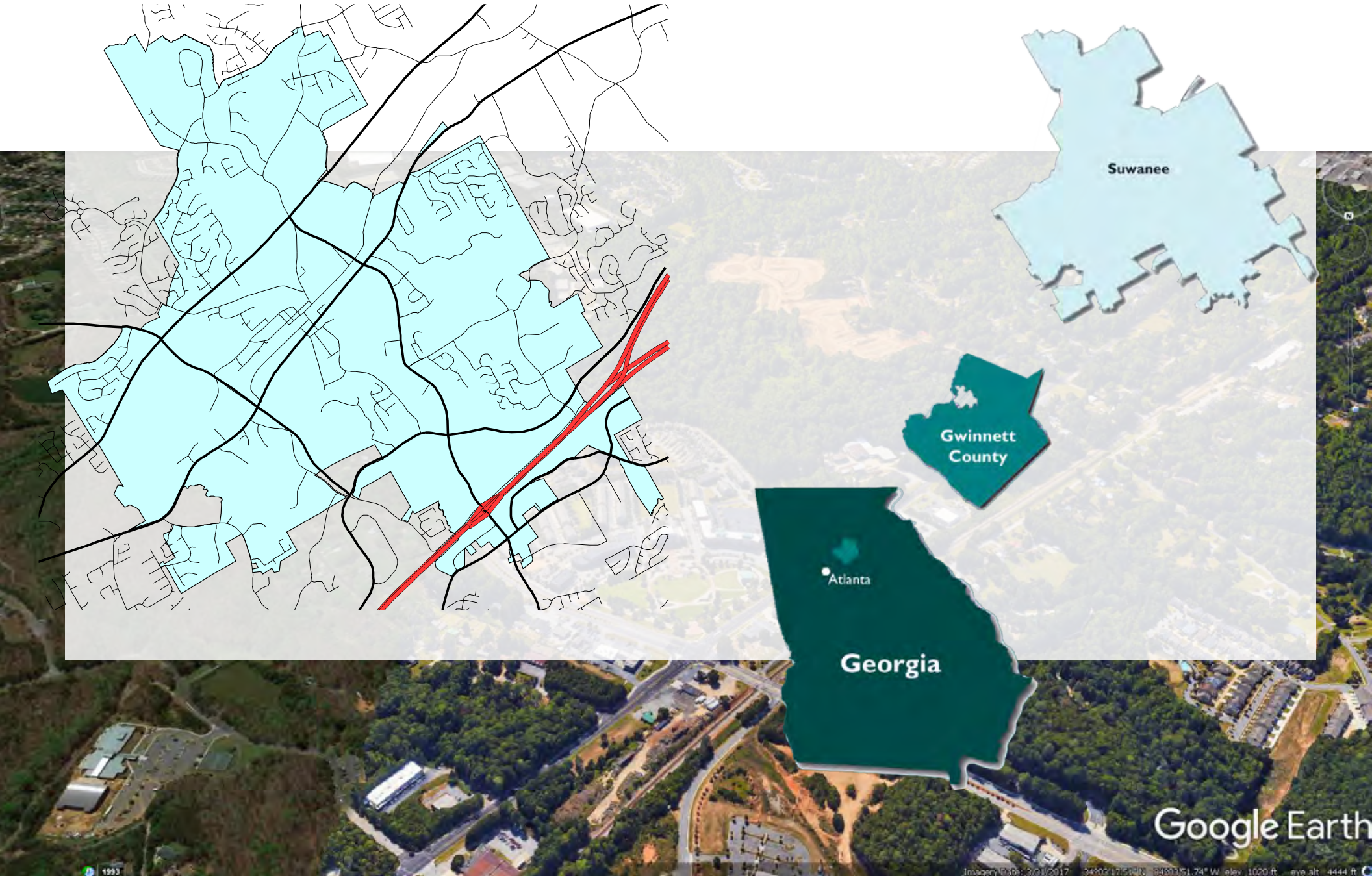
Respectfully submitted,

Marvin R. Allen

City Manager



CITY OF SUWANEE MAP





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 balance 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
- Urban Redevelopment (URA)
- Community Stabilization
- Suwanee Tax Allocation District
- 2014 SPLOST
- 2017 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 2016 general obligation bonds for open green space and the refunded 2015 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.

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

Budget Preparation

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

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

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

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

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

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

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

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

Expenditure Control

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

Budget Control

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

Reporting

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

Policy Guidelines

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

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

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

Revenue Policies

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

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

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

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

Financial Structure

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

Governmental Funds

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

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

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

Proprietary Funds

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

Fiduciary Funds

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement either a pension trust fund, a nonexpendable trust fund or an expendable trust fund is used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. Traditionally these funds have not been included in the Operating Budget because the receipt of revenue is uncertain. The City maintains one fiduciary fund, the Municipal Court fund.

Accounting Basis

The governmental funds are accounted for on the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, licenses, interest revenues and charges for service. Fines are not susceptible to accrual generally since they are not measurable until received in cash. The City considers property taxes as available in the period for which they were levied if they are collected within 60 days after year-end.

The accrual basis of accounting is utilized by proprietary fund types, pension trust funds and non-expendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. Estimated uncollectible accounts receivable are reserved at year-end.

Budgetary Basis

All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue, and Capital Project funds are developed on a modified accrual basis. The Enterprise fund is developed on the accrual basis. All annual appropriations lapse at the fiscal year end. The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation, is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be honored through subsequent years' budget appropriations.

BUDGET POLICIES AND PROCEDURES

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

DECEMBER
- City Manager and Department Directors attend Planning retreat.

JANUARY
- City Council, City Manager and Department Directors attend Council Planning retreat.

MARCH-APRIL
- All Operating Departments, following the City Manager's Guidelines, prepare their Budget and Capital Improvement Request.
- City Manager evaluates Budget Requests and Capital Improvement Requests.
- City Manager prepares Budget.

MAY-JUNE
- City Manager presents Recommended Budget to City Council.
- Council Work Sessions are held.
- Public Hearings are conducted.
- City Council adopts Annual Budget.



BUDGET SCHEDULE

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

2017

JANUARY 9	Department Head Planning Retreat
JANUARY 31	Proposed Budget Schedule Distributed to Department Heads
FEBRUARY 16-18	City Council Planning Retreat
MARCH 14	Department Head Requests Due to City Manager
MARCH 24	Capital Improvements Budget Projections Due to City Manager
APRIL 11	Revenue Forecasts Complete
APRIL 12	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 18	Post Workshop Notices on Front Door
APRIL 19	City Manager to Complete Review of All Expenditure Requests
APRIL 25	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 26	Special Workshop: Operating Budget Review @ 5:30 pm
MAY 4	Capital Budget Review Work Session @ 5:00 pm
MAY 23	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 24	Budget Available for Public Review
JUNE 15	1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)
JUNE 27	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 2017 - 2018

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.



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.

VII. Federal Tax Law

Record Keeping: All records relating to the tax-exempt debt needed to comply with Section 6001 of the Internal Revenue Code of 1986, as amended (the Code) will be maintained. These records will be kept in paper or electronic form and will include, among other things, (i) basic records relating to the transaction (including the bond documents, the opinion of bond counsel, etc.), (ii) documents evidencing the expenditure of the proceeds of the tax-exempt debt, (iii) documentation evidencing the use of tax-exempt debt-financed property by public and private entities (e.g., copies of management contracts, leases and research agreements) and (iv) documentation pertaining to any investment of tax-exempt debt proceeds (including the purchase and sale of securities, SLG subscriptions, yield calculations for each class of investments, actual investment income received from the investment of the proceeds of the tax-exempt debt, guaranteed investment contracts and rebate calculations. Such records must be maintained as long as the tax-exempt debt is outstanding, plus three years after the final payment or redemption date of the respective tax-exempt debt.

Use of Proceeds: A list of all property financed with the proceeds of the tax-exempt debt will be created and maintained. The use of such property will be monitored to ensure that such use does not constitute "private business use" within the meaning of the Code. Without limiting the foregoing, each contract, including but not limited to management contracts and leases, relating to such property will be reviewed by legal counsel prior to the execution of such contract.

Remedial Action: In the event that property financed with the proceeds of the tax-exempt debt is used in a manner that constitutes "private business use" or the property is sold, the remediation provisions of Treasury Regulation § 1.141-12 will be carried out in consultation with bond counsel.

Yield Restriction: If bond counsel advises that a fund or account needs to be yield restricted (i.e., not invested at a yield in excess of the tax-exempt debt), the moneys on deposit in such fund or account will be invested in United States Treasury Obligations – State and Local Government Series, appropriate "yield reduction payments" will be made if permitted by the Code or the City Financial Services Director will establish other procedures to ensure that such fund or account is yield restricted.

Rebate: At the time, the tax-exempt debt is issued, the City Financial Services

Director will determine if he or she reasonably expects that one of the arbitrage rebate exceptions will be satisfied. If the arbitrage rebate exception relates to the time period over which the proceeds of the tax-exempt debt are spent, the City Financial Services Director will verify that the appropriate expenditures have been made at each milestone. If one of the milestones is not satisfied or the City Financial Services Director does not reasonably expect that one of the arbitrage rebate exceptions will be satisfied, an outside arbitrage rebate consultant will be retained unless the City Financial Services Director has determined that positive arbitrage will not be earned.

VIII. Securities Law

Continuing Disclosure: The City will record and comply with any continuing disclosure undertaking entered into with respect to tax-exempt debt. The City Financial Services Director will catalogue and determine any continuing disclosure undertaking entered into by the City prior to the imposition of the Policy to ensure that its continuing disclosure obligations will be updated and satisfied going forward.

The City Financial Services Director will implement appropriate procedures to ensure that annually recurring disclosure obligations are timely fulfilled. Upon the occurrence of an event requiring the filing of an events notice under any continuing disclosure obligation, the City Financial Services Director will ensure such event notice is filed within ten (10) business days of the occurrence of such event.

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' acceptance and repurchase agreements must be approved by affirmative vote of the City Council.

10. Banks and Dealer Selection

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

11. Diversification and Maturities

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

12. Safekeeping and Custody

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

13. Performance Evaluation

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



Background

The City of Suwanee maintains its financial operations in a manner consistent with sound financial management principles, which require that sufficient funds be retained by the City to provide a stable financial base at all times. An adequate fund balance level is an essential element in both short-term and long-term financial planning. It serves to mitigate current and future risks, sustain operations during economic downturns, provides cash flow liquidity for the City's general operations, and enhances creditworthiness. Maintenance of sufficient levels of fund balance enables the City to stabilize funding for operations, stabilize taxes and fees, and realize cost savings in issuing debt. While adequate levels of fund balance are important, the City strives to maintain an appropriate amount that is neither too high nor low.

Purpose

This policy establishes guidelines for preserving an adequate fund balance in order to sustain financial stability and to provide prudent management of the City's financial reserves. Fund balance is a surplus of funds accrued from unexpended operating budgets and unanticipated revenues.

Components of fund balance

Fund balance consists of four accounts: restricted, designated, stabilization, and unassigned. Funding of these accounts follow the order listed.

- **Restricted account** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum funding requirement for this account.
- **Designated account** consists of funds set aside by ordinance or resolution (including annual budget resolutions) for specific purposes. There is no minimum funding requirement for this account.
- **Stabilization account** consists of a minimum of four months of general fund budgeted expenditures and transfers. As a part of the budget resolution, the City Council will annually commit the funding level of the stabilization account.
- **Unassigned account** consists of the remaining funds not segregated above. These funds may be used for new programs or positions desired outside of the current and established budget or for one-time capital investments. There is no minimum funding requirement for this account.

Policy

The stabilization account provides the City with a "rainy day" fund for use in unforeseen, unbudgeted emergency situations, such as rapidly declining real estate values and/or tax collection rates; the loss of a major taxpayer; sudden changes in revenues or spending requirements imposed by the state or federal government; natural disasters or emergency infrastructure failures; or unforeseen litigation. A minimum of four months of general fund budgeted expenditures and transfers is prudent based upon an evaluation the City's operating characteristics, diversity of tax base, reliability of non-property tax sources, working capital needs, impact on bond rating, state and local economic outlooks, emergency and disaster risk, and other contingencies.

The City Manager will report to the City Council an estimated, unaudited balance of both the stabilization and unassigned account balances during the annual budget submission process. Recommendations of the use of these funds would be included as an element of the annual operating budget. Any funds in addition to the minimum requirement of four months maybe authorized by City Council in the budget resolution.

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

Utilization

The stabilization account reserves below minimum standards should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. The City will evaluate the current economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve day-to-day financial balance.

Restoration

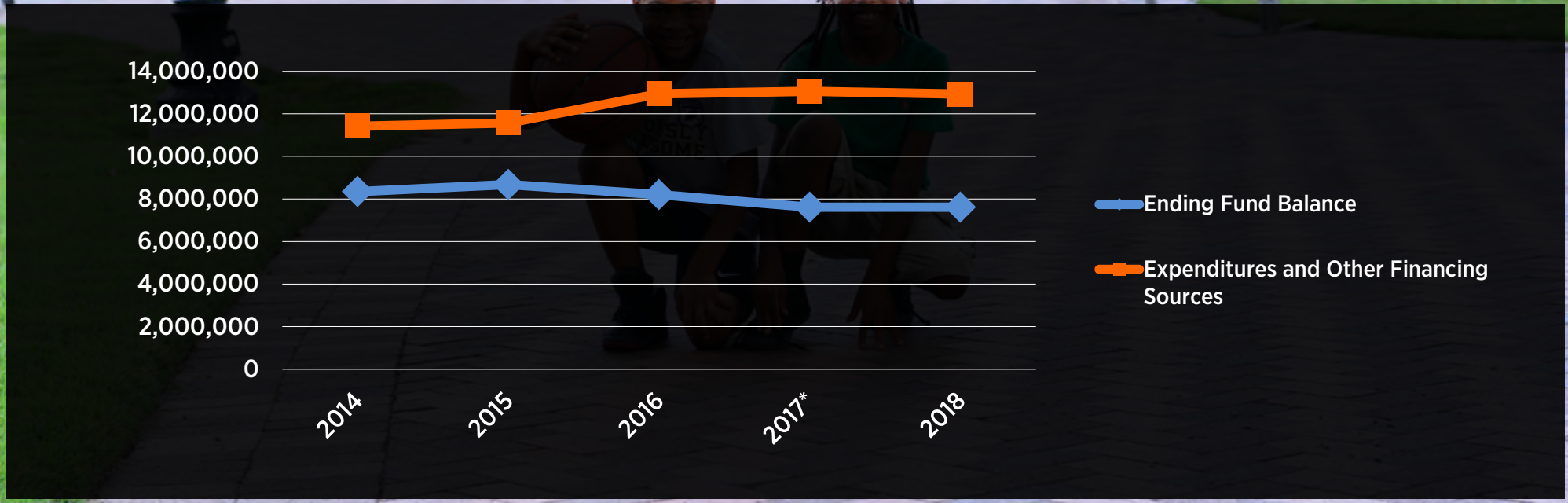
When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the minimum level of four months, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is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

ANALYSIS OF GENERAL FUND BALANCE

FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OF FUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2014	8,341,045	11,419,150	73.04%	8.77	3,726,627		4,614,418	3.92	0.00	4.85
2015	8,677,579	11,568,493	75.01%	9.00	4,150,930		4,526,649	4.31	0.00	4.70
2016	8,203,200	12,938,283	63.40%	7.61	4,135,107	4,198	4,063,895	3.84	0.00	3.77
2017	7,617,230	13,058,450	58.33%	7.00	4,352,817		3,264,413	4.00	0.00	3.00
2018[1]	7,617,230	12,926,090	58.93%	7.07	4,308,697		3,308,533	4.00	0.00	3.07

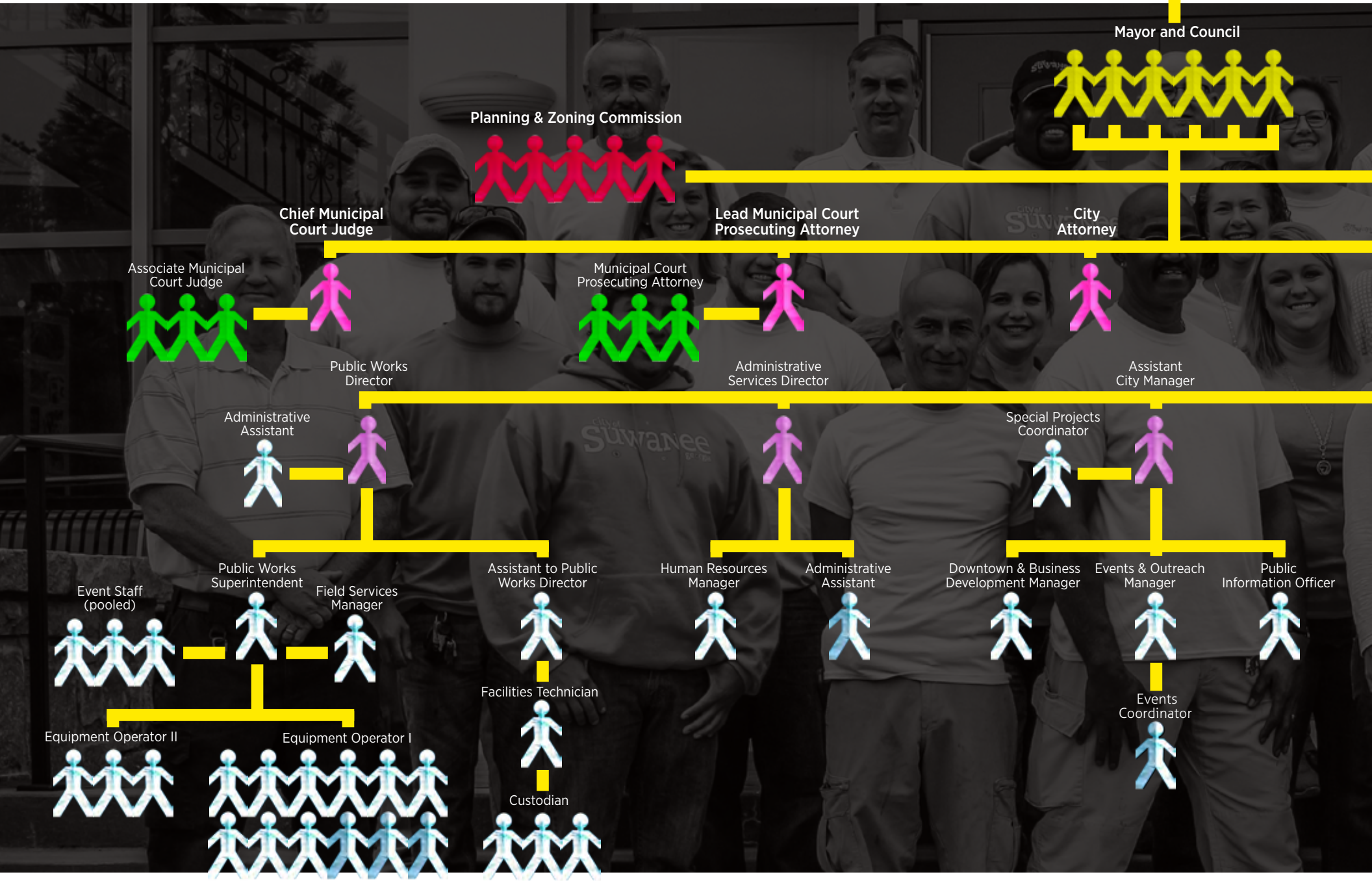
(1) Projected with no increases in ending FY 2017 fund balance.

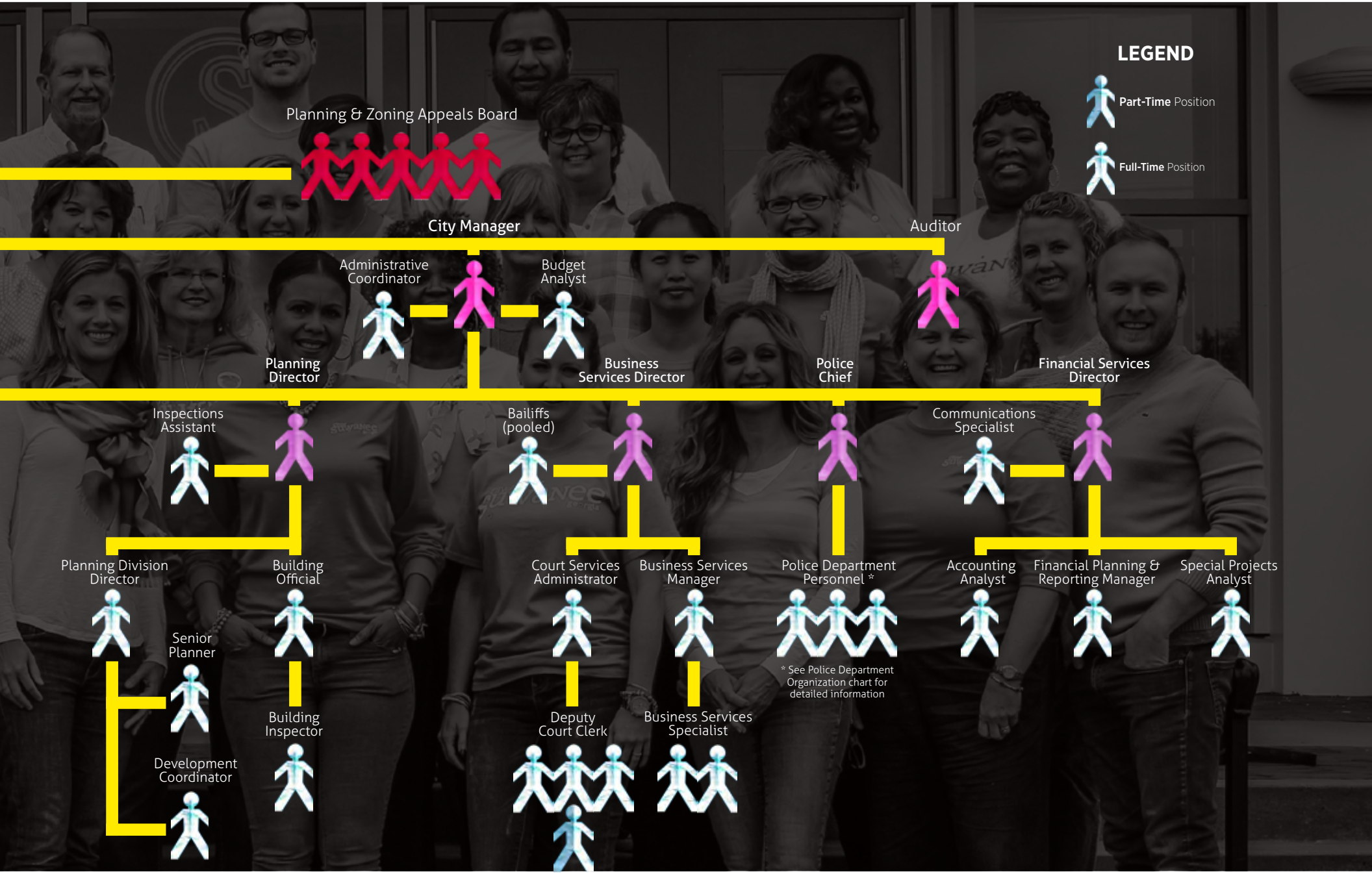
City's fund balance policy includes funding for a stabilization account which consists of four months of general fund budgeted expenditures and transfers.



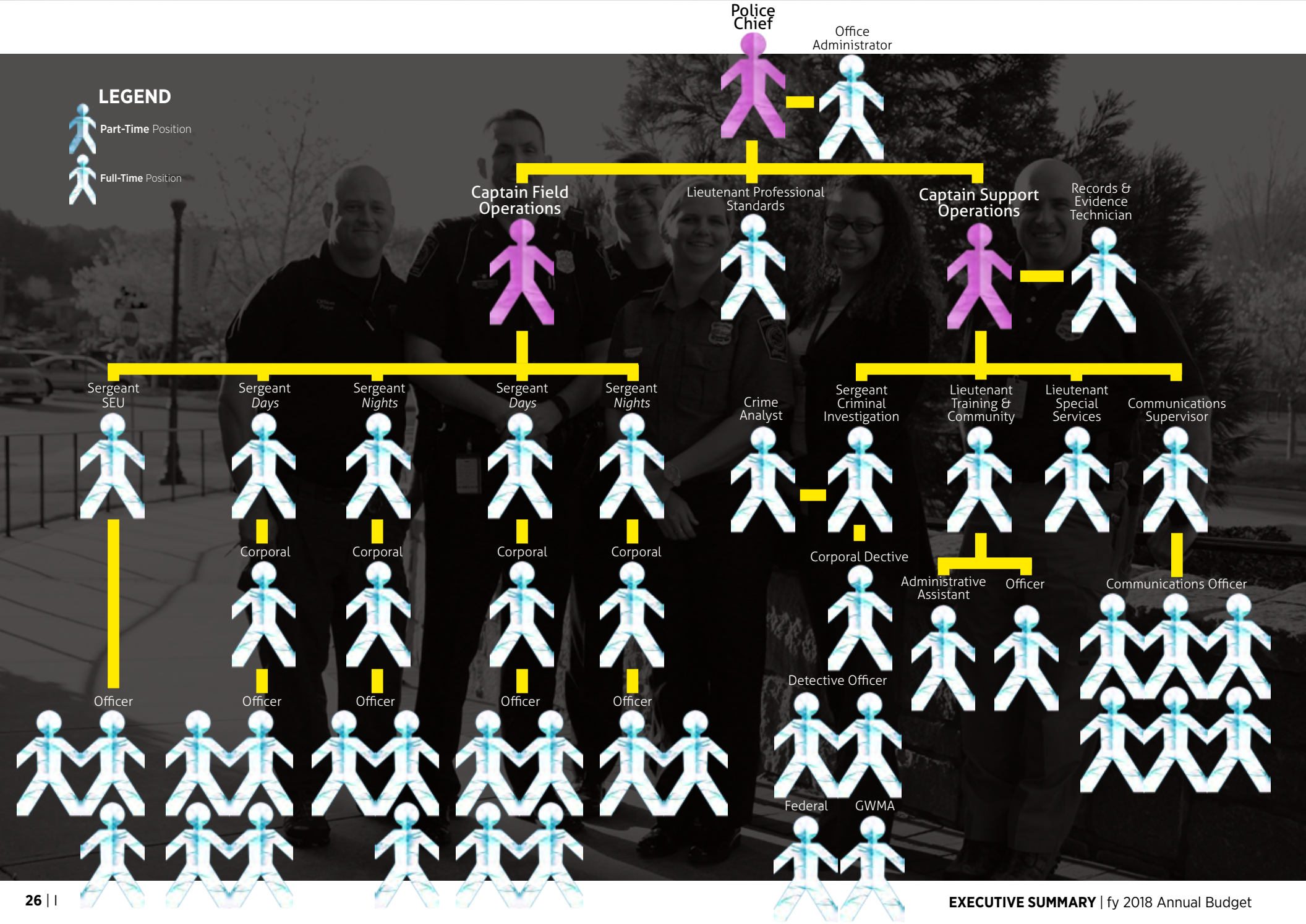

CITY HALL
EST
1817

ORGANIZATIONAL CHART




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

POLICE DEPARTMENT ORGANIZATIONAL CHART



	POSITION GRADE	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		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									
Budget Analyst[1]	18			1		1		1		1	
Administrative Coordinator[2]	14							1		1	
Office Administrator[2]	12	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	1		1		1		1	
Court Services Administrator [1]	19	1									
Administrative Assistant[1]	12					1			1		1
Deputy Court Clerk[1]	12	2									
Administrative Secretary[1]	10		1								
Chief Judge[1]	Appointed		1								
Associate Judge[1]	Appointed		2								
Lead City Solicitor[1]	Appointed		1								
City Solicitor[1]	Appointed		4								
TOTAL ADMINISTRATIVE SERVICES		**4**	**11**	**2**	**-**	**3**	**-**	**2**	**1**	**2**	**1**
BUSINESS SERVICES[1]											
Business Services Director	24			1		1		1		1	
Business Services Manager	20			1		1		1		1	
Court Services Administrator	20			1		1		1		1	
Bailiffs Pool	14						1		1		1
Business Services Specialist[4]	12			1	1	1	1	2		2	
Deputy Court Clerk[5]	12			2		2		3	1	3	1
Administrative Secretary[5]	10				1		1				
Chief Judge	Appointed				1		1		1		1
Associate Judge	Appointed				3		3		3		3
Lead Prosecuting Attorney	Appointed				1		1		1		1
Prosecuting Attorney	Appointed				4		3		3		3
TOTAL BUSINESS SERVICES		**-**	**-**	**6**	**11**	**6**	**11**	**8**	**10***	**8**	**10**
ECONOMIC DEVELOPMENT											
Assistant City Manager [6]	26			1		1		1		1	
Economic & Community Development Director[6]	24	1									
Events & Outreach Manager[7]	20							1		1	

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		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					
Events Coordinator	16								1		1
Special Projects Coordinator	14	1		1		1		1		1	
TOTAL ECONOMIC DEVELOPMENT		**5**	**-**	**5**	**-**	**5**	**-**	**5**	**1**	**5**	**1**
FINANCIAL SERVICES											
Financial Services Director	25	1		1		1		1		1	
Accounting Manager[1]	19	1									
Financial Planning & Reporting Manager	19			1		1		1		1	
Budget Analyst[1]	18	1									
Accounting Analyst[1]	16	3	1	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**	**4**	**1**	**4**	**1**	**5**	**-**	**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[10]	21							1		1	
Capital Assets Manager [11]	21	1									
Field Services Manager [9]	16									1	
Public Works Supervisor [10] [11]	16			1		1					
Administrative Assistant	12	1		1		1		1		1	
Equipment Operator II [9]	12	4		4		4		4		3	
Facilities Technician	12	1		1		1		1		1	
Equipment Operator I	10	6	3	7	3	7	3	8	3	9	3
Custodian[12] [13]	7		4		4	1	2	3		3	
Event Staff Pool[14]	7		1		1		1		1		1
TOTAL PARKS & PUBLIC WORKS		**15**	**8**	**16**	**8**	**17**	**6**	**20**	**4**	**21**	**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		1	
Senior Planner	19	1		1		1		1		1	
Building Inspector[15]	16		1	1		1		1		1	

	POSITION GRADE	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		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[16]	12							1		1	
Administrative Secretary[16]	10	1		1		1					
TOTAL PLANNING		**6**	**1**	**7**	**-**	**7**	**-**	**7**	**-**	**7**	**-**
POLICE											
Police Chief	26	1		1		1		1		1	
Deputy Police Chief[17]	23	1		1		1					
Police Captain	23	2		2		2		2		2	
Police Lieutenant	20	3		3		3		3		3	
Police Sergeant	18	6		6		6		6		6	
Communications Supervisor	16					1		1		1	
Police Corporal	16	4		4		4		4		5	
Office Administrator	14	1		1		1		1		1	
Police Officer	14	16		16		16		18		17	
Police Detective	14	4		4		4		4		4	
Crime Analyst	13					1		1		1	
Administrative Assistant	12							1		1	
Communications Officer	12	7		7		6		6		6	
Records & Evidence Technician	12	1		1		1		1		1	
Administrative Secretary[18]	10		1		1	1					
TOTAL POLICE		**45**	**1**	**46**	**1**	**48**	**-**	**49**	**-**	**49**	**-**
TOTAL		**85**	**23**	**89**	**21**	**93**	**18**	**99**	**14**	**100**	**16**

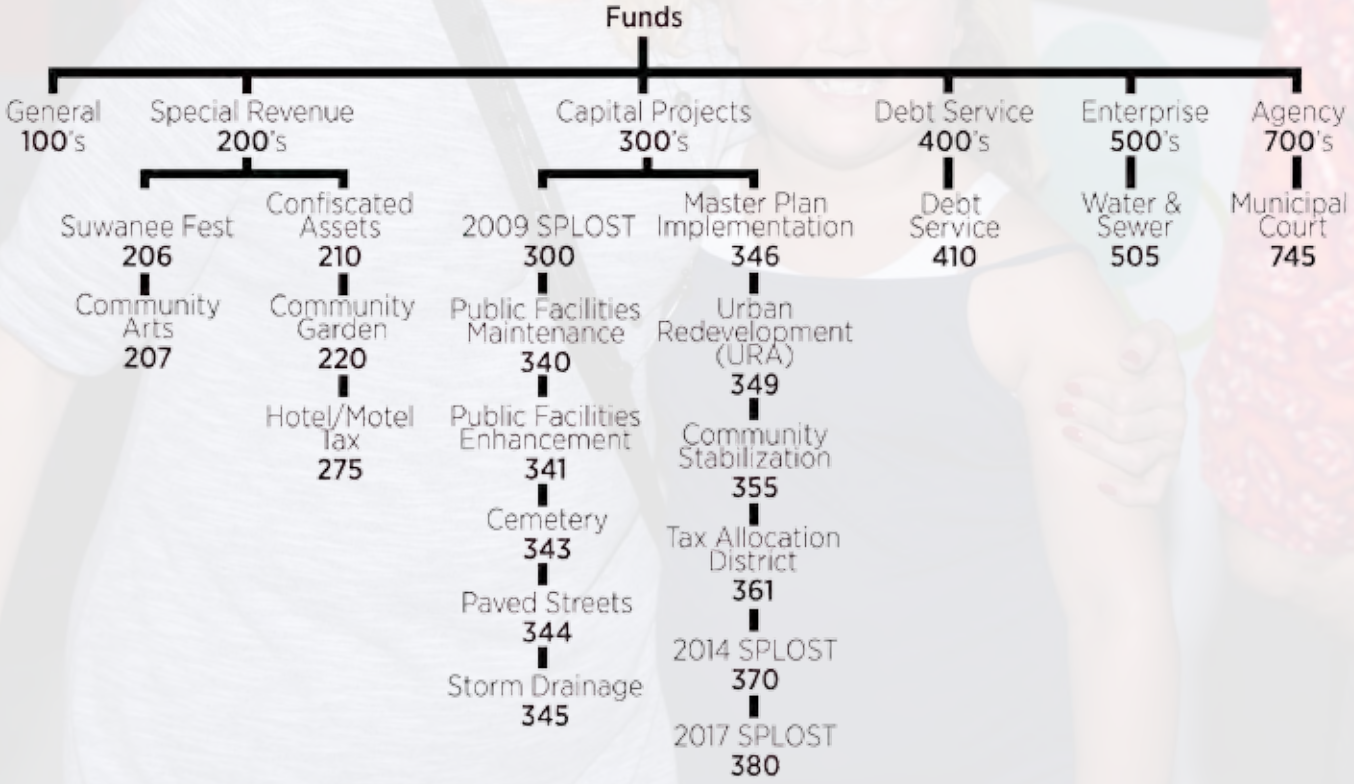
(1) In fiscal year 2015, a new department, Business Services was created. Team members from Council & Chief Executive, Administrative Services, and Financial Services were transferred to create the new department. No additional staff were added to create the new department.
(2) In fiscal year 2017, the 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 2018, one Equipment Operator I position was upgraded to Field Services Manager.
(10) In fiscal year 2017 the Public Works Supervisor was upgraded to Public Works Superintendent.
(11) In fiscal year 2015, the Capital Assets Manager position was dissolved and a Public Works Supervisor position was created.
(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 2015, the part-time Building Inspector position was upgraded to full-time.
(16) In fiscal year 2017, the Administrative Secretary position was upgraded to Inspections Assistant.
(17) In fiscal year 2017, the Deputy Chief of Police position was eliminated.
(18) In fiscal year 2016, the part-time Administrative Secretary was upgraded to full-time Administrative Assistant.

The financial activity of the City of Suwanee takes place in accounting entities called funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures.

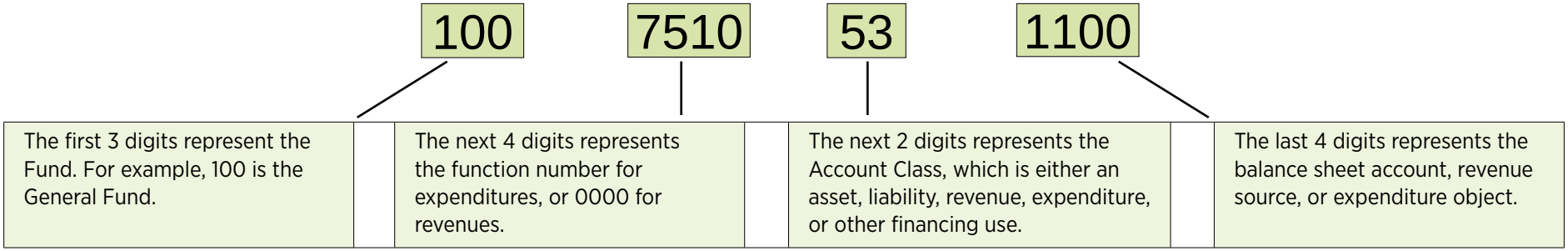
The General Fund is the City's primary operating fund and accounts for basic governmental services. It accounts for all the financial activity of the general government, except for those required to be accounted in another fund.

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

- **Special Revenue Funds** are used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. The use and limitation of the special revenue funds are specified by City ordinance or federal or state statutes.
- **Capital Project Funds** are used to account for the acquisition or construction of major capital investments.
- **Debt Service Fund** is used to account for the accumulation of resources to pay the general obligation and revenue bonds' long-term debt principal, interest and related costs.
- **Enterprise Fund** is used to account for operations that are financed in a manner similar to private business.
- **Agency Funds** are used to account for revenues that belong to parties other than the City. The Court is our only Agency Fund.



The City of Suwanee follows the State of Georgia's Uniform Chart of Accounts for Local Governments. The primary goal for the development of the State's Uniform Chart of Accounts is to improve government accountability by making financial information reported more comparable, thereby enabling local taxpayers and local policy makers to better understand and evaluate local government service delivery and operations.



The following are examples of the City's account coding structure:

100-7510-531100

The above number would be used to code an expense to the Economic Development Assistance department.

100 - General Fund

7510 – Economic Development and Assistance

531100 – General Supplies

275-0000-111110

The above number would be used to code the Hotel/Motel fund's cash in bank.

275 – Hotel/Motel Special Revenue Fund

0000 – used for revenue

111110 – Cash in bank

After the 3 digit fund number, the next 4 numbers for expenditures represent the function classifications.

1000 - General Government
2000 - Judicial
3000 - Public Safety
4000 - Public Works
5000 - Health and Welfare
6000 - Culture / Recreation
7000 - Housing and Development
8000 - Debt Service
9000 - Other Financing Uses

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 11,419,150	$ 11,568,493	$ 12,938,283	$ 13,058,450	$ 12,926,090	$ (132.360)	-1.0%
Special Revenue Funds:							
Suwanee Fest	106,880	114,791	163,588	196,400	171,000	(25,400)	-12.9%
Community Arts	2,872	50,500	18,424	81,500	145,000	63,500	77.9%
Confiscated Assets	16,931	108,945	54,697	115,250	150,000	34,750	30.2%
Community Garden	1,137	1,489	1,424	29,020	10,100	(18,920)	-65.2%
Hotel/Motel Tax	466,678	561,125	590,032	701,500	610,500	(91,000)	-13.0%
Debt Service	1,587,121	1,585,159	5,760,934	14,398,940	1,793,000	(12,605,940)	-87.5%
Enterprise	119,767	114,535	106,429	210,650	507,500	296,850	140.9%

FY 2017 Final General fund budget includes fourth quarter capital improvement funding of $585,970.
Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.

The large decrease in amount of change for the Debt Service fund is due to a prior period refundning activity.

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

BUDGET

	FY 2014 ACTUAL			FY 2015 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 5,039,347		$ 5,039,347	$ 5,249,705		$ 5,249,705
Franchise Taxes	1,724,565		1,724,565	1,845,517		1,845,517
Alcoholic Beverage Taxes	835,071		835,071	833,056		833,056
Business Taxes	1,757,237		1,757,237	1,845,285		1,845,285
Hotel/motel Taxes	489,208		489,208	558,049		558,049
Other Taxes Penalties	8,163		8,163	11,357		11,357
Licenses and Permits	588,695		588,695	601,618		601,618
Intergovernmental Grants	811,071		811,071	798,776		798,776
Charge for Services	110,438	$ 133,790	244,228	103,476	$ 135,721	239,197
Fines and Forfeitures	1,537,086		1,537,086	2,012,785		2,012,785
Investment Income	38,790	929	39,719	45,292	1,448	46,740
Contributions and Donations	181,606		181,606	210,370		210,370
Miscellaneous Revenues	35,819		35,819	26,702		26,702
TOTAL REVENUES	**13,157,096**	**134,719**	**13,291,815**	**14,141,988**	**137,169**	**14,279,157**
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	519,071		519,071	474,798		474,798
Administrative Services	557,053		557,053	189,735		189,735
Business Services				733,181		733,181
Economic Development	1,001,828		1,001,828	1,231,117		1,231,117
Financial Services	667,182		667,182	451,755		451,755
Parks & Public Works	1,912,234	119,767	2,032,001	2,000,075	114,535	2,114,610
Planning	597,242		597,242	673,791		673,791
Police	4,178,443		4,178,443	4,217,123		4,217,123
Non-Departmental	476,449		476,449	477,827		477,827
Debt Service	1,587,121		1,587,121	1,585,159		1,585,159
TOTAL EXPENDITURES/EXPENSES & OTHER USES	**11,496,623**	**119,767**	**11,616,390**	**12,034,561**	**114,535**	**12,149,096**
EXCESS (deficiency) **OF REVENUES OVER** (under) **EXPENDITURES**	**1,660,473**	**14,952**	**1,675,425**	**2,107,427**	**22,634**	**2,130,061**
Other Financing Sources (Uses)						
Sale of Capital Asset	8,282		8,282	2,185		2,185
Transfers In	226,026	100,000	326,026	239,447		239,447
Transfers Out	(2,104,146)		(2,104,146)	(1,955,941)		(1,955,941)
Bond Proceeds						
Bond Refinance						
TOTAL OTHER FINANCING SOURCES	**(1,869,838)**	**100,000**	**(1,769,838)**	**(1,714,309)**	**-**	**(1,714,309)**
Net change in fund balance/net position	(209,365)	114,952	(94,413)	393,118	22,634	415,752
Fund Balances/Net Position, beginning of year	**10,205,218**	**2,878,057**	**13,083,275**	**9,995,853**	**2,993,009**	**12,988,862**
Fund Balances/Net Position, end of year	**$ 9,995,853**	**$ 2,993,009**	**$ 12,988,862**	**$ 10,388,971**	**$ 3,015,643**	**$ 13,404,614**

** Chart spans two pages*

GOVERNMENTAL & PROPRIETARY FUND TYPES COMBINING STATEMENT

FY 2016 ACTUAL			FY 2017 BUDGET			FY 2018 BUDGET		
Governmental	Proprietary	Total	Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 5,504,256	$	$ 5,504,256	$ 5,658,070	$	$ 5,658,070	$ 6,083,740	$	$ 6,083,740
1,880,183		1,880,183	1,869,770		1,869,770	1,851,610		1,851,610
835,419		835,419	880,000		880,000	841,700		841,700
2,096,080		2,096,080	2,097,500		2,097,500	2,241,000		2,241,000
608,004		608,004	701,000		701,000	610,000		610,000
34,868		34,868	18,350		18,350	31,420		31,420
728,017		728,017	713,570		713,570	890,770		890,770
1,121,942		1,121,942	876,800		876,800	865,000		865,000
141,590	$ 131,682	273,272	125,460	$ 140,000	265,460	146,520	$ 125,000	271,520
1,456,064		1,456,064	1,639,000		1,639,000	1,534,510		1,534,510
46,727	1,680	48,407	41,770	1,500	43,270	47,100	2,000	49,100
214,820		214,820	314,560		314,560	349,000		349,000
70,691		70,691	40,000		40,000	40,000		40,000
14,738,661	**133,362**	**14,872,023**	**14,975,850**	**141,500**	**15,117,350**	**15,532,370**	**127,000**	**15,659,370**
506,429		506,429	594,090		594,090	586,650		586,650
293,599		293,599	346,110		346,110	374,810		374,810
753,231		753,231	909,700		909,700	877,750		877,750
1,362,208		1,362,208	1,650,240		1,650,240	1,717,220		1,717,220
479,150		479,150	557,290		557,290	560,250		560,250
2,203,779	106,429	2,310,208	2,602,750	210,650	2,813,400	2,654,120	507,500	3,161,620
711,963		711,963	931,740		931,740	914,750		914,750
4,970,226		4,970,226	5,118,980		5,118,980	5,441,890		5,441,890
488,754		488,754	584,250		584,250	602,450		602,450
1,673,298		1,673,298	1,916,440		1,916,440	1,793,000		1,793,000
13,442,637	**106,429**	**13,549,066**	**15,211,590**	**210,650**	**15,422,240**	**15,522,890**	**507,500**	**16,030,390**
1,296,024	**26,933**	**1,322,957**	**(235,740)**	**(69,150)**	**(304,890)**	**9,480**	**(380,500)**	**(371,020)**
19,374		19,374	5,000		5,000	5,000		5,000
203,045	200,000	403,045	161,240		161,240	173,500		173,500
(1,997,110)		(1,997,110)	(886,970)		(886,970)	(282,800)		(282,800)
4,210,000		4,210,000	12,835,500		12,835,500			
(4,087,636)		(4,087,636)	(12,482,500)		(12,482,500)			
(1,652,327)	**200,000**	**(1,452,327)**	**(367,730)**	**-**	**(367,730)**	**(104,300)**	**-**	**(104,300)**
(356,303)	226,933	(129,370)	(603,470)	(69,150)	(672,620)	(94,820)[1]	(380,500)[2]	(475,320)
10,388,971	**3,015,643**	**13,404,614**	**10,032,668**	**3,242,576**	**13,275,244**	**9,429,198**	**3,173,426**	**12,602,624**
$ 10,032,668	**$ 3,242,576**	**$ 13,275,244**	**$ 9,429,198**	**$ 3,173,426**	**$ 12,602,624**	**$ 9,334,378**	**$ 2,792,926**	**$ 12,127,304**

(1) Decrease in the debt service fund balance is due to change in bond terms with bond refinancing refer to page 269.
(2) Decrease in the enterprise fund balance is due to planned capital construction refer to page 278.

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	1,587,121
TOTAL EXPENDITURES	**9,524,360**	**106,880**	**2,872**	**16,931**	**1,137**	**257,322**	**1,587,121**	**11,496,623**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**1,411,899**	**29,400**	**38,325**	**26,198**	**5,359**	**231,993**	**(82,701)**	**1,660,473**
Other Financing Sources (Uses)								
Sale of Capital Asset	8,282							8,282
Transfers In	226,026							226,026
Transfers Out	(1,894,790)					(209,356)		(2,104,146)
TOTAL OTHER FINANCING SOURCES	**(1,660,482)**	**-**	**-**	**-**	**-**	**(209,356)**	**-**	**(1,869,838)**
Net change in Fund Balance	(248,583)	29,400	38,325	26,198	5,359	22,637	(82,701)	(209,365)
FUND BALANCE, BEGINNING OF YEAR	**8,589,628**	**(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**

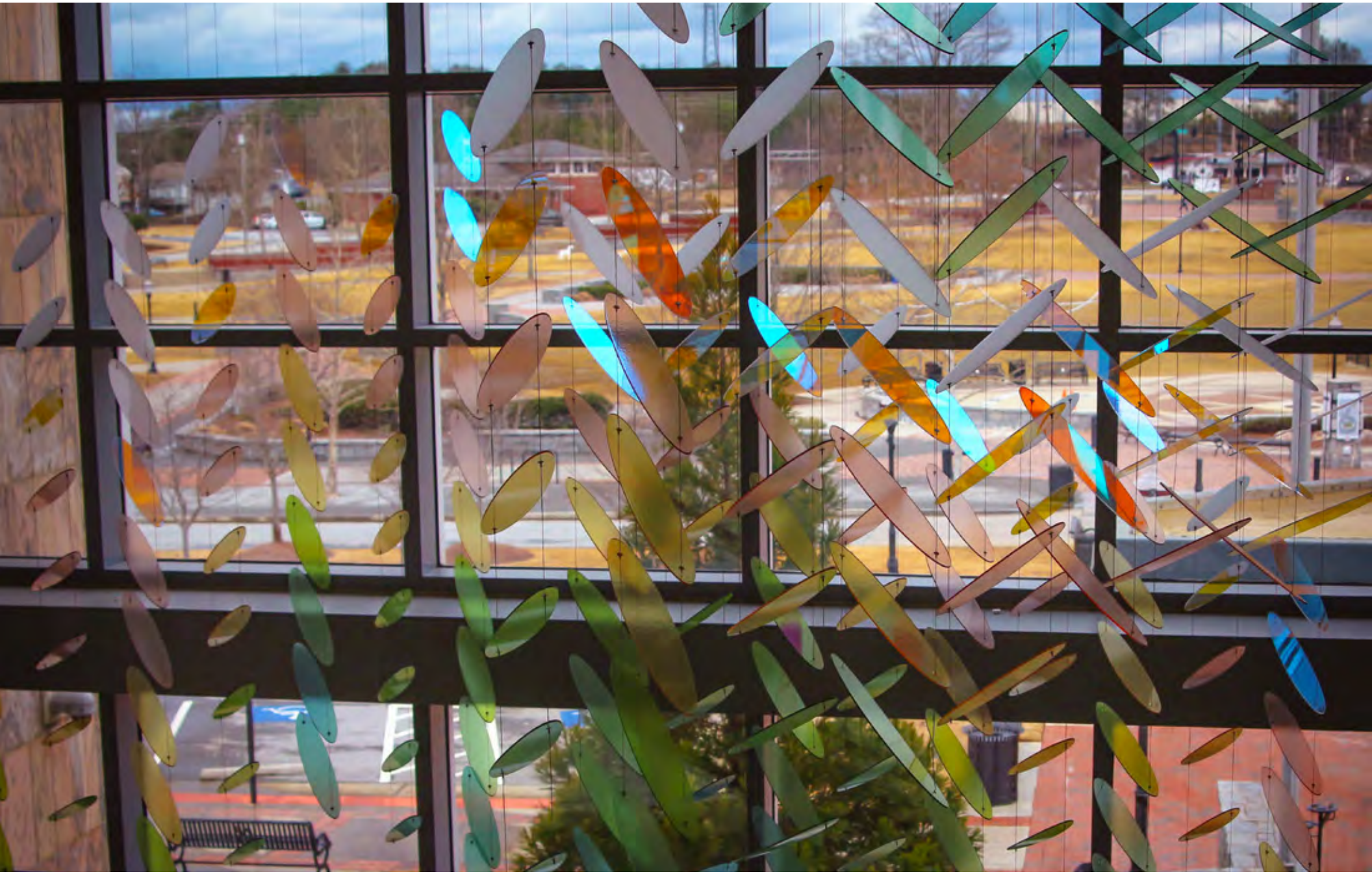
FY 2015 Actual	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,659,055						$ 1,590,650	$ 5,249,705
Franchise Taxes	1,845,517							1,845,517
Alcoholic Beverage Taxes	833,056							833,056
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**

FY 2016 Actual	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 3,913,759						$ 1,590,497	$ 5,504,256
Franchise Taxes	1,880,183							1,880,183
Alcoholic Beverage Taxes	835,419							835,419
Business Taxes	2,096,080							2,096,080
Hotel/motel Taxes						$ 608,004		608,004
Other Taxes Penalties	34,868							34,868
Licenses and Permits	728,017							728,017
Intergovernmental Revenues	1,121,942							1,121,942
Charge for Services	141,590							141,590
Fines and Forfeitures	1,396,755			$ 59,309				1,456,064
Investment Income	39,717			250	$ 8	128	6,624	46,727
Contributions and Donations	125	$ 136,762	$ 71,025		6,060	848		214,820
Miscellaneous Revenues	59,061		11,630					70,691
TOTAL REVENUES	**12,247,516**	**136,762**	**82,655**	**59,559**	**6,068**	**608,980**	**1,597,121**	**14,738,661**
Expenditures								
Council & Chief Executive	506,429							506,429
Administrative Services	293,599							293,599
Business Services	753,231							753,231
Economic Development	793,208	163,589	18,424			386,987		1,362,208
Financial Services	479,150							479,150
Parks & Public Works	2,202,355				1,424			2,203,779
Planning	711,963							711,963
Police	4,915,529			54,697				4,970,226
Non-Departmental	488,754							488,754
Debt Service							1,673,298	1,673,298
TOTAL EXPENDITURES	**11,144,218**	**163,589**	**18,424**	**54,697**	**1,424**	**386,987**	**1,673,298**	**13,442,637**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**1,103,298**	**(26,827)**	**64,231**	**4,862**	**4,644**	**221,993**	**(76,177)**	**1,296,024**
Other Financing Sources (Uses)								
Sale of Capital Asset	13,343			6,031				19,374
Transfers In	203,045							203,045
Transfers Out	(1,794,065)					(203,045)		(1,997,110)
Bond Proceeds							4,210,000	4,210,000
Bond Refinance							(4,087,636)	(4,087,636)
TOTAL OTHER FINANCING SOURCES	**(1,577,677)**	**-**	**-**	**6,031**	**-**	**(203,045)**	**122,364**	**(1,652,327)**
Net change in fund balance	(474,379)	(26,827)	64,231	10,893	4,644	18,948	46,187	(356,303)
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	**$ 8,203,200**	**$ 59,894**	**$ 83,864**	**$ 189,797**	**$ 45,689**	**$ 127,938**	**$ 1,322,286**	**$ 10,032,668**

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	2,097,500							2,097,500
Hotel/motel Taxes						$ 701,000		701,000
Other Taxes Penalties	18,350							18,350
Licenses and Permits	713,570							713,570
Intergovernmental Revenues	876,800							876,800
Charge for Services	125,460							125,460
Fines and Forfeitures	1,524,000			$ 115,000				1,639,000
Investment Income	41,000			250	$ 20	500		41,770
Contributions and Donations	25,160	$ 196,400	$ 81,500		11,500			314,560
Miscellaneous Revenues	40,000							40,000
TOTAL REVENUES	**12,306,240**	**196,400**	**81,500**	**115,250**	**11,520**	**701,500**	**1,563,440**	**14,975,850**
Expenditures								
Council & Chief Executive	594,090							594,090
Administrative Services	346,110							346,110
Business Services	909,700							909,700
Economic Development	871,840	196,400	81,500			500,500		1,650,240
Financial Services	557,290							557,290
Parks & Public Works	2,591,230				11,520			2,602,750
Planning	931,740							931,740
Police	5,003,730			115,250				5,118,980
Non-Departmental	584,250							584,250
Debt Service	-						1,916,440	1,916,440
TOTAL EXPENDITURES	**12,389,980**	**196,400**	**81,500**	**115,250**	**11,520**	**500,500**	**1,916,440**	**15,211,590**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**(83,740)**	**-**	**-**	**-**	**-**	**201,000**	**(353,000)**	**(235,740)**
Other Financing Sources (Uses)								
Sale of Capital Asset	5,000							5,000
Transfers In	161,240							161,240
Transfers Out	(668,470)				(17,500)	(201,000)		(886,970)
Bond Proceeds							12,835,500	12,835,500
Bond Refinance							(12,482,500)	(12,482,500)
TOTAL OTHER FINANCING SOURCES	**(502,230)**	**-**	**-**	**-**	**(17,500)**	**(201,000)**	**353,000**	**(367,730)**
Net change in Fund Balance	(585,970)	-	-	-	(17,500)	-	-	(603,470)
FUND BALANCE, BEGINNING OF YEAR	**8,203,200**	**59,894**	**83,864**	**189,797**	**45,689**	**127,938**	**1,322,286**	**10,032,668**
FUND BALANCE, END OF YEAR	**$ 7,617,230**	**$ 59,894**	**$ 83,864**	**$ 189,797**	**$ 28,189**	**$ 127,938**	**$ 1,322,286**	**$ 9,429,198**

FY 2018 Budget	GENERAL	SUWANEE FEST	COMMUNITY ARTS	CONFISCATED ASSET	COMMUNITY GARDEN	HOTEL/MOTEL TAX	DEBT SERVICE	TOTAL GOVERNMENTAL FUNDS
Revenues								
Property Taxes	$ 4,390,560						$ 1,693,180	$ 6,083,740
Franchise Taxes	1,851,610							1,851,610
Alcoholic Beverage Taxes	841,700							841,700
Business Taxes	2,241,000							2,241,000
Hotel/motel Taxes						$ 610,000		610,000
Other Taxes Penalties	31,420							31,420
Licenses and Permits	890,770							890,770
Intergovernmental Revenues	865,000							865,000
Charge for Services	146,520							146,520
Fines and Forfeitures	1,385,010			$ 149,500				1,534,510
Investment Income	41,000			500	$ 100	500	5,000	47,100
Contributions and Donations	23,000	$ 171,000	$ 145,000		10,000			349,000
Miscellaneous Revenues	40,000							40,000
TOTAL REVENUES	**12,747,590**	**171,000**	**145,000**	**150,000**	**10,100**	**610,500**	**1,698,180**	**15,532,370**
Expenditures								
Council & Chief Executive	586,650							586,650
Administrative Services	374,810							374,810
Business Services	877,750							877,750
Economic Development	972,720	171,000	145,000			428,500		1,717,220
Financial Services	560,250							560,250
Parks & Public Works	2,644,020				10,100			2,654,120
Planning	914,750							914,750
Police	5,291,890			150,000				5,441,890
Non-Departmental	602,450							602,450
Debt Service							1,793,000	1,793,000
TOTAL EXPENDITURES	**12,825,290**	**171,000**	**145,000**	**150,000**	**10,100**	**428,500**	**1,793,000**	**15,522,890**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**(77,700)**	**-**	**-**	**-**	**-**	**182,000**	**(94,820)**	**9,480**
Other Financing Sources (Uses)								
Sale of Capital Asset	5,000							5,000
Transfers In	173,500							173,500
Transfers Out	(100,800)					(182,000)		(282,800)
TOTAL OTHER FINANCING SOURCES	**77,700**	**-**	**-**	**-**	**-**	**(182,000)**	**-**	**(104,300)**
Net change in fund balance	-	-	-	-	-	-	(94,820)[1]	(94,820)
FUND BALANCE, BEGINNING OF YEAR	**7,617,230**	**59,894**	**83,864**	**189,797**	**28,189**	**127,938**	**1,322,286**	**9,429,198**
FUND BALANCE, END OF YEAR	**$ 7,617,230**	**$ 59,894**	**$ 83,864**	**$ 189,797**	**$ 28,189**	**$ 127,938**	**$ 1,227,466**	**$ 9,334,378**

(1) Decrease in the debt service fund balance is due to change in bond terms with bond refinancing refer to page 269.



Project Balances as of May 1, 2017	2009 SPLOST	PUBLIC FACILITIES MAINTENANCE	PUBLIC FACILITIES ENHANCEMENT	CEMETERY	PAVED STREETS
Revenues					
Intergovernmental Grants - SPLOST	$ 3,583,022				
Intergovernmental Grants-Gwinnett County	395,734				
Intergovernmental Grants-Federal (LMIG)					$ 162,000
Investment Income		$ 1,000	$ 2,000		1,000
Bond Proceeds					
Other Financing Sources (Local)	536,567	499,000	728,930	$ 30,500	200,000
TOTAL REVENUES	**4,515,323**	**500,000**	**730,930**	**30,500**	**363,000**
Expenditures					
Administrative Facilities					
Buford Highway Reconstruction & Streetscape					
Cemetery				30,500	
Community Stabilization					
Facilities Enhancements			730,930		
Facilities Maintenance		500,000			
Main Street Realignment					
Master Plan Implementation	535,965				
Park Enhancements	159,370				
Parking Facilities	1,972,348				
Pedestrian Bicycle Plan	1,633,019				
Russell Street Streetscape					
Sign Reflectivity Program	214,621				
Stormwater Projects					
Street Maintenance & Resurfacing					363,000
Town Center on Main					
Transportation Enhancements					
Transfer Out -Debt Service					
TOTAL EXPENDITURES	**$ 4,515,323**	**$ 500,000**	**$ 730,930**	**$ 30,500**	**$ 363,000**

** Chart spans two pages*

CAPITAL PROJECTS COMBINING STATEMENT

STORM DRAINAGE	MASTER PLAN IMPLEMENTATION	URBAN REDEVELOPMENT	COMMUNITY STABILIZATION	TAX ALLOCATION DISTRICT	2014 SPLOST	2017 SPLOST	TOTAL
					$ 5,328,031	$ 14,306,862	$ 23,217,915
						2,720,317	3,116,051
							162,000
	$ 5,000						9,000
		$ 22,000,000					22,000,000
$ 250,000	1,100,000		$ 38,100	$ 375,000			3,758,097
250,000	**1,105,000**	**22,000,000**	**38,100**	**375,000**	**5,328,031**	**17,027,179**	**52,263,063**
		4,200,000				2,313,100	6,513,100
					2,651,941	2,190,300	4,842,241
							30,500
			38,100				38,100
							730,930
							500,000
		1,375,000				4,125,335	5,500,335
	1,105,000						1,640,965
							159,370
							1,972,348
					509,073		2,142,092
		1,000,000					1,000,000
							214,621
250,000					408,146	1,576,854	2,235,000
					520,500	3,489,578	4,373,078
		7,509,000			685,381	3,133,370	11,327,751
				375,000	552,990	198,642	1,126,632
		7,916,000					7,916,000
$ 250,000	**$ 1,105,000**	**$ 22,000,000**	**$ 38,100**	**$ 375,000**	**$ 5,328,031**	**$ 17,027,179**	**$ 52,263,063**

Governmental Funds

Revenues	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Property Taxes	$ 5,039,347	$ 5,249,705	$ 5,504,256	$ 5,658,070	$ 6,083,740
Franchise Taxes	1,724,565	1,845,517	1,880,183	1,869,770	1,851,610
Alcoholic Beverage Taxes	835,071	833,056	835,419	880,000	841,700
Business Taxes	1,757,237	1,845,285	2,096,080	2,097,500	2,241,000
Hotel/motel Taxes	489,208	558,049	608,004	701,000	610,000
Other Taxes Penalties	8,163	11,357	34,868	18,350	31,420
Licenses and Permits	588,695	601,618	728,017	713,570	890,770
Intergovernmental Grants	811,071	798,776	1,121,942	876,800	865,000
Charge for Services	110,438	103,476	141,590	125,460	146,520
Fines and Forfeitures	1,537,086	2,012,785	1,456,064	1,639,000	1,534,510
Investment Income	38,790	45,292	46,727	41,770	47,100
Contributions and Donations	181,606	210,370	214,820	314,560	349,000
Miscellaneous Revenues	35,819	26,702	70,691	40,000	40,000
TOTAL REVENUES	**13,157,096**	**14,141,988**	**14,738,661**	**14,975,850**	**15,532,370**
Expenditures					
Council & Chief Executive	519,071	474,798	506,429	594,090	586,650
Administrative Services	557,053	189,735	293,599	346,110	374,810
Business Services	-	733,181	753,231	909,700	877,750
Economic Development	1,001,828	1,231,117	1,362,208	1,650,240	1,717,220
Financial Services	667,182	451,755	479,150	557,290	560,250
Parks & Public Works	1,912,234	2,000,075	2,203,779	2,602,750	2,654,120
Planning	597,242	673,791	711,963	931,740	914,750
Police	4,178,443	4,217,123	4,970,226	5,118,980	5,441,890
Non-Departmental	476,449	477,827	488,754	584,250	602,450
Debt Service	1,587,121	1,585,159	1,673,298	1,916,440	1,793,000
TOTAL EXPENDITURES	**11,496,623**	**12,034,561**	**13,442,637**	**15,211,590**	**15,522,890**
Excess (deficiency) of revenues over (under) expenditures	**1,660,473**	**2,107,427**	**1,296,024**	**(235,740)**	**9,480**
Other Financing Sources (Uses)					
Sale of capital asset	8,282	2,185	19,374	5,000	5,000
Transfers in	226,026	239,447	203,045	161,240	173,500
Transfers out	(2,104,146)	(1,955,941)	(1,997,110)	(886,970)	(282,800)
Bond Proceeds			4,210,000	12,835,500	
Bond Refinance			(4,087,636)	(12,482,500)	
TOTAL OTHER FINANCING SOURCES	**(1,869,838)**	**(1,714,309)**	**(1,652,327)**	**(367,730)**	**(104,300)**
Net change in fund balance	(209,365)	393,118	(356,303)	(603,470)	(94,820)
Fund Balances, beginning of year	**10,205,218**	**9,995,853**	**10,388,971**	**10,032,668**	**9,429,198**
Fund Balances, end of year	**$ 9,995,853**	**$ 10,388,971**	**$ 10,032,668**	**$ 9,429,198**	**$ 9,334,378**

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

General Fund

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Revenues					
Property Taxes	$ 3,540,902	$ 3,659,055	$ 3,913,759	$ 4,094,630	$ 4,390,560
Franchise Taxes	1,724,565	1,845,517	1,880,183	1,869,770	1,851,610
Alcoholic Beverage Taxes	835,071	833,056	835,419	880,000	841,700
Business Taxes	1,757,237	1,845,285	2,096,080	2,097,500	2,241,000
Other Taxes Penalties	8,163	11,357	34,868	18,350	31,420
Licenses and Permits	588,695	601,618	728,017	713,570	890,770
Intergovernmental Grants	808,671	798,776	1,121,942	876,800	865,000
Charge for Services	110,438	103,476	141,590	125,460	146,520
Fines and Forfeitures	1,494,216	1,898,791	1,396,755	1,524,000	1,385,010
Investment Income	32,432	39,487	39,717	41,000	41,000
Contributions and Donations	50	275	125	25,160	23,000
Miscellaneous Revenues	35,819	26,702	59,061	40,000	40,000
TOTAL REVENUES	**10,936,259**	**11,663,395**	**12,247,516**	**12,306,240**	**12,747,590**
Expenditures					
Council & Chief Executive	519,071	474,798	506,429	594,090	586,650
Administrative Services	557,053	189,735	293,599	346,110	374,810
Business Services		733,181	753,231	909,700	877,750
Economic Development	634,754	744,148	793,208	871,840	972,720
Financial Services	667,182	451,755	479,150	557,290	560,250
Parks & Public Works	1,911,097	1,998,586	2,202,355	2,591,230	2,644,020
Planning	597,242	673,791	711,963	931,740	914,750
Police	4,161,512	4,108,178	4,915,529	5,003,730	5,291,890
Non-Departmental	476,449	477,827	488,754	584,250	602,450
TOTAL EXPENDITURES	**9,524,360**	**9,851,999**	**11,144,218**	**12,389,980**	**12,825,290**
Excess (deficiency) of revenues over (under) expenditures	**1,411,899**	**1,811,396**	**1,103,298**	**(83,740)**	**(77,700)**
Other Financing Sources (Uses)					
Sale of capital asset	8,282	2,185	13,343	5,000	5,000
Transfer in	226,026	239,447	203,045	161,240	173,500
Transfers out	(1,894,790)	(1,716,494)	(1,794,065)	(668,470)	(100,800)
TOTAL OTHER FINANCING SOURCES	**(1,660,482)**	**(1,474,862)**	**(1,577,677)**	**(502,230)**	**77,700**
Net change in fund balance	(248,583)	336,534	(474,379)	(585,970)	
Fund Balances, beginning of year	**8,589,628**	**8,341,045**	**8,677,579**	**8,203,200**	**7,617,230**
Fund Balances, end of year	**$ 8,341,045**	**$ 8,677,579**	**$ 8,203,200**	**$ 7,617,230**	**$ 7,617,230**

Special Revenue

Revenues	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Hotel/motel Taxes	$ 489,208	$ 558,049	$ 608,004	$ 701,000	$ 610,000
Intergovernmental Revenue	2,400				
Fines and Forfeitures	42,870	113,994	59,309	115,000	149,500
Investment Income	383	361	386	770	1,100
Contributions and Donations	181,556	210,095	226,325	289,400	326,000
TOTAL REVENUES	**716,417**	**882,499**	**894,024**	**1,106,170**	**1,086,600**
Expenditures					
Economic Development	367,074	486,969	569,000	778,400	744,500
Parks & Public Works	1,137	1,489	1,424	11,520	10,100
Police	16,931	108,945	54,697	115,250	150,000
TOTAL EXPENDITURES	**385,142**	**597,403**	**625,121**	**905,170**	**904,600**
Excess (deficiency) of revenues over (under) expenditures	**331,275**	**285,096**	**268,903**	**201,000**	**182,000**
Other Financing Sources (Uses)					
Sale of Capital Asset			6,031		
Transfer in					
Transfer out	(209,356)	(239,447)	(203,045)	(218,500)	(182,000)
TOTAL OTHER FINANCING SOURCES	**(209,356)**	**(239,447)**	**(197,014)**	**(218,500)**	**(182,000)**
Net change in fund balance	121,919	45,649	71,889	(17,500)	
Fund Balances, beginning of year	**267,725**	**389,644**	**435,293**	**507,182**	**489,682**
Fund Balances, end of year	**$ 389,644**	**$ 435,293**	**$ 507,182**	**$ 489,682**	**$ 489,682**

Debt Service

Revenues	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Property Taxes	$ 1,498,445	$ 1,590,650	$ 1,590,497	$ 1,563,440	$ 1,693,180
Investment Income	5,975	5,444	6,624		5,000
TOTAL REVENUES	**1,504,420**	**1,596,094**	**1,597,121**	**1,563,440**	**1,698,180**
Expenditures					
Debt Service-Principal	810,000	840,000	933,000	1,516,000	1,486,000
Debt Service-Interest	774,971	742,084	615,309	278,440	302,000
Fiscal Agent's Fees	2,150	3,075	2,625	4,000	5,000
Bond Issuance Cost			122,364	118,000	
TOTAL EXPENDITURES	**1,587,121**	**1,585,159**	**1,673,298**	**1,916,440**	**1,793,000**
Excess (deficiency) of revenues over (under) expenditures	**(82,701)**	**10,935**	**(76,177)**	**(353,000)**	**(94,820)**
Other Financing Sources (Uses)					
Bond Proceeds			4,210,000	12,835,500	
Bond Refinance			(4,087,636)	(12,482,500)	
TOTAL OTHER FINANCING SOURCES	**-**	**-**	**122,364**	**353,000**	**-**
Net change in fund balance	(82,701)	10,935	46,187		(94,820)
Fund Balances, beginning of year	**1,347,865**	**1,265,164**	**1,276,099**	**1,322,286**	**1,322,286**
Fund Balances, end of year	**$ 1,265,164**	**$ 1,276,099**	**$ 1,322,286**	**$ 1,322,286**	**$ 1,227,466**

Proprietary Fund

Revenues	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Water and Sewer Charges	$ 133,790	$ 135,721	$ 131,682	$ 140,000	$ 125,000
Investment Income	929	1,448	1,680	1,500	2,000
TOTAL REVENUES	**134,719**	**137,169**	**133,362**	**141,500**	**127,000**
Expenditures					
Administration	39,307	39,672	11,014	49,650	20,000
Supply	13,989	7,529	8,895	17,000	10,000
Distribution	66,471	67,334	86,520	86,000	90,000
System Improvements				58,000	387,500
TOTAL EXPENSES	**119,767**	**114,535**	**106,429**	**210,650**	**507,500**
Excess (deficiency) of revenues over (under) expenditures	14,952	22,634	26,933	(69,150)	(380,500)
Other Financing Sources (Uses)					
Transfers in	100,000		200,000		
TOTAL OTHER FINANCING SOURCES	**100,000**	**-**	**200,000**	**-**	**-**
Net change	114,952	22,634	226,933	(69,150)	(380,500)[(1)]
Total Net Position, beginning of year	**2,878,057**	**2,993,009**	**3,015,643**	**3,242,576**	**3,173,426**
Total Net Position, end of year	**$ 2,993,009**	**$ 3,015,643**	**$ 3,242,576**	**$ 3,173,426**	**$ 2,792,926**

(1) Decrease in the enterprise fund balance is due to planned capital construction refer to page 278.


AC/DC

APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2017-2018 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 2017-2018 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 2017-2018; 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 2017-2018; 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 27th day of June 2017.



General Fund

REVENUES AND OTHER SOURCES		
Property Taxes	$	4,390,560
Franchise Taxes		1,851,610
Alcoholic Beverage Taxes		841,700
Business Taxes		2,241,000
Other Taxes Penalties		31,420
Licenses & Permits		890,770
Intergovernmental Revenues		865,000
Charge for Services		146,520
Fines & Forfeitures		1,385,010
Investment Income		41,000
Contributions & Donations		23,000
Miscellaneous Revenue		40,000
Other Financing Sources		178,500
TOTAL REVENUES AND OTHER SOURCES	**$**	**12,926,090**
EXPENDITURES AND OTHER USES		
Council & Chief Executive	$	586,650
Administrative Services		374,810
Business Services		877,750
Economic Development		972,720
Financial Services		560,250
Parks & Public Works		2,644,020
Planning		914,750
Police		5,291,890
Non-Departmental		602,450
Transfers-Capital		100,800
TOTAL EXPENDITURES AND OTHER USES	**$**	**12,926,090**
FUND BALANCE		
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	**$**	**4,308,697**

Special Revenue Funds

SUWANEE FEST FUND		
Revenues and Other Sources		
Contributions and Donations	$	171,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**171,000**
Expenditures and Other Uses		
Special Activities	$	171,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**171,000**

COMMUNITY ARTS FUND		
Revenues and Other Sources		
Contributions and Donations	$	145,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**145,000**
Expenditures and Other Uses		
Culture and Recreation	$	145,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**145,000**

CONFISCATED ASSETS FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	149,500
Investment Income		500
TOTAL REVENUES AND OTHER SOURCES	**$**	**150,000**
Expenditures and Other Uses		
Patrol	$	150,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**150,000**

COMMUNITY GARDEN		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		10,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**10,100**
Expenditures and Other Uses		
Culture and Recreation	$	10,100
TOTAL EXPENDITURES AND OTHER USES	**$**	**10,100**

HOTEL/MOTEL TAX FUND		
Revenues and Other Sources		
Selective Sales and Use Taxes	$	610,000
Investment Income		500
TOTAL REVENUES AND OTHER SOURCES		**610,500**
Expenditures and Other Uses		
Tourism	$	610,500
TOTAL EXPENDITURES AND OTHER USES	**$**	**610,500**

Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	4,515,323
Expenditures	$	4,515,323
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	500,000
Expenditures	$	500,000
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	730,930
Expenditures	$	730,930
Cemetery Fund (Project Basis)		
Revenues	$	30,500
Expenditures	$	30,500
Paved Streets Fund (Project Basis)		
Revenues	$	363,000
Expenditures	$	363,000
Storm Drainage Fund (Project Basis)		
Revenues	$	250,000
Expenditures	$	250,000
Master Plan Implementation Fund (Project Basis)		
Revenues	$	1,105,000
Expenditures	$	1,105,000
Urban Redevelopment Fund (Project Basis)		
Revenues	$	22,000,000
Expenditures	$	22,000,000
Community Stabilization Fund (Project Basis)		
Revenues	$	38,100
Expenditures	$	38,100
Suwanee Tax Allocation District Fund (Project Basis)		
Revenues	$	375,000
Expenditures	$	375,000
2014 SPLOST Fund (Project Basis)		
Revenues	$	5,328,031
Expenditures	$	5,328,031
2017 SPLOST Fund (Project Basis)		
Revenues	$	17,027,179
Expenditures	$	17,027,179

Other Funds

DEBT SERVICE FUND		
Revenues and Other Sources		
General Property Taxes	$	1,693,180
Investment Income		5,000
Other Financing Sources		94,820
TOTAL REVENUES AND OTHER SOURCES	**$**	**1,793,000**
Expenditures and Other Uses		
Debt Service	$	1,793,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**1,793,000**
WATER FUND		
Revenues		
Charges for Services	$	125,000
Investment Income		2,000
Other Financing Sources		380,500
TOTAL REVENUES	**$**	**507,500**
Expenses		
Water Administration	$	20,000
Supply		10,000
Distribution		90,000
System Improvements		387,500
TOTAL EXPENSES	**$**	**507,500**
MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	2,109,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**2,109,000**
Expenditures and Other Uses		
Municipal Court	$	723,990
Other Financing Uses		1,385,010
TOTAL EXPENDITURES AND OTHER USES	**$**	**2,109,000**
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 2017-2018.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year **2017-2018**; 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 2017-2018; 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 (PT)	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
Deputy Court Clerk (PT)	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
Field Services Manager	16
Administrative Assistant	12
Equipment Operator II (3)	12
Facilities Technician	12
Equipment Operator I (9)	10
Equipment Operator I (PT) (3)	10
Custodian (3)	7
Events Staff Pool	7

	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 (5)	16
Office Administrator	14
Police Officer (17)	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.

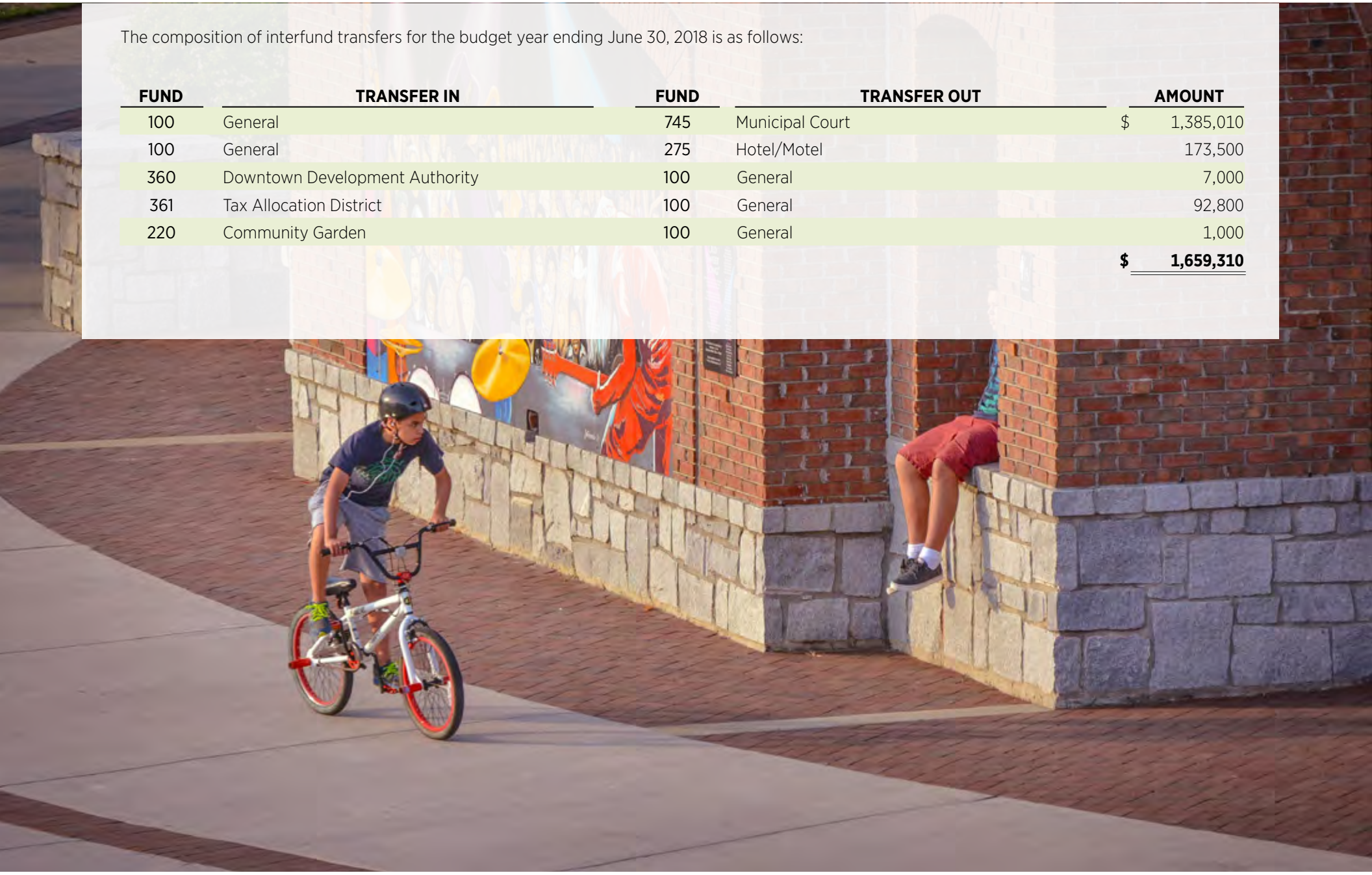
APPROVED and ADOPTED this 27th day of June 2017.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2018 is as follows:

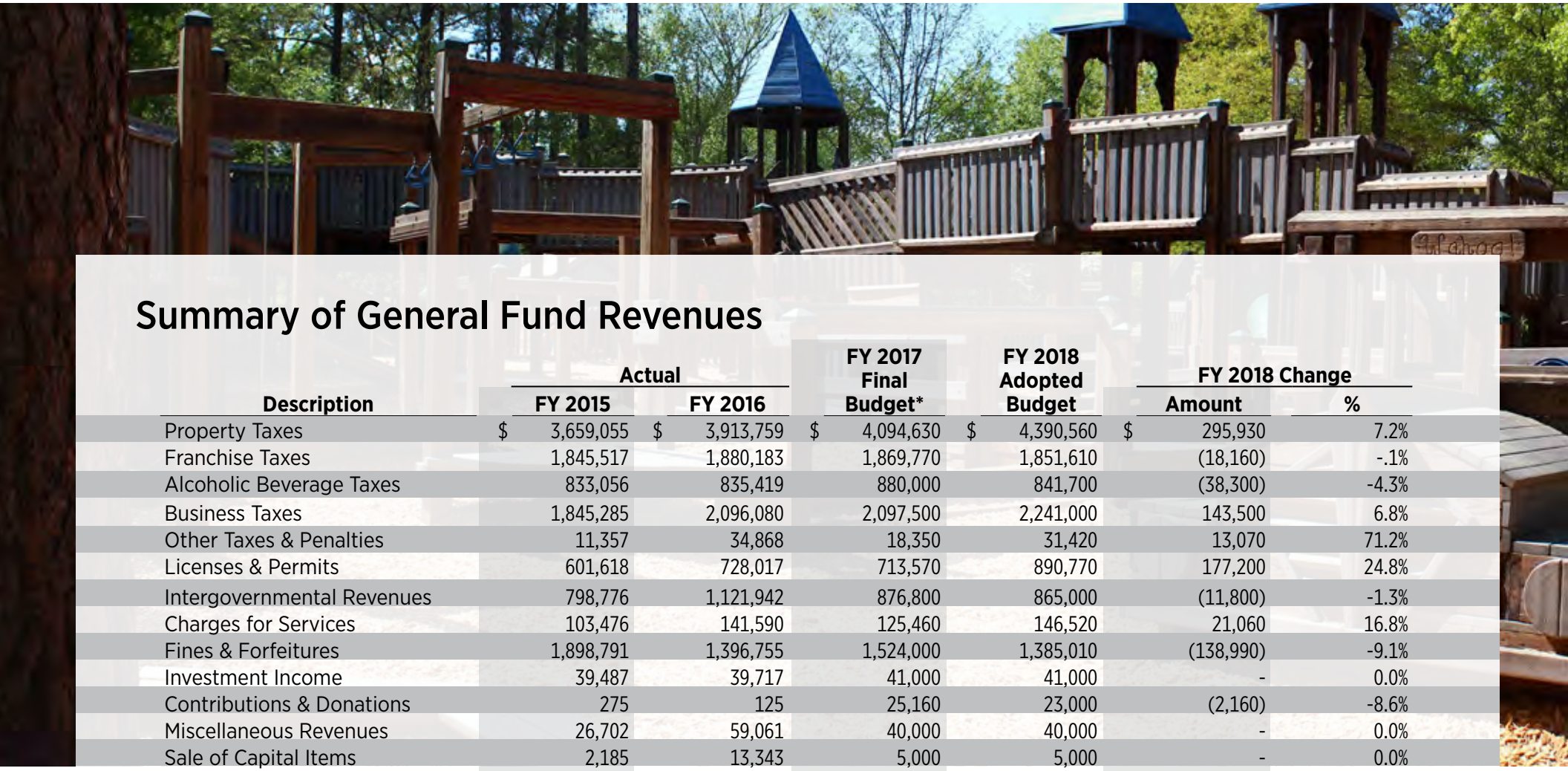
FUND	TRANSFER IN	FUND	TRANSFER OUT	AMOUNT
100	General	745	Municipal Court	$ 1,385,010
100	General	275	Hotel/Motel	173,500
360	Downtown Development Authority	100	General	7,000
361	Tax Allocation District	100	General	92,800
220	Community Garden	100	General	1,000
				$ 1,659,310





GENERAL FUND

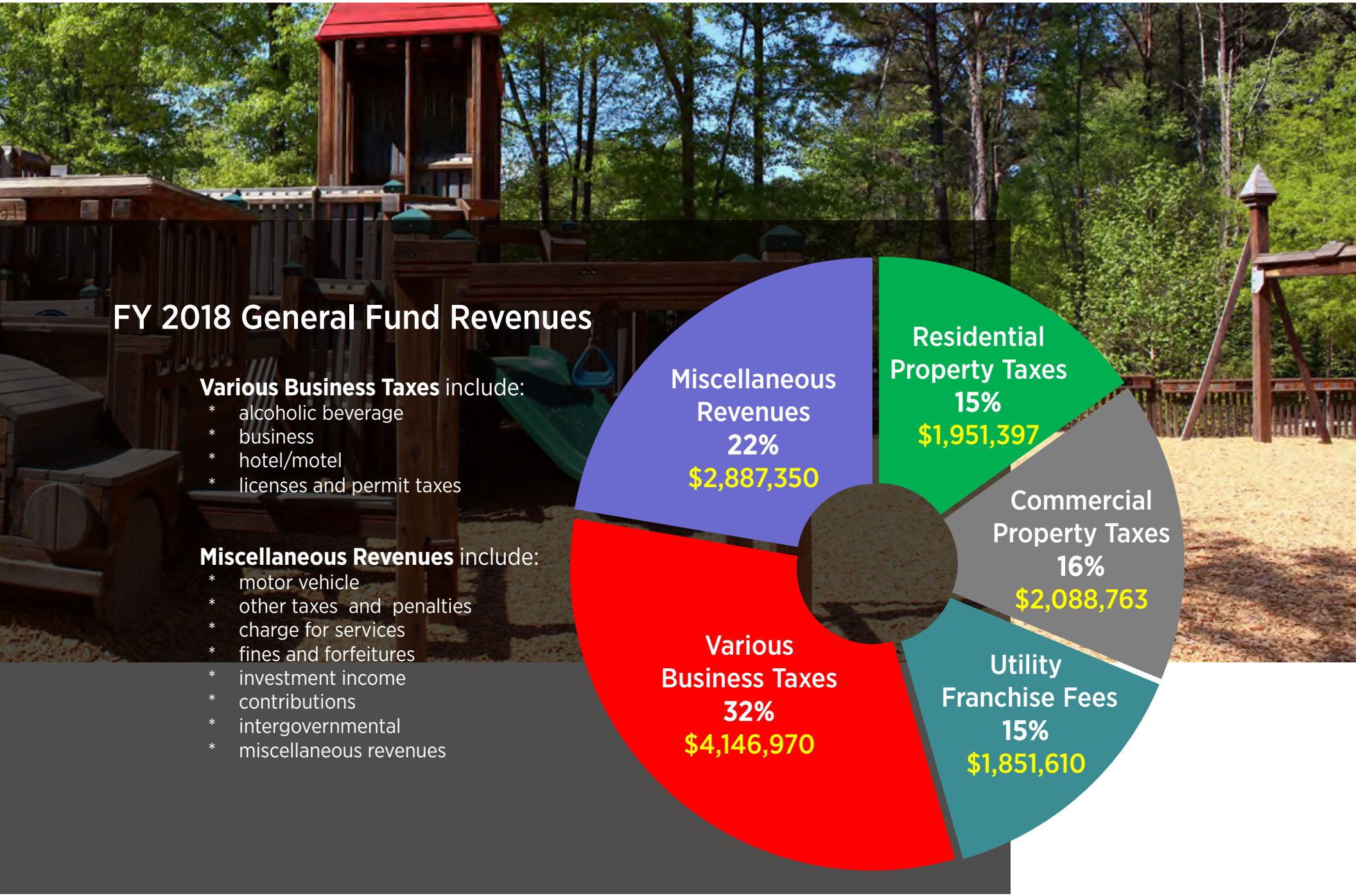
The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in a different fund.



Summary of General Fund Revenues

Description	Actual FY 2015	Actual FY 2016	FY 2017 Final Budget*	FY 2018 Adopted Budget	FY 2018 Change Amount	FY 2018 Change %
Property Taxes	$ 3,659,055	$ 3,913,759	$ 4,094,630	$ 4,390,560	$ 295,930	7.2%
Franchise Taxes	1,845,517	1,880,183	1,869,770	1,851,610	(18,160)	-.1%
Alcoholic Beverage Taxes	833,056	835,419	880,000	841,700	(38,300)	-4.3%
Business Taxes	1,845,285	2,096,080	2,097,500	2,241,000	143,500	6.8%
Other Taxes & Penalties	11,357	34,868	18,350	31,420	13,070	71.2%
Licenses & Permits	601,618	728,017	713,570	890,770	177,200	24.8%
Intergovernmental Revenues	798,776	1,121,942	876,800	865,000	(11,800)	-1.3%
Charges for Services	103,476	141,590	125,460	146,520	21,060	16.8%
Fines & Forfeitures	1,898,791	1,396,755	1,524,000	1,385,010	(138,990)	-9.1%
Investment Income	39,487	39,717	41,000	41,000	-	0.0%
Contributions & Donations	275	125	25,160	23,000	(2,160)	-8.6%
Miscellaneous Revenues	26,702	59,061	40,000	40,000	-	0.0%
Sale of Capital Items	2,185	13,343	5,000	5,000	-	0.0%
Transfer In	239,447	203,045	161,240	173,500	12,260	7.6%
Total Revenues	**11,905,027**	**12,463,904**	**12,472,480**	**12,926,090**	**453,610**	**3.6%**
Other Financing Sources						
Budgeted Fund Balance*	-	-	585,970	-	(585,970)	n/a
Total Other Financing Sources	-	-	585,970	-	(585,970)	n/a
Total Revenues and Other Financing Sources	**$ 11,905,027**	**$ 12,463,904**	**$ 13,058,450**	**$ 12,926,090**	**$ (132,360)**	**-1.0%**

*FY 2017 final budget column includes 4th quarter capital transfers of $585,970.



FY 2018 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 services
* fines and forfeitures
* investment income
* contributions
* intergovernmental
* miscellaneous revenues

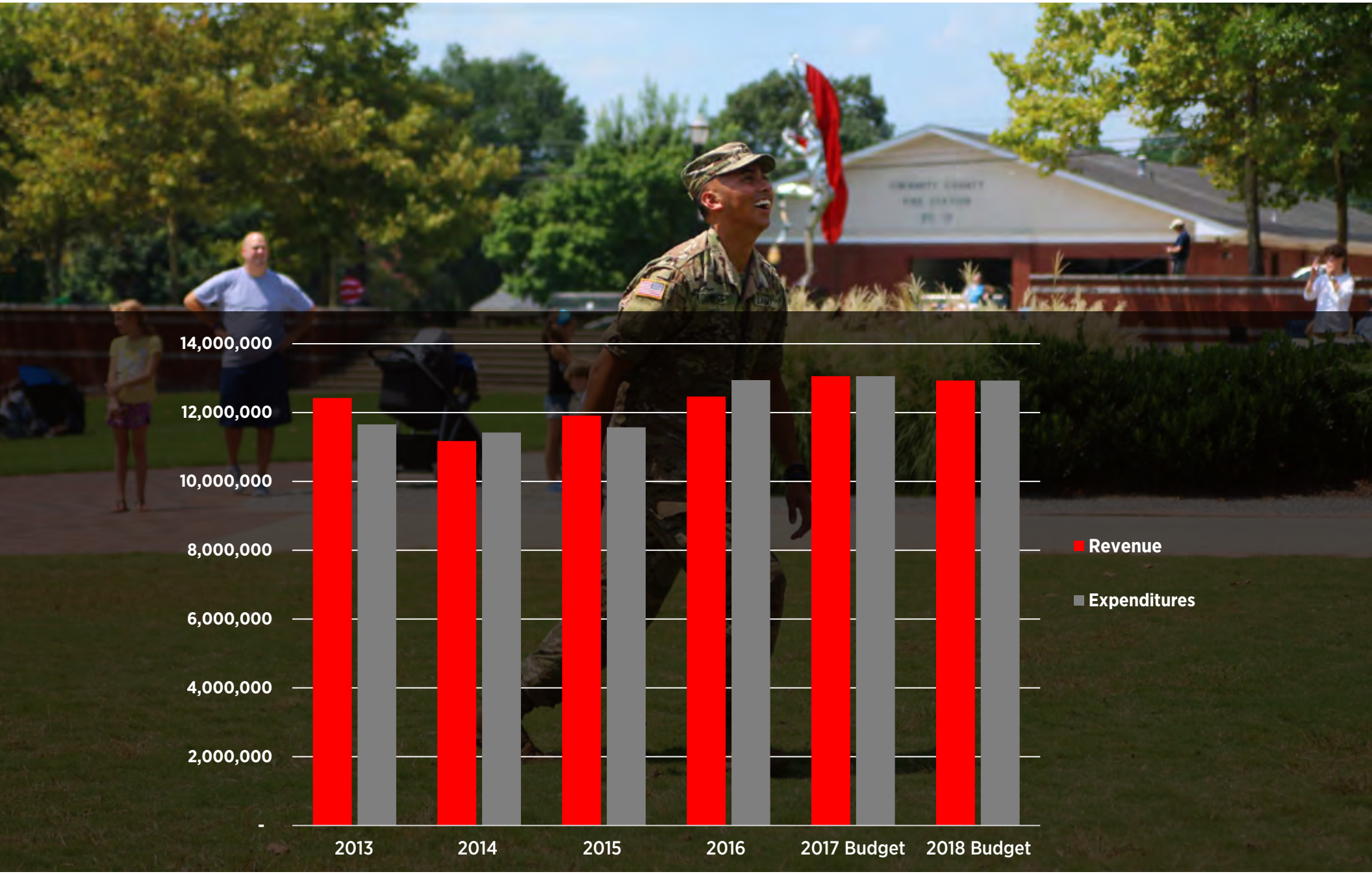
General Fund Expenditures by Department

Description	Actual FY 2015	Actual FY 2016	FY 2017 Budget Original	FY 2017 Budget Final	FY 2018 Adopted Budget	FY 2018 Change Amount	FY 2018 Change %
Council & Chief Executive	$ 474,798	$ 506,429	$ 567,090	$ 594,090	$ 586,650	$ (7,440)	-1.3%
Administrative Services	189,735	293,599	359,110	346,110	374,810	28,700	8.3%
Business Services	733,181	753,231	896,700	909,700	877,750	(31,950)	-3.5%
Economic Development	744,148	793,208	860,440	871,840	972,720	100,880	11.6%
Financial Services	451,755	479,150	544,290	557,290	560,250	2,960	.5%
Parks & Public Works	1,998,586	2,202,355	2,546,230	2,591,230	2,644,020	52,790	2.0%
Planning	673,791	711,963	930,590	931,740	914,750	(16,990)	-1.8%
Police	4,108,178	4,915,529	5,067,620	5,003,730	5,291,890	288,160	5.8%
Non-Departmental	477,827	488,754	563,750	584,250	602,450	18,200	3.1%
Total Operating	9,851,999	11,144,218	12,335,820	12,389,980	12,825,290	435,310	3.5%
Capital Transfers*	1,716,494	1,794,065	69,500	668,470	100,800	(567,670)	-84.9
Total Expenditures & Transfers	**$ 11,568,493**	**$ 12,938,283**	**$ 12,405,320**	**$ 13,058,450**	**$ 12,926,090**	**$ (132,360)**	**-1.0%**

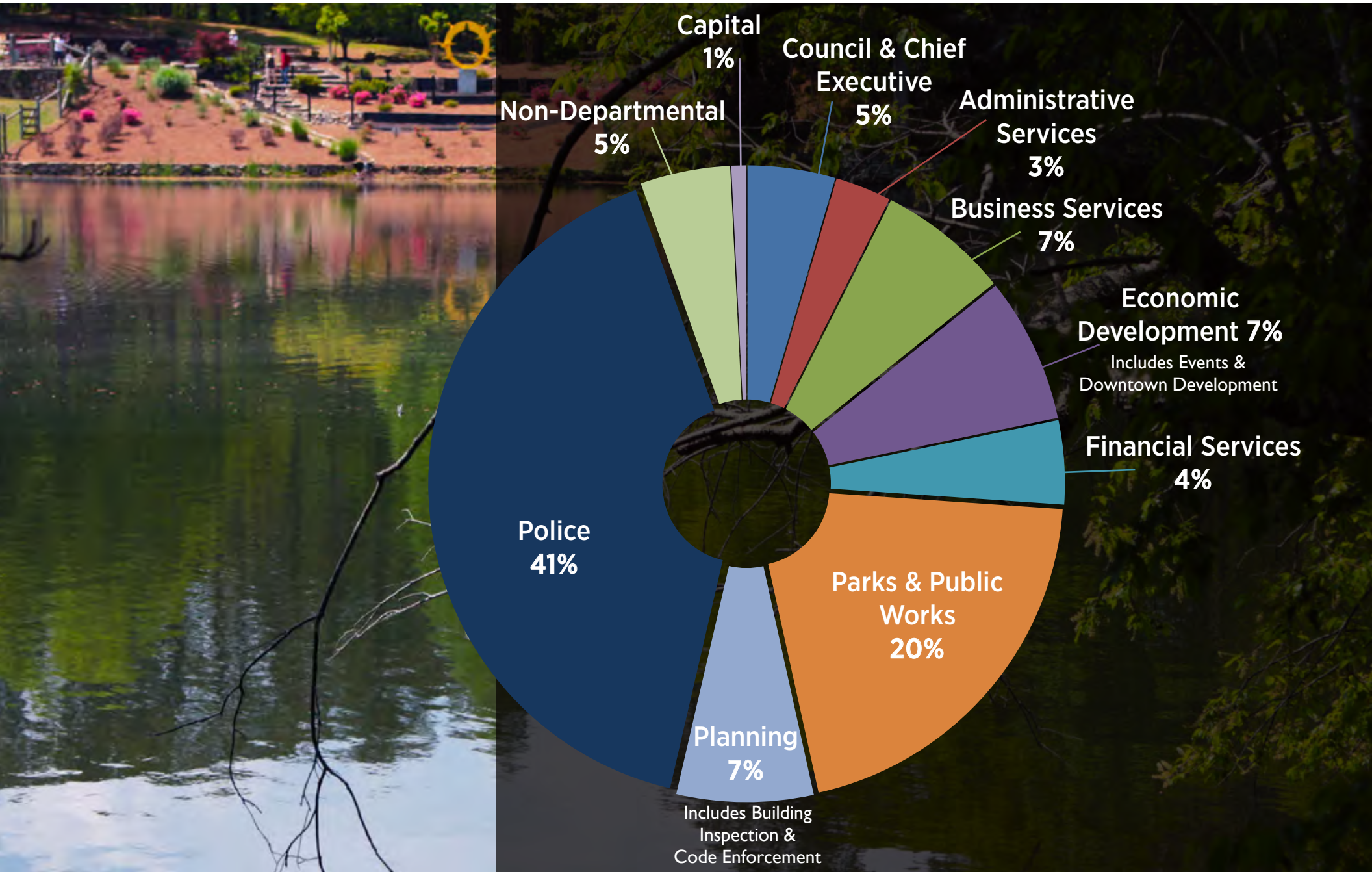
***The difference in FY 2017 Final Budget** and the **FY 2017 Adopted Budget** is due to fourth quarter FY 2017 capital improvement prefunding of $585,970. Prefunding Suwanee's capital improvement program is part of Suwanee's pay-as-you go financing for capital projects.



Summary of Revenues and Expenditures by Year

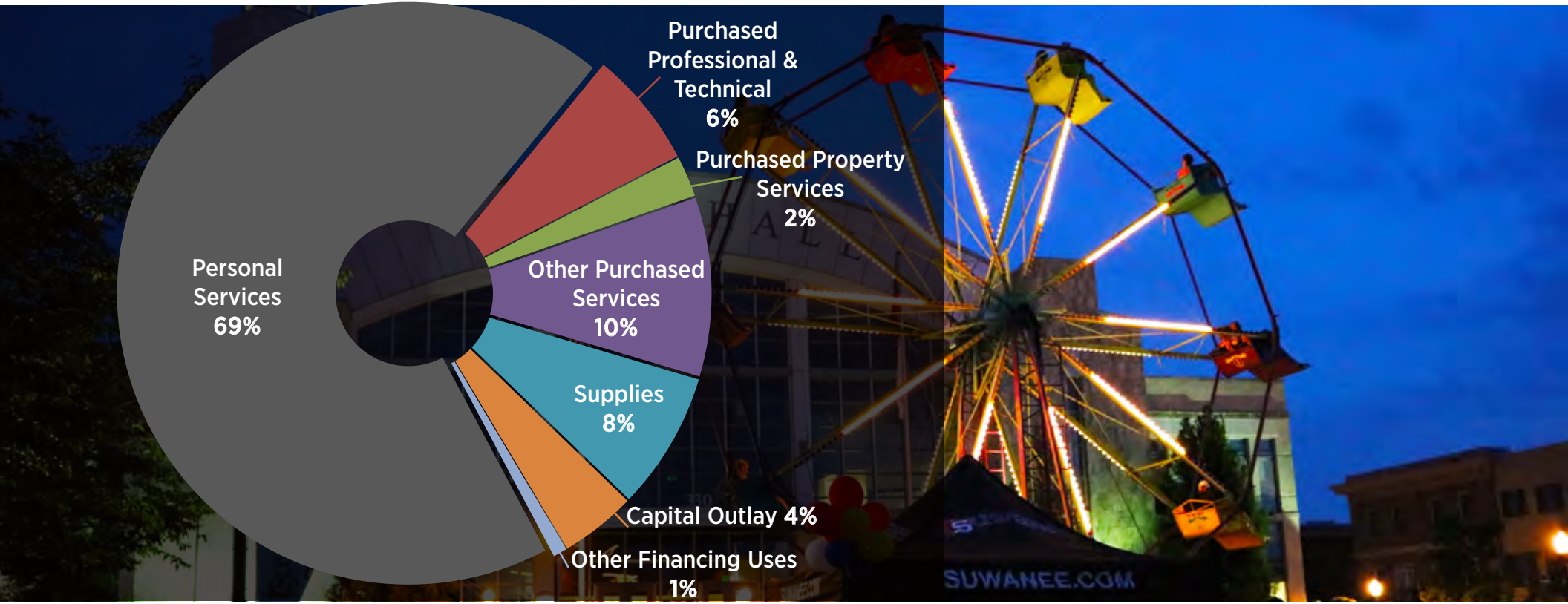


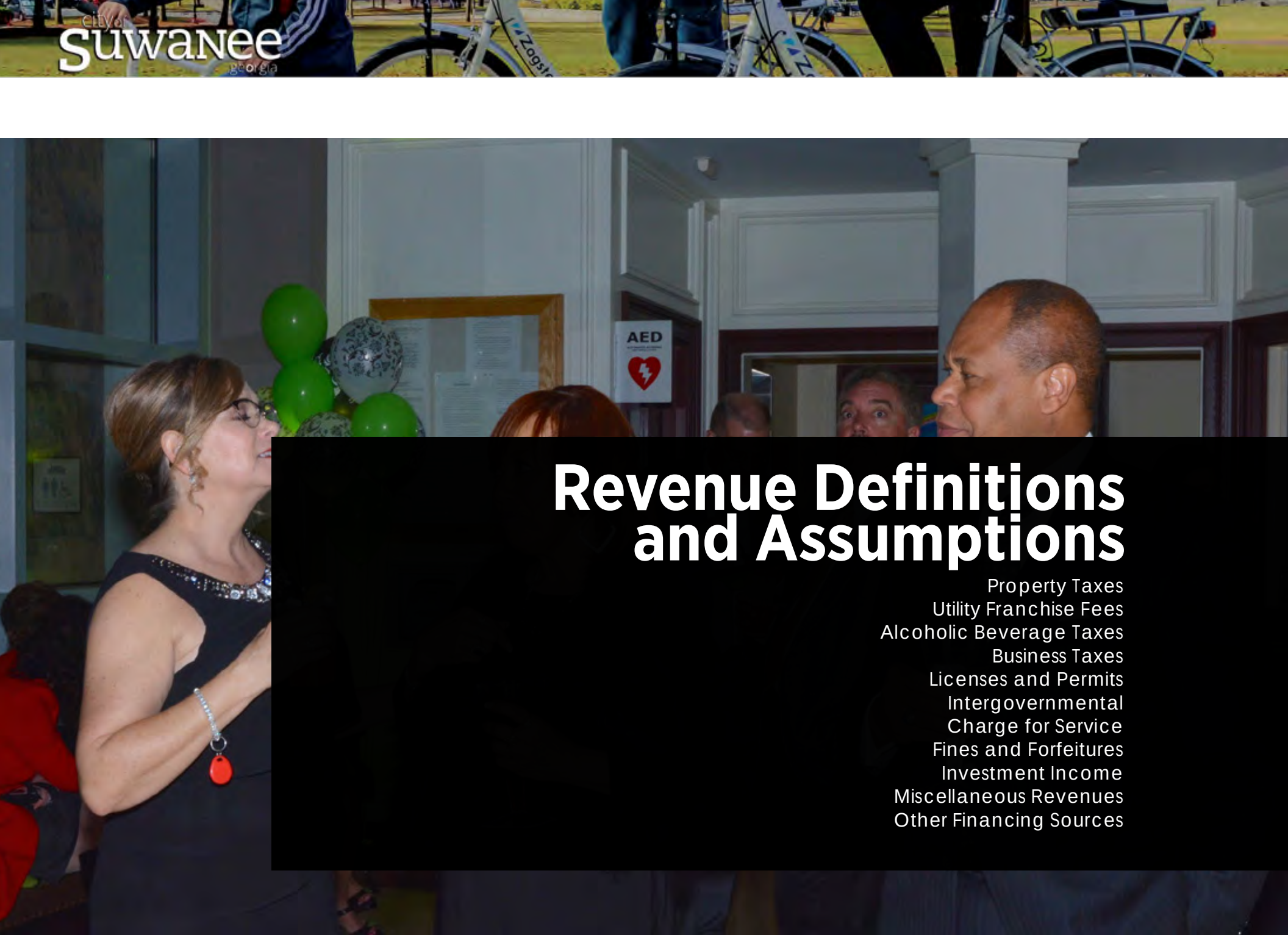
Department % of Budget



General Fund Expenditures by Category

Description	FY 2015	FY 2016	FY 2017 Budget Original	FY 2017 Budget Final	FY 2018 Adopted Budget	FY 2018 Change Amount	FY 2018 Change %
Personal Services	$ 7,076,701	$ 7,542,205	$ 8,697,650	$ 8,577,150	$ 8,878,920	$ 301,770	3.5%
Purchased Professional & Technical	550,670	556,491	751,220	785,020	838,080	53,060	68%
Purchased Property Services	229,417	213,891	253,350	276,350	292,250	15,900	5.8%
Other Purchased Services	927,804	966,245	1,135,020	1,199,820	1,283,310	83,490	7.0%
Supplies	784,583	795,152	976,690	1,002,300	987,930	(14,370)	-1.4%
Capital Outlay	282,824	1,070,234	521,890	549,340	544,800	(4,540)	-0.8%
Other Financing Uses	1,716,494	1,794,065	69,500	668,470	100,800	(567,670)	-84.9%
Total	**$ 11,568,493**	**$ 12,938,283**	**$ 12,405,320**	**$ 13,058,450**	**$ 12,926,090**	**$ (132,360)**	**-1.0%**





Revenue Definitions and Assumptions

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

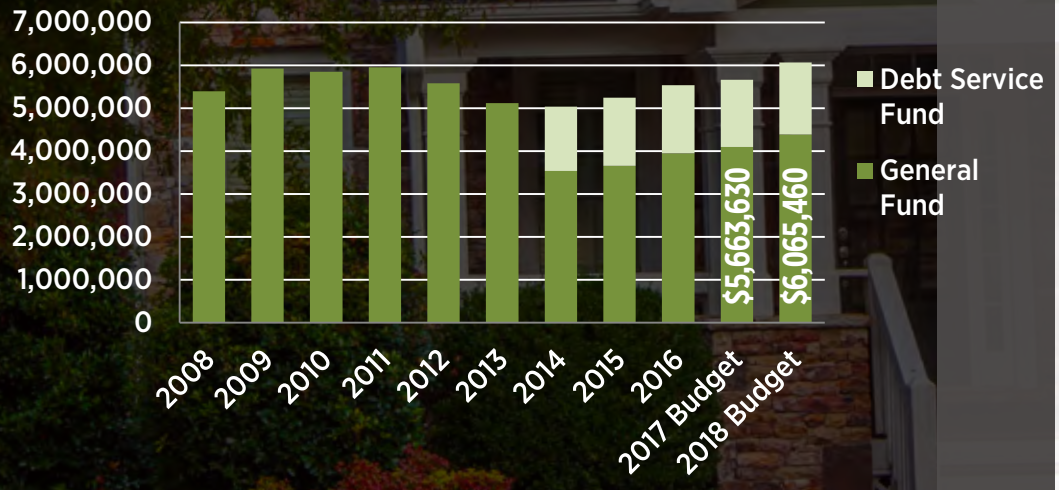
Property Taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 34% of the total FY 2018 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 2017 projected total collections was used as the base and then a 5% increase was applied on real property and 4.5% increase was applied to personal property.

To determine the value added due to new construction growth, calendar year 2016 building permit activity was reviewed. Based upon this review, $50,000 of assessed value was added to the current digest. In total, approximately 6.5% increase in property taxes from projected current year collections has been predicted for fiscal year 2018.

Projected **FY 2017** Property Tax Revenues **$4,119,023**
Original **FY 2017** Budget **$4,094,630**
Final **FY 2017** Budget **$4,094,630**
FY 2018 Adopted Budget **$4,390,560**
FY 2018 budget is a **7%** increase from **FY 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 2009-2013 include both operating and debt service millage rates. The reduction noted in fiscal years ending after 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 2017 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 2015 and 2016 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 2018. 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 decreasing by $6,100 from the current FY 2017 budget amounts.

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

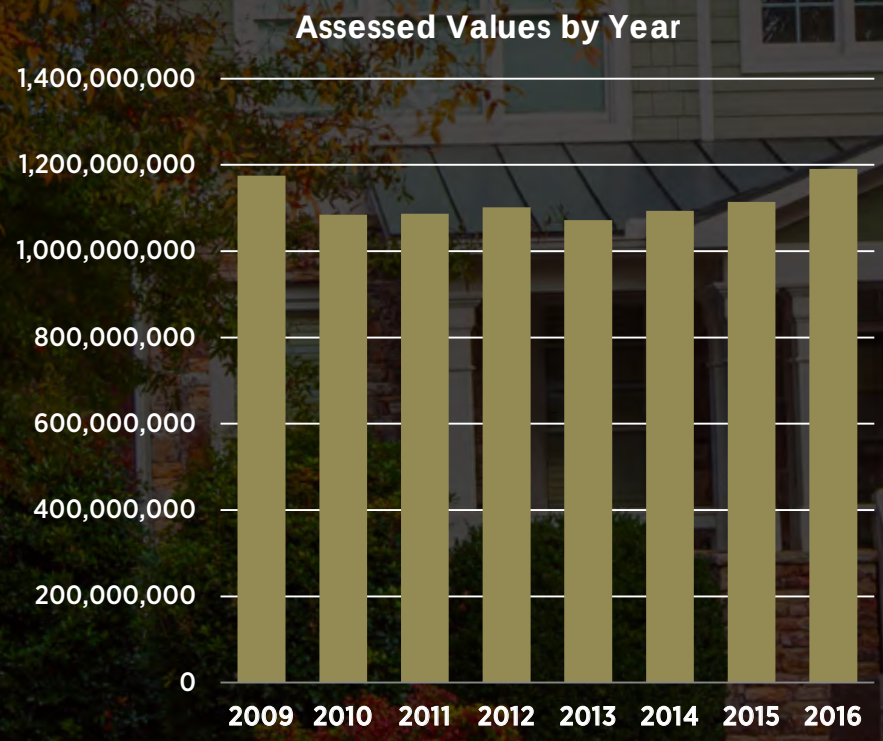
Projected FY 2017 Collection	$	5,206,696
Projected FY 2018:		
Real estate	$	4,895,753
Personal property		679,183
TOTAL FY 2018 PROJECTION	$	5,574,936
Increase	$	368,240
% Increase from PY collection		6%
Assumed FY 2018 Millage Rate		
Operating		3.43
Debt Service		1.5
TOTAL		4.93

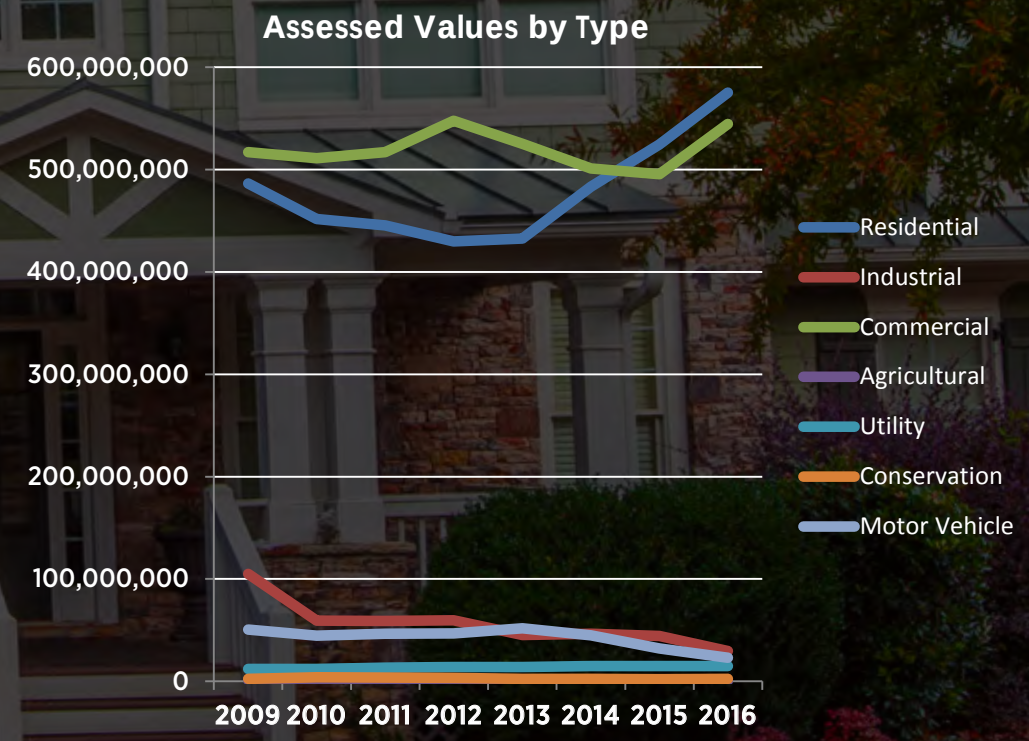
SECOND METHOD:
Building Permit Activity

90 % of Construction Value	$	21,174,782
Assessed Value @ 40%	$	8,469,912.80
Millage Rate		4.93
Estimated Construction Value Added	$	41,756.67

Assessed Values by Year

	2009	2010	2011	2012	2013	2014	2015	2016
Residential	$ 486,439,880	$ 451,799,790	$ 445,584,730	$ 429,759,170	$ 432,603,500	$ 483,383,310	$ 524,536,560	$ 575,262,990
Industrial	105,077,530	59,192,480	58,949,530	59,583,750	45,165,510	46,344,540	44,217,920	29,445,950
Commercial	516,909,258	511,108,207	517,133,040	547,739,480	525,333,930	501,123,550	495,407,730	544,503,850
Agricultural	1,164,800	1,355,920	1,285,920	1,034,760	881,040	618,640	648,560	648,560
Utility	11,989,000	12,001,880	13,491,200	13,839,840	14,028,880	14,895,920	15,032,640	15,032,640
Conservation	2,472,280	4,079,360	3,643,120	3,321,960	2,344,400	2,277,440	2,053,120	2,252,120
Motor Vehicle	50,660,550	44,682,260	46,381,880	46,640,940	51,763,830	45,014,820	32,045,450	23,144,120
TOTAL	**$ 1,174,713,298**	**$ 1,084,219,897**	**$ 1,086,469,420**	**$ 1,101,919,900**	**$ 1,072,121,090**	**$ 1,093,658,220**	**$ 1,113,941,980**	**$ 1,190,290,230**



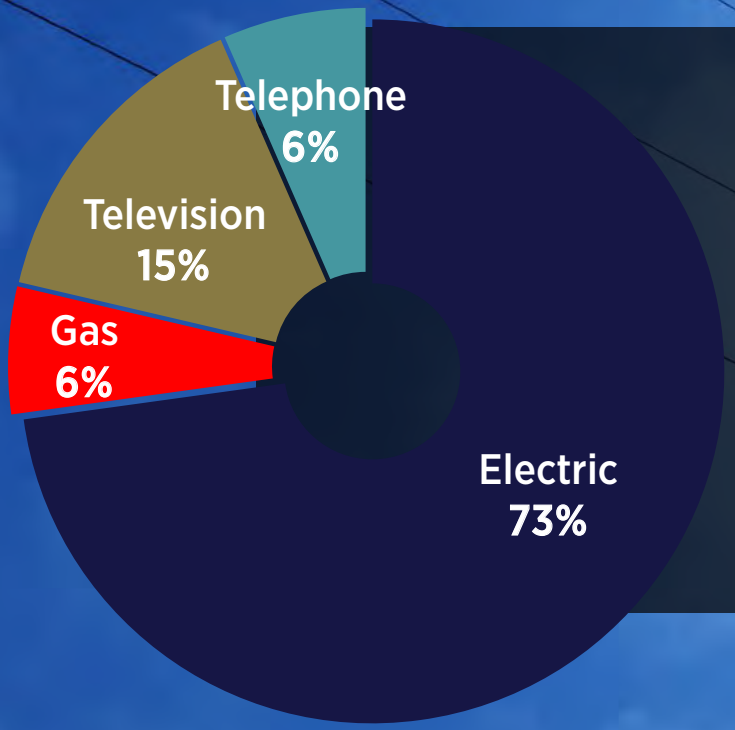


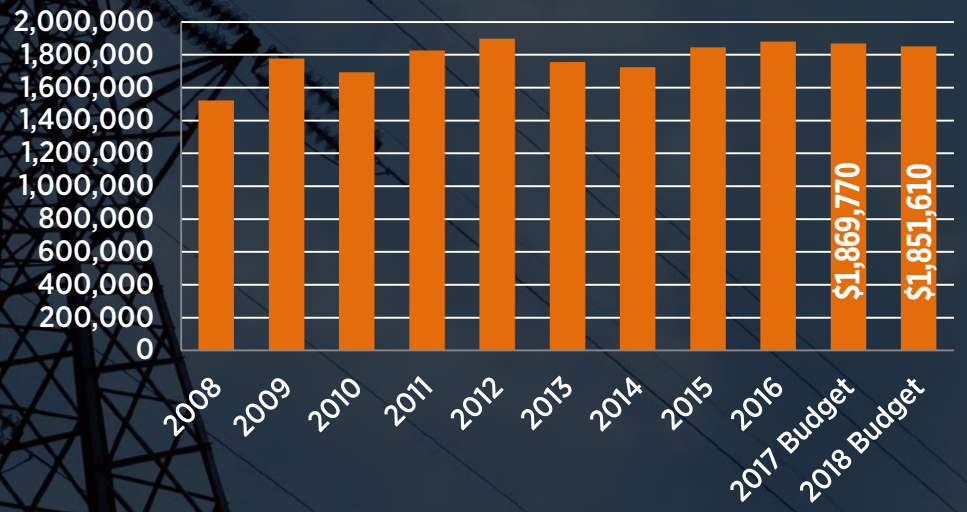
Utility Franchise Fees

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 2018 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 2017** Franchise Fees **$1,767,710**
Original **FY 2017** Budget **$1,869,770**
Final **FY 2017** Budget **$1,869,770**
FY 2018 Adopted Budget **$1,851,610**
FY 2018 percentage of change from **FY 2017** budget is a **.1%** decrease

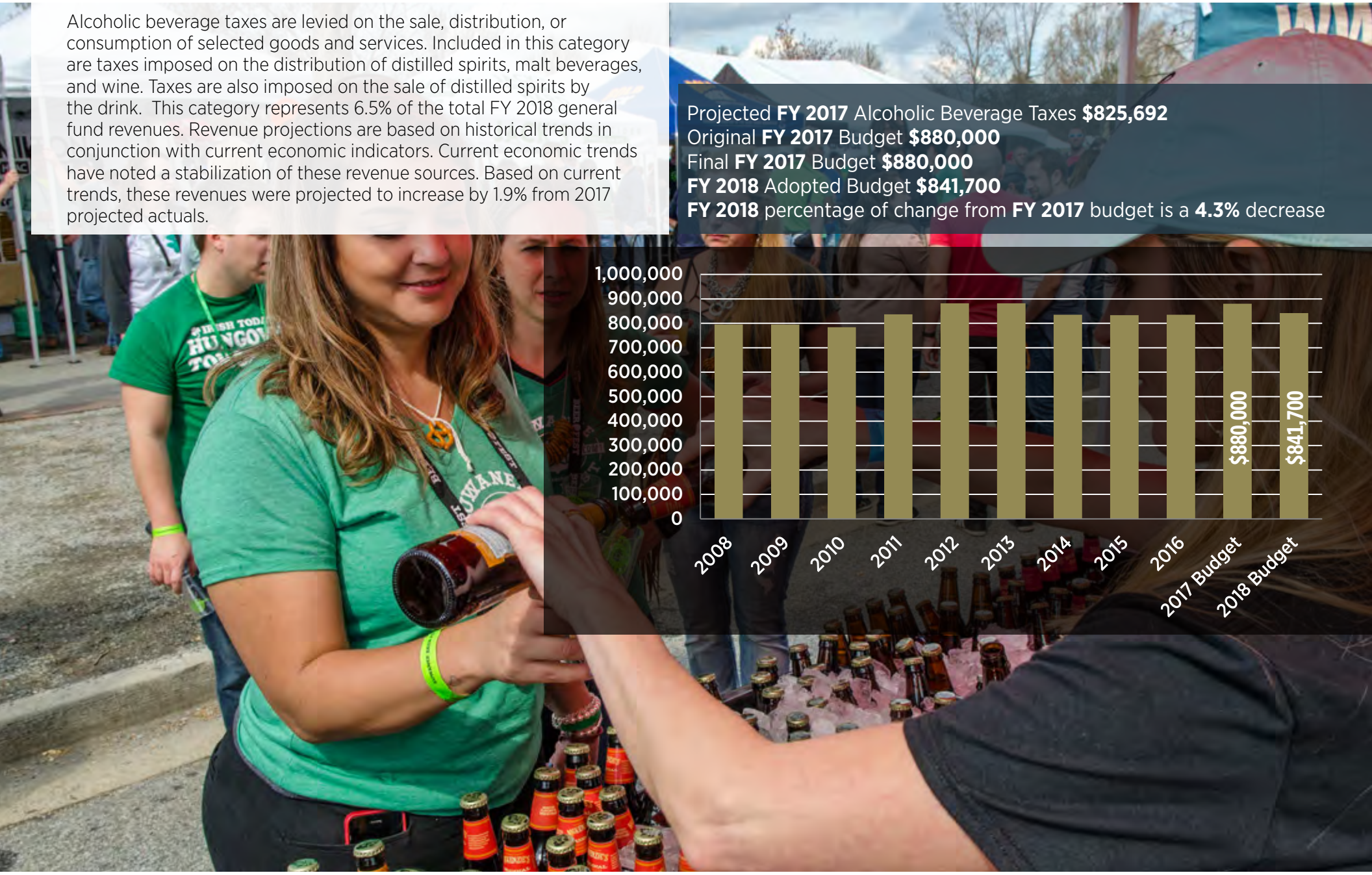




Alcoholic Beverage Taxes

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 6.5% of the total FY 2018 general fund revenues. Revenue projections are based on historical trends in conjunction with current economic indicators. Current economic trends have noted a stabilization of these revenue sources. Based on current trends, these revenues were projected to increase by 1.9% from 2017 projected actuals.

Projected **FY 2017** Alcoholic Beverage Taxes **$825,692**
Original **FY 2017** Budget **$880,000**
Final **FY 2017** Budget **$880,000**
FY 2018 Adopted Budget **$841,700**
FY 2018 percentage of change from **FY 2017** budget is a **4.3%** decrease



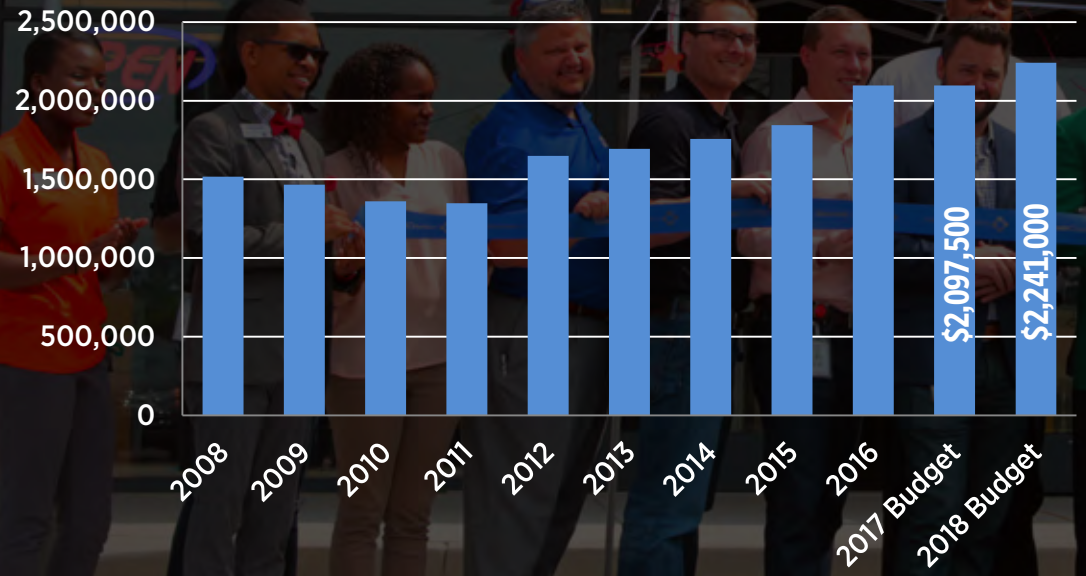
Business Taxes

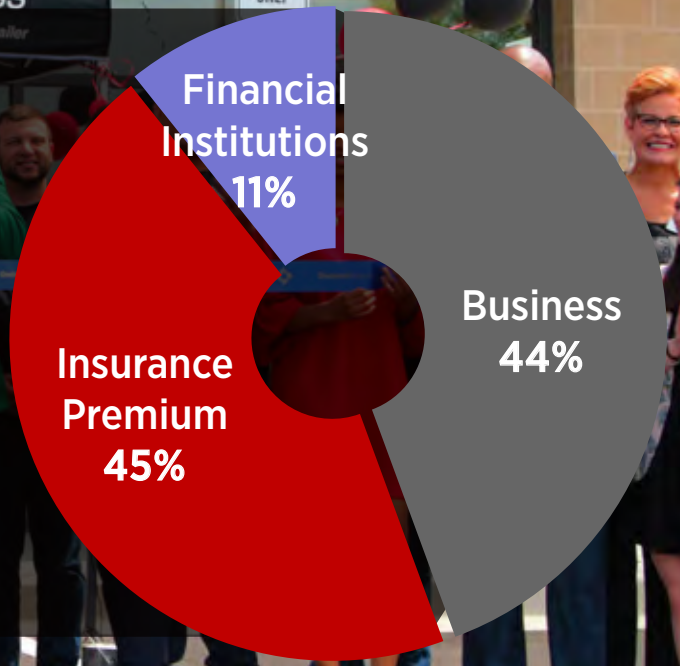
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 17% of the total FY 2018 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Current estimates for business and financial institutions' occupational licenses assume a 2.5% growth based on projected FY 2017 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 2017** Business Taxes Revenue **$2,187,282**
Original **FY 2017** Budget **$2,064,500**
Final **FY 2017** Budget **$2,097,500**
FY 2018 Adopted Budget **$2,241,000**
FY 2018 percentage of change from **FY 2017** budget is a **6.8%** increase

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



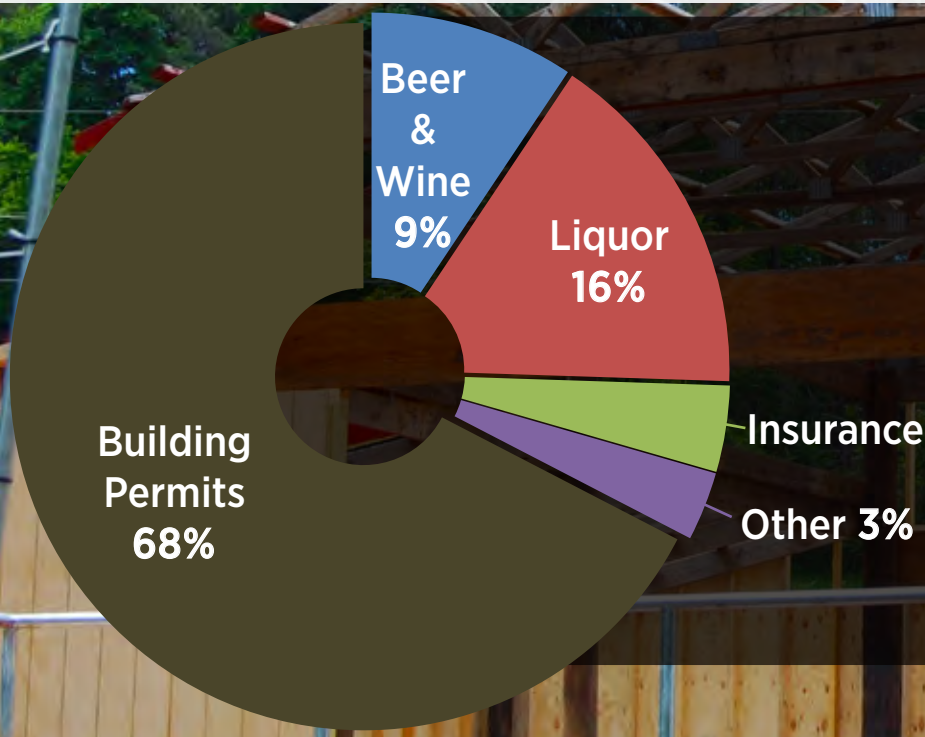


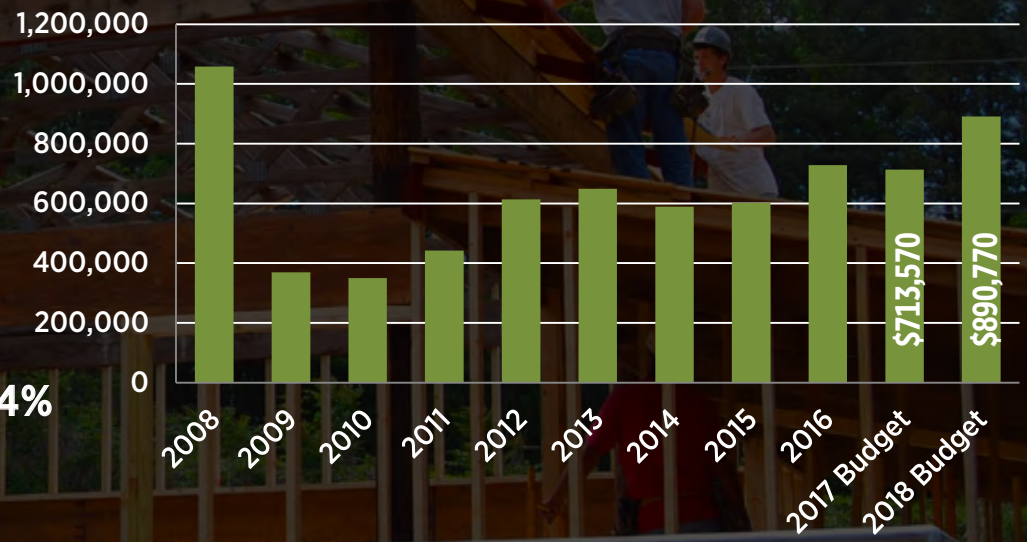
Licenses and Permits

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. 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 7% of the total FY 2018 general fund revenues.

Projected **FY 2017** Licenses and Permits Revenues **$558,373**
Original **FY 2017** Budget **$713,570**
Final **FY 2017** Budget **$713,570**
FY 2018 Adopted Budget **$890,770**
FY 2018 percentage of change from **FY 2017** budget is a **24.8%** increase





Intergovernmental

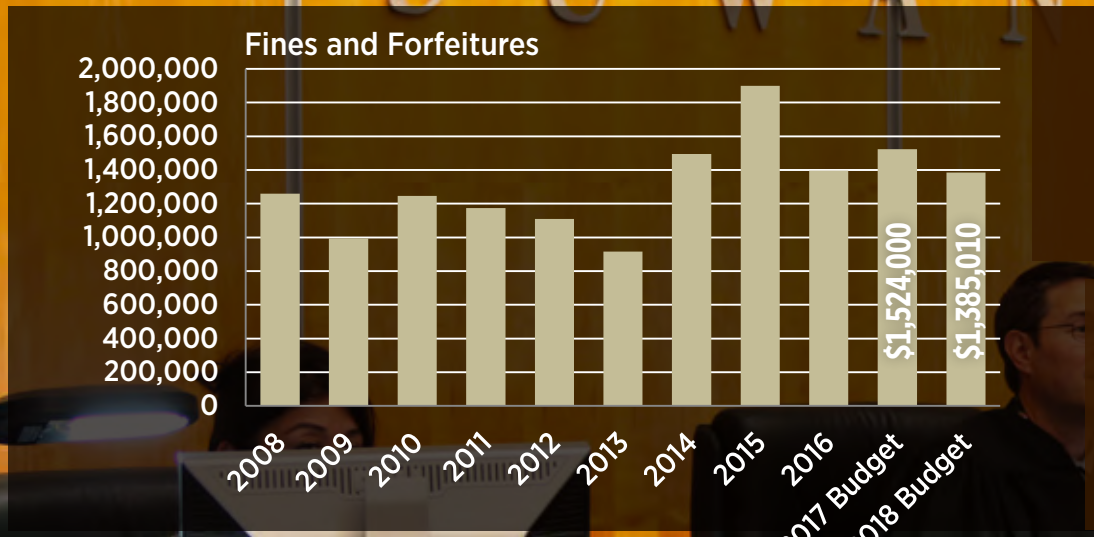
This category includes the annual negotiated settlement from Gwinnett County regarding service delivery. These payments are annual payments and will continue until fiscal year 2019, when the next service delivery strategy will be negotiated. The current projected amount of $865,000 is a decrease of $11,800 from fiscal year 2017.

This category represents 6.7% of the total FY 2018 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 10.7% of the total FY 2018 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 2018 projections used a rolling three year average of receipts received from fiscal year 2015, 2016 and 2017.



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 2017** Fines and Forfeitures **$1,251,522**
Original **FY 2017** Budget **$1,524,000**
Final **FY 2017** Budget **$1,524,000**
FY 2018 Adopted Budget **$1,385,010**
FY 2018 budget is a **9.1%** decrease from FY 2017



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:


COMMUNITY CULTURE:


ECONOMIC DEVELOPMENT:


PARKS + OPEN SPACE:


PUBLIC SAFETY:


TRANSPORTATION:

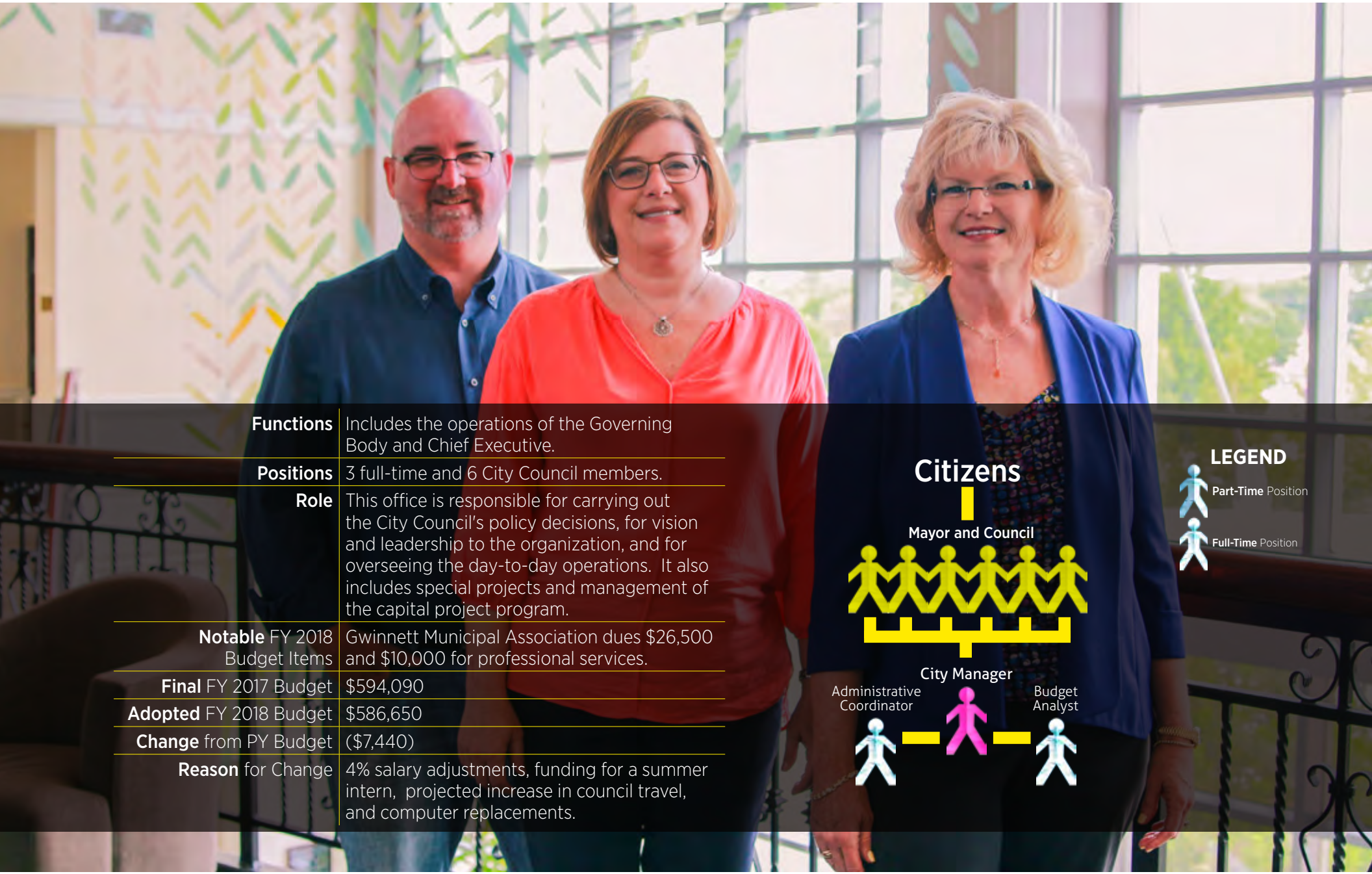

PLANNING:


GOVERNANCE:


COMMUNITY:


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 2018 Budget Items	Gwinnett Municipal Association dues $26,500 and $10,000 for professional services.
Final FY 2017 Budget	$594,090
Adopted FY 2018 Budget	$586,650
Change from PY Budget	($7,440)
Reason for Change	4% salary adjustments, funding for a summer intern, projected increase in council travel, and computer replacements.

FY 2017 FINAL BUDGET	**$594,090**	
Changes:		
Salary changes	7,800	
Summer Intern	5,500	
Group Health Insurance	(3,780)	
Decrease to Other Benefits	(860)	
Increase in Travel	4,500	Increase based on 5 year actual activity average
Increase in Education	1,500	
Increase in Other Purchases Services	4,000	Funding increased back to FY 2017 adopted amount
Decrease in Contracted Services	(20,000)	Parking consultant costs
Decrease in Supplies	(3,850)	
Increase in Computer Equipment	1,750	Funding for iPad replacements and computer upgrades
FY 2018 ADOPTED BUDGET	**$586,650**	

ACCOMPLISHMENTS



- Opened NGAA/Welcome Center
- Received awards/recognition:
  1. Certificate of Distinction from the ICMA for superior performance management
  2. Fit-Friendly Workplace from American Heart Association
  3. Voted Best Place for Millennials to Live
  4. Voted 5th Best Place to Raise a Family in Georgia
- Suwanee hosted NGHS and NGMS, Gwinnett County Public Schools, City of Macon, City of Doraville, two Gwinnett Chamber events – Glance Gwinnett and Young Professionals, Town Hall meeting, Hometown Connection event, various H.O.A.'s, GwDOT, and GMA training sessions and meetings



- Suwanee's unemployment rate (3.1%) is 1.9 points below the U.S. rate and 2.0 points below the Georgia rate (as of September 2016)



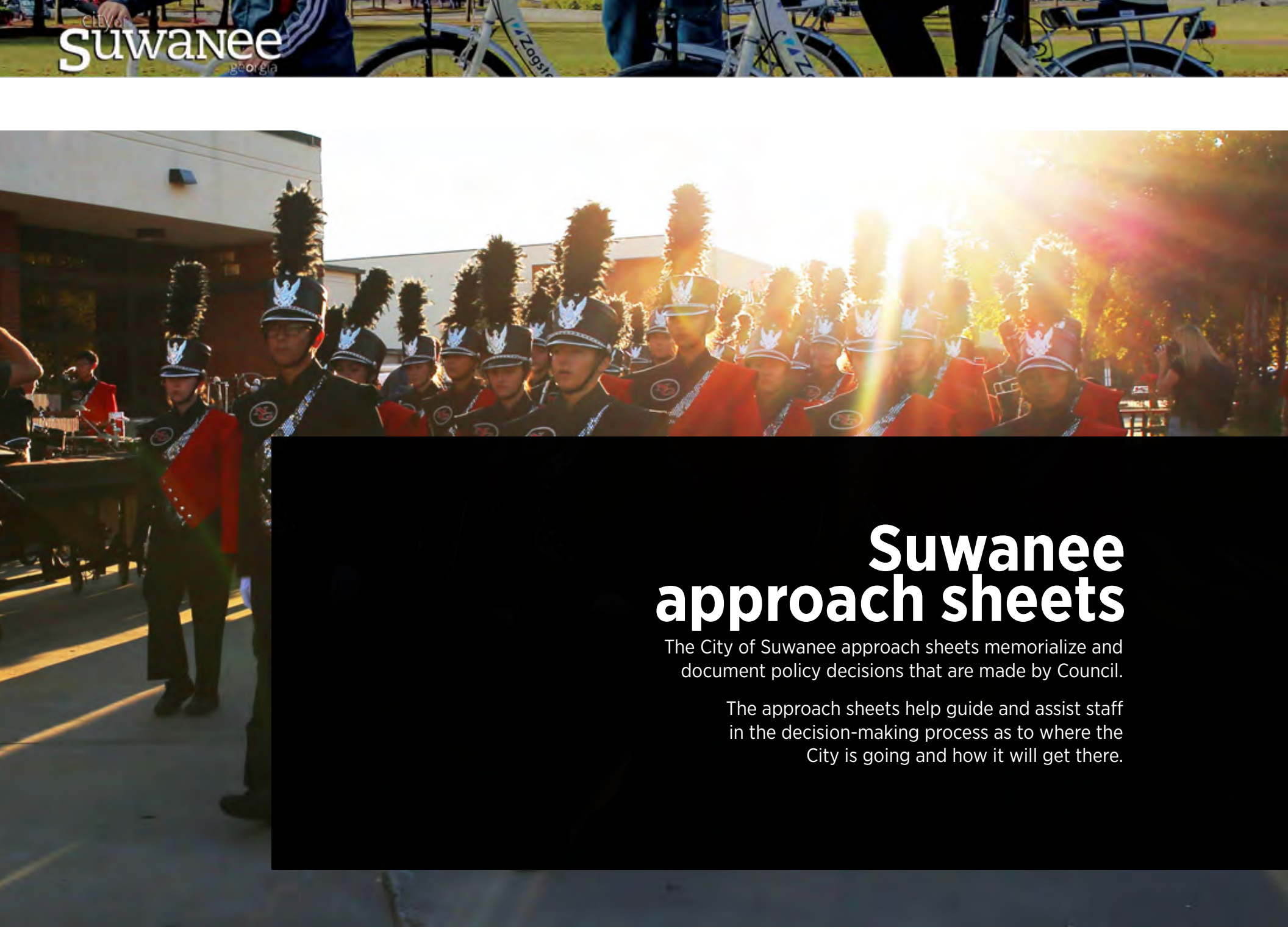
- TAD increased in value
- Completed annual update to the Comprehensive Plan
- Suwanee maintained its certification at the bronze level as a Green Community by ARC



- Town Center Park, Phase 2 Master Plan sessions held



- Maintained the millage rate at 4.93 mills
- Advance refunded 2006 G.O. bond series, resulting in a present value savings of $3 million and shortened term by four years
- Successful SPLOST negotiations
- City Manager certified as ICMA Credentialed Manager



Suwanee approach sheets

The City of Suwanee approach sheets memorialize and document policy decisions that are made by Council.

The approach sheets help guide and assist staff in the decision-making process as to where the City is going and how it will get there.



SUWANEE'S APPROACH TO PUBLIC WORKS

BY THE NUMBERS:

Number of Staff Members:
20 full-time & 3 part-time
16 part-time events staff

15
Number of Buildings Maintained

8
Number of Parks Maintained

63
Number of Street Miles Maintained

CREATIVE SOLUTIONS:

Problem: Persistent speeding
Solution: Attractive planter islands in the road

Problem: Watering Town Center Park
Solution: An irrigation well

The City of Suwanee values high quality provision and maintenance of:

- infrastructure (water system, stormwater system, streets, signs)
- public facilities (municipal buildings, parking lots, sidewalks, cemeteries)
- amenities to enhance quality of life (parks, trails, events, lake, amphitheater, interactive fountain, disc golf, public art)
- resources required to provide a high quality experience of living, working and playing in Suwanee (capital and long range planning, staff, fleet vehicles, equipment, contracting)

The city's Public Works Department maintains a drinking water system, 15 buildings, 8 parks, 8.71 miles of greenway/trails, and approximately 63 miles of streets, curbs and sidewalks with a staff of 20 full-time, 3-part time, and approximately 16 part time events staff members.

PRIORITIES: To maximize the efficiency, effectiveness and responsiveness of our efforts, we manage our resources within a system of priorities:

- We staff to meet predictable seasonal peaks but do not staff to a level where under-utilization occurs.

Example: We make use of part-time employees when this is the most efficient way to cover peak needs of specific services.

- We contract for work that is infrequent, involves specialized skills or requires purchase and maintenance of expensive equipment with an extended return on investment.

Examples: Snow removal assistance, street sweeping services, sidewalk repairs, asphalt patching, etc.

- We undertake systematic approaches to maintenance - analyzing real-world conditions and developing plans of action, such as the Facilities Maintenance Plan, Water System Evaluation, Annual Road Maintenance Survey, Stormwater Facilities Assessments, etc.

Example: Roads don't deteriorate at uniform rates. As such, we don't pave each road once every X number of years. Instead, we survey pavement conditions annually, rate roads for needed maintenance, and address those roads that are the highest priority. We also have long-range maintenance and capital planning programs for all municipal facilities, parks and their structures.

- We address functional defects and safety or risk management issues first, followed by cosmetic infrastructure issues as allowed.

Examples: Sinkholes, major sidewalk displacements, stormwater pipe failures or missing regulatory road signs (e.g. Stop signs) take precedence over cracked but functioning gutters, missing "Fine for Littering" signs, or a fallen tree in a park meadow.

- Using the assistance of technical experts, we develop long-range plans that drive resource planning and allocation.

Examples: The Facilities Maintenance Plan, Water System Evaluation, Annual Road Maintenance Survey, Stormwater Facilities Assessments, etc. are all used to plan and project costs for the annual budget and multi-year Capital Improvement Program.

- We seek creative and innovative solutions to issues.

Examples: Creating an attractive solution (planter islands) to reduce persistent speeding on Eva Kennedy Road. Development of irrigation well for a water supply source for the Town Center Park lawn.

- We provide multiple platforms for citizens to communicate concerns and service requests.

FUTURE EFFORTS: We will continue budgeting for and implementing our Facilities Maintenance Plan, which will ensure our municipal facilities, parks, and their structures receive regular and preventative maintenance and do not develop functional defects or safety or risk management problems. We will continue implementation of the Water System Evaluation in order to address existing inadequacies and have the ability to connect future customers. We will continue work on our annual maintenance programs – street resurfacing, stormwater, etc. – in order to keep the City's infrastructure in good condition as it ages.

SUWANEE'S APPROACH TO
PARKS & RECREATION



DID YOU KNOW:

Our citizens have spoken and tell us they like passive parks. Based on this direction, the City has focused efforts on acquiring and building passive parks, which has resulted in the following improvements to Suwanee's park system:

- **2225% increase in open space acreage, from 16 acres in 2001 to a current total of 372 acres.**
- **Construction of six new parks: Town Center Park; Suwanee Creek Greenway; PlayTown Suwanee; Sims Lake Park; Suwanee Creek Park; and White Street Park.**
- **Acquisition of land for future park sites.**

The City of Suwanee's parks and recreation approach centers on improving quality of life and creating an identity for the community through the provision of passive parks and protected natural habitats. Through its eight parks and 8.71 miles of greenway/trails, Suwanee's focus has been on providing passive recreation, leaving active recreation to Gwinnett County.

PASSIVE VS. ACTIVE RECREATION: Passive recreation generally enhances the open-space aspect of a park by providing a minimal intensity of development for "unstructured" recreation opportunities, such as walking, picnics, kite-flying, interactive fountain, disc golf course, and exercise. Active recreation involves more intensive development for ball fields, skate parks, aquatic centers, etc. and typically includes programmed activities, such as athletic leagues and classes. Gwinnett County offers active recreation opportunities in the area, available at George Pierce Park* and other nearby parks.

The decision to focus on passive recreation impacts the City's organizational structure, costs and budgeting with respect to parks and recreation. Unlike many similar communities the City does not operate a traditional Parks and Recreation Department. In 2001 it was estimated to cost $1.2 million annually to operate a full department. To reduce redundancies and take advantage of existing strengths, Suwanee has spread the operations among existing departments with complimentary functions. Public Works handles maintenance and special events support. Economic & Community Development plans events and activities that take place in the parks.

PAST AND RECENT EFFORTS: In 2001, the City had just 16 acres of open space/parkland. Residents relied on non-City facilities for their recreation needs – Gwinnett County's George Pierce Park, neighborhood recreation areas, and private facilities, such as Suwanee Sports Academy or fitness centers. This overall lack of City facilities led to development of the Recreation and Open Spaces Needs Assessment in 2001, a community-involved master planning effort aimed at identifying critical land for preservation and recreation and assessing the recreation programs and activities available to residents. The Assessment resulted in the November 2001 bond referendum, with Suwanee voters approving a $17.7 million program to acquire land, preserve open spaces, and develop parks. The Assessment found, "review of public opinion regarding [active recreation] programs reveals most citizens feel their needs are being met."^ With that in mind, the City has used the bond proceeds to focus on acquiring and building and enhancing passive parks, which has resulted in the following improvements to Suwanee's parks system

- 2225% increase in open space acreage, from 16 acres in 2001 to a current total of 372 acres.
- Construction of six new parks: Town Center Park; Suwanee Creek Greenway; PlayTown Suwanee; Sims Lake Park; Suwanee Creek Park; and White Street Park.
- Acquisition of land for future park sites, such as Town Center on Main.

The City completed the final project with bond proceeds – rehabilitation and enhancement of the Suwanee Creek Greenway – in 2011. Recognizing the operating costs needed to maintain new parks, the City's short-term efforts are centered on maintaining and enhancing existing parks to ensure a quality standard, rather than construction. Examples of past enhancement projects include: Big Splash fountain in Town Center Park; amphitheater/outdoor classroom and orchard in White Street Park; shade structures in Town Center and Sims Lake Parks; Brushy Creek Greenway; disc golf course in Suwanee Creek Park; and dock at Sims Lake Park.

PRESENT AND FUTURE PROJECTS: As of 2017, an orchard at White Street Park is under construction and planning is underway for the proposed future Town Center on Main.

FOR MORE INFORMATION:

- Suwanee Recreation and Open Space Needs Assessment. 2001
- Suwanee 2030 Comprehensive Plan: A Community Agenda. 2008
- Capital Improvement Program, City of Suwanee Annual Budget.
- **suwanee.com**

^ 2001 Recreation and Open Space Needs Assessment

**While George Pierce Park is located within the City limits of Suwanee, the park is owned, maintained, and controlled by Gwinnett County.*

SUWANEE'S APPROACH TO PUBLIC SAFETY

BY THE NUMBERS:

Number of Sworn Positons:
38 (2.05 officers per 1,000 population)

Number of Calls for Service:
82,000 per year

Average response times:
6.26 minutes for non-emergencies &
4.86 minutes for emergencies

P.A.C.T. NEIGHBORHOOD POLICE — PROFESSIONAL * KNOWLEDGEABLE * ETHICAL — City of Suwanee georgia

POLICE & CITIZENS TOGETHER

CRIME RATE:

The crime rate in Suwanee is generally very low. Residents rate our police services highly and 94% of residents report their overall feeling of safety in Suwanee as excellent or good, according to the 2014 National Citizen Survey.

The Suwanee Police Department is a nationally accredited (CALEA) and state of Georgia certified police department – one of just 56 CALEA accredited agencies in Georgia. The city has 38 sworn positions (2.05 officers per 1,000 population). The city currently handles approximately 82,000 calls for service per year. Average response times are 6.26 minutes for non-emergencies and 4.86 minutes for emergencies.

The city's police department provides patrol, investigations, and support services, within the city limits of Suwanee. The Department has mutual aid agreements with nearby police jurisdictions for other services such as, but not limited to, K9 (police dogs), SWAT, and other specialized services.

APPROACH: The city's guiding philosophy is based on the Community Oriented Policing approach. This philosophy focuses on high levels of community interaction and police visibility. This proactive approach is intended to make Suwanee as safe as possible by deterring crime and/or interrupting criminals prior to their actions.

COMMUNITY ORIENTED POLICING: Community oriented policing recognizes the value of bringing citizens into the process and forming partnerships. Through constant communications, police and citizens form more effective relationships and begin to address crime and disorder together. The principles surrounding this approach are community contact, communication, trust, and information exchange.

The city has numerous ongoing programs to support and implement this philosophy including: Police and Citizens Together (PACT); Citizens Police Academy; Caring Officers Providing Support (COPS); PRIDE; and others.

HIGH POLICE VISIBILITY: Using combinations of personnel and technology, Suwanee police also work to deter crime through strategic and targeted police visibility efforts. Numerous studies clearly demonstrate that high police visibility, including visible traffic enforcement, can and does deter crime. Criminals generally do not like to be in an area where police are present so we take purposeful efforts to give criminals the perception that we have police everywhere. As such, Suwanee Police make concerted efforts to be visible at key locations and times to maximize effectiveness, whether undertaking routine monitoring or performing traffic enforcement. If it sometimes appears that "police are everywhere" in Suwanee, then we are doing our job.

Police staff perform monthly analyses of crime and traffic data to assist in placing officers where they are most needed and can be most effective. For example, in the Suwanee Gateway area (I-85 interchange area), we have the opportunity to observe large traffic volumes through driver monitoring. The majority of citations issued are for accident causing violations, such as speeding, texting, reckless driving, and DUI. The officers often identify more serious offenses after the initial stop - wanted persons, suspended licenses, possession of drugs, and others.

Suwanee police embrace new technologies to help us work more effectively including: Automatic License Plate Reader; paperless ticketing; video cameras in parks; and radar speed notification signs. We also utilize programs such as PowerDMS and Guardian tracking as well as crimereports.com.

The Suwanee Police Department opened its training center/substation in September 2012. Located adjacent to the I85 interchange, it has allowed us to become a leading provider of training to cities and jurisdictions in the region. The strategic location of the center also advances the city's goal of high police visibility, particularly in the Suwanee Gateway area.

The crime rate in Suwanee is generally very low. Residents rate our police services highly and 94% of residents report their overall feeling of safety in Suwanee as excellent or good, according to the 2014 National Citizen Survey.

FUTURE EFFORTS: The Suwanee Police Department plans to continue the Community Oriented Policing philosophy. Personnel levels are monitored and adjustments will be made, as needed, to ensure adequate resources for the growing population. The department is in the process of implementing body cameras for all patrol officers and all radio communications are continually upgraded in order to remain compatible with the radio system used by Gwinnett County police and fire.

SUWANEE'S APPROACH TO
ENVIRONMENTAL STEWARDSHIP

GOING GREEN:

In December 2009, the City became the first community in Gwinnett County and one of only nine in metro Atlanta to be certified as a Green Community by the Atlanta Regional Commission. Sustainable practice policies to support this designation include:

- Green Fleet Policy
- Community Bicycle Facilities Policy
- Environmental Preferable Purchasing Policy
- No Idling Policy for City Vehicles

SUPPORTING DOCUMENTS:

- City of Suwanee Zoning Ordinance
- Pedestrian and Bicycle Plan, 2011
- City of Suwanee Development Regulations

APPROACH: Provide residents opportunities to experience and understand the benefits of the natural environment, model environmentally sustainable development, and adopts a practical/rational approach to compliance with federal, state, and Metropolitan North Georgia Water Planning District requirements.

PROGRAMS

- **Green Space Initiative** – Purchased/acquired 372 acres of open space for preservation and passive recreation.
- **Green Community** – Achieved Bronze Certification by adopting a series of regulations related to purchasing policies and community infrastructure policies.
- **Town Center –** Models environmentally sensitive design.
- **Tree City USA** – Adopted Buffer, Landscape and Tree Preservation Ordinance, promote Arbor Day and the planting of trees, encourage maintenance of existing landscaping.
- **Pedestrian and Bicycle Plan (PBP)** – Encourages alternative forms of transportation by improving the sidewalk, trail and bike route network.

ORDINANCES

- **Buffer, Landscape and Tree Preservation Ordinance** – Require minimum amount of tree replacement and encourage preservation of specimen trees.
- **Soil Erosion and Sedimentation Control Ordinance** – Requires buffers along streams and implementation of erosion control BMP's.
- **Stream Buffer Protection Ordinance** – Requires buffers along streams.
- **Development Regulations** – Requires sidewalks along all roads, requires detention as needed and water quality BMP's as well as channel protection.
- **Flood Plain Management Ordinance** – Ensures that development does not occur in floodplain areas, and where it does ensures that development does not impact other property owners or new construction.
- **Zoning Ordinance** – Encourages higher density mixed use in the appropriate locations, includes several approaches to reducing the negative impacts of parking lot run off (parking maximums, shared parking, alternative paving surfaces), and includes a conservation district.

EXAMPLE INITIATIVES

- LEED (Leadership in Energy and Environmental Design) Certified City Hall Building
- Electric Vehicle Charging Station at Town Center
- LED lighting retrofit project in Town Center Park
- Recycling Programs in buildings and parks

SUWANEE'S APPROACH TO MUNICIPAL COURT

BY THE NUMBERS:

14,000
Average number of cases processed each year

$16.25
Average cost of processing a single case

106
Arraignment sessions held in 2016

98%
Average percentage of cases disposed monthly

WHAT'S ON THE DOCKET:

Suwanee's Municipal Court hears and adjudicates traffic offenses, some misdemeanors, and City ordinance violations written by Suwanee police officers. The Court also processes tickets from Gwinnett County Animal Control and Georgia State Patrol that are written in the City limits of Suwanee.

BACKGROUND: Suwanee's Municipal Court adjudicates traffic offenses, some misdemeanor cases, and local ordinance violations that have occurred within the city limits of Suwanee. Our judges and prosecuting attorneys are appointed by the City Council and serve Suwanee on a part-time basis. A full-time Court Administrator oversees the daily operations, with the assistance of four Deputy Clerks. Suwanee police officers provide security for our court building and civilian bailiffs assist in the courtroom.

APPROACH: Many assume that "winning" or "losing" is what matters most to citizens in their interactions with the judicial system. Research consistently demonstrates that one's opinion of court is shaped more by the court users' perception of how they were treated in court and whether the decision making process seems fair. We also recognize that a municipal court may be the first and only experience our customers have with the judicial system.

Our guiding philosophy is that Suwanee's municipal court provides the highest quality of customer service in an efficient, professional, and fair manner. We provide a customer-friendly environment where we treat our customers like the neighbors and community members that they are. While law mandates some of the decisions we can make, the overall goal is to educate customers and encourage future decisions that keep our community safe and reduce instances of recidivism. By employing knowledgeable and professionally trained personnel, we treat each customer fairly and with integrity while seeking to maintain the public's respect, confidence, and satisfaction.

We conduct an annual customer satisfaction survey. Our customers consistently rank Suwanee's court very highly with regard to being treated fairly and with courtesy and respect.

CUSTOMER FRIENDLY CONVENIENCE: We employ several strategies in an effort to minimize our court users' time away from family and work and make the adjudication process convenient and efficient. We offer both morning and afternoon court sessions. Court staff continually monitors the docket in an effort to contain it to a manageable size and minimize the session length. Court customers may submit payments 24/7/365 either online or by phone or in person during traditional business hours at either Municipal Court or the self-service kiosk in City Hall.

For those who require probation, the City contracts with a private probation company that operates a location within Suwanee. In addition to traditional probation services, our provider offers a GED preparation course, resume reviews, interview skills and job placement assistance, access to a kiosk for job searches, and other classes.

YOUTH COURT – A SECOND CHANCE: Beginning in October 2015 and the first of its kind in Gwinnett County, Suwanee's Hope Court provides a second chance for offenders under the age of 21 who have committed lesser crimes such as speeding, texting while driving, open container, shoplifting, and drug uses. These first time offenders can plead guilty and receive a modified sentence – usually a small fine and community service, maybe completion of a class or visit to the Teen Victim Impact Panel – and have the incident cleared from their records. Hope Court is held twice each month with both teenagers and their parents in attendance. During the court session, participants watch a video detailing the negative effects of impaired driving and drug and alcohol use and then meet with a prosecutor to develop a plan of action.

WELCOME. BIENVENIDO. 환영: Many customers in our court speak languages other than English. We work with the police officers to identify those who may benefit from interpretation assistance during their court session. These customers are scheduled for our bimonthly Language Court, during which we have interpretation services readily available for the customers to easily communicate with prosecutors, judges, and staff. We are also proud to have two bilingual judges fluent in Spanish and Korean. Our Language Court provides a friendly, accessible environment for all and ensures customers are comfortable in our court and can comprehend the proceedings.

A LEADER IN TECHNOLOGY: We are proud that our court is considered a leader in technology and innovation. We were the first court in Georgia to "go paperless," meaning all records are generated, transmitted, and saved electronically from the time a ticket is issued until signatures are recorded digitally to complete the adjudication process. This technology significantly reduces the amount of paper used, in addition to improving efficiency, accuracy, and data security. The Council of Municipal Court Judges has recognized Suwanee for setting the bar in innovation, proficiency, and productivity.

SUWANEE'S APPROACH TO FINANCE

MILLAGE RATES:

Suwanee: 4.93 mills
Gwinnett County: 11.78 mills
Gwinnett County Schools: 19.25 mills

- Note: Suwanee's millage rate has been the same or decreased each of the past nine years.

SUPPORTING DOCUMENTS:

- Budget Policies and Procedures
- Debt Management Policy
- Fund Balance Policy
- Fiscal year ending June 30, 2016 Comprehensive Annual Financial Report
- Fiscal Year 2016 Budget Document
- 2011 – 2016 Capital Improvement Plan

The City's finances utilize a conservative approach that places emphasis on ensuring financial stability and long term sustainability. Suwanee has developed a philosophy of recognizing that services and associated costs should not be appropriated if they are not justified as long term goals of the City.

FOCUS AREAS:

- **Commitment to Transparency and Reliable Financial Reports** - Suwanee is committed to go beyond the minimum requirements of financial reporting by preparing comprehensive annual financial reports and budget documents that embrace the guidelines that they should be a policy document, financial plan, operations guide, and communication device.
- **Monitoring** - The City employs a quarterly budget review process in order to re-align appropriations made during the annual budget process with unexpected trends. This ensures adjustments facilitating appropriations to be in alignment with expected resources.
- **Proactive Management** - Long term financial planning enables proactive management of government finances, rather than reactive responses to financial crisis as they occur. Ten year financial forecasting, which includes future operating impacts of proposed capital projects and ongoing maintenance of current operations, is combined with financial strategizing identified in the five year capital improvement program and the short term work program. This process helps to identify future challenges and opportunities in a timely manner.
- **Stability and Diversity** - Suwanee is committed to maintaining diversity of our revenue base which allows for a consistent millage rate for property taxes. Stability from a diverse revenue base generates revenues from a variety of sources and groups including local businesses, residents, and visitors to the area.
- **Preservation of Fund Balance** - Suwanee places an emphasis on the preservation of fund balance. The City's policy is to maintain at least four months of operating expenditures and transfers in the general fund stabilization account. Fund balance over the minimum is programmed in subsequent periods for pay-as-you-go capital projects and one-time non-recurring expenditures.
- **Balanced Budget** - The City operates under an annual balanced budget which is adopted by resolution and administered in accordance with State Law. A budget is balanced when total estimated resources equal total appropriations. Revenue projections are prepared conservatively to ensure that actual revenues at the fund level will consistently equal or exceed budgeted revenues. Expenditures are projected using a full cost approach and avoid budgetary procedures that cover current expenditures at the expense of meeting future years' expenditures.
- **Policy Compliance** - Throughout the year, Suwanee's Finance Department monitors and ensures compliance of approved financial policies adopted by City Council. These policies address fund balance, the use of one-time revenues, issuance of debt, purchasing and procurement, cash and investment management, and accounting practices.

FOR MORE INFORMATION:

- Budget Policies and Procedures
- Debt Management Policy
- Fund Balance Policy
- Annual Comprehensive Annual Financial Report (CAFR)
- Annual Budget Document
- Popular Annual Financial Report (PAFR)
- Five Year Capital Improvement Plan (CIP)
- Annual Short Term Work Program (STWP)
- **budget.suwanee.com**
- **suwanee.com**



SUWANEE'S APPROACH TO LAND USE

Good planning involves understanding which land uses belong in which locations and in what form. Form is the architecture of the buildings and the placement of the building and other structures in relationship to the road and nearby uses. This strategy is known as form based planning. In Suwanee, the desired form strives for development at a human scale that includes a variety of uses to meet the needs of the community resulting in a compact walkable environment.

PLANNING: While some communities may be characterized as bedroom communities composed only of housing, and others may be dominated by non-residential uses, Suwanee strives to achieve a healthy, exciting and balanced mix of development types and uses that allow for a complete community. The City works collaboratively with potential developments in an effort to ensure they are adding value to the overall community.

Suwanee is composed of various types of development forms. The City's land use vision and goals are outlined and discussed extensively in the 2030 Comprehensive Plan. The 2030 Plan identifies ten character areas throughout the City, each with its own form and land use composition. City plans are updated on a regular basis. For instance, the City recently updated the Downtown Suwanee Master Plan and will soon be updating the 2030 Comprehensive Plan.

CHARACTER AREAS: Decisions regarding development and redevelopment of these various areas are made with respect to the existing and planned character of each unique area. Within each of these character areas, there is an overarching expectation that all land uses within these districts include quality design, landscaping, pedestrian amenities and enhance the overall image of the City.

- **Town Center** is designed with traditional neighborhood principles
- **Historic Old Town** is developed in a historic pattern
- **Peachtree Industrial Boulevard** is an example suburban commercial development
- **Smithtown Road** is an example of large lot suburban development.
- **Suwanee Gateway** – developed decades ago the aging interstate interchange commercial character of the area in envisioned as a high intensity class "A" office area with supporting hospitality uses that will present a positive first impression of the City.

MIXED USE: In Suwanee, according to the Comprehensive Plan, "Mixed-use developments have improved the physical connections between residential and commercial uses, and there is a desire to continue this improvement. Future projects should be designed such that their layout and arrangement of land uses encourages and facilitates civic engagement and provides the infrastructure to allow people to walk between residences, jobs, recreation, retail, dining, and health care facilities."

FOR MORE INFORMATION:

- 2030 Comp Plan (suwanee.com/economicdevelopment.reportsregulations.year2030.php)
- See suwanee.com/economicdevelopment.reportsregulations.planning.php for the following plans:
  - Suwanee New Town Center Master Plan, 2003
  - Downtown Suwanee Master Plan, 2010
  - Pedestrian and Bicycle Plan, 2010
  - Buford Highway Concept Plan

SUWANEE'S APPROACH TO TRANSPORTATION



The City of Suwanee partners with others to provide for the community's various transportation needs. The City generally focuses on improving and maintaining local roads and providing alternative transportation options, such as sidewalks and greenways for pedestrians and cyclists. Gwinnett County and Georgia Departments of Transportation build and maintain the major roads, allowing the City to focus on localized efforts.

The City's role is not to create large, multi-lane highways crisscrossing the city. Rather, the City's efforts are primarily to connect destinations (jobs, schools, services, etc.) throughout the community in order to minimize travel need. The City values slower vehicle speeds and undertakes efforts to calm traffic in various ways, such as narrow, connected streets. The City's local transportation actions can be summarized by four primary focus areas: 1) connectivity; 2) safety; 3) maintenance; and 4) providing for alternative transportation.

PLANNING: The City and County regularly undertake transportation study and planning efforts, with public input, in order to identify transportation issues, solutions, and potential projects. Past related studies* have included:

- Suwanee 2030 Comprehensive Plan: A Community Agenda – See Section 2.5 for a complete discussion of transportation. 2008
- 2015 Downtown Suwanee Master Plan. 2015
- Buford Highway Transportation Study. 2010
- Suwanee Pedestrian and Bicycle Plan. 2011
- Gwinnett County Comprehensive Transportation Plan. 2008

EXAMPLES OF PAST CITY PROJECTS:

- Peachtree Industrial Boulevard sidewalks
- Eva Kennedy Road traffic calming and sidewalks
- Brushy Creek Greenway
- Suwanee Dam Road sidewalks
- Martin Farm Bridge Repair
- Pedestrian bridge and tunnel

EXAMPLES OF PLANNED FUTURE CITY PROJECTSE:

- Sidewalks
- Bike lanes
- Peachtree Industrial Boulevard intersection improvements
- Buford Highway enhancements and reconstruction

The City of Suwanee's plans can be reviewed at:* ***suwanee.com/economicdevelopment.reportsregulations.php*
Gwinnett County's Comprehensive Transportation Plan is available at:
gwinnettcounty.com/static/departments/planning/pdf/comprehensive_transportation_plan.pdf

SUWANEE'S APPROACH TO ARTS & CULTURE

"Art is not just about culture or playing a key role in revitalization; it is about the fact that we can use art as the glue, the magnet, the anchor that brings a community together. In today's world, art equates to good jobs, a creative workforce, and an attractive environment. It's not just about building the arts; it's about building the community."

JOE BANKOFF,
Former President & CEO,
Woodruff Arts Center

FOR MORE INFORMATION:

suwanee.com/**community.publicarts**.php
suwanee.com/**whatsnew.sculptour**.php
suwanee.com/**whatsnew.events**.php
Public Arts Master Plan, 2015

The City of Suwanee's arts and culture strategy is rooted in our economic and community development approach, which centers on developing a place and vibe that will attract the creative class and in-turn set the stage for a stronger creative economy. It is a quality of life initiative and can include a variety of elements. Suwanee's approach includes a robust event program (outlined in a separate approach sheet) as well as a visual arts initiative.

PUBLIC ART: Suwanee already is an "excellent" or "good" place to live, according to 98% of residents who were surveyed in 2014. Still, we believe that Suwanee can be a world-class community. A key factor in taking Suwanee to the next level, in achieving that kind of quality of life, is a commitment to the arts. The City's focus is on public art, specifically. Public art not only enhances and defines public spaces, but also creates a sense of identity, creates conversations, and is accessible to everyone.

Believing that public art plays a significant role in helping to create a well-rounded, vibrant community and serves the common good, Suwanee established the Public Arts Commission (PAC) in 2008. The PAC was charged with enhancing the quality of life in Suwanee through public art. Its purpose is to encourage and facilitate creation and placement of art within the City, both in public spaces and within private developments.

A Public Art Master Plan was completed in 2015 in order to set a vision and develop a ten-year strategy that would help take an already robust public art program to the next level.

The plan introduces three key ideas about the types of public art that make the most sense for Suwanee:

- **First**, art projects should reflect and celebrate Suwanee's active and playful spirit, an idea called "Art + Play."
- **Second**, art projects should reinforce the major urban design connections in downtown Suwanee and the major activity centers of the city, an idea called "Art + City Image."
- **Third**, the plan outlines how Suwanee can create a dynamic, ever-changing, ever engaging cityscape by creating a wider variety of short-term projects, rather than investing all resources in permanent projects, an idea called "Art + Temporary."

CITY'S FOCUS AREAS (EXISTING PUBLIC ART PROJECTS AND INITIATIVES):

- **SculpTour** – Suwanee SculpTour is an exhibit of original outdoor sculptures to be displayed nearly year-round in downtown with the intent to rotate the art every 2 years, provided private funding is available; the program is totally funded through sponsorships and donations.
- **Developer/Private sector focus** – The City encourages developers to commit 1% of their new projects' cost to fund public art on their property or support public art in other locations throughout the community. A developer guide is in place and all development projects within the City must come before the PAC.
- **City Projects** – The City leads by example and commits 1% of construction costs of public projects/buildings to public art; Shimmering Echoes in City Hall was the first permanent installation followed by Instinctual Center at the Police Training Center.
- **World Trade Center Artifact** – "Remembrance," a World Trade Center display, was commissioned and installed in Town Center Park on September 11, 2013.
- **NGAA/Arts in the Park** – The City partners with the North Gwinnett Arts Association on art-related events and initiatives such as the annual Arts in the Park Festival, the Plein Air event, etc.
- **NGAA Center for the Arts** – In 2016 the North Gwinnett Arts Association (NGAA), in partnership with the City, opened a center for the arts providing art classes comprised of different mediums as well as studio and gallery space for the member artists. The Center also houses the City's Welcome Center.
- **LIVES** – Suwanee owns a two ton remnant of steel from one of the iconic twin water towers located near Jimmy Carter Boulevard and visible from I-85 for 35 years before being torn down. It is the City's hope to incorporate this piece of Gwinnett County's history into a public art display, engaging our community in the process.

SUWANEE'S APPROACH TO COMMUNICATION

AS OF JULY 2017,

15,713 people liked the City's Facebook page

6,862 people followed Suwanee on Twitter

Suwanee has **1,296** Instagram followers

Quality communications is a key component in building, maintaining, and enhancing a sense of community. In order for citizens to feel a part of the community, to be invested in what is happening within Suwanee, and to be effective partners in creating community, they must have access to information. The City of Suwanee strives to provide clear, frequent, comprehensive, and creative information about its services, programs, events, and initiatives via an array of media outlets (e.g., newsletter, website, social media as well as print, television, and Internet media).

GOALS: The City takes great effort (and pride) to present accurate, informative, consistent, and interesting information in a manner that is open and responsive. Beyond that, the City also strives to provide information in interesting and creative ways in order to engage readers and often, to motivate to action (be that attendance at a meeting or event, an understanding of new policies, or pride in the community).

Suwanee's communications philosophy promotes an openness intended to encourage, rather than squelch, conversation. For example, our social media policy provides for the deletion of comments on Suwanee's social media platforms only in the most extreme of circumstances.

The City realizes that communication is a two-way opportunity. Suwanee provides various means through which citizens may provide feedback, request services, make comments, and share information. In addition to social media, citizens may request services via the "Go Suwanee" app, contact the City via the website or email, or leave comments in a suggestion box at City Hall. City staff strives to respond to citizen communications in a timely manner, typically within 48 hours of receipt.

In addition to informing and engaging citizens, another primary goal of Suwanee's communications materials is to promote and re-enforce the City's reputation as a regional role model. Communications efforts seek to position and protect the Suwanee "brand."

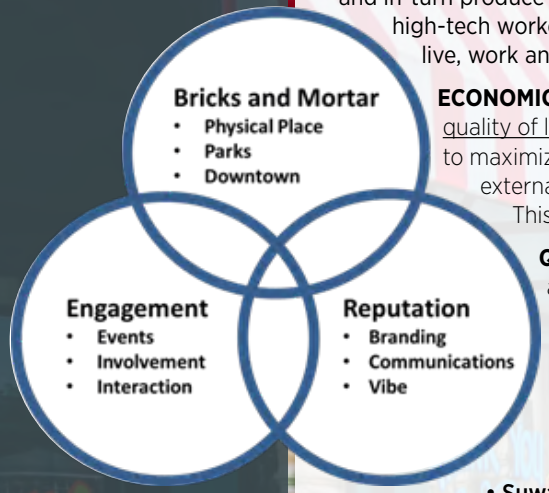
COMMUNICATION TOOLS: The public information officer, who is housed in the economic and community development department, owns the primary responsibility for the City's communications materials, but significant efforts are undertaken within other departments as well. For example, each year the financial services department produces a comprehensive annual financial report, the citizen's operating budget, and other materials.

In our technology-driven, information-laden world, Suwanee realizes that people have different preferences for how they receive – and send – information. Among the many media utilized by the City of Suwanee are:

- **Suwanee Connects newsletter** – published 6 times each year and mailed to every City residence and business. The 2014 National Citizen Survey noted 89% of residents read the Connects newsletter
- **Websites** – in addition to **suwanee.com**, the City also hosts **suwaneefest.com**
- **Media relations** – Suwanee's press release distribution database includes about 50 media outlets. In 2015, 84 press releases resulted in more than 240 placements; good photography also plays a large role in supporting quality media placements
- **Social Media** – The City has a very active and robust program, including Facebook, Twitter, and Instagram.
- **E-mail blasts** – the City sends out approximately one email blast per month to nearly 2,000 subscribers; there's also an email database for Gateway businesses
- **Citizen inquiries** – In 2015, the City received – and responded to – 193 queries or comments received via **suwanee.com**
- In 2015, City staff received and addressed 76 citizen-generated online requests for service.
- **Brochures/publications** – designed to attract residents, visitors, and businesses to the City; provide information about the budget, police services, etc.; serve specific purposes (e.g., annual report, event postcard, maps)
- **Advertising** – used primarily to enforce the City brand; magazines, newspapers, Internet sites, etc.
- **Video** – available on the website and created to provide an overview of City primarily for visitors; City is considering ways to expand use of video.

SUWANEE'S APPROACH TO
ECONOMIC & COMMUNITY DEVELOPMENT

The City of Suwanee's economic and community development approach centers on developing a place and vibe which will attract the creative class and in-turn produce stronger creative economies. The "creative class" includes knowledge-based workers and creative professionals such as artists, high-tech workers, engineers, architects, educators, and other professionals who have autonomy in their jobs and can often choose where they live, work and operate their business.



ECONOMIC DEVELOPMENT (ED): There are two key areas of economic development for Suwanee: business recruitment/retention and quality of life initiatives. The city primarily focuses on quality of life initiatives while partnering with other entities to leverage resources and to maximize our reach in business recruitment activities. We participate in and support Partnership Gwinnett which serves as our principal external business recruitment/ retention arm utilizing a proven regional approach to these traditional economic development activities. This allows the city to localize efforts and make Suwanee attractive to businesses, employers and employees.

QUALITY OF LIFE (QL): Below is a diagram outlining the three primary themes driving the city's QL priorities; each area interlinking and critical to attracting the creative stakeholders including both talent (people) and businesses.

CITY'S FOCUS AREAS: (projects supporting QL themes outlined above):

- **Citizen Communication** – Includes newsletter, website, list-serve, social media, etc. (Engagement, Reputation).
- **Downtown Development** – Downtown (includes Town Center and Old Town Suwanee) is a main driver in the economic engine of Suwanee; maintaining a vibrant business community and hip vibe is essential to our overall ED approach (Bricks and Mortar, Reputation).
- **Suwanee Gateway** – A revitalization and branding initiative focused on the I-85 interchange (Bricks and Mortar, Reputation).
- **Business Relations** – Provide a business-friendly environment and support structure (Engagement and Reputation).
- **Events** – The City produces and hosts 40+ events which are open to the public. Many events involve partnering with local radio stations and other media entities leveraging marketing and branding platforms. Additional event-related activities include the farmers market and business-focused programs (Engagement, Reputation).
- **Media Relations** – Consistent outreach, including press releases, are communicated weekly to various media (Reputation).
- **Advertising** – Create and place ads in local, regional, and state publications (Reputation).
- **Cultural Enhancements** – Cultural amenities, primarily public art, are nurtured and developed as a recognized element of creating a vibrant place (Bricks and Mortar, Engagement, Reputation).
- **Community Engagement** – The City proactively welcomes and encourages citizens to volunteer for events, serve on boards, and participate in various planning sessions and other efforts. Youth participate through our Suwanee Youth Leaders program and events

FOR MORE INFORMATION:

- 2030 Comprehensive Plan, 2008
- Suwanee New Town Center Master Plan, 2003
- I-85 Business District: Competitive Assessment & Development Strategy Report, 2005
- Suwanee Gateway Branding Plan, 2007
- Redevelopment Plan for the Suwanee Gateway Tax Allocation District, 2007
- Downtown Suwanee Master Plan, 2015
- Public Art Master Plan, 2015
- suwanee.com
- suwaneefest.com

SUWANEE'S APPROACH TO
EVENTS & OUTREACH

RECENT AWARD-WINNING EVENTS INCLUDE:

Best New Event (Gold) 2015 for Suwanee's Super Incredible Race

Most Creative Idea (Gold) 2015, 2014, 2013 presented by Southeast Festivals & Events Association

Best New Event (Gold) 2016 for Suwanee's Big Cheesy, presented by Southeast Festivals & Events Association

Best Children's Program (Bronze) 2016 for the Family Fun Zone at Suwanee Fest

Best Festival (Gold) 2015 for Suwanee Fest

Best Festival in Gwinnett County 2016, 2015, 2014 for Suwanee Beer Fest (privately planned event hosted by the City), presented by Gwinnett Daily Post

The City produces and hosts 40+ events each year, which are, by design, varied and diverse in nature and generally free and open to the public. Events provide opportunities that build a sense of community, showcase local and regional talent, enrich cultural opportunities, draw first-time and returning visitors to Suwanee, contribute to the local economy, and establish an active downtown. The department of Economic Development houses our event planning staff, but the scope of events involves the coordination of staff from public works, marketing and communications, and the police department. Additional event-related activities include the farmers market and business-focused programs.

Suwanee events are multi-faceted and may cater specifically to families, adults, fitness buffs, foodies, music fans, cultural interests or all of the above! We evaluate our event calendar annually to add new and appealing features that reflect the changing needs of our demographics, and to capture trends that keep our city fresh and vibrant – all while growing our returning events which have become Suwanee traditions.

OUTREACH AND IMPACT: While we use events as a promotional tool for the area, we also see them as a way to help create and mold the city's image and reputation. Many events involve partnering with radio stations and other media outlets around the Atlanta metro area to leverage marketing, attendance, and reach. We host a wide variety of activities which are reflective of the interests of the residents within Suwanee city limits as well as the larger Gwinnett community and beyond. Several events have garnered local and regional award-winning status and our hotels, businesses and restaurants report a positive impact on days surrounding these and other major events.

COMMUNITY ENGAGEMENT:

- **Approach:** The city welcomes and encourages community engagement by attracting citizens who want to participate and give back. With the addition of a community outreach manager, the goal is to have a central point of contact that can maintain and better utilize citizens' talents and desire to be involved in their local community. We want to provide a way for citizens to engage, stay connected and contribute.
- **Focus Areas:** Start a database of volunteers and community-minded citizens who can become a resource for the city in many aspects. The database can maintain directory groups like Citizens Police Academy graduates, SYL alumni, past board members, planning committees, Suwanee Fest volunteers, and even past Eagle Scout project participants. These volunteers may be contacted for future opportunities or as public input is needed and can be utilized for event volunteers, and possibly serve on future planning committees, steering committees or community groups.
- **Future Plans:** While initially city-focused, the program could evolve into being a conduit to other community volunteer opportunities.

CURRENT VOLUNTEER OPPORTUNITIES:

- Planning and Zoning Board
- Planning and Zoning Board of Appeals
- Suwanee Fest Planning Committee
- Public Art Commission
- Harvest Farm Board
- Downtown Development Authority
- Urban Redevelopment Agency
- Citizens Police Academy
- Citizens Police Academy Alumni
- Explorers
- PACT
- Park Ambassadors
- Suwanee Youth Leaders
- Welcome Center Attendants
- Scout projects
- Others

FOR MORE INFORMATION:

- **suwanee.com/whatsnew.events.php**
- **suwaneefest.com**

SUWANEE'S APPROACH TO
SUWANEE GATEWAY

The Suwanee Gateway (SG) program is a revitalization and branding initiative focused on the area in and around the I-85 interchange at Lawrenceville-Suwanee Road. It is primarily commercial properties – including old and new, functioning and abandoned – restaurants, convenience stores, motels, and other uses. The area represents a large portion of the City's tax base. Many portions of the Gateway are aging and need redevelopment. Other areas are "green fields" and can serve as a catalyst for future development. The City's SG development plan, adopted in 2005, has in many ways been addressed. It called for:

- Improvement of the transportation infrastructure (McGinnis Ferry Extension and associated road improvements).
- 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 (Terraces at Suwanee Gateway).
- Cooperative branding and marketing.
- Elimination of eyesores and obsolete structures and facilities.

CITY'S FOCUS AREAS:

- **Branding** – Ongoing implementation of plan to brand the area.
- **Aesthetic Improvements** – Landscape project for I-85 interchange has been completed.
- **Recruitment** – Focus on Terraces at Suwanee Gateway; work with Partnership Gwinnett to market area.
- **Total Elimination of Eyesores (TEE)** – Code violations and eyesores are proactively addressed. City code enforcement officers and economic development staff work with businesses to take pride in the aesthetics of properties. Public works staff ensure that the public rights-of-way are maintained.
- **Business Relations** – Staff works to cultivate relationships with key stakeholders and businesses and provide a business-friendly environment and support structure. Specific efforts include an e-newsletter (about 3 times per year), promotion of hotels via website, visitors' guides, and cooperative efforts with Explore Gwinnett.
- **PACT** – Suwanee police officers, economic development staff, and SG businesses meet quarterly to share information, alerts, and crime prevention tips.
- **Tax Allocation District** – More than 100 parcels are included in the City TAD; primarily around the exit including many of the aging hotels; currently, we do not have concurrence with Gwinnett County or School Board.

COMPLETED CITY PROJECTS/INFRASTRUCTURE PROJECTS:

- Demolition of B.P gas station /construction of Police Substation and Training Center.
- Demolition of Hotel May Queen/land-banked property for future use.
- Streetscaping of I-85 interchange.
- Gwinnett County DOT - Improved transportation infrastructure with McGinnis Ferry Extension and associated road improvements to include closing curb-cut on Lawrenceville-Suwanee Road for enhanced safety.
- Enforced code to require owners of vacant lots behind both Schlotzky's and Super 8, to remove trash and discontinue large truck parking.

SUWANEE'S APPROACH TO SUWANEE GATEWAY (continued)



PRIVATE RENOVATION/REDEVELOPMENT PROJECTS:

- Motel 6 to Red Roof Inn
- Mrs. Winners to Schlotzsky's
- Waffle House and church to Cube Smart Storage Facility
- Falcon Inn to The Terraces at Suwanee Gateway
- Sim's Oil to Valero
- Publix to Movie Tavern
- Red Roof Inn – restaurant outparcel
- Super 8 Hotel
- Sonic
- Checkers
- Wendy's
- Taco Bell
- The Beverage Superstore
- Chevron

NEW DEVELOPMENT:

- Salude, state of the art transitional care facility
- Suwanee Gateway One, 5-story, class AAA office building
- The Terraces at Suwanee Gateway, apartment home community
- Improvement of the transportation infrastructure (roadways within The Terraces at Suwanee Gateway development)
- Starbuck's
- McDonald's
- Lowe's
- Ultra Car Wash
- Burger King
- Main Event Entertainment Center

FOR MORE INFORMATION:

- I-85 Business District: Competitive Assessment & Development Strategy Report, 2005
- Suwanee Gateway Branding Plan, 2007
- Redevelopment Plan for the Suwanee Gateway Tax Allocation District, 2007
- 2030 Comprehensive Plan, 2008 (Suwanee Gateway section)
- **suwanee.com**

SUWANEE'S APPROACH TO
SUWANEE YOUTH LEADERS

SUWANEE YOUTH LEADERS

SYL won the 2016 Create Community Award for Educational Excellence presented by the Atlanta Regional Commission.

FOR MORE INFORMATION:

- SYL Brochure, 2016
- SYL Video, 2014
- suwanee.com

The City of Suwanee's approach to Youth Engagement was born of the 2020 Strategic Plan and centers on building genuine and meaningful relationships with schools and youth in the Suwanee area through our award winning Suwanee Youth Leaders (SYL) program. The goal of SYL is to develop young leaders through monthly educational programs, hands on community volunteer service opportunities, and team-building activities.

SUWANEE YOUTH LEADERS:

Suwanee Youth Leaders is a City sponsored, community-based, nine month leadership program for high school students who live in the Suwanee area. The program is open to sophomores and juniors who attend public, private, and home-based schools and who live in the North Gwinnett, Collins Hill, and Peachtree Ridge clusters.

Students are vetted through a competitive process prior to being chosen as SYL participants. Applications are reviewed by City Staff and a committee of their peers (made up of immediate past program participants). In addition, City staff seeks the advice of school administrators in the selection of the SYL class. Finally, City staff makes the final decision based upon the strength of the application, and the advice given by both the student selection committee and school administrators.

SUWANEE YOUTH LEADER FOCUS AREAS:

- **Development of Leadership Skills** - Suwanee Youth Leaders gives local high school students genuine exposure to local initiatives and community leaders in the public, private, and non-profit fields. In addition, the students are given a real world stage to plan and implement SYL driven and supported city events. This responsibility includes planning, budgeting, marketing, and coordination of logistics. The hard skill and soft skill development which takes place throughout the SYL program is unique and deeply valued by our program graduates and local high school administrators.
- **Increase Youth Civic Awareness and Community Engagement** - Since the outset of the program, SYL has sought to actively engage our local youth in their community. Initially, the penultimate experience with SYL was student volunteering at Suwanee Fest. Throughout the years that event engagement has grown to include August Concert, Food Truck Friday, Arts in the Park, etc. In addition, SYL gives students the unique opportunity to learn more about the role of local government in their home community. Students have also been included on the advisory board for the Downtown Suwanee Masterplan and Public Art Masterplan, Strategic Planning Committee for the Gwinnett County Library System, and taken part in the Great Exchange on Transportation.
- **Cultivation of Community Relationships** - SYL is another outlet for ongoing communication with our valuable partners at the local schools, the Gwinnett Chamber of Commerce, the State Legislature, Gwinnett County, etc. Key staff and elected officials from our partner organizations make appearances during the program to both interact with and teach our students valuable leadership and life lessons. Suwanee Youth Leaders is a program many of our partners seek to take part in and support

SUWANEE'S APPROACH TO
HUMAN RESOURCES & RECRUITING

STAFF: 3

2 full-time
1 part time

EVERYDAY ACTIVITIES:

- **Benefits Administration**
- **Compensation**
- **Employee Handbook**
- **Employee Relations**
- **Employee Wellness Program** (recognized as Heart Association Fit Friendly Worksite)
- **E-Verify**
- **Pension**
- **Recruiting**

Human Resources works with department heads to recruit and hire talented, engaged, forward thinking employees and to retain top performers. Human Resources works to ensure all efforts engaged in the employee life cycle are aligned with the City's strategic goals.

HIRE:

- Advertise open positions in diverse avenues (website, newspaper, career fairs, etc.).
- Provide thorough background checks on potential employees to insure hire of quality staff.
- Provide comprehensive orientation for new employees including processing of all paperwork, education on policies and welcome to the City.

RETENTION:

- Provide employee recognition program to honor employees' milestones and achievements.
- Conduct market study every 2 years to ensure salaries are competitive with the market.
- Conduct class comp study every 3-4 years to review job descriptions including task analysis, salary structure and marketable salaries.
- Provide competitive and cost effective employee benefits package.
- Review annually the Employee Handbook to keep policies and procedures current and up to date.
- Provide Education/Training opportunities for employees – The City supports continuing education and provides funding for onsite as well as offsite training for employees. The City also provides a tuition reimbursement program for full-time employees desiring higher education.
- Coach/advise managers and staff regarding employee relations matters.
- Provide flexibility in work schedules to boost employee morale.

COMPLIANCE:

- Monitor new employee work eligibility verification through E-Verify.
- Research and analyze Federal and State laws to insure compliance.
- Continue to attend training to stay abreast to current HR laws and practices.
- Provide a drug free workplace for safety of employees.
- Network with other HR professionals in the local government arena to share best practices.
- Partner with Police to continue State and National accreditation.

SUWANEE'S APPROACH TO DOWNTOWN DEVELOPMENT

FOR MORE INFORMATION:

- Suwanee New Town Center Master Plan, 2003
- Old Town Master Plan/ Downtown Master Plan, 2010
- Downtown Suwanee Master Plan (10 Year Update), 2015

The City of Suwanee's downtown development approach centers on strengthening the economic viability of downtown Suwanee through economic development, aesthetic improvements, historic preservation, and promotion and image building efforts. Its goal is to create and sustain a vibrant downtown in the heart of Suwanee. Suwanee's downtown includes both the Town Center and historic Main Street (Old Town) areas.

DOWNTOWN DEVELOPMENT AUTHORITY: The Suwanee Downtown Development Authority (DDA) is a seven-member board of directors appointed by City Council to serve as advocates and advisors to the City on issues related to downtown Suwanee. The DDA is a hybrid agency - neither wholly a public agency nor wholly a private corporation - enacted by municipal government and authorized by state law. It provides centralized leadership, a forum for all stakeholders, and opportunities for public/private partnerships committed to downtown revitalization. The Suwanee DDA works to attract business and investment to the downtown area, markets available properties, and provides technical support to existing businesses.

The DDA's efforts help build a strong sense of community, as well as serving to preserve the history and character of Old Town and to integrate it with Town Center and surrounding neighborhoods. Suwanee is certified as a Main Street community by the National Trust for Historic Preservation and Georgia's Department of Community Affairs. The Main Street program is a comprehensive, incremental approach to downtown redevelopment; the DDA oversees its implementation in Suwanee.

DOWNTOWN DEVELOPMENT'S FOCUS AREAS:

- **Redevelopment of Real Estate** – Entered a lease purchase agreement with Terwilliger Pappas for the development of the former Betty Hunt Property. This mixed-use development will include over 300 new housing units, 12,000 square feet of additional retail, and additional parking in the form of a parking structure. This project will be built adjacent to our award-winning Town Center development. Overall, it is an expansion of our Suwanee downtown which enhances our local economy while setting the pace for future development down Buford Highway. In addition, the DDA has entered an agreement with JWB Realty to market and assist with the redevelopment plans for Pierce's Corner.
- **Marketing/Promotional tools** - A downtown brochure is created yearly. This brochure is mailed to the entire 30024 zip code and promotes local businesses, city events, city programs, and the media and social media outlets used by the city to spread information and celebrate community. In addition, we have developed a Historic Old Town self-guided tour brochure to market our recently recognized historic district to heritage tourists. In addition, a webpage on the main City of Suwanee website will be created to further list all of the historic assets housed in Old Town Suwanee. Finally, available properties in the Downtown are listed on our website.
- **Merchant Outreach** – 4 times a year the Downtown Manager coordinates a meeting with downtown merchants. This meeting acts as a mixer for downtown merchants and simultaneously provides the City of Suwanee a forum to discuss upcoming events, city initiatives, and plans for our downtown area.



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 2018

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

...WHILE BUILDING A STRONG SENSE OF COMMUNITY.

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Council Meetings	12	12	12	12	12	12
Work Sessions	14	14	14	14	14	14
Ordinances Effected	7	5	10	7	2	5
Resolutions Adopted	5	6	4	6	2	5
Specially Called Meetings	5	5	6	6	6	5
Public Hearings	11	14	14	14	13	13
Executive Sessions	9	9	6	8	10	10
Council Work Retreat	1	2	1	1	2	1

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

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

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

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

**new measure*



GOVERNANCE
HOW WE MEET EXPECTATIONS

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

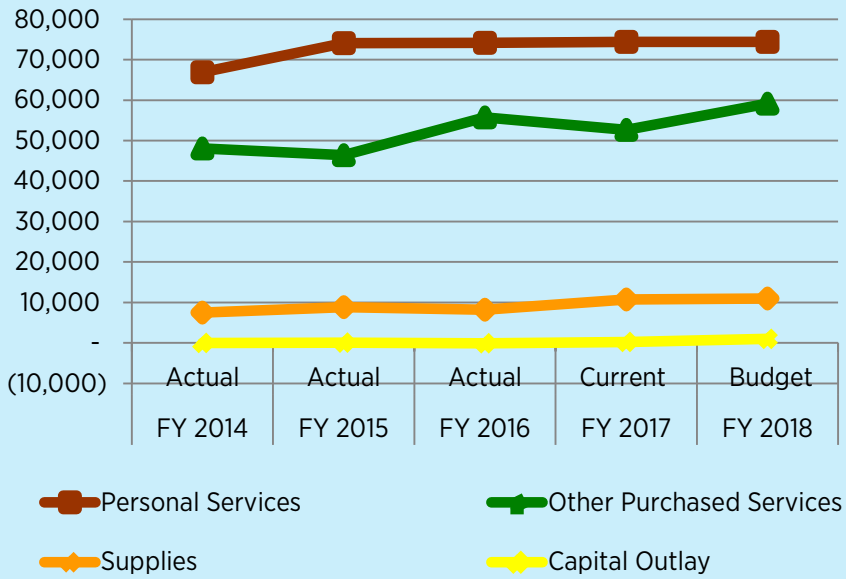
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Value of services for the taxes paid to Suwanee	2014	77%	9	352	97
	2012	76%	5	366	99
	2010	71%	17	322	95
	2008	78%	64	271	76
The overall direction that Suwanee is taking	2014	91%	2	277	99
	2012	89%	2	300	99
	2010	79%	5	266	98
	2008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

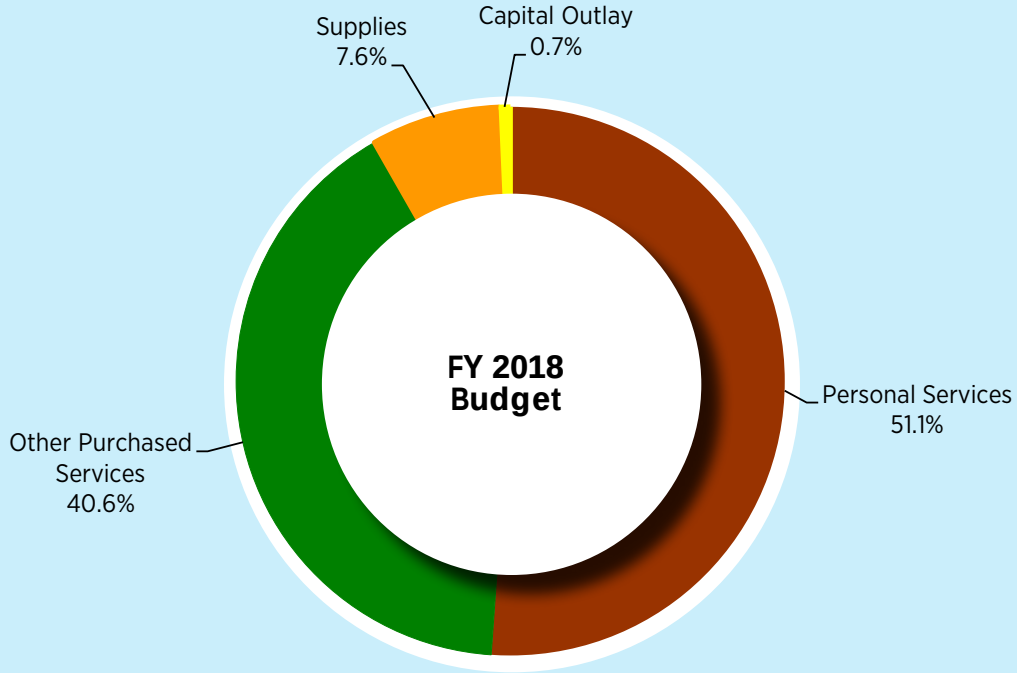
Almost all residents (**91%**) reported being satisfied with the overall direction that Suwanee was taking. More than **80%** of respondents gave positive ratings for the City welcoming citizen involvement, acting in the best interest of Suwanee, being honest, treating all residents fairly and their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

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

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 66,850	$ 74,073	$ 74,176	$ 74,400	$ 74,400
Other Purchased Services	48,088	46,440	55,765	52,650	59,150
Supplies	7,457	8,875	8,184	10,750	11,000
Capital Outlay	-	79	(79)	250	1,000
TOTAL	**$ 122,395**	**$ 129,467**	**$ 138,046**	**$ 138,050**	**$ 145,550**







STATEMENT OF SERVICE

The City Manager's office is responsible for carrying out the City Council's policy decisions, for providing vision and leadership to the organization, and for overseeing the day-to-day operations. The City Manager is charged with preparing and submitting an annual budget, and staff hiring and retention.

The City Manager is responsible for:

- The direction, supervision, and review of departmental operations.
- Preparation of the annual operating and capital improvement budget.
- Responding to citizen's concerns in a responsible and effective manner.
- Executing policies and directives.
- Ensuring that the affairs of the City are conducted in an effective and responsible manner to the benefit of City residents.

GOALS

1. Implement the goals of the Mayor and Council.
   - ***STWP, Planning: Comprehensive Plan (ongoing), page 344***
   - ***STWP, Operations: Strategic Anchor Points, Strategic Plan Implementation & City Services (ongoing), page 354***
   - ***CIP, Equipment & Vehicles, Parks & Facilities, and Transportation (ongoing), pages 323-332***
2. Ensure smooth day-to-day operations of the City.
3. Maintain high quality staff and high morale.
   - ***STWP, Operations: City Services, Staffing, Strategic Anchor Points (ongoing), page 354***
4. Provide adequate maintenance to existing capital facilities.
   - ***STWP, Planning: Facility Maintenance (ongoing), page 344***
   - ***CIP, Parks & Facilities, Facility Maintenance (ongoing), page 327***
5. Provide staff with direction and assistance in implementation of their duties, assignments and projects.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
6. Manage annual and capital budgets.
   - ***STWP, Operations: City Services, Capital Project Funding (2017), page 354***
   - ***CIP, Equipment & Vehicles, Parks & Facilities and Transportation (ongoing), pages 323-332***
7. Continue to work to provide quality services to citizens, residents, business operators, property owners, visitors and others within fiscal constraints.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
8. Respond to Council's day-to-day needs.
   - ***STWP, Operations: City Services, Staffing, Strategic Anchor Points (ongoing), page 354***
9. Reinforce City's culture. Empower employees to make decisions and be creative.
   - ***STWP, Operations: Strategic Anchor Points, Strategic Plan Implementation, City Services, Staffing (ongoing), page 354***
10. Remain a regional leader.
    - ***STWP, Operations: Strategic Anchor Points, Board Training, City Services (ongoing), page 354***
    - ***STWP, Communications & Engagement: Awards, Citizen Engagement (ongoing), page 338***
    - ***STWP, Communications & Engagement: National Citizen Survey (2017 & 2020), page 338***
    - ***STWP, Planning: Comprehensive Plan (ongoing), Downtown Suwanee Master Plan (2020), page 344***



OBJECTIVES FOR FISCAL YEAR 2018

1. Explore financing options and approaches for capital project needs.
   - ***STWP, Operations: Capital Project Funding (2017), page 354***
2. Pursue design options to close median break at Sawmill Drive in order to improve traffic flow on Lawrenceville-Suwanee Road.
   - ***STWP, Transportation: Suwanee Avenue Extension North (2018-2019), page 352***
3. Complete Pierce's Corner renovation project and release to private market.
   - ***STWP, Planning: Pierce's Corner, (2017), page 346***
4. Oversee public/private development projects around Town Center.
   - ***STWP, Planning: Town Center On Main (2017), Town Center (ongoing), pages 344-346***
   - ***CIP, Parks & Facilities: Town Center on Main (2018), page 327***
5. Explore design and construction options for intersection of McGinnis Ferry Road and Buford Highway as a gateway element in the Buford Highway project.
   - ***STWP, Transportation: Buford Highway Reconstruction: McGinnis Ferry Road Gateway, (2017), page 352***
   - ***CIP, Transportation: Buford Highway Reconstruction, page 332***
6. Commence Buford Highway Reconstruction and Streetscaping south of Lawrenceville-Suwanee Road..
   - ***STWP, Transportation: Buford Highway Reconstruction & Streetscaping (2017, 2018, & 2019), page 352***
   - ***CIP, Transportation: Buford Highway Reconstruction, page 332***
7. Implement projects and initiatives in the adopted 20/20 Vision Plan.
   - ***STWP, Operations: Strategic Plan Implementation (ongoing), page 354***

STAFF MISSION STATEMENT

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

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



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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 information	52%	47%	35%	32%	258th



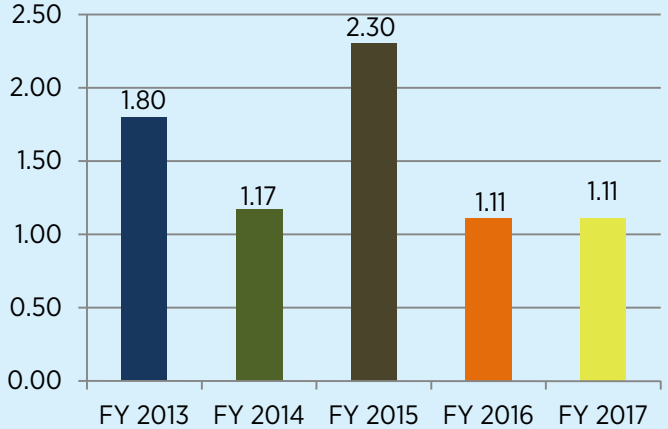
COMMUNITY
HOW LIVABLE WE ARE
WHAT MAKES A COMMUNITY LIVABLE, ATTRACTIVE AND A PLACE WHERE PEOPLE WANT TO BE?

	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

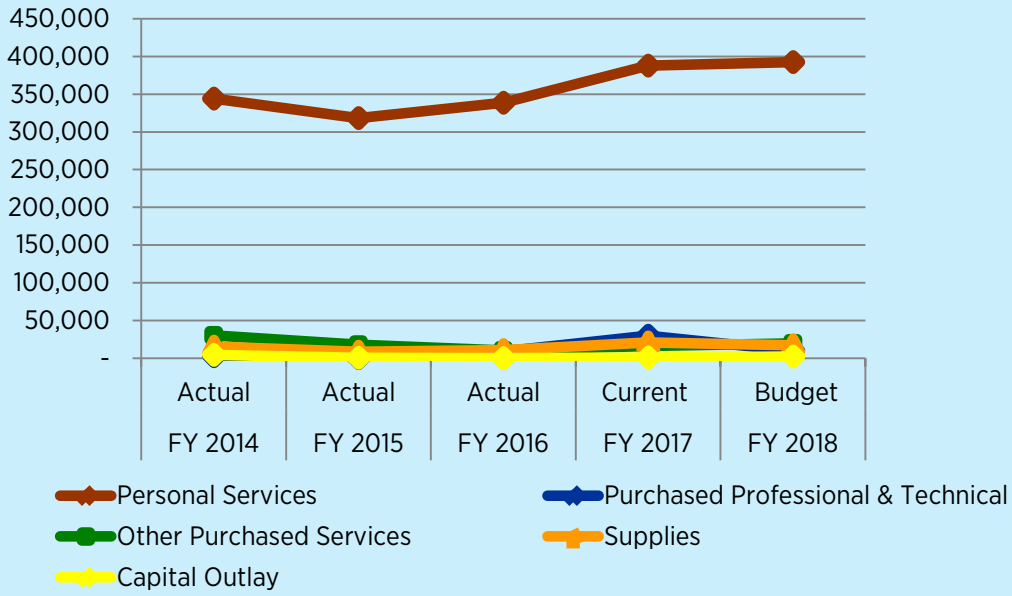


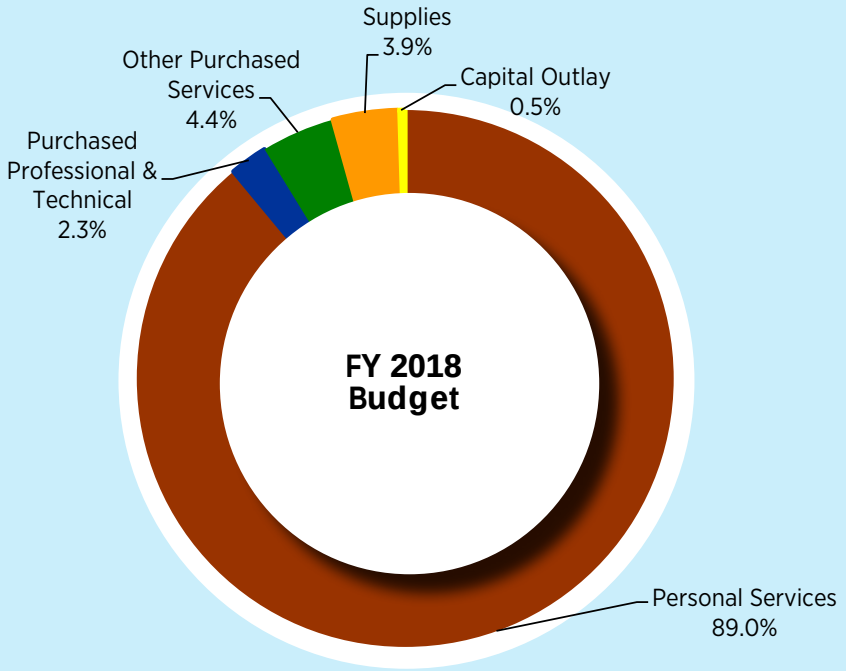
1320 CHIEF EXECUTIVE

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
City Manager	Appointed	1	1	1	1	1
Assistant to the City Manager[1]	23	1	0	0	0	0
Budget Analyst[1]	18	0	1	1	1	1
Administrative Coordinator[2]	14	0	0	0	1	1
Office Administrator[2]	12	1	1	1	0	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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 344,064	$ 318,231	$ 338,484	$ 387,790	$ 392,450
Purchased Professional & Technical	2,650	-	8,865	30,000	10,000
Other Purchased Services	30,137	17,736	10,249	16,050	19,550
Supplies	15,432	8,799	10,785	21,100	17,000
Capital Outlay	4,393	565	-	1,100	2,100
TOTAL	$ 396,676	$ 345,331	$ 368,383	$ 456,040	$ 441,100







LEGEND

Part-Time Position

Full-Time Position

Functions	Includes the operations of Administrative Services.
Positions	2 full-time and 1 part time.
Role	This department is responsible for City Clerk and Human Resources operations.
Notable FY 2018 Budget Items	$20,000 funding for Actuarial and Pension Attorney services used for the retirement plans. $16,960 for elections pollworkers and professional services. $20,000 for drug screens, background checks, language line, and employee service awards.
Final FY 2017 Budget	$346,110
Adopted FY 2018 Budget	$374,810
Change from PY Budget	$28,700
Reason for Change	4% salary adjustments, $16,960 for the 2017 fall elections, and $20,000 funding for a new employee development program.

FY 2017 FINAL BUDGET	$346,110	
Changes:		
Salary changes	6,590	
Salary change due to Municipal Election	6,960	
Salary change due to staffing changes	11,870	Reduction in prior period due to vacancies
Decrease in Group Health Insurance	(21,330)	Change in staffing from full-time to part-time
Increase in Other Benefits	2,610	Due to increase in salaries
Increase in Printing	1,000	
Increase in Education	2,000	
Decrease in Other Purchase Services-LNL	(1,000)	Citywide Lunch and Learn Program
Increase in Other Purchase Services-EDP	20,000	New Program: Citywide Employee Development Program
Decrease in Other Purchase Services-Contract	(1,000)	
Increase in General Supplies	1,000	
FY 2018 ADOPTED BUDGET	**$374,810**	

ACCOMPLISHMENTS

- Identified Cigna as supporter of Zagster Bike Program

- Processed 46 Open Records requests
- 218 info@suwanee.com requests processed
- Class & Compensation Study found salaries within market; some salary adjustments made due to position changes
- Medical renewal premiums reduced from 35% increase to 15% increase with slight plan modifications
- Revised Safety Policy; 4 Safety Committee members received Safety Class I, II & III Certification making the City eligible for safety grants from Local Government Risk Management Services (LGRMS)
- Policy instituted to hire Police Officers above minimum salary, based on years of service
- First time use of Georgia Association of Chiefs of Police (GACP) Corporal/Sergeant promotional process
- City Clerk obtained Clerk's Master Certification (highest certification in Georgia for City Clerks)
- Turnover rate 10% (does not include internal promotions, special events, or appointed staff); 19% turnover rate includes internal promotions
- H.R. processed approximately 450 applications with 20 positions filled
- Updated the Staff Pictorial directory
- Completed third year of SWELL employee wellness program; increased Police participation; added salad program to Maintain Don't Gain; Cigna pledged to increase SWELL contribution
- Revised Personnel Policy in regard to personal appearance and tuition reimbursement
- Reinstated employee recruitment referral incentive
- Attended six Career Fairs to tap into diverse group of applicants
- Affordable Care Act implementation
- Processed Medical Services RFQ-changed company for Medical Contract Services to Gwinnett Urgent Care due to Premier Immediate Care closing
- Partnered with Gwinnett Urgent Care for flu shots
- Held various staff Lunch & Learns, such as ergonomics at your desk, financial advisors, and supervisor training for FMLA and documentation



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, info@Suwanee.com, day-to-day operations, etc.
   - ***STWP, Operations: City Services, Staffing, Strategic Anchor Points (ongoing), page 354***
2. 2017 Municipal Elections.
3. 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.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
4. Title I ADA (American with Disabilities Act) Compliance and Title VI Compliance.
5. City of Suwanee Safety Committee-policy update.
6. DOAA Annual Reporting for Public Benefits (Immigration Reporting)
   - Contractor Affidavits
   - Business/Occupational Tax License
   - Employee Benefits
   - Appointed Boards
7. Continue training through University of Georgia Carl Vinson Institute to maintain Municipal Clerk certification.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***



OBJECTIVES FOR FISCAL YEAR 2018 - Human Resources

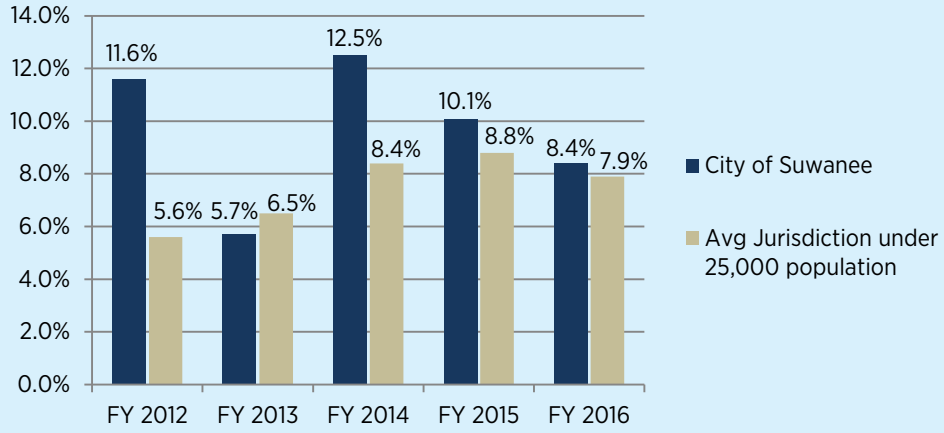
- Provide assistance in filling open positions so that the open-to-fill ratio of non-professional positions is maintained at an average of 45 days, and the ratio of professional management positions is maintained at an average of 90 days.
- Determine supervisory and employee training and development 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.
- Implementation of a new hire orientation video.

GOALS - Human Resources

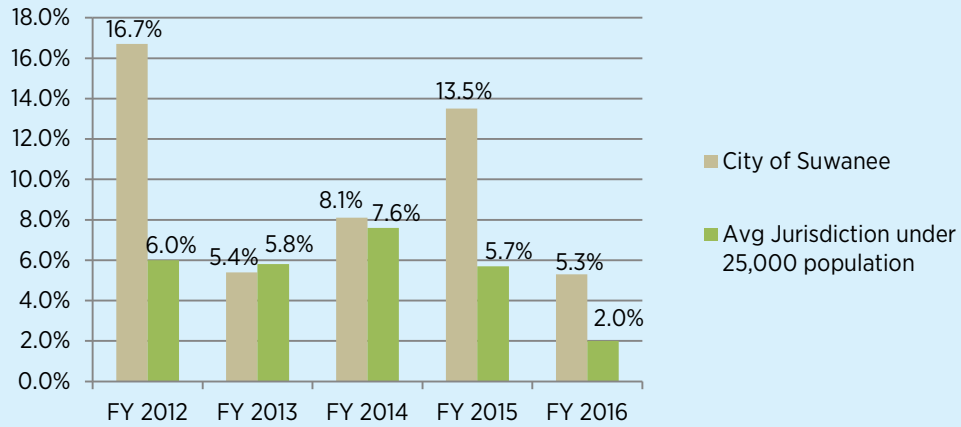
1. Continue to support departments in recruiting and retaining top talent.
   - ***STWP, Operations: Staffing (ongoing), page 354***
2. E-Verify New Hires.
   - ***STWP, Operations: Staffing (ongoing), page 354***
3. Continued focus on benefits maximizing our options and working with our Benefits Broker for optimum rates.
4. Retirement Plan Annual Review.
5. Annual employee handbook review.
6. 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.
7. Training on:
   - Performance appraisals with focus on writing and delivery
   - Avoiding harassment
   - Diversity
   - Money Management
   - ***STWP, Operations: City Services, Learning Opportunities (ongoing), page 354***
8. Succession Planning- begin discussions within departments.
9. New hire orientation video.
   - ***STWP, Operations: Staffing (ongoing), page 354***
10. Management training courses focusing on serving employees, motivating, and rewarding key employees.
    - ***STWP, Operations: Learning Opportunities, Staffing (ongoing), page 354***
11. Training for employees in customer service and aligning personal development with organizational goals.
12. Continue to stay well informed on employment law changes and the impact and training/development thereof.
    - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
13. Workers' Compensation RFP.
    - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
14. Benefit Broker RFP.
15. Audit HR files in BS&A.
16. BS&A Applicant Tracking System- begin utilizing BS&A for applicant recruiting- pending BS&A completion of system.
    - ***STWP, Operations: Staffing (ongoing), page 354***
17. Continue to collect data and participate in the ICMA Performance Measures initiative.

ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

All Employees Turnover Rate



Public Safety Employee Turnover Rate



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Applications/resumes processed	504	307	632**	550	259	400
Positions filled	14	11	51**	13	24	40**
Employee separations (full-time, part-time)	6	14	18	5	10	5
Employee drug tests conducted	46	55	47	50	39	40
Employee training workshops conducted (hours)	32	2***	1	10	4	4
Supervisory training conducted (hours)	6	2***	5	10	5	5
SWELL initiatives participation	*	*	26	35	35	36

** new measure*

*** Increase attributed to an election year hiring 10 poll workers and promotions in the Police Department.*

**** H.R. training hours on scheduled quarter .*

PRODUCTIVITY MEASURES - Human Resources	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	195/71/113	132/104/246	60/45/60	45/45/60	0/40/60	30/30/30
Turnover rate (excluding seasonal) /sworn	5%/1%	14%/15%	13%/12%	2%/2%	10%/9%	2%/4%
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 (Insurance, 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 2018 - 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.
   - ***STWP, Operations: City Services (ongoing), page 354***
3. To provide quality customer service in a timely manner to the Council, City staff, other governmental agencies and the general public.
   - ***STWP, Operations: City Services, Staffing, Strategic Anchor Points (ongoing), page 354***
4. Provide election service in accordance with State election laws and the City Charter.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
5. Respond to Open Records Requests for City documents promptly in compliance with the Open Records Act.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
6. Coordinate review of Ethics complaints in accordance with City Ordinance.
   - ***STWP, Operations: City Services (ongoing), page 354***



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Council Workshops attended	12	12	12	12	12	12
Council meetings attended/Called Meetings	12/4	12/4	12/6	12/4	12/4	12
Action Minutes prepared within 3 days	16	16	18	12	16	12
Council Minutes recorded & transcribed within two weeks	16	16	24*	24*	16	12
Open Records Requests processed	56	41	28	30	56	50
Info@suwanee.com inquiries received	248	150	117	125	214	200
Ethics complaints received	0	0	0	0	0	0
Provide information regarding elections to candidates**	3	0	5	0	0	3

**Includes Council meetings and workshops*
***no City election scheduled in FY 2015 or FY 2017*

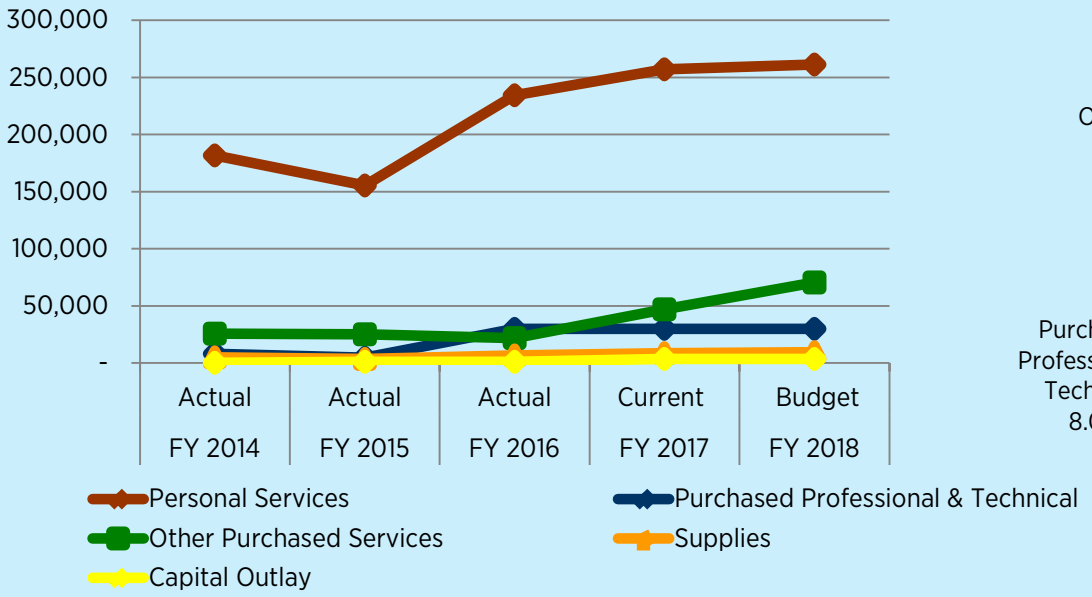
PRODUCTIVITY MEASURES - City Clerk	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	100%	100%	100%	100%	100%
Percent of action minutes of Council meetings transcribed & distributed within three days	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	99%	100%	100%	100%	100%	100%

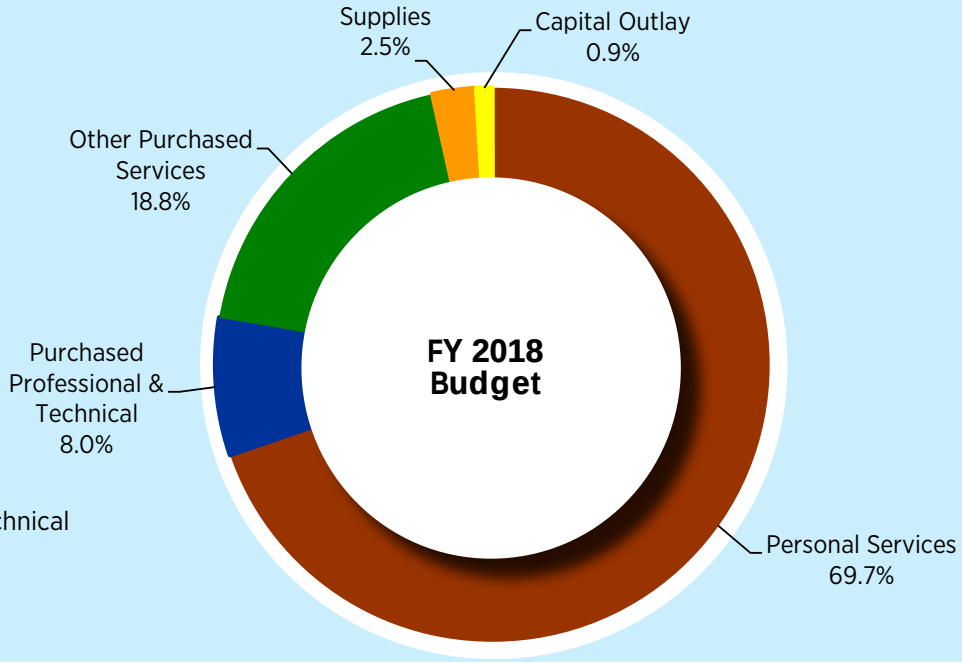
	MISSION:	**City Clerk: Record and transcribe Council Action Minutes within 3 days; Council Minutes within 2 weeks; Conduct Municipal Elections.**		
	INPUTS	• City Clerk • City Council	• Mayor • Facilities	• Secretary of State • GA Government Transparency and Campaign Finance Commission
	ACTIVITIES	• 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		

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Administrative Services Director	24	1	1	1	1	1
Human Resources Manager(1)	19	0	1	1	1	1
Human Resources Manager(1)	PT-18	2	0	0	0	0
Administrative Assistant (Floater)(2)(3)	12	0	0	1	0	0
Administrative Assistant(3)	PT-12	0	0	0	1	1
TOTAL		3	2	3	3	3

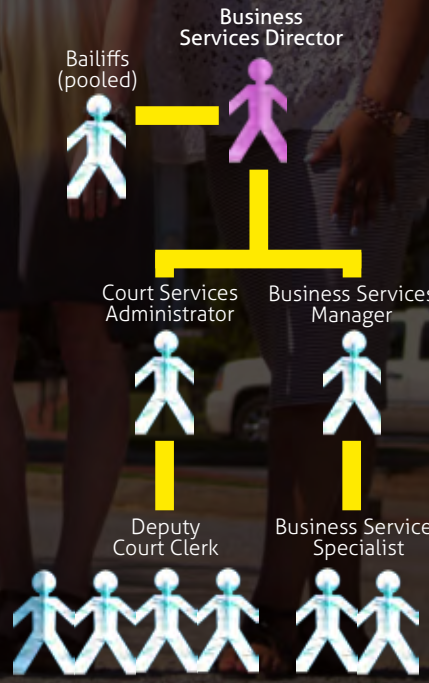
(1) In fiscal year 2015, the two part-time Human Resources Manager positions were upgraded to one full-time position.
(2) In fiscal year 2016, an Administrative Assistant Floater position was added.
(3) In fiscal year 2017, the full-time Administrative Assistant Floater position was changed to a non-floater part-time position.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 181,576	$ 155,400	$ 234,478	$ 257,110	$ 261,310
Purchased Professional & Technical	8,001	4,783	29,810	30,000	30,000
Other Purchased Services	25,687	25,082	21,787	47,000	70,500
Supplies	4,991	3,484	6,530	8,500	9,500
Capital Outlay	268	986	994	3,500	3,500
TOTAL	$ 220,523	$ 189,735	$ 293,599	$ 346,110	$ 374,810





Functions	Includes the operations of Business Services Administration and Municipal Court.
Positions	8 full-time, 1 part 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 2018 Budget Items	Current funding levels maintained.
Final FY 2017 Budget	$909,700
Adopted FY 2018 Budget	$877,750
Change from PY Budget	($31,950)
Reason for Change	Lower budget is due to staffing turnover and changes in benefit enrollments.



LEGEND

Part-Time Position

Full-Time Position



FY 2017 FINAL BUDGET	**$909,700**	
Changes:		
BUSINESS SERVICES:		
Salary changes	3,350	
Decrease in Overtime	(250)	
Group Health Insurance decrease	(17,650)	Due to staffing changes
Decrease in Other Benefits	(2,170)	Due to staffing changes
Decrease in Purchase Property Services- Rental	(4,500)	
Increase in Communication	1,500	Increase based on current spending levels
Decrease in Printing	(500)	
Decrease in Supplies	(500)	
MUNICIPAL COURT		
Salary changes due to staff turnover	(2,830)	
Group Health Insurance decrease	(5,080)	Due to staff changes
Decrease in Other Benefits	(2,600)	Change due to salary decreases
Increase in Property Insurance	1,830	
Decrease in Communication	(1,000)	
Decrease in Supplies	(1,550)	
FY 2018 ADOPTED BUDGET	**$877,750**	

ACCOMPLISHMENTS



- Supported Suwanee Business Alliance



- Streamlined business license application procedures
- Continuation of Youth Court and Language Court sessions
- Conducted Court survey
- Amended alcohol regulations for Town Center



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, Operations: City Services, Staffing (ongoing), page 354***
2. CUSTOMER SERVICE - Provide customer service that models the employee mission statement, "Suwanee Exceeds Expectations."
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
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, Operations: Strategic Anchor Points (ongoing), page 354***
4. INTERNAL - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***

OBJECTIVES FOR FISCAL YEAR 2018

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 current implementation.
   - Work with BS&A to upgrade current process.
     - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
2. Advance other online renewals and applications including alcohol licenses, alcohol excise taxes, hotel/motel excise taxes, etc.
   - Determine steps for each online process.
   - Work with BS&A and online payment provider.
     - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
3. Launch program to welcome new businesses to Suwanee.
   - Evaluate whether to partner with Economic Development or make this a program out of Business Services only and incorporate into FY 2018 Budget.
   - Program will make new businesses feel welcome, help with retention, and help to exceed customer's expectations.
     - ***STWP, Economic Development: Local Business Involvement (ongoing), page 340***
4. Update "Frequently asked Alcohol Questions Pamphlet".
   - Gather the most frequently asked questions from our customers concerning alcohol beverage licenses and make changes to current pamphlet.
5. Revise Business License application.
   - Review current application and identify needed changes.
6. Implement electronic payments for water payments, taxes, business licenses, etc.
   - Evaluate the process with BS&A.
   - Fund in FY 18 budget if programming/upgrades are needed.
     - ***STWP, Operations: City Services (ongoing), page 354***
7. Revise the alcohol ordinance and application package.
   - Review current package and identify needed changes.
8. Scan all remaining archived paper records.
   - Identify archived records and transfer documents to scanning contractor.
   - IT will upload electronic files.
   - Shredding company destroys the documents.
9. Review and updated department web pages.
   - Make pages mobile friendly and easy to navigate providing useful and relevant and concise content.
     - ***STWP, Communications & Engagement: City Website Overhaul (2017), page 338***
10. Employees will shadow a peer at another city resulting in new ideas for daily operations.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
11. Hold customer service training for department staff.
    - Identify critical training needs and trainer.
      - ***STWP, Operations: Learning Opportunities (ongoing), page 354***

1590 BUSINESS SERVICES

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Commercial property tax bills processed annually	1,234	1,211	1,231	1,245	1,245	1,309
Residential property tax bills processed annually	6,354	6,362	6,428	6,850	6,456	6,510
Commercial business license applications processed annually	1,076	1,093	1,107	1,200	1,135	1,200
Home business license applications processed annually	270	291	278	300	287	300
Alcohol licenses issued	61	65	71	78	73	716
Compliance audits for hotels/motels	8	8	**	8	8	0
Compliance audits for alcohol excise taxes	21	21	**	23	23	0
Water bills processed monthly	355	357	352	352	352	353
Continuing education classes attended per employee*	*	2	2	2	2	2

*new measure
**conducted every other year

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of property tax accounts collected	98%	98%	99%	99%	99%	99%
Percent of tax penalties assessed	2%	2%	1%	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%	100%
Percent of F.I.F.A.'s released within 30 days of payment	95%	99%	100%	100%	99%	100%
Percent of business license renewal payments collected by June 30	92%	93%	82%	95%	99%	99%
Percent of business license renewals submitted online	*	0%	2%	30%	0%	30%

*new measure

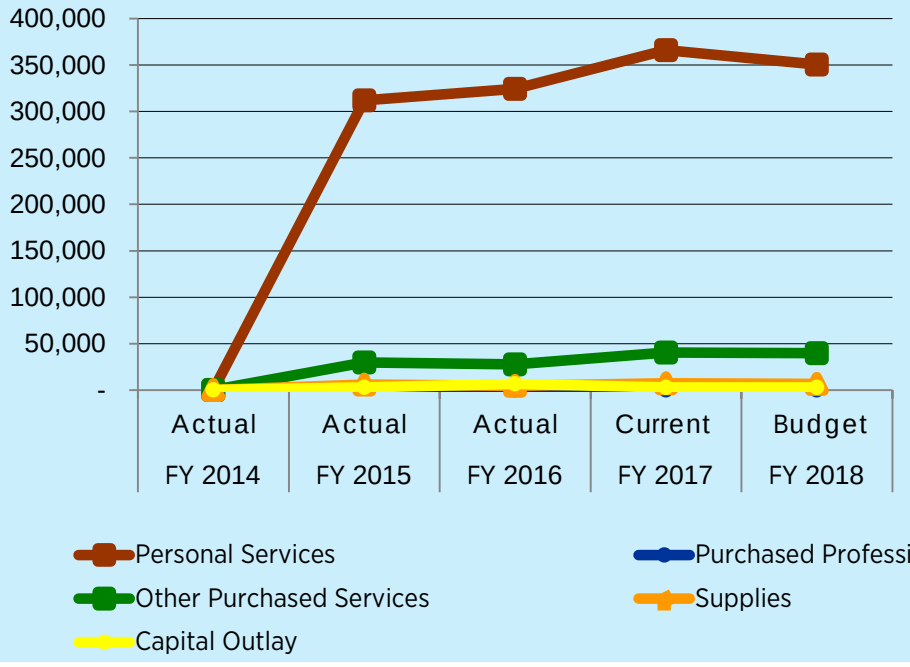
	MISSION:	**To properly receipt and record all financial resources received by the City.**		
	Inputs	• Staff • Bank accounts	• Cash receipts from customers funding • Cash received from other departments	• Accounting software • Deposit slips
	Activities	• Enter cash receipts into the financial system •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

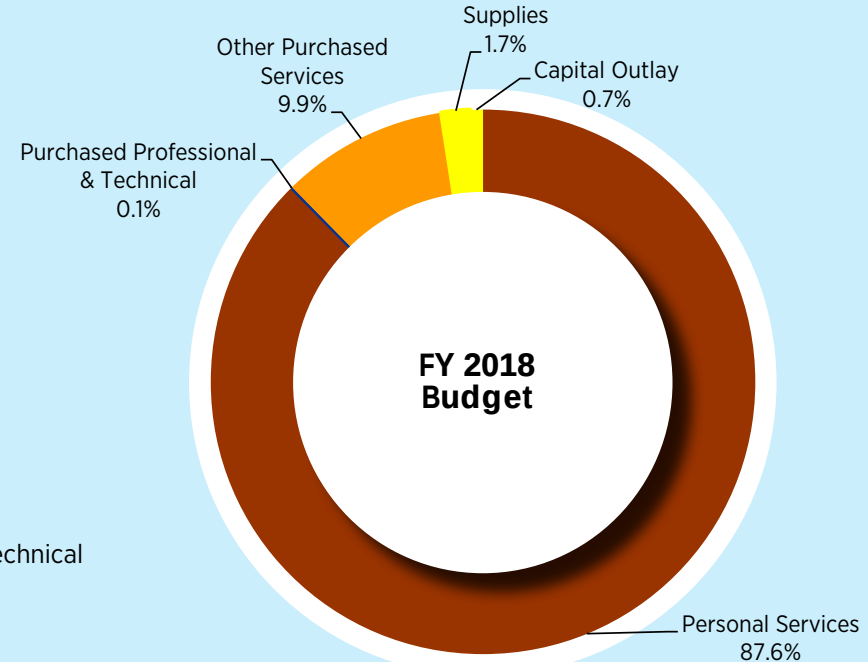


AUTHORIZED POSITIONS*	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Business Services Director	24	0	1	1	1	1
Business Services Manager	20	0	1	1	1	1
Business Services Specialist(1)	12	0	1	1	2	2
Business Services Specialist(1)	PT-12	0	1	1	0	0
TOTAL		0	4	4	4	4

** 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ -	$ 312,126	$ 324,276	$ 365,930	$ 350,710
Purchased Professional & Technical	-	2,556	12	250	250
Purchased Property Services	-	-	-	4,500	-
Other Purchased Services	-	29,796	27,727	40,250	39,750
Supplies	-	5,870	4,559	7,250	6,750
Capital Outlay	-	2,954	6,644	3,000	3,000
TOTAL	$ -	$ 353,302	$ 363,218	$ 421,180	$ 400,460





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, Operations: City Services (ongoing), page 354***
2. Customer Service - Provide customer service that models the employee mission statement, "Suwanee Exceeds Expectations."
   - ***STWP, Operations: City Services, Staffing, Strategic Anchor Points (ongoing), page 354***
3. Education - Provide training opportunities for court personnel to ensure mandated training is completed and the court is providing "Suwanee Quality" services.
   - ***STWP, Operations: Strategic Anchor Points, City Services, Staffing (ongoing), page 354***
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
4. Internal - Provide a supportive work environment in order to maintain an energetic, engaged, professional, and healthy workforce.
   - ***STWP, Operations: City Services, Staffing page 354***

OBJECTIVES FOR FISCAL YEAR 2018

1. 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.
2. Fully train two new Deputy Court Clerks.
   - Complete internal and external training.
   - Successfully pass probaton period.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
3. Provide ongoing training for all Deputy Court Clerks.
   - Check-ins at regular intervals.
   - Assess workload with all clerks.
   - Cross train all clerks.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
4. Explore new e-payment solutions.
   - Identify other options such as Ezcourtpayment.com or Governmentwindow.com.
   - Reduce credit card fees and possibly eliminate them.
5. Plan and prepare for court building renovation.
   - Work with architect to identify and plan for needs.
   - Confirm final budget.
   - ***CIP, Parks & Facilities: Administrative Facilities (2018 & 2019), page 327***
   - Bid project and complete construction.
6. Scan all remaining archived paper records.
   - Identify archived records and transfer documents to scanning contractor.
   - IT will upload electronic files.
   - Shredding company destroys the documents.
7. Review department web pages.
   - Update web pages.
   - Make pages mobile friendly and easy to navigate providing useful and relevant and concise content.
   - ***STWP, Communications & Engagement: City Website Overhaul (2017), page 338***
8. Employees will shadow a peer at another city resulting in new ideas for daily operations.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
9. Hold customer service training for department staff.
   - Identify critical training needs and trainer.
   - ***STWP, Operations: Learning Opportunities (ongoing), page, 354***



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Cases processed	12,300	17,437	14,024	15,426	10,656	11,402
New cases filed	*	17,949	12,797	14,077	10,645	11,300
Jury trials	198	256	180	200	169	190
Non-jury trials	200	261	309	320	165	176
Bench trial sessions	*	12	12	13	11	11
Jail arraignments-number of cases processed by Judge at the jail	70	62	106	110	58	65
Number of court sessions (arraignments)	*	73	82	78	77	77
Number of HOPE court sessions	*	*	*	*	19	18
Number of HOPE report court sessions	*	*	*	*	3	12
Number of cases per arraignment session	*	88	73	70	65	70
Cases heard per Judge, per session	*	64	60	63	45	55
Cases managed per Prosecutor, per session	85	88	70	75	37	45
Warrants issued	240	312	222	244	204	216
Juvenile (under 17) cases referred to Gwinnett County	87	111	80	89	60	66
Fine and fee payments collected	1,663,732	2,164,630	2,830,714	2,426,000	1,693,520	1,778,175
Average amount of fines cut annually, per Judge	*	$13,068	$30,577	$20,150	$35,500	$20,150
Average amount of fines cut annually, per Prosecutor	*	$53,789	$49,652	$45,500	$30,500	$18,500
Syscon-number of online payments	*	6,561	4,683	5,151	3,607	3,900
nCourt-number of automated phone payments	*	1,000	1,546	1,670	1,222	1,300
Syscon-staff time saved based on 3 minutes per transaction (hours)	*	328	234	252	180	200
nCourt-staff time saved based on 3 minutes per transaction (hours)	*	50	77	84	61	70
Monthly cases on probation	265	300	300	310	209	229
Monthly average of cases on Pre-Trial Diversion Program	6	65	10	12	11	11
Total of community service hours ordered by the court	4,726	3,680	8,332	9,160	7,093	7,447
Fingerprint applicants	175	230	183	200	125	155
Notice of suspension cases	420	714	463	510	489	490

** new measure*

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of cases disposed (monthly)	93%	97%	107%	100%	101%	100%
Percent of warrants issued (monthly)	1.9%	1.8%	1.7%	1.7%	1.9%	2.0%
Length of court docket (hours)	2.7	2.2	1.8	1.8%	2.0%	1.9%
Failure to appear	10.4%	4.0%	13.0%	10.0%	11.0%	11.0%
Percent of active cases on probation	48%	30%	28%	28%	32%	32%
Percent of new monthly cases placed on probation	6.0%	6.2%	7.7%	6.6%	6.1%	6.2%

SUWANEE MUNICIPAL COURT TRENDS

In 2014, the Suwanee Municipal Court set out on a new initiative to annually 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 March and April 2017, with the Court meeting or exceeding its goals as illustrated below.

The 2017 report contains five of the ten CourTools measures regarding court performance. The rating scale is:

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

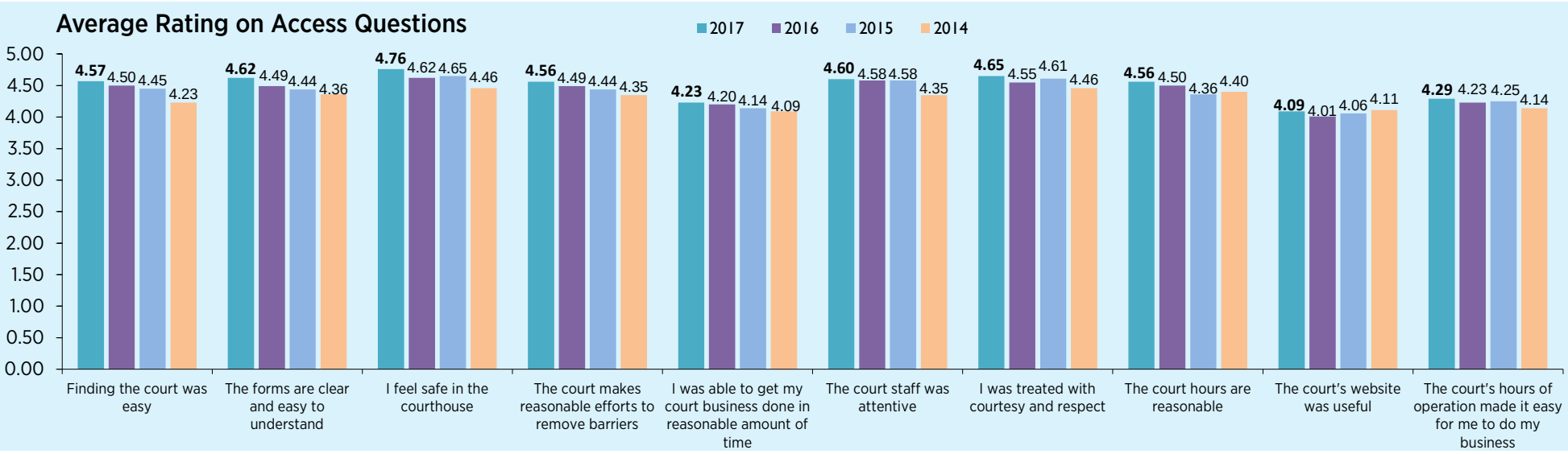
- "CourTools" are performance measures introduced by The National Center for State Courts. CourTools enables courts to collect and present evidence of the court successes and expectations of the stakeholders; these are necessary ingredients for accountability.
- CourTools supports efforts toward improved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

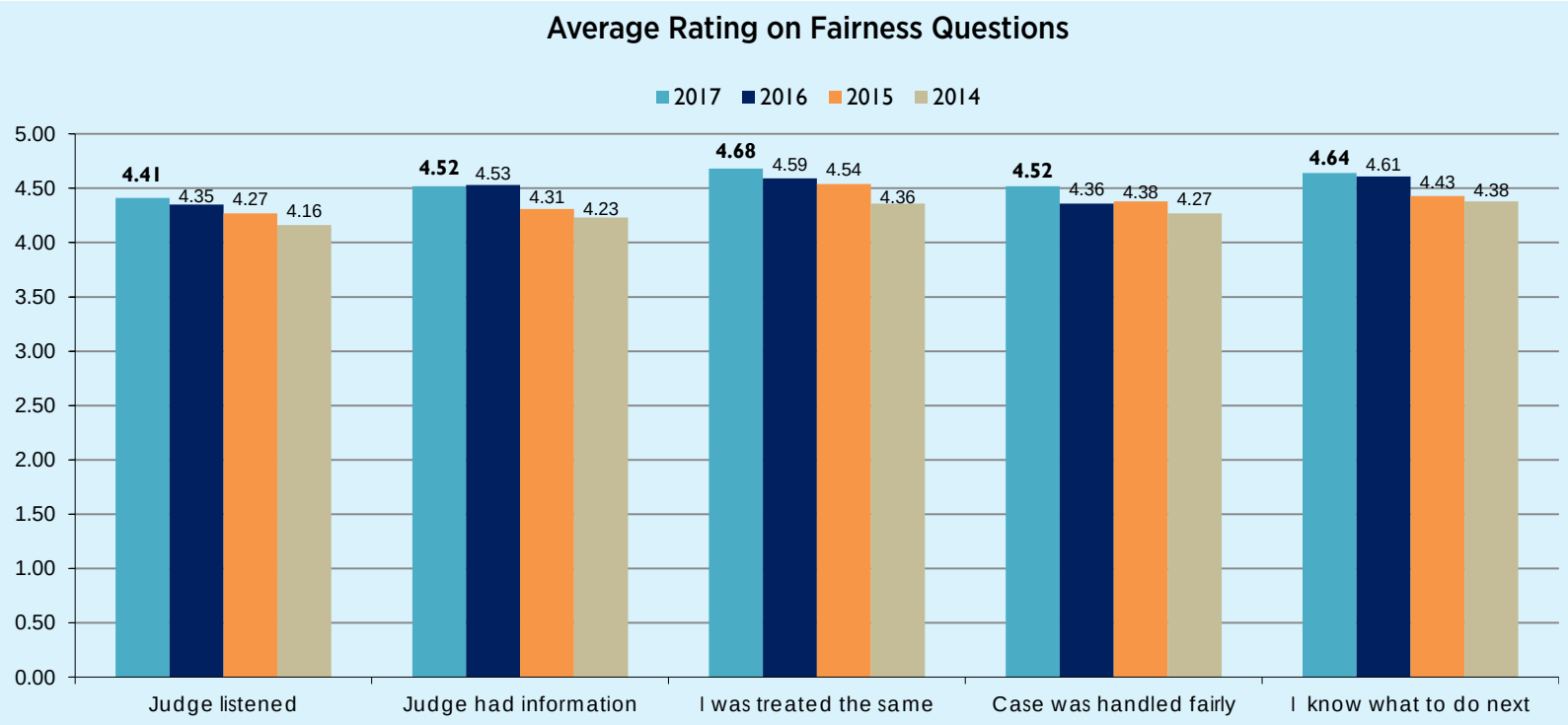
PERFORMANCE GOAL: It is a goal of the Suwanee Municipal Court that those surveyed should rate all Access and Fairness measures at a 4 or 5 (agree / strongly agrees). The scale is 0.00-5.00.

- The surveys were given during three court sessions in March and another three court sessions in April 2017. One hundred eighty two (182) 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 ...

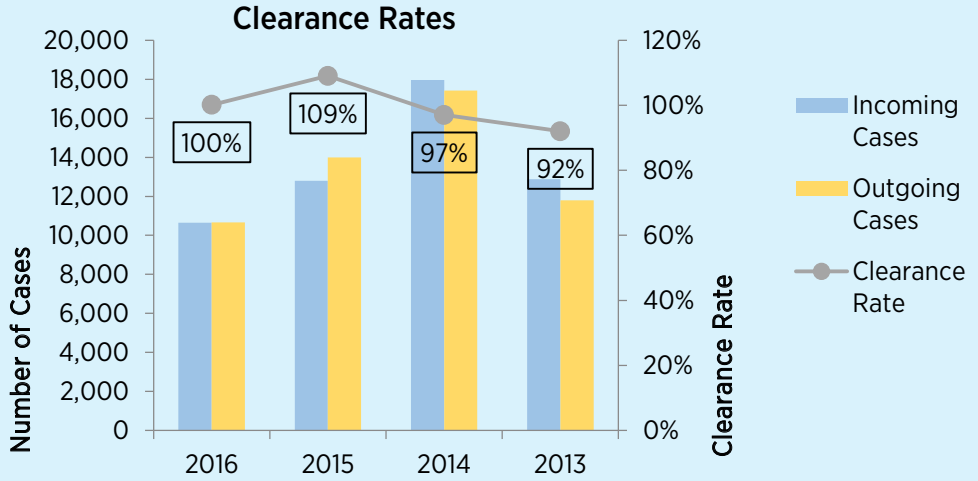
- No wait time.
- Judge Ryczek is a very kind and fail individual.
- Good times!
- Judge was extremely courteous.
- There needs to be a day other than Wednesday!
- Need more parking.
- VERY FAIR.
- THANKS!

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.

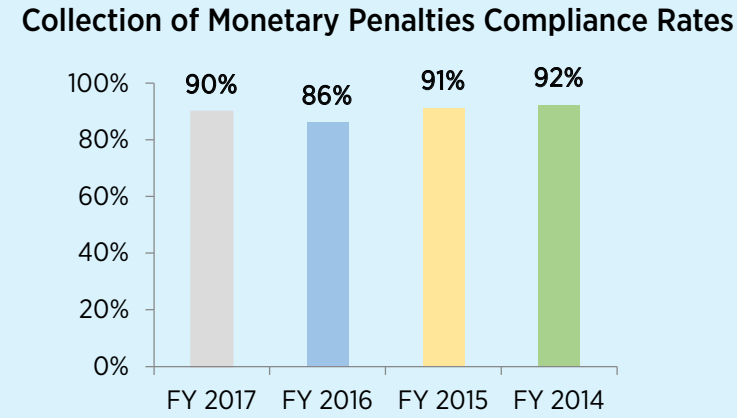
Incoming cases consist of new fillings, reopened cases, plus reactivated cases. Outgoing cases are those cases which have an entry of judgement or have been deemed inactive.

As illustrated by the graphical representation, the 2016 Case Clearance rate was at 100%. During 2016, there were 10,645 incoming cases with 10,659 outgoing cases. The Suwanee Municipal Court worked hard to reach its objective of 100% clearance rate.



COURTOOLS MEASURE 3: Collection of Monetary Penalties

Definition: The collection of Monetary Penalties measures the payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases. The data utilized for FY 2017 are cases disposed from July 1, 2016 to March 30, 2017.



COURTOOLS MEASURE 4: Cost per Case

Definition: The average cost of processing a single case. We have 10,659 cases disposed as March 30, 2017 and $295,733 YTD expenses.

Case Type	2016 Cost per Case	2015 Cost per Case	2014 Cost per Case	2013 Cost per Case
Disposed	$27.74	$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, two of the four employees had been on the job for less than 6 months.*

	2017		2016		2015		2014	
Court Employee Satisfaction Survey	**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**	**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	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	4.3	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	4.0	80.0	4.7	93	4.7	93
4. The court is respected in the community.	4.5	90.0	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	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	4.0	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	100.0	5.0	100	5.0	100
8. I am treated with respect.	4.8	96.0	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	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	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	4.5	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	4.3	86.0	4.7	93	5.0	100
13. I enjoy coming to work.	4.8	96.0	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	4.5	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	4.0	80.0	4.7	93	4.7	93
16. My meetings with my supervisor are useful and meaningful.	4.5	90.0	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	4.0	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	4.8	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	100.0	5.0	100	5.0	100
20. I am proud that I work in the court.	4.3	86.0	4.3	86.0	4.3	87	4.7	93
21. The court uses my time and talent well.	4.8	96.0	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	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	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	5.0	100.0	4.7	93	5.0	100
25. Communication within my division is good.	4.8	96.0	4.8	96.0	5.0	100	4.7	93
26. My co-workers work well together.	4.8	96.0	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	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	4.3	86.0	4.0	80	4.7	93
29. The court and its leaders are dedicated to continuous improvement.	4.5	90.0	4.5	90.0	5.0	100	5.0	100
30. I am treated with respect by the public.	4.3	86.0	4.3	86.0	3.7	74	3.3	67
OVERALL SURVEY AVERAGE RESPONSE	**4.6**	**92**	**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.			

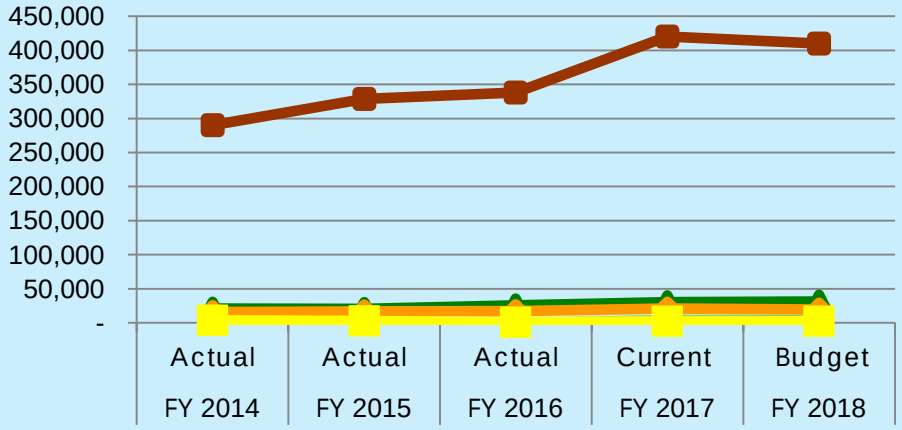
**The HOPE Program was started in October 2015 to identify 1st time offenders under 21, and give them a 2nd chance to avoid adverse consequences to their driving or criminal record. Participation in this program is voluntary.*

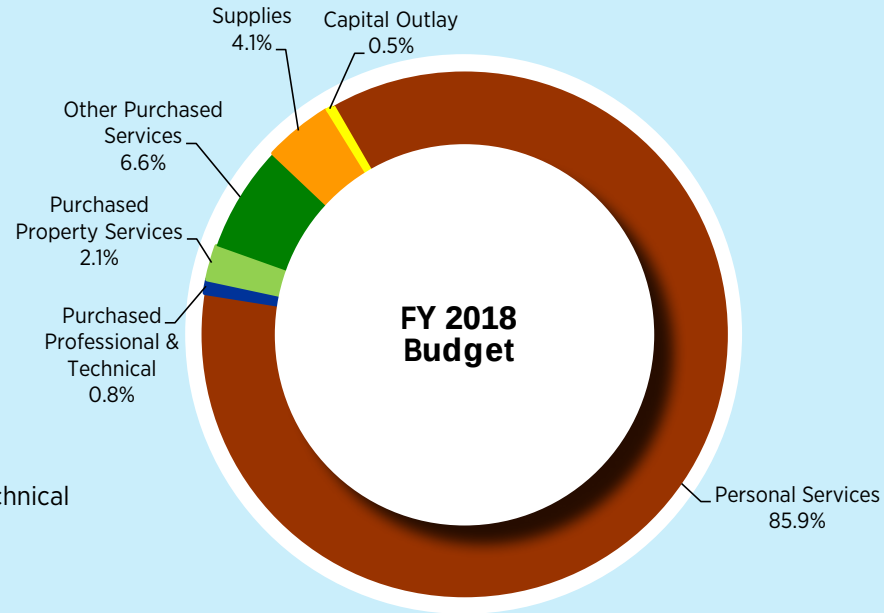


AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judge	Appointed	2	3	3	3	3
Lead Prosecuting Attorney	Appointed	1	1	1	1	1
Prosecuting Attorney	Appointed	4	4	3	3	3
Court Services Administrator	20	1	1	1	1	1
Bailiff Pool(1)	14	0	0	1	1	1
Deputy Court Clerk	12	2	2	2	3	3
Deputy Court Clerk(2)	PT-12	0	0	0	1	1
Administrative Secretary	PT-10	1	1	1	0	0
TOTAL		12	13	13	14	14

(1) In fiscal year 2016, a bailiff pool was added to assist with court security.
(2) In fiscal year 2017, a Deputy Court Clerk was added.

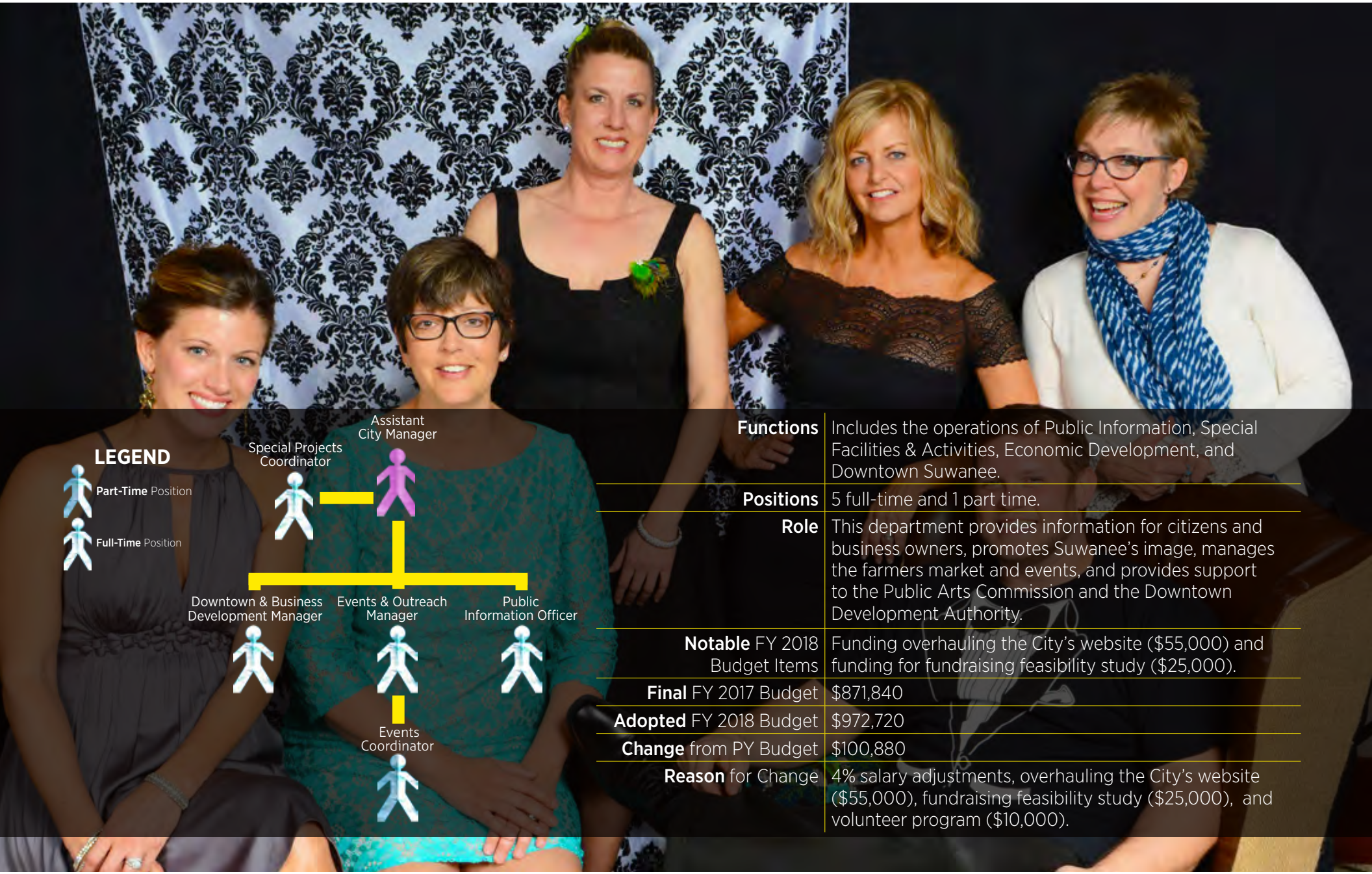
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 290,366	$ 328,760	$ 338,052	$ 420,280	$ 409,770
Purchased Professional & Technical	1,612	6,075	2,611	4,000	4,000
Purchased Property Services	4,162	4,970	5,195	10,000	10,000
Other Purchased Services	21,064	20,429	25,861	30,690	31,520
Supplies	15,768	16,984	17,515	21,250	19,700
Capital Outlay	3,558	2,661	779	2,300	2,300
TOTAL	$ 336,530	$ 379,879	$ 390,013	$ 488,520	$ 477,290





Personal Services
Purchased Professional & Technical
Purchased Property Services
Other Purchased Services
Supplies
Capital Outlay





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 2018 Budget Items	Funding overhauling the City's website ($55,000) and funding for fundraising feasibility study ($25,000).
Final FY 2017 Budget	$871,840
Adopted FY 2018 Budget	$972,720
Change from PY Budget	$100,880
Reason for Change	4% salary adjustments, overhauling the City's website ($55,000), fundraising feasibility study ($25,000), and volunteer program ($10,000).

FY 2017 FINAL BUDGET	$871,840	
Changes:		
Salary changes	8,010	
Group Health Insurance decrease	(4,670)	Lower due to change in group health enrollment
Decrease in Other Benefits	(1,860)	
Increase Professional Services-Website	55,000	Overhaul website
Decrease in Other Purchased Services-Public Information	(3,550)	Newsletter printing
Increase in Machinery & Equipment-Public Information	300	
Decrease in Other Purchased Services-Special Facilities & Activities	(12,250)	Events
Decrease in Supplies-Special Facilities & Activities	(2,750)	
Purchased Contract Services-Public Art	32,000	PAC Fundraising Feasibility Study ($25,000)
Purchased Contract Services-Volunteer Program	9,000	New volunteer program
Decrease in Other Purchased Services-Economic Development	(5,150)	
Increase in Supplies	4,500	
Increase in Machinery & Equipment	5,500	Computer system upgraded for contract management & volunteer software. Increase for property database
Increase in Purchased Contract Services-Downtown Suwanee	7,000	Professional services-cost is $400 a month
Increase in Other Purchased Services-Downtown Suwanee	10,000	Downtown Brochure
Decrease in Supplies-Downtown Suwanee	(200)	
FY 2018 ADOPTED BUDGET	**$972,720**	

ACCOMPLISHMENTS

- Completed third Suwanee Youth Leaders (SYL) program
- Hosted Broadway in the Park
- Developed new youth Swag items
- Opened NGAA/Welcome Center
- Spoke with numerous outside groups including the GA Governor's Tourism Conference, the Southeast Festivals & Events Conference, and the Southeast Tourism Society (STS) Marketing College
- Produced various promotional videos, including 3rd Suwanee Fest video, August concert, Big Cheesy event, and Guess Who's Coming to Cocktails event
- Suwanee hosted NGHS and NGMS, Gwinnett County Public Schools, City of Macon, City of Doraville, two Gwinnet Chamber events – Glance Gwinnett and Young Professionals, Town Hall meeting, Hometown Connection event, various H.O.A.'s, GwDOT, and GMA training sessions and meetings

- Raised $20,000 in sponsorships to fund Zagster Bike Share Program
- Youth volunteer options made available
- Received awards/recognition:
- 1. CREATE Community Award in Educational Excellence from the Atlanta Regional Commission for Suwanee Youth Leaders
- 2. Best New Event, Gold, for Suwanee Big Cheesy, Southeast Festivals & Events Association
- 3. Best T-Shirt, Bronze, for Suwanee Big Cheesy, Southeast Festivals & Events Association
- 4. Best Volunteer, Silver, for Suwanee Fest Volunteer Planning Committee, Southeast Festivals & Events Association
- 5. Best Children's Program, Bronze, Suwanee Fest, Southeast Festivals & Events Association



ACCOMPLISHMENTS (continued)

- Created new informative brochures for Suwanee Youth League (SYL), the Historic Walking Tour, and SculpTour
- Met with new property management company for Town Center
- Incorporated VIP tent into August concert for 2nd year
- SYL planned Food Truck Friday, Trek or Treat, their retreat, and mini summer sessions
- Promoted Snap Suwanee photo contest
- Created professional display rack in lobby of City Hall
- Displayed Public Arts Posters at the Suwanee Library for inaugural Guess Who's Coming to Cocktail's Event
- Increased banner site locations
- Exceeded 14,300+ Facebook fans (23% increase from 2015)
- Over 6,400 Twitter followers (14% increase from 2015)
- Produced Suwanee newsletter – Suwanee Connects
- Held annual Lunch & Learn for organizations hosting private events at Town Center Park

- Held quarterly meetings with Gateway PACT members
- Main Event development opened
- Terwilliger Pappas project zoning approved

- Hosted inaugural Guess Who's Coming to Cocktails
- Hosted fourth season of Food Truck Fridays
- New events held within the City included Hoof it for Habitat, Guess Who's Coming to Cocktails, and the 9/11 Event
- Held third successful 2-day Suwanee Fest, which was named one of the Top 20 events for fall by the Southeast Tourism Society
- World Trade Center memorial artifact featured in 9/11 Event; intend to hold every five years
- Displayed LIVES piece
- Participated in Explore Gwinnett's "Artober" initiative during October 2016; a month-long celebration and awareness of arts and culture
- Park rental fees now funding Public Art
- Fourth SculpTour exhibit displayed (2015-2017)
- Successfully encouraged private developments to install art, such as Aldi
- Hosted Broadway in the Park

- Coordinated over 43 special events
- Continued working with and financially supported Partnership Gwinnett
- Participated in annual Metro Atlanta Redevelopment Summit (MARS), formerly called the Gwinnett Redevelopment Forum
- Actively supported Partnership Gwinnett activities, as Partnership Gwinnett is our primary traditional economic development recruiting organization
- Commercial database developed and placed online
- Hosted events targeted toward this population – Beerfest, Wine Fest, Food Truck Fridays, multiple races, etc.
- Hosted two Gwinnett County Chamber events

- Held over 43 events in Town Center Park, in addition to Food Truck Fridays and Saturday Farmers Markets
- Farmers Market expanded to include once a month market during off-season

- Evaluated advertising spending and its process
- Assistant City Manager on Partnership Gwinnett Redevelopment Committee
- Assistant City Manager led session for Leadership Gwinnett's Economics Day and presented the Arts session for all GLANCE Gwinnett classes
- Staff Member recognized with an Igniting the Flame award by American City and County magazine
- Staff member presented at GA Governor's Tourism Conference about creative sponsorships for local events, spoke at the Southeast Festivals & Events Conference, lectured at seminar for SFEA, and spoke at the Southeast Tourism Society (STS) Marketing College. Also was the Burnette Elementary School principal for the day
- Staff members served on three committees through Partnership Gwinnett
- Three Economic Development staff members are GLANCE Gwinnett graduates – a 2.5 day program through the Gwinnett Chamber
- Website updates included development projects, commercial database, and interactive Suwanee Fest map
- New website launched for Suwanee Fest



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, downtown brochure, annual report, 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, Operations: City Services (ongoing), page 354***
   - ***STWP, Communications & Engagement: Citizen Engagement, City Project Information Distribution (ongoing), page 338***
2. Complete creation of new City website.
   - ***STWP, Communications & Engagement: City Website Overhaul (2017), page 338***
3. Update all internal Suwanee.com website pages.
   - ***STWP, Communications & Engagement: City Website Overhaul (2017), page 338***
4. Develop plan of action for communicating the reconstruction of Buford Highway.
   - ***STWP, Communications & Engagement: City Project Information Distribution (ongoing), page 338***
   - ***STWP, Operations: City Services (ongoing), page 354***
5. Update as needed new publications including the SculpTour brochure, general art brochure, event postcard, etc.
   - ***STWP, Operations: City Services (ongoing), page 354***
   - ***STWP, Communications & Engagement: City Project Information Distribution (ongoing), page 338***
6. Advertising-Ongoing evaluation and maintenance of advertising efforts.
7. Evaluate and implement alternatives for more effectively using social media.
8. Continue new logo implementation as opportunities arise to replace old logo.
9. Consider creating a "This is Suwanee"- type video (or print/website) series highlighting "co-creators" of Suwanee (co-creator a theme from Peter Kageyama).
10. Develop a dashboard system to streamline and prioritize projects between staff and the creative team.
11. Create marketing plans/timelines for all major events and a generic one for smaller events.
    - ***STWP, Economic Development: Special Events (ongoing), page 340***
12. Create a master list of HOA contacts.
13. Increase use of in-house design expertise. Evaluate turning-over photo management responsibility.
14. Evaluate and complete (if desired) existing video projects-Suwanee Fest, 3 minute general ED video, and 30 second promotional video.
15. Update Crisis Communication Plan (in cooperation with Police).
    - ***STWP, Operations: City Services (ongoing), page 354***

GOALS (continued)

16. Respond to Georgia Tourism Guide requests for information.
    - ***STWP, Operations: City Services (ongoing), page 354***
    - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
17. Implement fun ideas (that have a promotional purpose).
    - Produce a City Hall coloring book, mainly to be used when giving tours to children.
    - Revive Parker's Passport (promote during school breaks).
    - Create "selfie spots" throughout the City.
    - ***STWP, Operations: City Services (ongoing), page 354***
18. Handle citizen inquiries.
    - ***STWP, Operations: City Services (ongoing), page 354***

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6
Number of newsletters distributed	42,400	40,608	40,956	41,000	34,464	35,000
Number of press releases generated	81	65	68	60	48	55
Number of website updates	28	26	26	24	30	30
Number of list-serve notices	11	8	2	6	7	7
Number of publications produced	5	6	3	4	5	6
Average number of website visitors per day	1,691	872	932	950	592	600
Number of Facebook/Twitter employee posts	312/174	282/137	81/145	300/300	550/360	575/375
Number of Facebook fans/Twitter followers	7,394/2,827	9,335/4,171	11,675/5,611	12,000/6,000	12,000/6,000	4,871/6,677
E-mail List-Serve audience	1,927	2,006	2,105	2,105	2,097	2,100

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Media inquiries responded to within 24 hrs	98%	98%	98%	98%	98%	98%
Generated media placements	410	275	281	300	310	320



	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

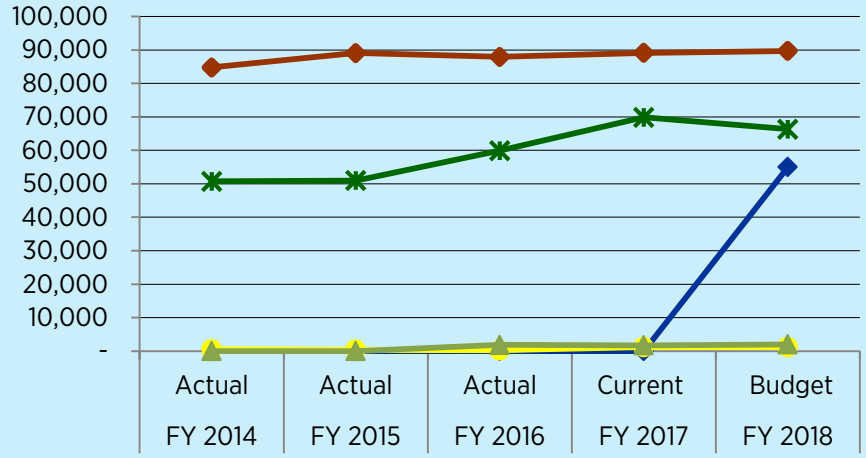
Most residents **(86%)** felt that the local sense of community was excellent or good. Survey participants rated the volunteer opportunities in the City favorably. Suwanee residents showed the largest amount of civic engagement in the area of electoral participation. **80%** reported they had voted in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

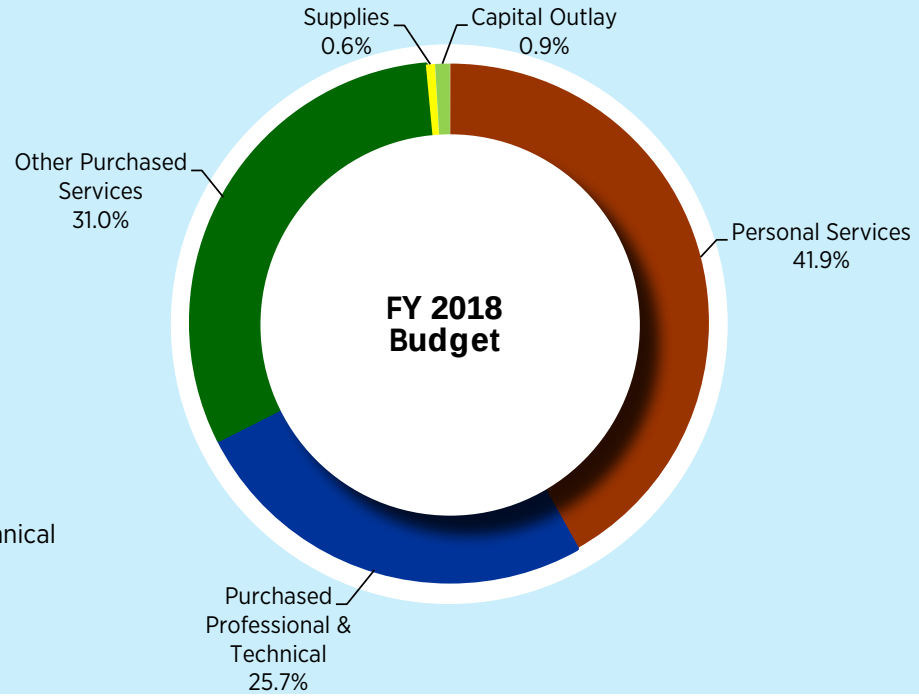


1570 PUBLIC INFORMATION

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Public Information Officer	20	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 84,787	$ 89,089	$ 87,935	$ 89,140	$ 89,700
Purchased Professional & Technical	-	-	-	-	55,000
Other Purchased Services	50,733	50,953	59,914	69,850	66,300
Supplies	509	374	250	1,200	1,200
Capital Outlay	-	-	1,847	1,700	2,000
TOTAL	**$ 136,029**	**$ 140,416**	**$ 149,946**	**$ 161,890**	**$ 214,200**







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. 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, Operations: City Services, Staffing (ongoing), page 354***
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
2. Create event parking map(s) on mobile website.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
3. Refine procedures for scheduling event staff, public works, and police using shift-board scheduling tool.
   - ***STWP, Operations: Staffing (ongoing), page 354***
4. Continue to seek out media partners to add cost effective events to the event calendar and to expand the image of the City beyond Gwinnett.
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
5. Evaluate private events in order to leverage City resources; coordinate annual meeting for organizations hosting private events at Town Center Park.
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
6. Manage vendors and patrons of farmers market.
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
7. Implement "Parker"/mascot policies; secure and train team of volunteers to coordinate use of mascot.
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***

OBJECTIVES FOR FISCAL YEAR 2018

- 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.



2017 CALENDAR OF EVENTS (* private event)

MONTH	DATE	DAY	TIME	EVENT
January	14	Sa	9 am	NGHS Soccer Sprint*
February	11	Sa	10 am	Suwanee's Sweetheart Sprint*
February	26	Su	7 am	Suwanee Marathon & Half Marathon
March	10	Fr	6 pm	NGBSA Spring Fling
March	18	Sa	7:30 am	Suwanee Kiwanis Shamrock Run*
March	18	Sa	12 pm	Suwanee American Craft Beer Festival*
March	25	Sa	8 am	Georgia SPCA Run for the Rescues 5K*
April	7	Fr	5:30 pm	Food Truck Friday
April	15	Sa	5 pm	Glow in the Park (Concert & Lantern Walk)
April	16	Su	6:30 am	Community Sunrise Service*
April	22	Sa	8:00 am	Suwanee Beat Cancer Fest*
April	29	Sa	9 am	Gwinnett March for Babies*
April	29	Sa	4 pm	HappyFeat.org Happy Carnival*
May	5	Fr	5:30 pm	Food Truck Friday (Night of Jazz)
May	6 &7	Sa/Su	11 am/11am	Star 94's Woofstock
May	13	Sa	10 am	Arts in the Park
May	20	Sa	9 am	Great Strides Atlanta (Cystic Fibrosis Walk)*
May	20	Sa	5:30 pm	Sculptour Sip & See
May	26	Fr	7 pm	Red, White, Bluegrass and Bach
June	2	Fr	5:30 pm	Food Truck Friday
June	3	Sa	7 pm	Movies Under the Stars - Double Feature
July	22	Sa	7 am	Broadway in the Park 5K*
July	22	Sa	7 pm	Movies Under the Stars - Double Feature
July	28 & 29	Fr/Sa	7 pm/7 pm	Broadway in the Park (The Lion King Jr. & Madagascar Jr.)
August	4	Fr	5:30 pm	Food Truck Friday
August	12	Sa	5 pm	August Concert and Wing Fest
August	19	Sa	7 pm	Movies Under the Stars - Double Feature
August	26	Sa	7:30 am	Hoofin' for Habitat*
August	26	Sa	4 pm	Love Rolls Walk/Festival*
September	1	Fr	5:30 pm	Food Truck Friday
September	9	Sa	8 am	Suwanee Fest Run
September	16 & 17	Sa/Su	9 am/12 pm	Suwanee Fest
September	30	Sa	12 pm	Peach State Chili Cook-off*
October	7	Sa	12 pm	Taste of Suwanee*
October	14	Sa	7:30 am	Thin Mint Sprint*
October	14	Sa	6 pm	Suwanee Jazz Fest
October	21	Sa	9 am	Alive! Festival and FUN Club 5K*
October	28	Sa	9 am	Jonny & Xena "Spread the Words" 5K*
October	28	Sa	1 pm	Trek or Treat (Sims Lake Park)
November	4	Sa	8 am	Extra Mile Walk/Run*
November	4	Sa	12 pm	Suwanee Wine Fest*
November	5	Su	10 am	Suwanee Classic Car Show*
November	11	Sa	8 am	Kiwanis All American 5K*
December	1	Fr	6:30 pm	Jolly Holly Day



CITY of SUWANEE

2017 EVENTS

january
14 NGHS Soccer Sprint, *9 am*

february
11 Suwanee Sweetheart Sprint, *10 am*
26 Suwanee Marathon & Half, *7 am*

march
10 NGBSA Spring Fling, *6 pm*
18 Suwanee Kiwanis Shamrock Run, *7:30 am*
Suwanee American Craft Beer Festival, *Noon*
25 Georgia SPCA Run for the Rescues, *8 am*

april
7 Food Truck Friday, *5:30 pm*
15 Glow in the Park, *5 pm*
16 Community Sunrise Service, *6:30 am*
22 Suwanee Beat Cancer Fest, *8 am*
29 Gwinnett March for Babies *9 am*
HappyFeat.org Happy Carnival, *4 pm*

may — art on a limb all month
5 Food Truck Friday, *5:30 pm*
6 & 7 Star 94's Woofstock, *11 am*
13 Arts in the Park, *10 am*
20 Great Strides Atlanta, *9 am*
SculpTour Sip & See, *5:30 pm*
26 Red, White, Bluegrass & Bach, *7 pm*

june
2 Food Truck Friday, *5:30 pm*
3 Movies Under the Stars, *7 pm*

farmers market
May 13-Sept. 30
Saturdays
8 am-noon

july
22 Broadway in the Park 5K, *7 am*
Movies Under the Stars, *7 pm*
28 & 29 Broadway in the Park, *7 pm*
(The Lion King Jr. and Madagascar Jr.)

august
4 Food Truck Friday, *5:30 pm*
12 August Concert and Wing Fest, *5 pm*
19 Movies Under the Stars, *7 pm*
26 Hoofin' for Habitat 5K, *7:30 am*
Love Rolls Walk/Festival, *4 pm*

september
1 Food Truck Friday, *5:30 pm*
9 Suwanee Fest Run, *8 am*
16 Suwanee Fest, *9 am*
17 Suwanee Fest, *Noon*
30 Peach State Chili Cook-Off, *1 pm*

october
7 Taste of Suwanee, *Noon*
14 Thin Mint Sprint, *7:30 am*
Suwanee Jazz Fest, *6 pm*
21 Alive! Festival & FUN Club 5K Run/Walk, *9 am*
28 Jonny & Xena "Spread the Words" 5K, *9 am*
Trek or Treat, *1 pm | Sims Lake Park*

november
4 Extra Mile (Annandale) Walk/Run, *8 am*
Suwanee Wine Fest, *Noon*
5 Suwanee Classic Car Show, *10 am*
11 Suwanee Kiwanis All American 5K, *8 am*

december
1 Jolly Holly Day, *6:30 pm*

ALL EVENTS ARE RAIN OR SHINE AND AT TOWN CENTER PARK UNLESS OTHERWISE NOTED. CHANGES HAPPEN – CHECK SUWANEE.COM.



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of annual City-sponsored and co-sponsored events	22	21	21	22	19	22
Number of annual non-City sponsored events	14	25	18	22	22	22
Suwanee Fest (formerly Suwanee Day) attendance	8,500*	55,000**	58,000	60,000	56,000*	60,000
Suwanee Fest Booths/Vendors	220/189	220/195	220/198	220/195	228/189	220/195
City event attendees (not including Suwanee Fest)	91,000	98,000	96,500	95,000	97,000	100,000

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

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percentage increase in sponsorship for Suwanee Fest	12%	23%	9%	0%	0%	0%
Volunteer hours generated for Suwanee Fest	800	1,194	966	1,000	1,971	2,000
Revenue from booth rentals, fees, and sales	*	*	*	*	61,000	68,000

*new measure

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



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

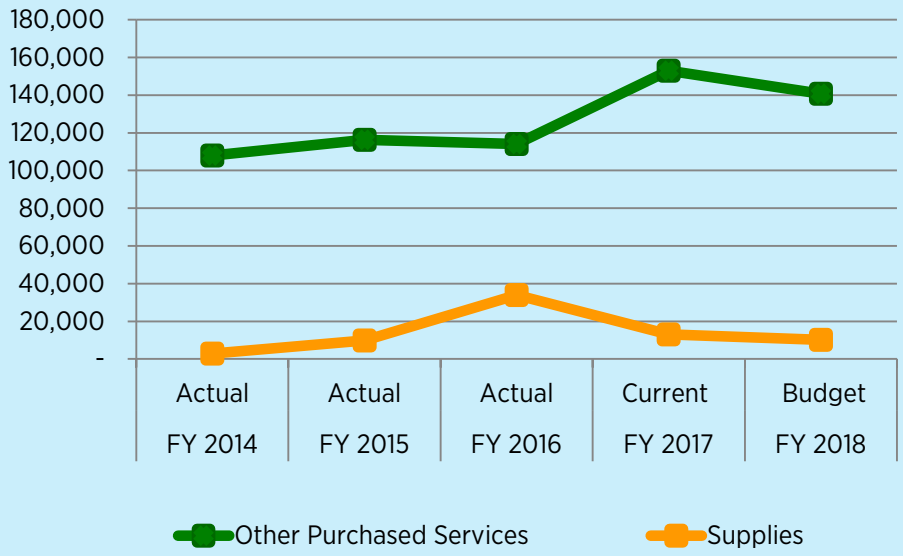
Opportunities to attend cultural activities were rated as excellent or good by **75%** of respondents. **88%** of respondents felt the City was open and accepting towards people of diverse backgrounds. At least **8 in 10** respondents noted that they have attended a City-sponsored event and **91%** of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

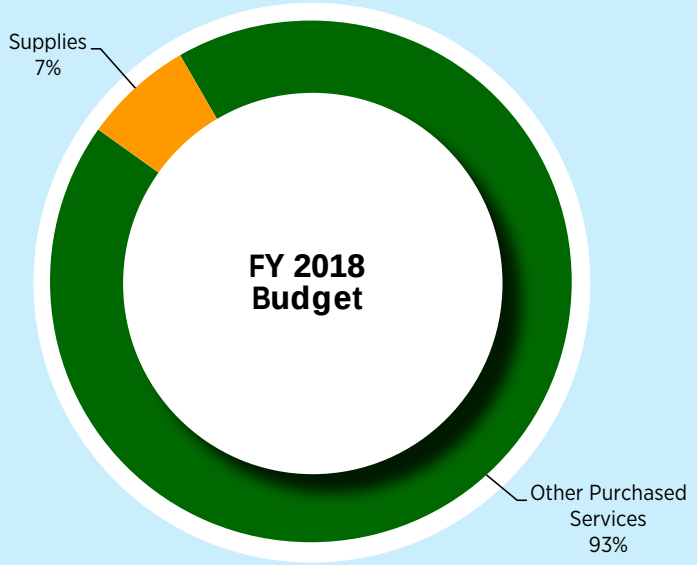
**New survey question added by the National Research Center in 2014.*



6190 SPECIAL FACILITIES & ACTIVITIES

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Other Purchased Services	$ 107,963	$ 116,238	$ 114,009	$ 153,000	$ 140,750
Supplies	2,831	9,872	33,947	13,000	10,250
TOTAL	**$ 110,794**	**$ 126,110**	**$ 147,956**	**$ 166,000**	**$ 151,000**







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, Communications & Engagement: Downtown Promotions (ongoing), page 338***
3. Manage hotel fund expenditures.
4. Produce and manage City and non-City events best utilizing City resources.
   - ***STWP, Economic Development: Special Events (ongoing), page 340***
5. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Communications & Engagement: Neighborhood Engagement (ongoing), page 338***
6. Evaluate, prioritize and implement Strategic Plan initiatives that come out of the 2017 Council Retreat.
   - ***STWP, Operations: Strategic Plan Implementation (ongoing), page 354***
7. Redefine ED department structure with new part-time events coordinator position.
   - ***STWP, Operations: Staffing (ongoing), page 354***
8. 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, Economic Development: Partnership Gwinnett (ongoing), page 340***
9. Continue to develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech); continue ongoing communication with North Gwinnett High and Peachtree Ridge High Schools.
   - ***STWP, Economic Development: Higher Education Recruitment (ongoing), page 340***
10. Redefine "Welcome Center" organization incorporating regular training for volunteers and employees in cooperation with the NGAA.
    - ***STWP, Operations: City Services (ongoing), page 354***
11. Create creative/fun/artsy "Suwanee wear" in cooperation with the NGAA as part of the new Welcome Center.
12. Create professional display rack in lobby of City Hall.
    - ***STWP, Communications & Engagement: Downtown Promotions (ongoing), page 338***
13. Evaluate Zagster Bike-share Program. Re-up sponsors and expand program is desired.
14. Develop and implement promotional plan for commercial property database.
    - ***STWP, Operations: Strategic Plan Implementation (ongoing), page 354***
15. Coordinate VIP tent at the August concert for City to host executives from our larger businesses and sponsors/partners of City initiatives.
    - ***STWP, Economic Development: Special Events (ongoing), page 340***
16. Incorporate "shop local" messages in promotional materials as appropriate.
17. Totally re-vamp Economic Development pages on Suwanee.com to include resources available for small businesses, City's incentive ordinance, etc.
    - ***STWP, Communications & Engagement: City Website Overhaul (2017), page 338***

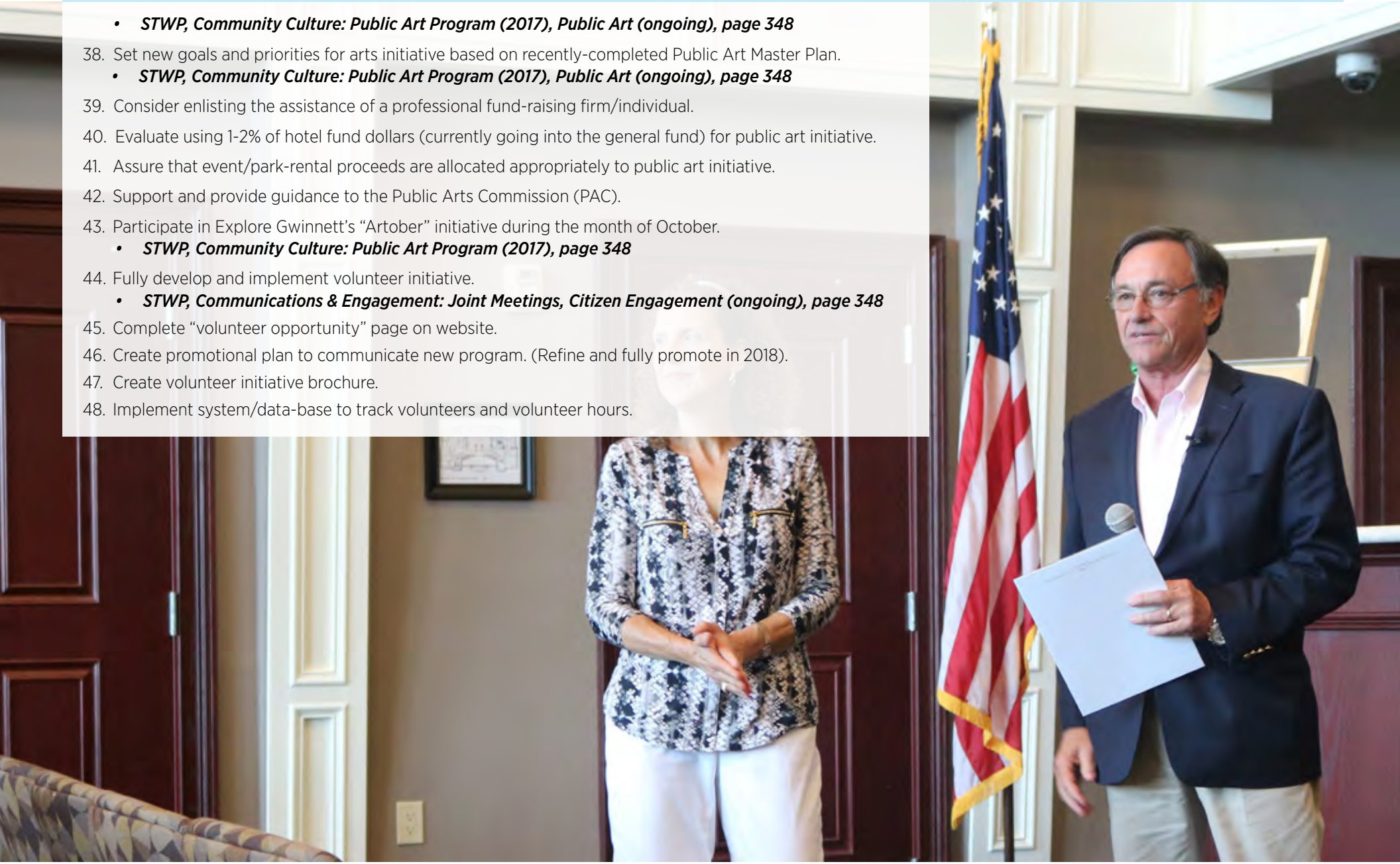
GOALS (continued)

18. Update Film Policy (primarily the fee structure).
19. Refine and implement plan, in cooperation with Business Services Department, to proactively communicate with existing and prospective businesses.
    - ***STWP, Economic Development: Local Business Involvement (ongoing), page 340***
20. 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).
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
21. ED staff to complete department "behavioral covenants" to memorialize organizational culture of department (based on Andy Stanley, Leadership Guru, podcast).
22. Manage Suwanee Gateway initiative.
    - ***STWP, Planning: Suwanee Gateway (ongoing), page 344***
23. 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: Economic Development, Local Business Involvement (ongoing), page 340***
24. Continue to monitor TADs in area. Re-initiate conversations with Gwinnett County and School Board if needed.
    - ***STWP, Planning: Suwanee Gateway TAD (2017), page 344***
25. Evaluate existing TEE program and implement as needed.
26. Develop a one-page introduction about the Gateway initiative to hand out to Gateway businesses during ongoing visits or via email communication; include recent Gateway improvements.
    - ***STWP, Planning: Suwanee Gateway (ongoing), page 344***
27. Create ad campaign, primarily for local audience, highlighting improvements in the Gateway area completed in the last five years (including public and private investment); to be completed after bridge "S" project completed.
28. Continue Gateway PACT participation through active conversation with business owners and bringing in guest speakers (4 meetings to be offered in 2017; 4 meetings held in 2016).
    - ***STWP, Economic Development: Local Business Involvement (ongoing), page 340***
    - ***STWP, Public Safety: Community Policing (ongoing), page 342***
29. Participate in Partnership Gwinnett's MARS (Metro Atlanta Redevelopment Summit); formerly called Redevelopment Forum; sponsored event 2010-2016); coordinate a Suwanee property site in PG's promotional piece, if applicable).
    - ***STWP, Economic Development: Partnership Gwinnett (ongoing), page 340***
30. Continue responding to inquiries for former May Queen property; communicate City's desires for development in area.
    - ***STWP, Planning: Community Aesthetics (ongoing), page 346***
31. Monitor "Terraces at Suwanee Gateway" site and other development opportunities.
    - ***STWP, Planning: Suwanee Gateway (ongoing), page 344***
32. Manage Suwanee Youth Leader Program.
    - ***STWP, Communications & Engagement: Youth Engagement (ongoing), page 338***
33. Refine SYL program to assure maximum efficiency particularly as it relates to the volunteer and event value-added benefits of program.
    - ***STWP, Communications & Engagement: Youth Engagement (ongoing), page 338***
34. Manage public arts initiative.
    - ***STWP, Community Culture: Public Art Program (2017), Public Art (ongoing), page 348***
35. SculpTour Program – Coordinate fifth exhibit to be installed in May 2017 (including fundraising, promotion, artist RFP, installation, and deinstallation of 2015 exhibit).
    - ***STWP, Community Culture: Sculptour (2017, 2019, & 2021), page 348***
36. Create enhanced ScuptTour unveiling event (to be done on the off-year of Guess Who's Coming to Cocktails).
    - ***STWP, Community Culture: Public Art (2017), Sculptour (2017, 2019, & 2021), page 348***
37. Continue refining developer component of the public arts initiative; promote private investment in public art. Fully implement and refine use of public art consultant.

GOALS (continued)

- ***STWP, Community Culture: Public Art Program (2017), Public Art (ongoing), page 348***

38. Set new goals and priorities for arts initiative based on recently-completed Public Art Master Plan.
    - ***STWP, Community Culture: Public Art Program (2017), Public Art (ongoing), page 348***
39. Consider enlisting the assistance of a professional fund-raising firm/individual.
40. Evaluate using 1-2% of hotel fund dollars (currently going into the general fund) for public art initiative.
41. Assure that event/park-rental proceeds are allocated appropriately to public art initiative.
42. Support and provide guidance to the Public Arts Commission (PAC).
43. Participate in Explore Gwinnett's "Artober" initiative during the month of October.
    - ***STWP, Community Culture: Public Art Program (2017), page 348***
44. Fully develop and implement volunteer initiative.
    - ***STWP, Communications & Engagement: Joint Meetings, Citizen Engagement (ongoing), page 348***
45. Complete "volunteer opportunity" page on website.
46. Create promotional plan to communicate new program. (Refine and fully promote in 2018).
47. Create volunteer initiative brochure.
48. Implement system/data-base to track volunteers and volunteer hours.





OBJECTIVES FOR FISCAL YEAR 2018

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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Individual meetings with I-85 Gateway stakeholders	60	15	10	60	10	10
Attend/participate in local business association meetings	11	10	12	12	13	10
Attend/participate in regional/County/State Government associations	33	30	22	24	24	24
Attend/participate in Public Arts Commission (PAC) Meetings	7	12	9	10	8	10
Presentations given by staff to outside groups/communities	*	*	15	10	13	10

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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.

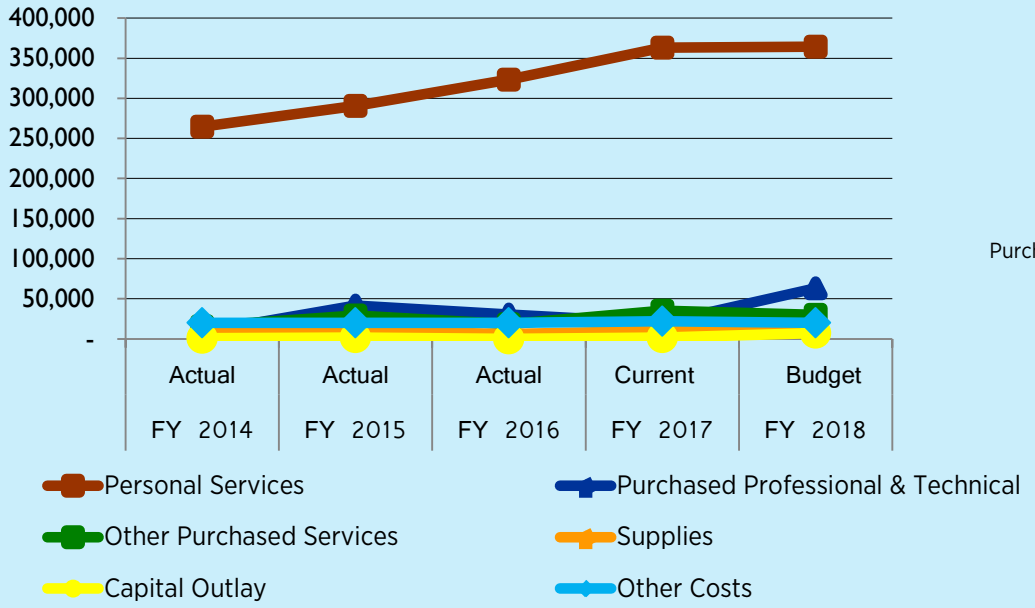


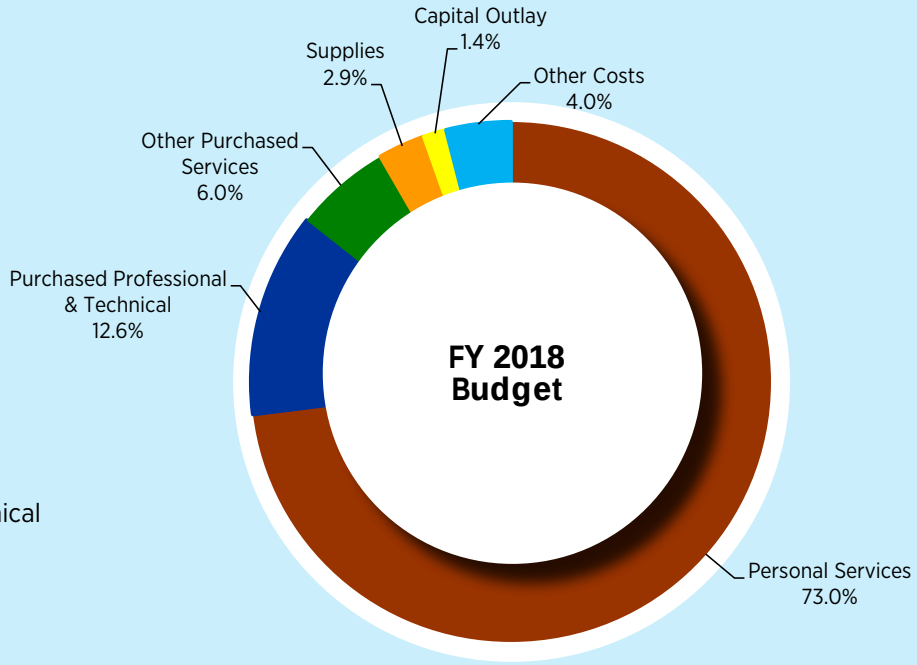
7510 ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Assistant City Manager(1)	26	0	1	1	1	1
Economic Development Director(1)	24	1	0	0	0	0
Events and Outreach Manager(2)	20	0	0	0	1	1
Events Manager(2)	19	1	1	1	0	0
Events Coordinator	PT-16	0	0	0	1	1
Special Projects Coordinator	14	1	1	1	1	1
TOTAL		**3**	**3**	**3**	**4**	**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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 264,626	$ 290,778	$ 323,383	$ 363,350	$ 364,530
Purchased Professional & Technical	8,394	41,550	30,370	20,000	63,000
Other Purchased Services	15,490	29,138	18,360	35,150	30,000
Supplies	6,894	9,926	5,946	10,100	14,600
Capital Outlay	813	1,736	-	1,500	7,000
Other Costs	20,000	20,000	20,000	22,000	20,000
TOTAL	**$ 316,217**	**$ 393,128**	**$ 398,059**	**$ 452,100**	**$ 499,130**







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 2018

- Identify and implement strategies that meet Old Town Master Plan goals.
- Implement portions of the City's short term work program that relate to downtown Suwanee.
- Develop additional sources of funding and/or earned revenue for the Downtown Development Authority (DDA).
- Proceed with the redevelopment of Pierce's Corner.

GOALS

1. Coordinate and move forward the Terwilliger-Pappas/DDA project.
2. Develop plan with DDA to market commercial space in Terwilliger-Pappas project. Implement plan.
   - ***STWP, Communications & Engagement: Downtown Promotions (ongoing), page 338***
3. Complete white-box rehab of Pierce's Corner.
   - ***STWP, Planning: Pierce's Corner (2017), page 344***
4. Market Pierce's Corner to prospective tenants.
   - ***STWP, Planning: Pierce's Corner (2017), page 344***
5. Consider revolving loan fund applications (through DCA and Georgia Cities Foundation) for the DDA for Pierce's Corner if needed.
   - ***STWP, Planning: Pierce's Corner (2017), page 344***
6. Continue to evaluate and implement options to capitalize on National Historic Register District designation.
   - Promote walking tour of historic properties.
   - Create entryway signs to historic district.
7. Update Old Town directional signs. Evaluate as part of Buford Highway project.
   - ***STWP, Communications & Engagement: Downtown Promotions (ongoing), page 338***
8. Promote commercial database to downtown property owners.
9. Continue regular communication with Town Center commercial property owner as it relates to tenant recruitment, tenant retention, and property maintenance.
   - ***STWP, Economic Development: Local Business Involvement (ongoing), page 340***
10. Coordinate meetings with downtown merchants at least every other month and before major events for a minimum of 4 per year.
    - ***STWP, Economic Development: Local Business Involvement (ongoing), page 340***
    - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***



GOALS (continued)

11. Coordinate downtown stakeholder gathering at Jimmy's house (target date – spring 2017); include all City boards, particularly DDA, PAC, and Harvest Farm.
12. Complete a downtown brochure.
    - ***STWP, Communications & Engagement: Downtown Promotions (ongoing), page 338***
13. Coordinate DDA planning retreat in 2017.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
14. Evaluate cost/benefit of façade grant program; if kept – evaluate funding, raise funds as needed, promote program, and award grants.
15. Explore ways to assist with relocation of Metal Products Company facility.
16. Evaluate options for community event in Old Town area as interest presents itself.
    - ***STWP, Economic Development: Special Events (ongoing), page 340***

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Monthly DDA meetings	5	9	12	10	11	10
Other organizational meetings	8	10	11	10	10	10
Number of funding applications submitted	1	0	0	2	0	2
Number of regional meetings and trainings attended	2	8	8	8	8	8
Number of meetings with Downtown stakeholders	40	44	60	48	48	60

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	0%	0%	0%	100%	0%	100%

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

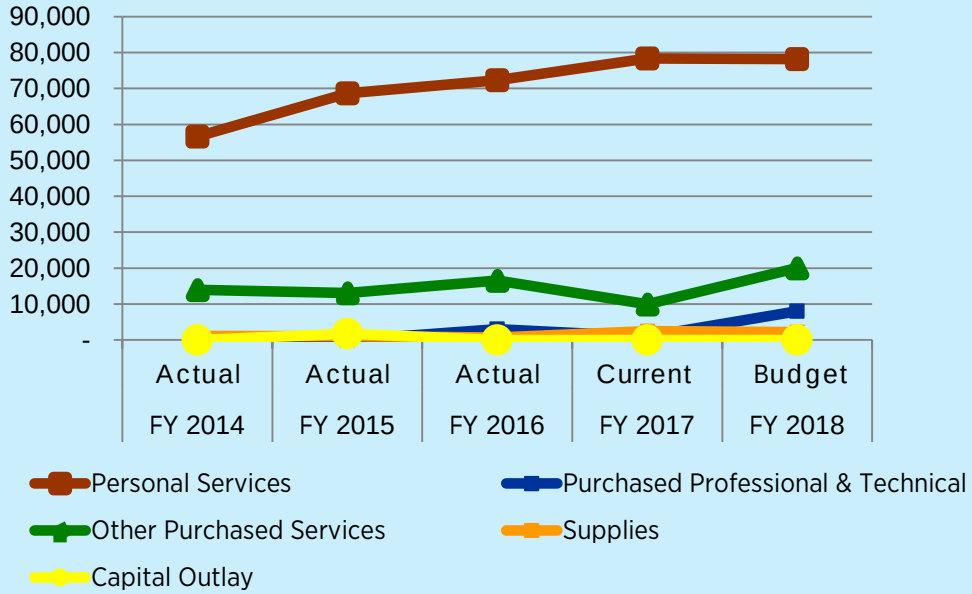
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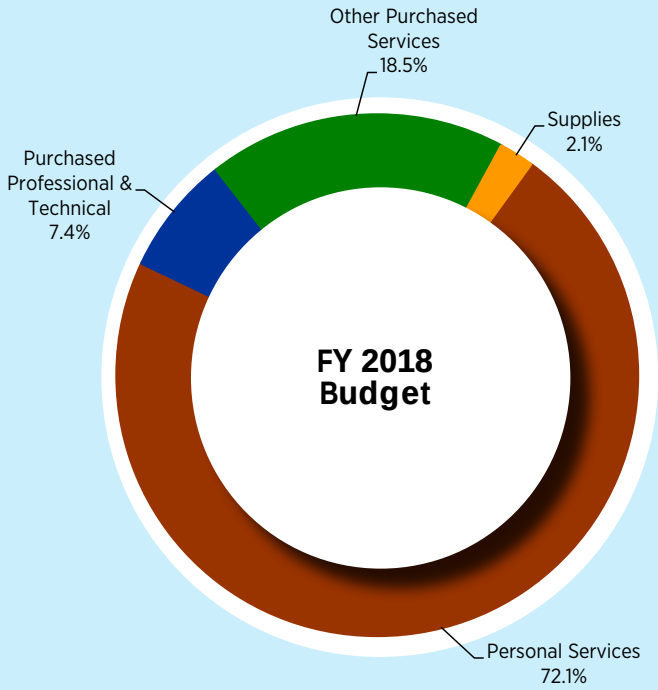


7520 DOWNTOWN SUWANEE

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Downtown & Business Development Manager	19	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 56,584	$ 68,626	$ 72,335	$ 78,400	$ 78,140
Purchased Professional & Technical	-	-	3,000	1,000	8,000
Other Purchased Services	13,951	13,035	21,188	10,000	20,000
Supplies	1,179	1,085	724	2,450	2,250
Capital Outlay	-	1,748	-	-	-
TOTAL	**$ 71,714**	**$ 84,494**	**$ 97,247**	**$ 91,850**	**$ 108,390**






EST. 1817
CITY HALL

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 2018 Budget Items	Includes funding $38,000 for the annual audit and remaining balance on the National Citizen Survey $6,000.
Current FY 2017 Budget	$557,290
Final FY 2018 Budget	$560,250
Change from PY Budget	$2,960
Reason for Change	4% salary adjustments and reduction in professional services for the balance due on the National Citizen Survey.



FY 2017 FINAL BUDGET	$557,290	
Changes:		
Salary changes	11,880	
Summer Intern	3,120	
Group Health Insurance decrease	(3,040)	Change in employee enrollment
Decrease in Other Benefits	(80)	
Decrease in Professional Services-Survey	(7,000)	Balance due on National Citizen Survey
Increase Other Purchase Services	700	
Decrease in Supplies	(1,500)	
Decrease in Equipment	(1,120)	
FY 2018 ADOPTED BUDGET	$560,250	

ACCOMPLISHMENTS

- Created new informative brochures for Suwanee Youth League (SYL), the Historic Walking Tour, and SculpTour
- Produced various promotional videos, including 3rd Suwanee Fest video, August concert, Big Cheesy event, and Guess Who's Coming to Cocktails event
- Produced Buford Highway visual presentation for public comments
- Received awards/recognition from Government Finance Officers Association (GFOA): Certificate of Achievement for Excellence in Financial reporting, Distinguished Budget Presentation Award with special recognition, and the Popular Annual Financial Reporting Award
- Socrata Open Budget up and running, providing a guided view of our operating budget and affording a transparent look at how public funds are allocated.
- Created informative forms and/or brochures for millage rate information, understanding your tax bill, business licenses, business license renewal packets, alcohol licenses, water bills, tax bills, and Community Policing
- Created and published FY 2016 Comprehensive Annual Financial Report (CAFR); FY 2017 Budget Document; the FY 2017 Citizens Operating Budget, and the 2015 Popular Annual Financial Report

- Maintained the millage rate at 4.93 mills
- Advance refunded 2006 G.O. bond series, resulting in a present value savings of $3 million and shortened term by four years
- Successful SPLOST negotiations
- Completed 2005 SPLOST spending
- First time electronically submitted 1099's and Affordable Care Act reports
- Passed clean audit
- City issued clean financial report from Department of Audits and Accounts (DOAA)
- Successful E911 audit
- Implemented safeguards to prevent fraudulent check activity
- Held record breaking surplus sale
- Three-year reappraisal of insurable properties completed
- Continuation of overhauling Fixed Assets electronic inventory records
- One Finance employee graduated from the Carl Vinson Institute's MDP III program
- Mentored 2 student interns
- Held staff Lunch & Learn for purchasing card processes



STATEMENT OF SERVICE

The mission of Financial Administration is to provide superior financial services with integrity and transparency 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 vendors and employees, including all related tax reporting requirements.
- Issues debt and manages 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.

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, Communications & Engagement, National Citizen Survey (2017 & 2020), page 338***
8. Debt management.
   - ***STWP, Operations: Bond Restructuring (ongoing), page 354***
9. Manage investment portfolio and investment policy.
10. Focus on making visually appealing materials to enhance City communications.
    - ***STWP, Operations: City Services (ongoing), page 354***
11. Cross-train department staff to provide assistance, back up coverage, and enhanced support for daily operations.
    - ***STWP, Operations: City Services, Staffing (ongoing), page 354***

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, Communications & Engagement: Awards (ongoing), page 338***
2. Respond efficiently to requests by elected officials and Suwanee team members for financial information and analysis. Increase availability of financial reports to the management team.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
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 and documents 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, Communications & Engagement: Awards (ongoing), page 338***
6. Issue payments to vendors, for goods and services delivered, in a timely and accurate manner.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
7. Review, enhance, and implement operational internal controls, processes, 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.



STATEMENT OF SERVICE (continued)

10. Calculate and distribute payroll payments to employees and ensure that payroll tax liabilities are paid in a timely manner.
    - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
11. Maintain current inventory of fixed assets. Work towards correcting fix asset classifications and implement a new capitalization policy.
12. Continue staff professional and technical development.
    - ***STWP, Operations: Staffing (ongoing), page 354***
13. Provide the accounting structure and funding for sustainability of City operations, facilities, capital assets, and infrastructure.

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, Operations: Staffing (ongoing), page 354***
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, Communications & Engagement: Awards (ongoing), page 338***
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.
8. Provide support for updated staff pictorial directory.
9. Maintain current City photos from events, services and plans.

OBJECTIVES FOR FISCAL YEAR 2018

1. Complete the 1094c reporting process.
2. Process year end W-2s, G-4s, and 1099s electronically.
    - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
3. Support staff development:.
    a. Work towards completing the GFOA Certified Public Finance Officers (CPFO) program requirements.
    b. Continue to work towards certified payroll professional certification with the American Payroll Association.
    c. Participate in a variety of annual conferences and seminars that serve as both continued education as well as networking:
        i. GGFOA conference.
        ii. AICPA Conference
        iii. DOAA Accounting and Reporting Issues Seminar
        iv. ICMA convention
        v. City of Dunwoody Accounting Conference
        vi. How to Design Conference
        vii. Leadership Conference
    d. Attend a variety of classes to learn changes in the law, accounting updates, new topics and further increase knowledge of accounting principles and other topics:
        i. APA Preparing for Year End and 2018
        ii. BS&A User Group training
        iii. Carl Vinson Institute of Governmental classes; including, but not limited to governmental accounting, payroll, accounts payable and internal controls.
        iv. Various online accounting classes
        v. Marketing class
        vi. Online video class
    - ***STWP, Operations: Staffing, Learning Opportunities (ongoing) page 354***
4. Continue to increase accounting knowledge.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
5. Become more proficient with the General Ledger module.



OBJECTIVES FOR FISCAL YEAR 2018 (continued)

6. Conduct two design brainstorming finance team meetings a year.
7. Conduct a lunch and learn on InDesign for the Finance Team.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
8. Continue to increase InDesign skills and become more proficient in editing documents.
9. Continue to see out knowledge and technical solutions to communication requests.
10. Find new ways of communication.
    - ***STWP, Operations: Staffing (ongoing), page 354***
11. Continue to improve knowledge of governmental financial reporting, etc. by attending various classes.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
12. Continue volunteering as a GFOA budget reviewer in order to obtain additional budget knowledge.
13. Provide monthly financial reporting for SPLOST and capital projects including contract management assistance to departments.
14. Identify capital management budgeting software and implement by March or April.
15. Organize capital asset records in storage and eliminate duplicate records.
16. Increase the fixed asset threshold from $1,000 to $10,000; dispose assets under threshold assets in BS&A.
17. Continue to clean up fixed asset list, record un-recorded assets, manage and maintain the fixed asset system on a timely basis.
18. Analyze and review the accounting structure for capital assets revenue and expenditure reporting.
19. Work on obtaining "how to" knowledge of the fixed asset system, continue to cross train.
20. Provide support to the management of the fixed asset process and reporting for year-end audit.
21. Work to provide reliable fixed asset information for various purposes including control, maintenance, reporting, etc.
22. Visit another jurisdiction that is currently using the BS&A fixed asset module to review their internal procedures, policies, and gain helpful hints and tips.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
23. Continue to cross train with team members.
24. Become more proficient in the processing of payroll.
25. Become more proficient in the processing of AP.
26. Continue to increase knowledge and understanding of the daily finance tasks and departmental operations.
27. Train other departments on the miscellaneous receivable module.
    - ***STWP, Operations: City Services, Learning Opportunities (ongoing), page 354***
28. Update the capital asset section in the CAFR to reflect applying the useful life of assets.
29. Continue to refine and streamline the workflow process for all major documents.
30. Take ownership of updating the capital projects funds section in the annual budget
31. Manage all of the budget document's general fund function sheets (130+ pages)
32. Review budget document; decide what to change and update.
33. Update investment, fixed asset, debt and budget policies.
34. Expand and improve on the understanding and knowledge of the budget document and CAFR processes.
35. Continue to bring different perspectives, youth trends and quirkiness to communication design requests.
36. Create informational videos for employees.
    - ***STWP, Operations: Staffing (ongoing), page 354***
37. Seek opportunities to help team Suwanee with graphical and video needs.
38. Promote Suwanee through videos.
39. Help with the implementation and ongoing graphical support of the Open Budget.
40. Find and implement a new software to track performance measures in the budget document. Research, participate in 3 demos, create a pro and con list, make selection based on budget.
41. Complete bank reconciliations in a timely and accurate manner.
42. Compile and prepare all financial data needed in the performance measurement reports.
43. Assist with projects & reports as need within the City Manager's office.
44. Update the certificate of deposit bid form.
45. Update the check request form.
46. Update the travel reimbursement form and link to both the travel policy and hotel tax exempt form.
47. Team building after-hours activity bimonthly.

1511 FINANCIAL ADMINISTRATION

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Accounts payable checks issued	3,126	4,271	3,616	3,650	3,531	3,600
Payroll checks issued	2,762	3,024	3,135	3,150	3,273	3,280
W-2's issued	150	150	174	174	160	170
1099's issued	42	17	47	40	62	74
Documents produced and published	11	5**	6	5	5	5
At least 1 surplus sale each fiscal year	1	1	1	1	1	1
Bank reconciliations completed within 30 days	*	*	10	12	11	12
Quarterly tax returns completed on time	*	*	*	4	4	4

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

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of vendor invoices processed within 30 days	99%	99%	99%	100%	99%	99%
Percent of monthly operations reports distributed within 7 working days	82%	90%	91%	100%	**	**
Percent of monthly general operating bank reconciliations completed within 30 days of month end	*	*	83%	100%	92%	100%
Annual audit fieldwork completed within state law guidelines	9-13-2013	9-13-2014	9-15-2015	10-1-2016	09-09-2016	09-24-2017
Published financial information no later than 120 days after fiscal year end as required by law	12-20-2013	12-29-2014	12-28-2015	12-31-2016	12-21-2016	12-31-2017

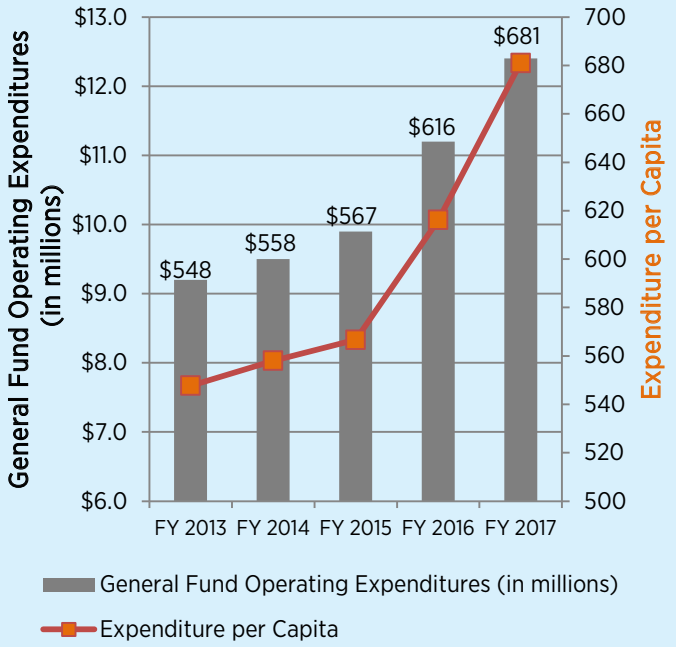
** new measure*
***Once Open Budget online went live during FY 2017, monthly operation reports were discontinued*

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

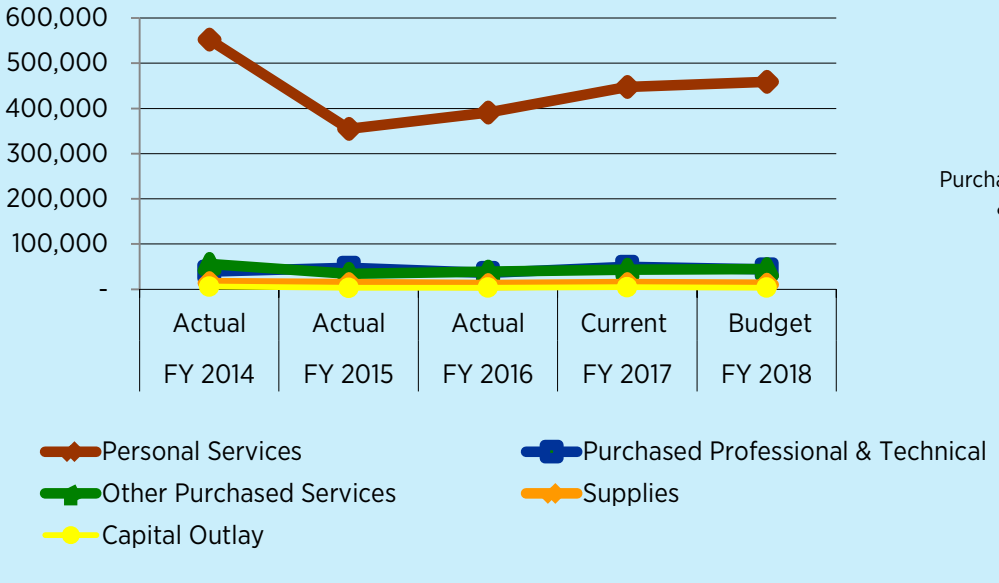


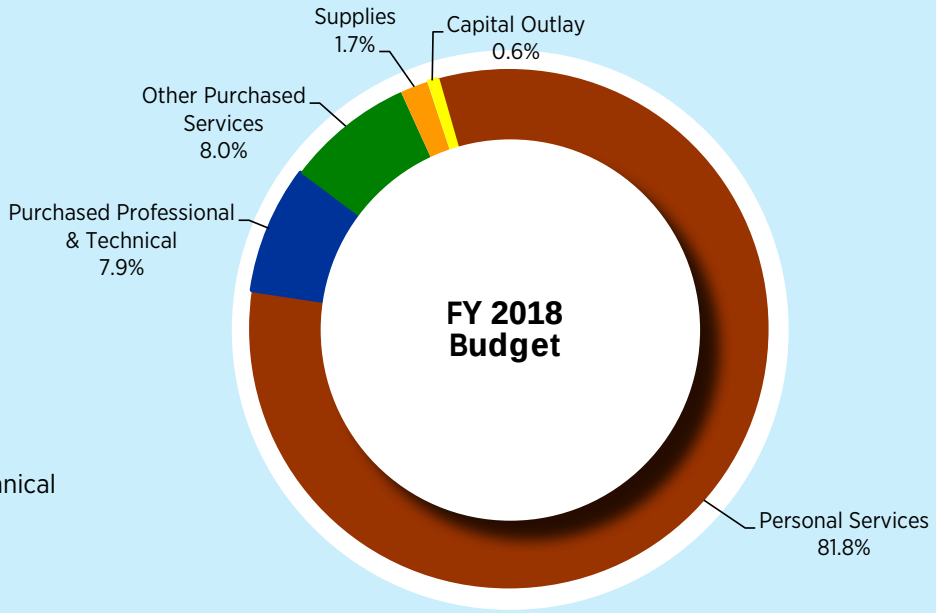


AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Financial Services Director	25	1	1	1	1	1
Accounting Manager(1)	19	1	0	0	0	0
Financial Planning & Reporting Manager(2)	19	0	1	1	1	1
Budget Analyst(1)	18	1	0	0	0	0
Special Projects Analyst	16	1	1	1	1	1
Accounting Analyst(1)	16	3	1	1	1	1
Accounting Analyst(1)	PT-13	1	0	0	0	0
Communication Specialist(3)	14	0	0	0	1	1
Communication Specialist(3)	PT-13	1	1	1	0	0
TOTAL		9	5	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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 552,478	$ 354,904	$ 390,787	$ 447,520	$ 458,400
Purchased Professional & Technical	39,000	47,700	36,500	50,000	44,000
Other Purchased Services	56,406	34,449	38,821	43,400	44,600
Supplies	13,372	11,364	9,676	11,750	9,750
Capital Outlay	5,926	3,338	3,366	4,620	3,500
TOTAL	$ 667,182	$ 451,755	$ 479,150	$ 557,290	$ 560,250

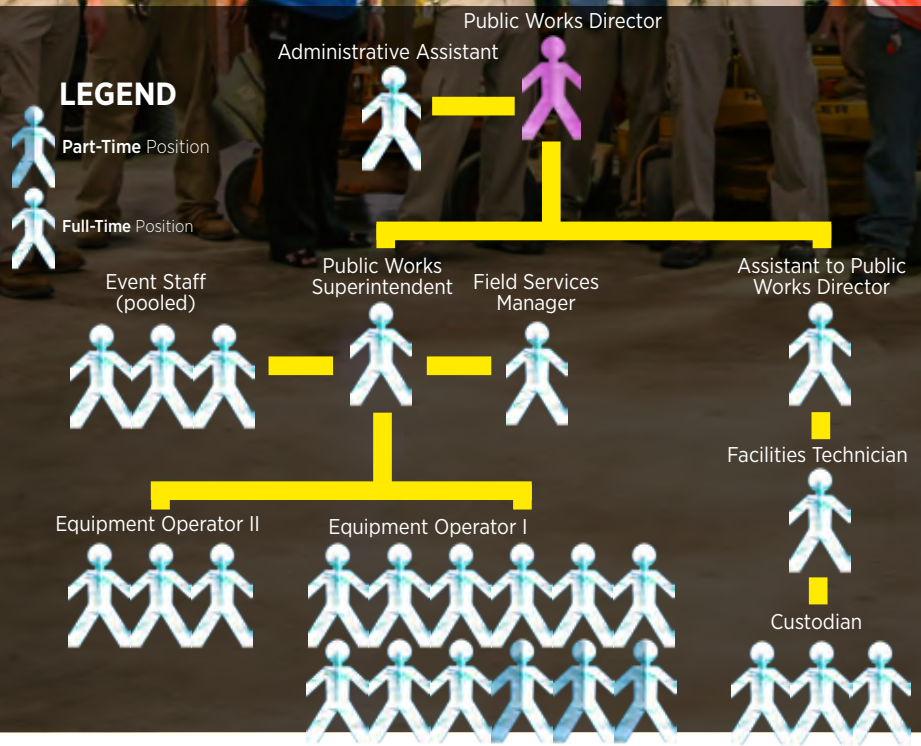





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PARKS & PUBLIC WORKS





Functions	Includes the operations of Public Works Administration, Paved Streets, Storm Drainage, and Park Areas.
Positions	21 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 2018 Budget Items	Position upgrade for one equipment operator II position to Field Services Manager and one new full time equipment operator. $21,000 for mosquito control, two mower replacements ($17,000), replacement of one public works truck ($38,940), and professional services for landscape services ($106,900).
Final FY 2017 Budget	$2,591,230
Adopted FY 2018 Budget	$2,644,020
Change from PY Budget	$52,790
Reason for Change	4% salary adjustments, one position upgrade, new equipment operator position, mosquito control and new equipment.



FY 2017 FINAL BUDGET	$2,591,230	
Changes:		
Salary changes	33,630	
Position upgrade change-Salary	3,500	One Equipment Operator II upgraded to Field Services Manager
New position-Salary	30,500	One new Equipment Operator full-time
Decrease in Overtime	(10,250)	
Decrease in Health Insurance	(5,360)	Due to staffing changes
Group Health Insurance one new position	20,950	One new Equipment Operator full-time
Increase in Other Benefits	170	Includes new staffing changes, majority of increase is for worker's compensation ($10,670)
Increase in Repairs	6,700	
Increase to Other Purchase Services	6,250	Majority of the increase is for web based public works service request
Decrease in Supplies	(3,400)	
Decrease in Machinery & Equipment	(20,830)	New proposed purchases this year include new 350 truck with a utility tool bed ($38,940) add two zero turn mowers ($17,400)
Increase in Railroad Right-of-way management	600	Additional chemical spraying
Decrease MS4 monitoring	(1,730)	Total request $43,500
Decrease in Park Areas Professional Services	(940)	Total request $106,900
Increase in Park Areas Repairs	1,000	
Increase in Park Areas Rentals	2,200	
Decrease in Park Areas Supplies	(12,600)	
Increase in Park Property Site Improvements	2,400	Total request $22,400
FY 2018 ADOPTED BUDGET	**$2,644,020**	

ACCOMPLISHMENTS

- Prepared annual Water System Water Quality Report (aka Consumer Confidence Report) and provided to GaEPD and citizens

- Repaired rough pavement on Lawrenceville Suwanee Road near Satellite Boulevard
- Installed a granite face to the concrete wall at the intersection of Lawrenceville Suwanee Road and Horizon Drive

- Widening of PIB between Moore Road and McGinnis Ferry Road completed by Gwinnett County
- Waterline relocations design substantially complete for Buford Highway waterline
- PIB enhanced landscape project substantially completed
- SPLOST approved by voters in part to improve roadways and parks
- Wayfinding signage installed

ACCOMPLISHMENTS (continued)

- Brushy Creek Greenway completed
- Harvest Farm at 100% capacity for sixth season
- Assisted the Harvest Farm Managing Board with development of Azalea Garden at White Street Park
- White Street Park Phase II underway
- Constructed dock on the lake at Sims Lake Park
- Completed Wi-Fi Upgrade Project for TCP
- Extended parking lot and added 16 parking spaces to Sims Lake Park
- Two Unique Scout Projects were the concrete ping pong table at Sims Lake Park and Little Free Libraries at PlayTown Suwanee, White Street Park and Suwanee Creek Park
- Zagster bike rental service added to both Town Center Park and Suwanee Creek Park
- Fence Replacement at PlayTown Suwanee
- Held first private tournament for Disc Golf course
- Sod repair/replacement in Town Center Park
- Installed Mother and Child Art Piece at White Street Park
- Replaced Harvest Farm plot boxes in disrepair – worked with local Scouts
- Added two trash receptacles to City Hall Back Lawn Park and one at boardwalk going down to Pedestrian Bridge over Suwanee Creek
- Improvements made to City Hall Park, including completion of Wi-Fi enhancement project
- Installed shrubs around transformer in Town Center Park
- Replaced 2 zero-turn mowers
- Added motorized stand-on leaf blower
- In fight against Zika and West Nile Virus, City began a new mosquito control program with distribution of larvicide briquettes to catch basins
- Public Works continued to remove litter around the City
- Installed parking chocks on section of Town Center Avenue to open up sidewalk area for pedestrians
- Began utilizing Turf Protection Mats to protect TCP turf during events
- Temporarily displayed the LIVES art piece

- Received $162,000 grant as part of the Local Maintenance and Improvement (LMIG) program
- Resurfaced 3.4 miles of various City streets; bids received for resurfacing additional 3.99 miles
- GaDOT audit completed
- Standby generator project at Police station building completed
- HVAC Improvement Project for Municipal Court Building completed
- Well Number 1 Pump and Controls Replacement Project awarded with work underway January 2017
- Completed Settles Bridge Road Drainage Project
- Completed concrete relining of storm drain pipes on Surveyors Point, Timberlost Trail, Rising Fawn Trail, and Eryn Circle
- Improved reliability of data communication connectivity via installation of Charter Cable at Public Works Facility
- Completed MS4 annual report
- Monitored Suwanee water system rate structure with respect to Gwinnett County water system rate structure and elected to recommend no change to stay comparable with Gwinnett County
- Revised two part-time custodian positions to one full time
- Added one Equipment Operator I position
- Public Works employee received commercial driver license (CDL)
- Master Speed Zone Ordinance approved and Renewal of Radar Permit underway
- Acquired two workbooks to record and transfer water meter readings
- Acquired new administrative SUV – Ford Edge
- Two Public Works employees graduated from the Carl Vinson Institute's MDP III program



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. Direct, supervise and coordinate the operations of the Public Works Department to ensure that responsibilities and projects are performed in the most efficient, practical and cost effective manner.
2. 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, Parks & Open Space: Park Enhancements (ongoing), page 350***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple years), page 327***
3. Hire consultant and update changes to the Facilities Master Plan for Building and Park Facilities and revise the Plan to include newer facilities such as Public Art, Police Training Center, Brushy Creek Trail Greenway, etc.
   - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
   - ***CIP, Parks & Facilities: Administrative Facilities ((2018 & 2019), Facility Maintenance (multiple years), page 327***
4. Complete study, determine solutions, and implement resolution to the persistent City Hall building roof leaks.
5. Maintain and improve lines of communication and continuity between Public Works Department and other City Departments, Council, general public, Georgia Department of Transportation, Georgia Environmental Protection Division, developers, contractors, etc.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
6. Continue to maintain good Customer Service by monitoring and addressing service request and work orders in a timely manner, etc. and strive to improve communications and Customer Service.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
7. Via the utilization of the Go! Suwanee app or other web based methods, improve communications with citizens on service request needs.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
8. Transition to a new telephone service provider for a more user friendly and economical solution for the City Hall Building and Municipal Court Building telephone system.
9. Develop bid package, select method of construction, and manage project to replace or rehabilitate a deep failing cross drain under Erin Circle.
10. Complete rehabilitation of Martin Farm Road Bridge to limit the further reduction of the weight limit to less than 10 tons and to replace the damaged and substandard guardrails.
    - ***STWP, Planning: Community Aesthetics (ongoing), page 346***
    - ***CIP, Transportation: Transportation Enhancements: Miscellaneous Projects (multiple years), page 332***
11. Manage design, repair, replacements, relining, etc. of various corrugated metal pipes and other drainage improvement projects.
12. 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.
13. 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.
    - ***CIP, Transportation: Transportation Enhancements: Miscellaneous Projects, Sign Reflectivity, (multiple years), page 332***
14. Monitor the State of Georgia process to successfully obtain the renewal of our Radar Permit.



GOALS (continued)

15. 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, Planning: Facility Maintenance (ongoing), page 344***
    - ***CIP, Parks & Facilities: Facility Maintenance (multiple years), page 327***
16. Monitor and direct the inmate labor force from Gwinnett County Department of Corrections to augment City employees in ground maintenance, etc.
17. Monitor, evaluate, and adjust public works employees' logistics, structure, and needed work schedules to accommodate workloads and new initiatives as they arise.
    - ***STWP, Operations: Staffing (ongoing), page 354***
18. Evaluate staffing needs for new workloads i.e. potential use of street sweeper, increased public art maintenance, increasing stormwater needs, increasing contract management and project coordination, more complex event management coordination, etc., and submit budget accordingly.
    - ***STWP, Operations: Staffing (ongoing), page 354***
    - ***CIP, Parks & Facilities: Facility Maintenance (multiple years), page 327***
19. Make adjustments to the Public Works Department operations as needed with respect to the potential improvements to the Municipal Court building and potential changes to the Fire Station building and storage facility on the Delay property.
    - ***STWP, Planning: Facility Maintenance (ongoing), page 344***
    - ***CIP, Parks & Facilities: Administrative Facilities (2018 & 2019), page 327***
20. Continue to monitor and make improvements to the maintenance programs of the parks, grounds, greenways, rights-of-ways, medians, sidewalks, streets, and City facilities to improve the facilities, productivity, and cost.
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
    - ***CIP, Transportation: Transportation Enhancements: Miscellaneous Projects (multiple years), page 332***
21. Continue updating process of the water system map via ESRI ArcMap software.
22. 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, motorized ride-on leaf blower, computers, desks, and other types of equipment.
    - ***CIP, Equipment & Vehicles: Public Works Equipment: New Purchases, Replacement (recurring), page 324***
23. Continue efforts to maximize efficiency and effectiveness of community service workers.
24. Continue training programs, certification, licensing, and/or recertification for Water System Operators, Water System Distribution Operators, CDL, pool operator, back flow device license, soil erosion and sedimentation control, stormwater, pesticide applicators, professional turf grass, etc. for Public Works staff.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
25. Explore implementation of a City owned street sweeper truck and other litter control improvements.
    - ***CIP, Equipment & Vehicles: Public Works Equipment: New Purchases (recurring), page 323***
26. Monitor and revise the City's properties map and inventory list as appropriate.
27. In the fight against Zika and West Nile Virus, continue the 2016 developed program of distribution of Altosid Larvicides XR Briquettes in catch basins to reduce mosquito populations.
28. Implementation of a buggy cart system to store, move, and dispense the mats for turf protection in Town Center Park in heavy pedestrian area during special events.
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
    - ***CIP, Parks & Facilities: Town Center Turf Mats (2018), page 328***
29. If approved, implement the Suwanee Logo and/or historic district on street name signs or logo sign toppers to promote Suwanee Branding.
30. Continue with implementation and management of the second phase recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries master planning document.
    - ***CIP, Parks & Facilities: Cemetery Improvements (2018), page 327***
31. Implement TAD (Tax Allocation District) funded or other funded roadway improvement projects in the Suwanee Gateway, as they are approved.
    - ***STWP, Planning: Suwanee Gateway TAD (2017), page 344***
32. Replace globes and retrofit street lamp lights to LED on Lawrenceville Suwanee Road near I-85.
    - ***STWP, Planning: Community Aesthetics (ongoing), page 346***
    - ***CIP, Transportation: Transportation Enhancements: Street Globes (2018), page 332***



GOALS (continued)

33. Change duties of the individual Equipment Operator II employees to promote growth of their knowledge and abilities in tasks that they normally do not handle i.e. operation and maintenance of the Town Center Park well water irrigation system or project management of projects, etc.
34. Budget for and begin initial steps in implementation of improved Litter Control Program.
35. Assist with removal process of existing Public Art, assist with installation process of the proposed new Public Art, and maintain permanent placement Public Art exhibits.
    - ***STWP, Community Culture: SculpTour (2017, 2019, & 2021), Public Art (ongoing), page 348***
36. Explore replacement and upgrading existing LED bulb type on the Christmas tree for Town Center Park.
37. Monitor State laws and regulations that may affect our water supply and system.
    - ***STWP, Planning: Water System Strategy (ongoing), page 346***
38. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
    - ***STWP, Planning: Water System Strategy (ongoing), page 346***
39. Continue management of efforts of staff and the manganese sequestration management program.
40. Complete replacement of Well number 1 pump and controls project.
    - ***STWP, Planning: Water System Infrastructure Improvements (ongoing), page 344***
    - ***CIP, Parks & Facilities: Water System Improvements (multiple), page 328***
41. Manage Columbia Engineering in design changes for the necessary waterline relocations for the Buford Highway improvement project; include relocations in the bidding and construction process of the Buford Highway improvement project.
    - ***STWP, Planning: Water System Infrastructure Improvements (ongoing), page 344***
    - ***STWP, Transportation: Buford Highway Reconstruction & Streetscaping (2017, 2018 & 2019), page 352***
    - ***CIP, Transportation: Buford Highway Reconstruction (2018), page 331***
42. Manage coordination of the proposed Buford Highway waterline contractor in the relocation of portions of the waterline on Buford Hwy and construction of the waterline along Davis Street from White Street to King Street.
    - ***STWP, Planning: Water System Infrastructure Improvements (ongoing), page 344***
    - ***STWP, Transportation: Buford Highway Reconstruction & Streetscaping (2017, 2018 & 2019), page 352***
    - ***CIP, Transportation: Buford Highway Reconstruction (2018), page 331***
43. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
    - ***STWP, Operations: City Services (ongoing), page 354***
44. 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, Planning: Water System Infrastructure Improvements (ongoing), page 344***
    - ***CIP, Parks & Facilities: Water System Improvements (ongoing), page 328***
45. Continue education programs for water system operators and increase the number of State certified water distribution/operator license holders within the Public Works employees.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
46. 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, Planning: Water System Strategy (ongoing), page 346***
    - ***CIP, Parks & Facilities: Water System Improvemants (ongoing), page 328***
47. 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, Operations: City Services, Staffing (ongoing), page 354***
48. Provide training to insure proficiency in operating the wells and the SCADA system, for all water operators.
    - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
49. Monitor Gwinnett County Water Resources Department water rate structure with respect to Suwanee Water System water rate structure, study our operational cost, and if warranted make recommendations as appropriate to Council for revised water rates and implementation.
50. Research and develop standards to consider a proposed water backflow ordinance.



OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of work orders completed	5,371	6,135	5,054	5,250	5,187	5,250
Number of times parks are mowed during the growing season	35	32	35	32	33	33
Number of work orders completed on playground equipment	29	29	30	29	26	28
Number of work orders completed for City buildings	1,481	1,724	1,355	1,450	1,379	1,400
Hours of litter pick-up services provided	947	920	921	1,280	1,128	1,280
Number of street lights maintained	981	997	1,028	1,068	1,114	1,154
Number of special events requiring special detail services	44	44	42	47	45	49

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percentage of work orders completed in 30 days	99%	99%	99%	99%	99%	99%
Work orders completed per FTE	488	577	389	308	324	293

**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		

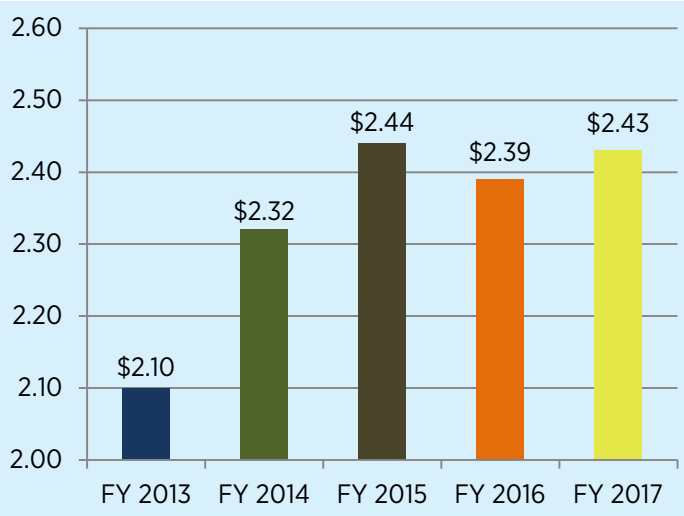
COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

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



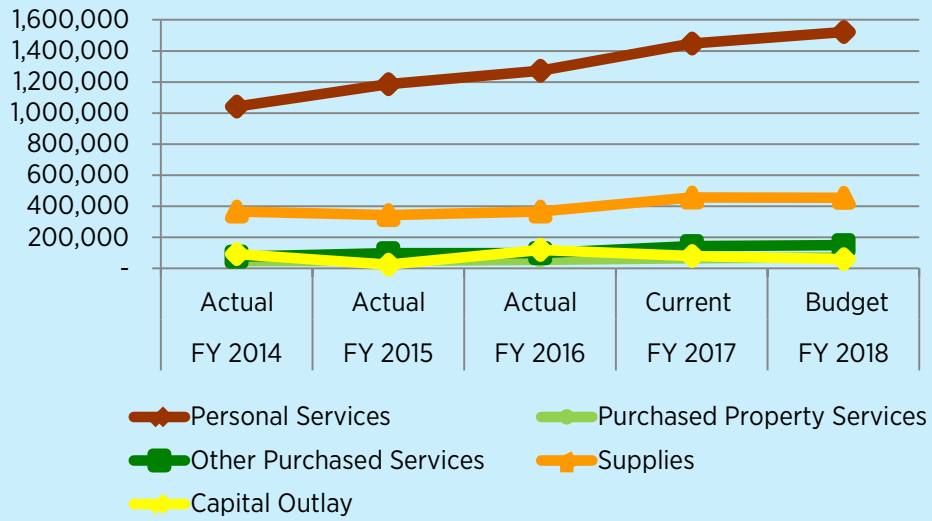


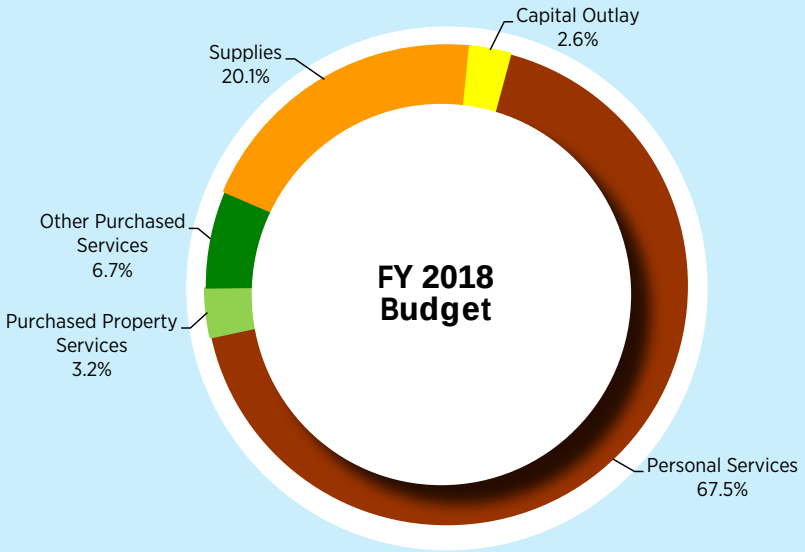
4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Public Works Director	25	1	1	1	1	1
Assistant to the Public Works Director	21	1	1	1	1	1
Public Works Superintendent(1)	21	0	0	0	1	1
Field Services Manager(2)	16	0	0	0	0	1
Public Works Supervisor(1)	16	1	1	1	0	0
Administrative Assistant	12	1	1	1	1	1
Equipment Operator II	12	4	4	4	4	3
Facilities Technician	12	1	1	1	1	1
Equipment Operator I	10	6	7	7	8	9
Equipment Operator I	PT-10	3	3	3	3	3
Custodian(3)	7	0	0	1	3	3
Custodian(3)(4)	PT-7	4	4	2	0	0
Event Staff Pool(5)	PT-7	1	1	1	1	1
TOTAL		23	24	23	24	25

(1) In fiscal year 2017, the Public Works Supervisor position was upgraded to Public Works Superintendent.
(2) In fiscal year 2018, the Field Services Manager position was created.
(3) In fiscal year 2016, two part-time Custodian positions were combined to create one full-time Custodian Position.
(4) In fiscal year 2017, two part-time Custodian positions were upgraded to full-time.
(5) 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 1,042,607	$ 1,186,641	$ 1,271,426	$ 1,448,090	$ 1,521,230
Purchased Property Services	46,501	47,926	54,968	65,200	71,900
Other Purchased Services	75,606	98,490	98,433	144,120	150,370
Supplies	365,308	343,498	365,409	456,800	453,400
Capital Outlay	90,847	23,406	117,577	79,270	58,440
TOTAL	$ 1,620,869	$ 1,699,961	$ 1,907,813	$ 2,193,480	$ 2,255,340







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. Manage contract with Bright View Landscape maintenance Inc., in the completion of the punch list for the Peachtree Industrial Boulevard Landscape Modifications Project.
   - ***STWP, Transportation: Peachtree Industrial Boulevard Medians (2017), page 352***
   - ***CIP, Transportation: Transportation Enhancements: PIB Median Landscaping (2018), page 332***
2. Manage BrightView Landscape maintenance contract for Peachtree Industrial Boulevard right-of-way.
   - ***STWP, Transportation: Peachtree Industrial Boulevard Medians (2017), page 352***
   - ***CIP, Transportation: Transportation Enhancements: PIB Median Landscaping (2018), page 332***
3. Develop the second phase of the PIB Landscape Modifications Project concept, design, bid, and construct. This phase was delayed due to Gwinnett County widening PIB near McGinnis Ferry and Moore Roads.
4. Complete resurfacing of 3.99 miles on various City streets and complete GaDOT audit process for 2017 LMIG (Local Maintenance Improvement Grant) resurfacing program.
   - ***STWP, Transportation: Road Maintenance (ongoing), page 352***
   - ***CIP, Transportation: Street Maintenance & Resurfacing Program (recurring), page 332***
5. Develop 2018 LMIG priority list and submit to GaDOT, receive GaDOT approval and LMIG check, prepare RFP and bid projects, recommend award of contract for resurfacing projects.
6. Re-inspect City's roads to update road conditions in the pavement management system.
   - ***STWP, Transportation: Road Maintenance (ongoing), page 352***
   - ***CIP, Transportation: Street Maintenance & Resurfacing Program (recurring), page 332***
7. Implement the City's road maintenance contracts.
   - ***CIP, Transportation: Transportation Enhancement Projects: Miscellaneous Projects (multiple), page 332***
8. Update and expand traffic control signage mapping and continue with management and implementation of traffic control sign reflectivity requirements program to meet FHWA Traffic Control Sign Reflectivity requirements and monitor upcoming reflectivity requirements.
   - ***CIP, Transportation: Transportation Enhancements: Sign Reflectivity (multiple), page 332***
9. Monitor GaDOT approval process and acquire 2016 Off-System Safety Grant check.
10. 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, Planning: Suwanee Gateway, Community Aesthetics (ongoing), pages 344-346***
    - ***CIP, Transportation: Transportation Enhancements: I-85 Bridge (2018), page 332***

OBJECTIVES FOR FISCAL YEAR 2018

- Resurface streets as pavement conditions warrant.
- Keep City right-of-way and medians landscaped and litter controlled.



4221 PAVED STREETS

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Street repair work orders completed	29	31	33	34	31	34
Pothole repair work orders completed	21	20	4	25	26	24
Street overlay (lane miles)	3.67	11.59	4.11	6.70	3.54	8.35
Number of damaged or missing street signs replaced	51	46	50	51	34	48

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of potholes repaired within 30 days of receipt	86%	85%	75%	85%	58%	85%
Percent of damaged or missing low-priority signs corrected within 10 workdays	92%	93%	90%	92%	88%	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

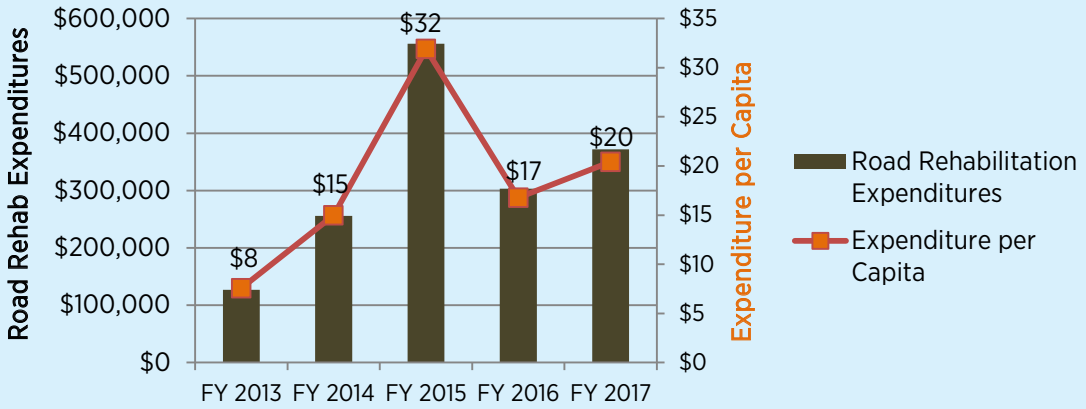
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Ease of car travel in Suwanee	2014	72%	66	252	74
	2012	68%	72	267	73
	2010	65%	93	243	62
	2008	54%	126	194	35
Ease of bicycle travel in Suwanee	2014	65%	82	256	68
	2012	64%	55	265	79
	2010	57%	83	239	65
	2008	50%	113	192	41
Ease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

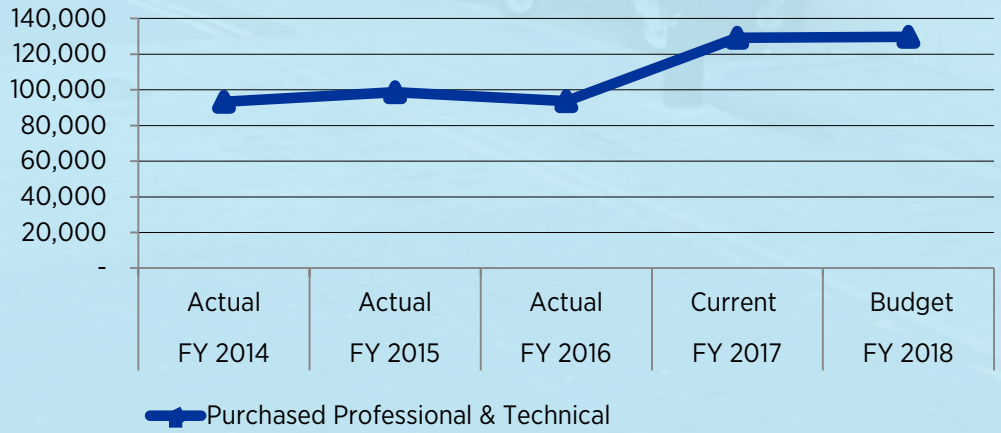


ICMA COMPARATIVE PERFORMANCE MEASUREMENT DATA

Road Rehabilitation Expenditures per Capita



SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 93,379	$ 98,638	$ 93,691	$ 129,180	$ 129,780





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, Planning: MS4 Operating Permit (ongoing), page 344***
   - ***CIP, Transportation Projects, Stormwater Program (recurring), pages 331-332***
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 MS4 Permit on June 11, 2014.
   - ***CIP, Transportation Projects, Stormwater Program (recurring), pages 331-332***
3. Continue TMDL (Total Maximum Daily Load) Monitoring and Evaluation Plan for six 305 (b) 303 (d) listed stream segments.
   - ***STWP, Planning: MS4 Operating Permit (ongoing), page 344***
   - ***CIP, Transportation Projects, Stormwater Program (recurring), pages 331-332***
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 recent development of a MS4 Stormwater Group that meets quarterly to discuss stormwater related issues and programs.
5. Monitor Gwinnett County Water Resources Department's development of revisions to the Gwinnett County Stormwater Management Manual and/or monitor ordinance revisions to adoption of the revised Georgia Stormwater Management Manual (GSMM) to meet GaEPD's November 2017 deadline.
   - ***CIP, Transportation Projects, Stormwater Program (recurring), pages 331-332***

OBJECTIVES FOR FISCAL YEAR 2018

- Meet GaEPD NPDES MS4 Permit requirements.
- Successfully, complete GaEPD MS4 audit process.
- Complete the renewal permit process and acquire renewal of the NPDES MS4 Permit.

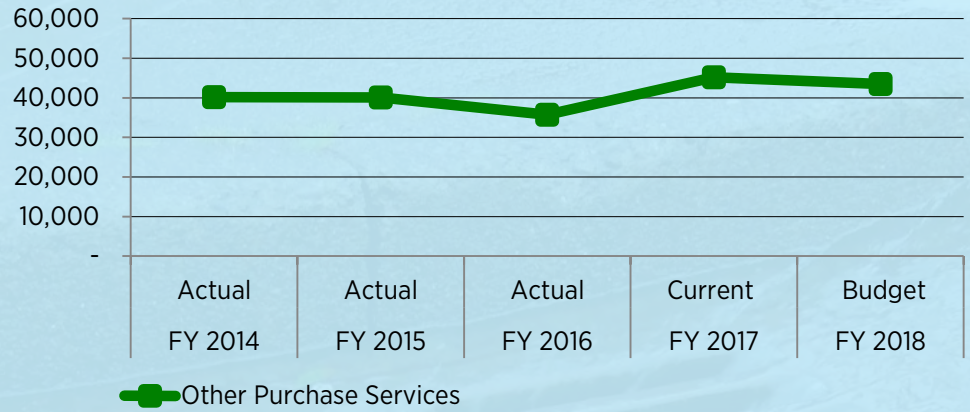
WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Inspections of storm drainage system during or just after significant rainfall events	89%	90%	89%	90%	88%	90%
Number of citizen's drainage complaints and requests for service	48	35	42	42	56	55
Annual NPDES report	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of complaints or requests responded to within 48 hours	96%	97%	95%	97%	96%	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 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 ACTUAL**	**FY 2017 BUDGET**	**FY 2018 BUDGET**
Other Purchased Services	$ 40,167	$ 40,101	$ 35,737	$ 45,230	$ 43,500





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, Communications & Engagement: Citizen Engagement (ongoing), page 338***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
2. Ensure Public Works Department staff maintains and operates Town Center Park, Sims Lake Park and other City parks and Suwanee Creek Greenways so as to achieve a high level of user satisfaction.
   - ***STWP, Operations: City Services (ongoing), page 354***
   - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
3. Monitor and make revisions if needed to the maintenance and operations plan for the Brushy Creek Greenway that was opened 2016.
   - ***STWP, Operations: City Services (ongoing), page 354***
   - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
4. 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, Planning: Environmental Stewardship & Sustainability, Community Aesthetics (ongoing), page 346***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
5. Success monitoring of the proposed Gwinnett Area Disc Golf League's use of the Suwanee Creek Park Disc Golf Course for multiple tournaments on the disc golf courses in the Gwinnett County area and monitor additional usage with needed maintenance adjustments.
   - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
6. Manage development and completion of 5K/10K signage project along a portion of the Suwanee Greenway from Town Center Park.
   - ***STWP, Operations: City Services (ongoing), page 354***
   - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
7. Make modifications to the upgraded Wi-Fi in Town Center Park as needed.
8. Develop options or design of hardscape for the sides of the Town Center Park amphitheater area and between the granite walls.
   - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
9. Study the feasibility of adding additional electrical outlets in Town Center Park for events.
10. Explore recoating of protective coating on a section of the boardwalk areas of the Suwanee Creek Greenway.
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
    - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
11. Explore adding broom holders and brooms on the disc golf course to sweep off the concrete pads.
12. Continue to improve reliability of installed video surveillance system in various parks via new software and/or equipment communication monitoring system.
    - ***STWP, Operations: City Services (ongoing), page 354***
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
    - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
13. Continue managing maintenance contracts for Town Center Park grounds.
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
14. 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, Planning: Community Aesthetics (ongoing), page 346***
    - ***STWP, Parks & Open Space: Park Enhancements (ongoing), page 350***
    - ***CIP, Parks & Facilities: Facility Maintenance (multiple), page 327***
15. 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.



OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Acres of City-owned open space	372	372	372	372	372	372
Number of hours required to mow and trim park areas	836	845	1,412*	950	1,254	1,250
Number of hours spent on greenway and trail maintenance	615	379	973**	500	837	900
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	10	12	13	14	15	15

**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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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*



PARKS + OPEN SPACE
HOW WE PLAY

WHY THIS MATTERS FOR SUWANEE: BE FUN

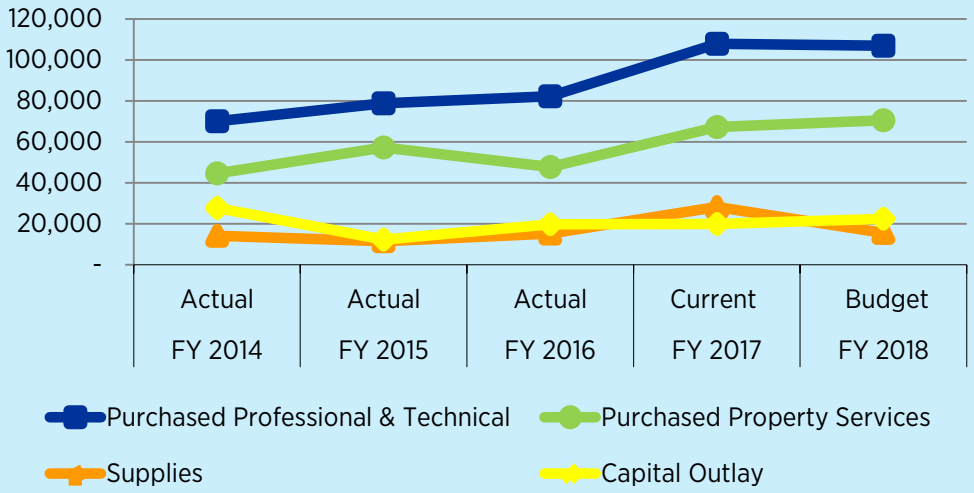
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Quality of overall natural environment	2014	94%	5	234	98
	2012	93%	7	210	97
	2010	89%	11	140	92
	2008	89%	12	45	73
Preservation of natural areas such as open space	2014	84%	4	219	99
	2012	89%	1	208	99
	2010	86%	1	144	99
	2008	82%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

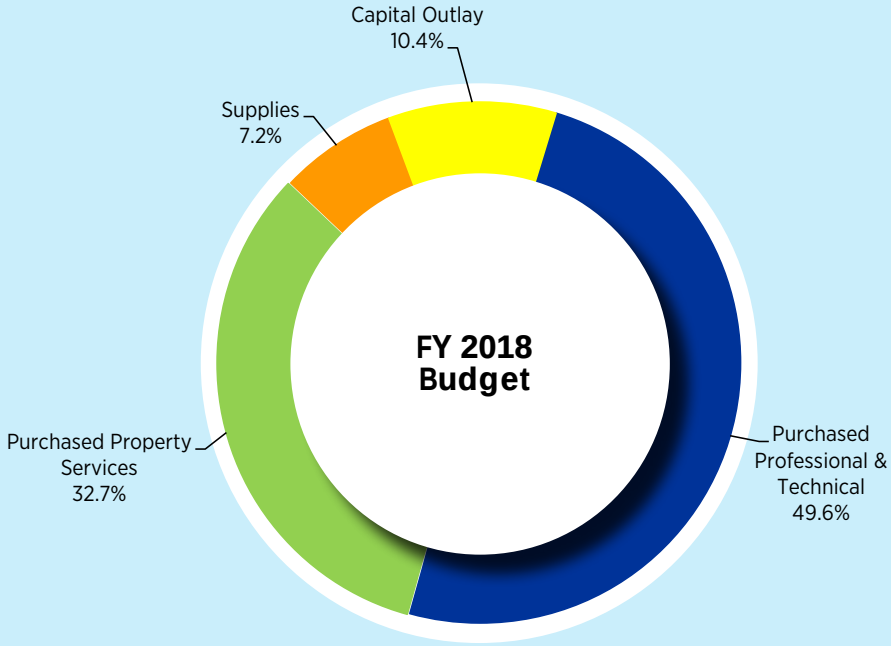
The overall quality of the natural environment was rated as excellent or good by **94%** of survey respondents. Recreation opportunities in Suwanee were rated positively as were services related to parks and recreation.

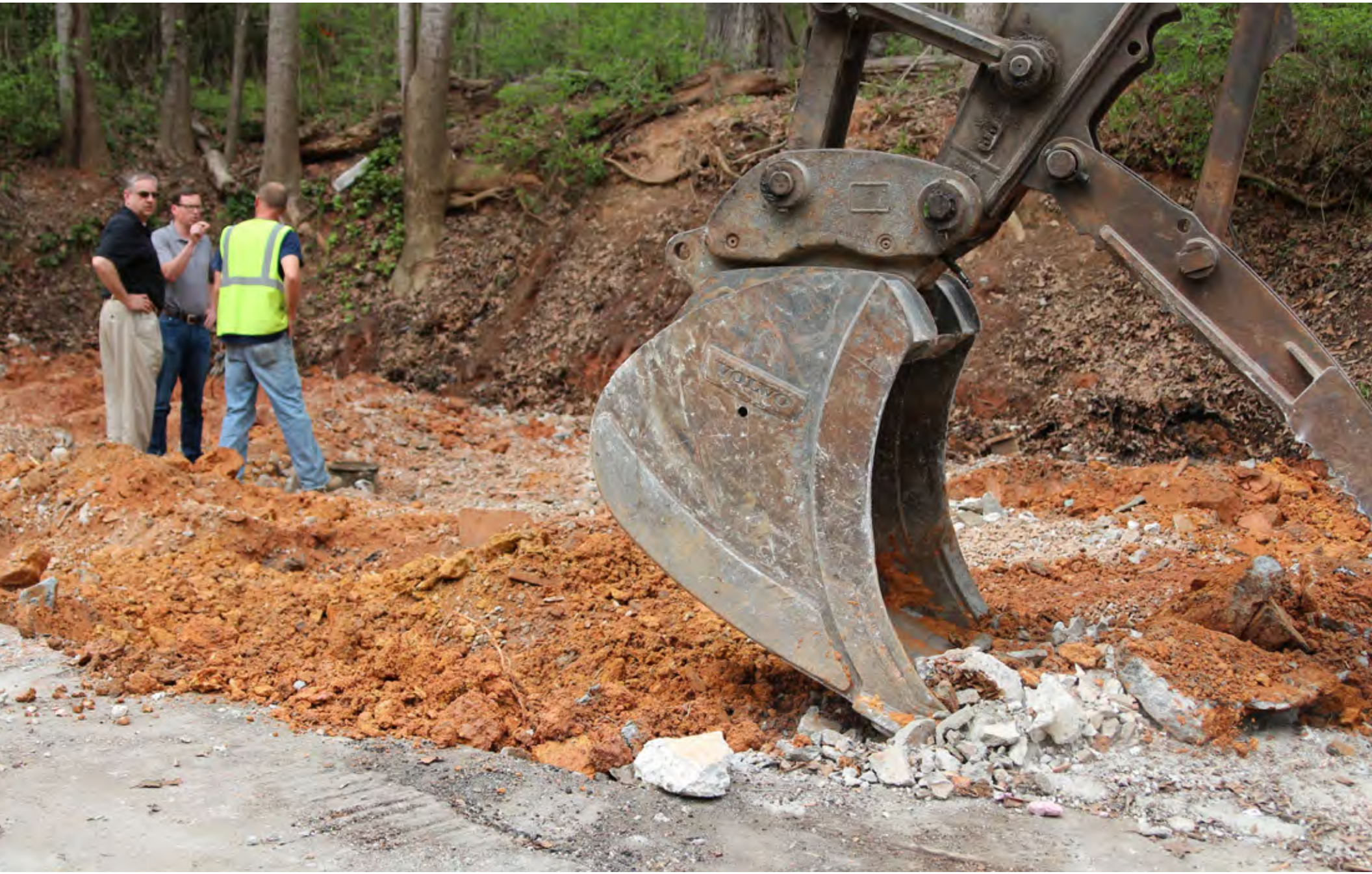




SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 70,067	$ 78,781	$ 82,266	$ 107,840	$ 106,900
Purchased Property Services	44,622	57,262	47,766	67,300	70,500
Supplies	14,226	11,554	15,205	28,200	15,600
Capital Outlay	27,767	12,289	19,877	20,000	22,400
TOTAL	**$ 156,682**	**$ 159,886**	**$ 165,114**	**$ 223,340**	**$ 215,400**






VOLVO



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 2018 Budget Items	Includes continued funding for updating the Comprehensive Master Plan (second year of comp plan) and development plan reviews. Total funding $154,000
Final FY 2017 Budget	$931,740
Adopted FY 2018 Budget	$914,750
Change from PY Budget	($16,990)
Reason for Change	4% salary adjustments and reduced funding for second year of updating the Comprehensive Master plan.



FY 2017 FINAL BUDGET	$931,740	
Changes:		
Salary changes	2,060	
Group Health Insurance increase	3,730	Increase due to change in benefit enrollment
Decrease in Other Benefits	(2,030)	
Decrease in Professional Services-Planning	(10,150)	Decrease due to partial funding comprehensive plan update, second year of two year contract
Decrease in Professional Services-Inspections	(14,150)	Development specialist FY 2017
Increase in Other Purchased Services	350	
Increase in Supplies	1,500	
Increase in Machinery & Equipment	1,700	
FY 2018 ADOPTED BUDGET	**$914,750**	

ACCOMPLISHMENTS

- Town Center Park, Phase 2 Master Plan sessions held

- Completion of four new commercial buildings in Gateway
- Main Event development opened
- New pocket park implemented at Gateway (Main Event)
- Determined desired alternative site for Fire Station
- Developed Main Street/Russell Street concept plan
- Three Bridges neighborhood completed
- Reviewed final plats for multiple new neighborhoods
- Rezoning of 6 new PMUD developments
- Issued 14 development permits and processed 4 variance cases
- Issued 229 building permits
- Investigated potential for City property near Suwanee Sports Academy
- Completed annual update to the Comprehensive Plan
- Completed neighborhood sidewalk renovations along Suwanee Dam Road near NGHS, and along PIB between Grand Vista and McGinnis Ferry Road
- Filled Lawrenceville Suwanee Road sidewalk gap
- Completed Trees inventory – worked with United Way LINC volunteers
- Design completed for Smithtown Road sidewalks
- First assisted living development planned

- Maintained Suwanee designation as PlanFirst community by GA Dept. of Community Affairs for excellence in Community Planning; one of 17 communities throughout the state in 2016
- Suwanee maintained its certification at the bronze level as a Green Community by ARC

- Town Center Park, Phase 2 Master Plan sessions held
- White Street Park Phase II underway
- Constructed dock on the lake at Sims Lake Park
- Brushy Creek Greenway project completed

- Finalized Buford Highway design
- Obtained $1.8 million additional funding for Buford Hwy project
- Nearly completed right-of-way acquisition along Buford Highway
- Completed Buford Highway Utility coordination
- Obtained Buford Highway Stream credits
- Pursuing construction of context sensitive design for Buford Hwy
- Old Town Streetscaping design completed
- Wayfinding signage installed

- Staff member certified as Fire Marshall, and as Master Code Professional; less than 1,000 nationwide
- Staff member obtained GA Association of Code Enforcement (GACE) Certification level I, International property code



ACCOMPLISHMENTS (continued)

- Prevailed in Diversified lawsuit
- Held training for Planning Commission and Zoning Board of Appeals
- Improved quarterly Economic Indicator reports
- Planning Director presented at the PlanFirst Conference
- Staff member served as juror for PlanFirst
- Staff member participated in Partnership Gwinnett Tour
- Facilities Analysis conducted
- Hosted and presented at ARC's Land Use Coordinating Committee (LUCC) Meeting
- Completed GDOT Local Administered Project (LAP) recertification classes
- Developed Current Construction page on City website with Suwanee development map
- Engaged Public Art consultant for private developments

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, Operations: Board Training (ongoing), page 354***
   - ***STWP, Communications & Engagement: Joint Meetings (ongoing), page 338***
   - ***STWP, Planning: Land Use, Zoning Ordinance Review (ongoing), page 346***

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Planning Commission meetings	9	6	7	8	11	12
Zoning Board of Appeals meetings	6	6	4	8	3	12

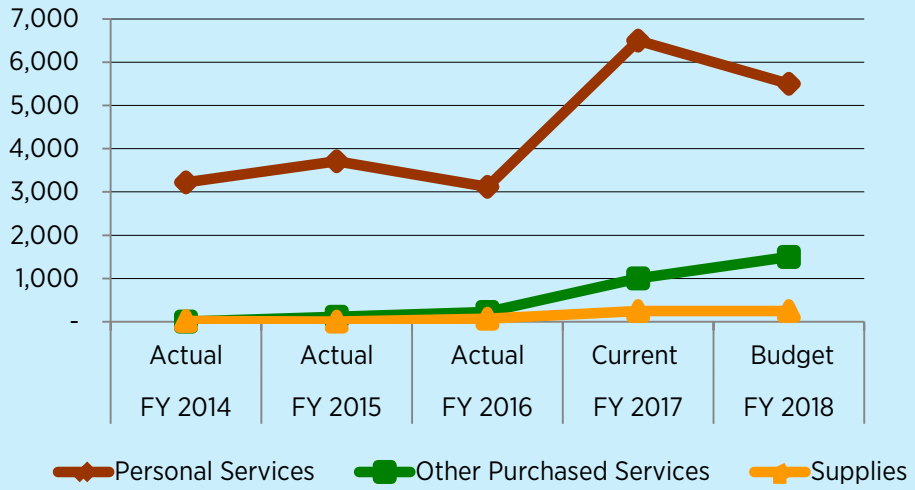
1120 LEGISLATIVE COMMITTEES

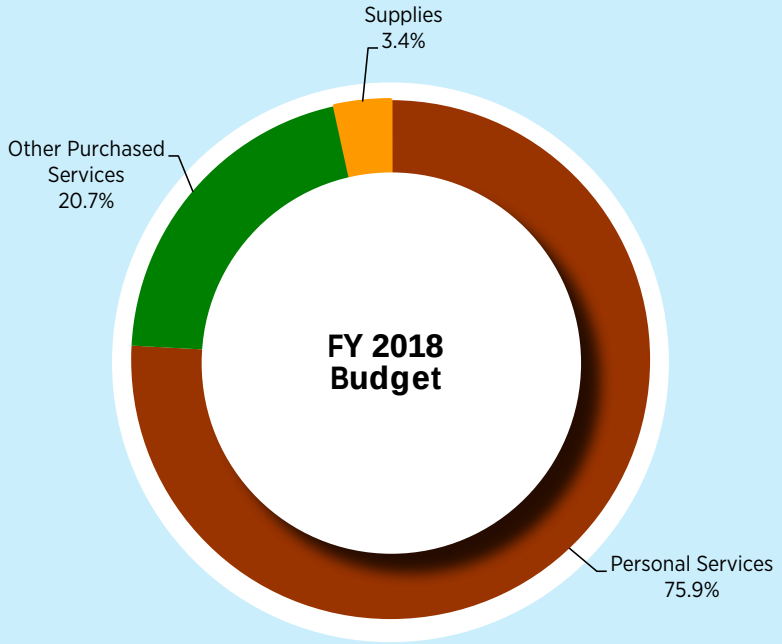
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Educational opportunities	75%	75%	78%	81%	17th
Adult educational opportunities	*	*	*	62%	35th

**new meausre*

AUTHORIZED POSITIONS	**GRADE**	**FY 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 ACTUAL**	**FY 2017 BUDGET**	**FY 2018 BUDGET**
Planning and Zoning Board	Appointed	5	5	5	5	5
Zoning Board of Appeals	Appointed	5	5	5	5	5
TOTAL		**10**	**10**	**10**	**10**	**10**

SUMMARY OF EXPENDITURES BY CATEGORY	**FY 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 ACTUAL**	**FY 2017 BUDGET**	**FY 2018 BUDGET**
Personal Services	$ 3,224	$ 3,708	$ 3,117	$ 6,500	$ 5,500
Other Purchased Services	-	115	225	1,000	1,500
Supplies	19	-	70	250	250
TOTAL	**$ 3,243**	**$ 3,823**	**$ 3,412**	**$ 7,750**	**$ 7,250**







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, Operations: City Services (ongoing), page 354***
2. Take part in available code training opportunities and obtain ICC certifications in building inspection trades.
   - ***STWP, Operations: Staffing, Learning Opportunities (ongoing), page 354***
3. Implement GIS capabilities within program.
4. Keep up with scanning electronic files.
5. Streamline building plan review process.
   - ***STWP, Operations: City Services (ongoing), page 354***
6. Explore residential plan review process.
7. Pursue digital plan submission requirement.
8. Complete BS&A field inspection component implementation.

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of building permits issued	307	492	650	650	229	450
Number of calls for inspections	3,067	3,346	3819	3800	3,029	4,000

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of building inspections performed within 24 hours	99%	99%	99%	99%	99%	99%

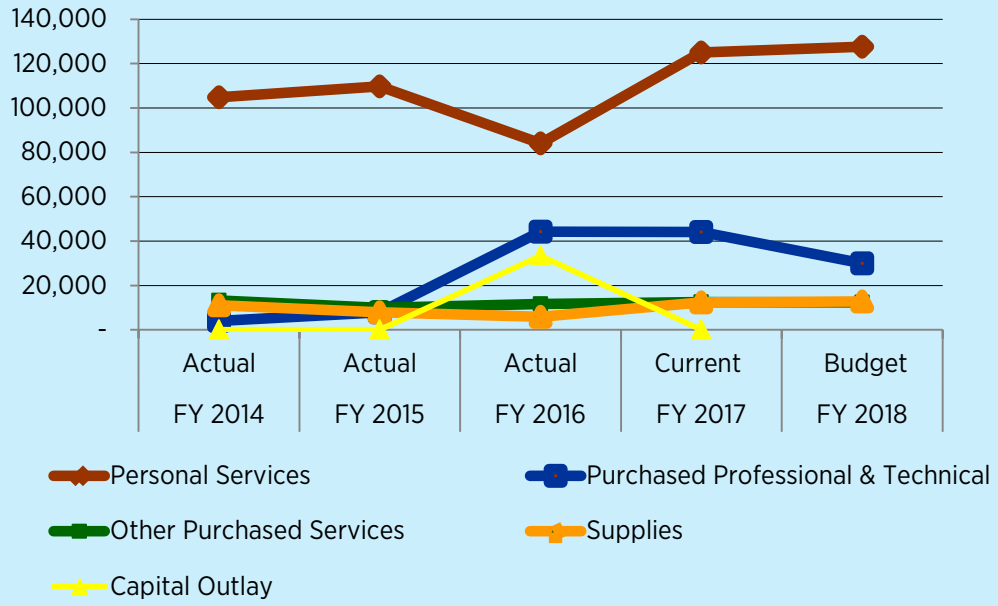
COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

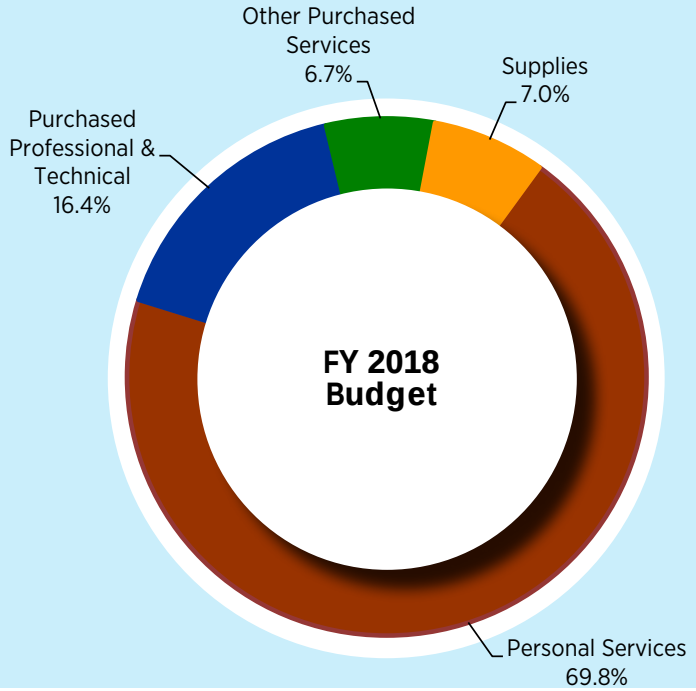
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
Overall quality of new development in Suwanee	83%	78%	87%	81%	7th



AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Building Official	20	1	1	1	1	1
TOTAL		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 104,767	$ 109,783	$ 84,050	$ 125,050	$ 127,550
Purchased Professional & Technical	3,994	7,846	44,284	44,150	30,000
Other Purchased Services	13,223	9,979	11,619	12,550	12,300
Supplies	11,032	7,826	5,816	12,330	12,830
Capital Outlay	-	-	33,334	-	-
TOTAL	$ 133,016	$ 135,434	$ 179,103	$ 194,080	$ 182,680







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, Operations: City Services (ongoing), page 354***
2. Implement the 2030 Comprehensive Plan; implement projects in the plan.
     - ***STWP, Planning: Comprehensive Plan (2017), page 344***
3. Continue to expand Town Center; manage development.
     - ***STWP, Planning: Town Center on Main (2017), page 344***
     - ***CIP, Parks & Facilities: Town Center on Main (2018), page 327***
4. Continue to monitor economic conditions.
   - Monitor trends, crate quarterly and annual report
     - ***STWP, Planning: Economic Indicators (ongoing), page 344***
5. Work towards advancing GIS capabilities.
   - 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, Suwanee Gateway, Suwanee Station (Providence and KM Homes), Suwanee Green, White Street, Buford Highway Townhomes, Suwanee Walk, Solis, and Caddis Assisted Living.
8. Conduct training for appointed Board Members.
     - ***STWP, Operations: Board Training, Staffing (ongoing), page 354***
9. Improve planning education and outreach.
   - Make efforts to engage youth, seniors, minorities, and others.
   - Measure and track levels of citizen engagement.
     - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
10. Utilize results of Tree Inventory to create Tree Management Plan.
11. Implement Buford Highway reconstruction project.
     - ***STWP, Transportation: Buford Highway Reconstruction & Streetscaping (2017, 2018 & 2019), page 352***
     - ***CIP, Transportation: Buford Highway Reconstruction (2018), page 331***
12. Complete 2040 comprehensive plan.
     - ***STWP, Planning: Comprehensive Plan (2017), page 344***
13. Continue promoting commuter rail services in Suwanee and beyond with the appropriate entities.
     - ***STWP, Transportations: Commuter Rail (ongoing), page 352***
14. Continue implementing Pedestrian and Bicycle Plan.
     - ***STWP, Transportation: Pedestrian Bicycle Plan Implementation (ongoing), page 352***
     - ***CIP, Transportation: Pedestrian Bicycle Plan (multiple), page 331***
15. Implement recommendations from the Downtown Suwanee Master Plan.
     - ***STWP, Planning: Downtown Suwanee Master Plan (2020), page 344***
     - ***CIP, Parks & Facilities: Facility Maintenance (ongoing), page 327***
16. Fully utilize BS&A software.
17. Organize and maintain content verse.
18. Continue to develop strategy for the I-85 annexations.
     - ***STWP, Operations: Annexation (ongoing), page 354***
19. Explore new housing types.
20. Actively promote public information about planned development and City projects.
   - Create Buford Highway informational brochure.
   - Continue to keep project information updated on website.
     - ***STWP, Communications & Engagement: City Project Information Distribution (ongoing), page 338***



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Zoning certification letters	16	19	14	15	29	30
Rezoning cases processed	4	8	5	6	6	8
Special Use permits processed	4	4	5	6	1	4
Variances processed	9	14	6	6	4	6
Text Amendments processed	2	1	0	2	0	2
Development permit application processed	8	22	16	15	15	20
Master Plans managed/created	0	0	1	1	1	1
Public Meetings attended by planning staff	39	39	43	40	45	50
Emails sent (Planning Director and Planning Division Director)	3,880	3,208	3,885	3,900	3,248	3,900

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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	96%	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
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.



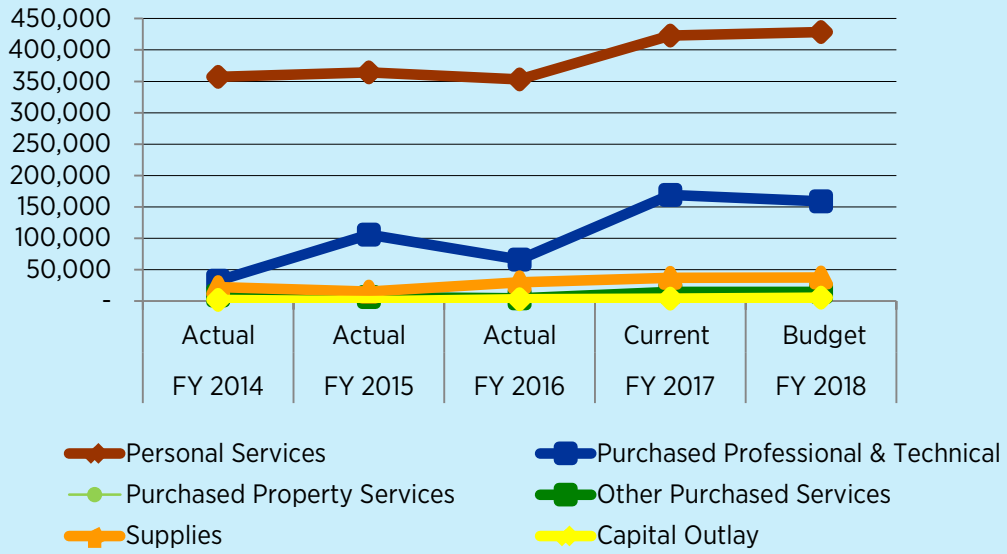
7400 PLANNING & ZONING

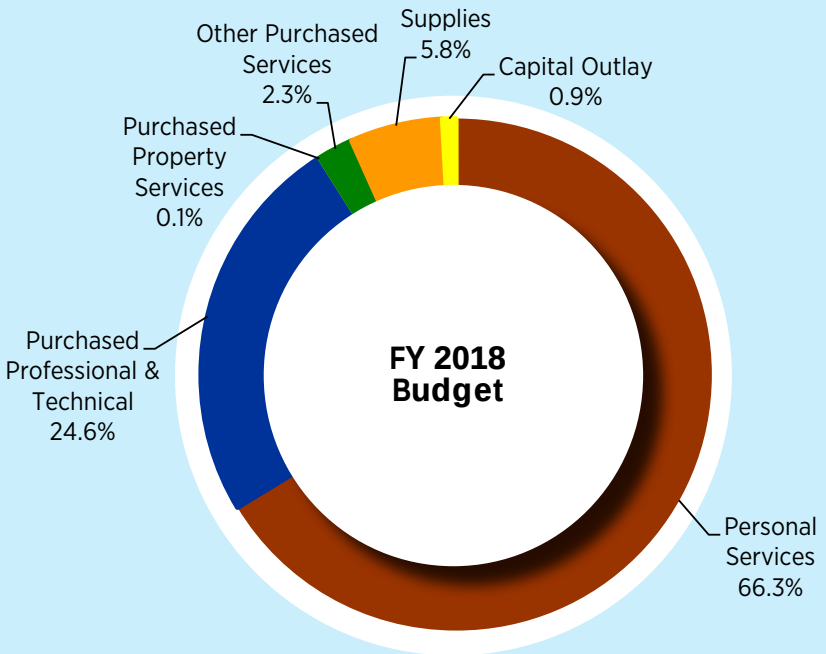
AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Planning Director	24	1	1	1	1	1
Planning Division Director	21	1	1	1	1	1
Senior Planner(1)	19	0	1	1	1	1
Planner(1)	17	1	0	0	0	0
Development Coordinator	14	1	1	1	1	1
Inspections Assistant(2)	12	0	0	0	1	1
Administrative Secretary(2)	10	1	1	1	0	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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 BUDGET
Personal Services	$ 356,938	$ 364,353	$ 353,219	$ 423,040	$ 428,320
Purchased Professional & Technical	32,206	105,833	66,150	169,150	159,000
Purchased Property Services	-	-	-	500	500
Other Purchased Services	8,939	6,396	4,379	14,500	14,600
Supplies	22,163	15,269	29,668	36,710	37,710
Capital Outlay	1,863	(183)	2,640	3,900	5,600
TOTAL	$ 422,109	$ 491,668	$ 456,056	$ 647,800	$ 645,730







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, Planning: Code Enforcement (ongoing), page 346***
2. Ongoing education of citizens and business owners about code enforcement regulations and issues.
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
3. Response and resolution of citizen complaints and inquiries.
   - ***STWP, Operations: City Services (ongoing), page 354***
4. Proactive removal of illegal signs on City's right-of-way.
   - ***STWP, Planning: Code Enforcement (ongoing), page 346***
5. Review of sign permit applications to ensure compliance with applicable City regulations.
   - ***STWP, Operations: City Services, Staffing (ongoing), page 354***
6. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Planning: Code Enforcement (ongoing), page 346***

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of property maintenance complaints	219	249	240	200	133	240

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	99%	99%	99%	99%	99%	99%

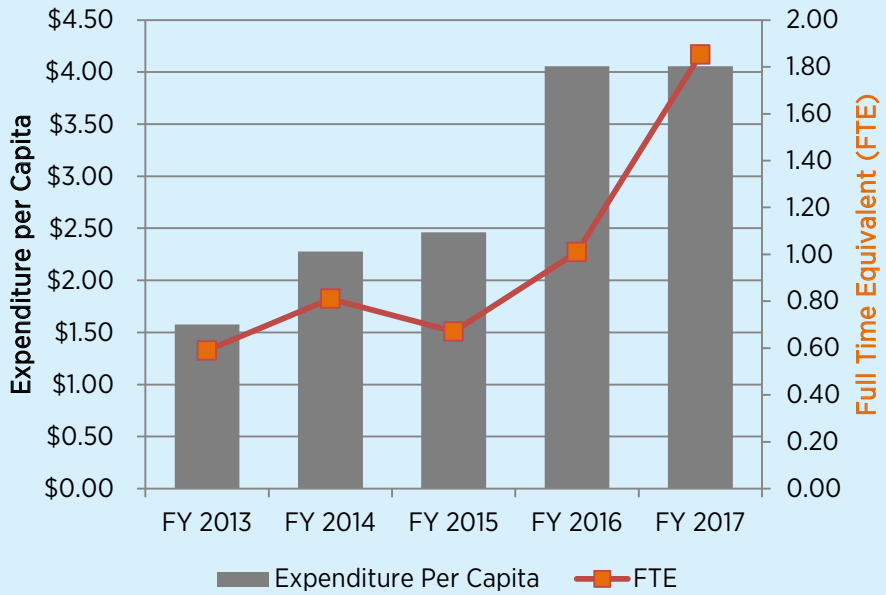
COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2008**	**2010**	**2012**	**2014**	**NATIONAL RANK**
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

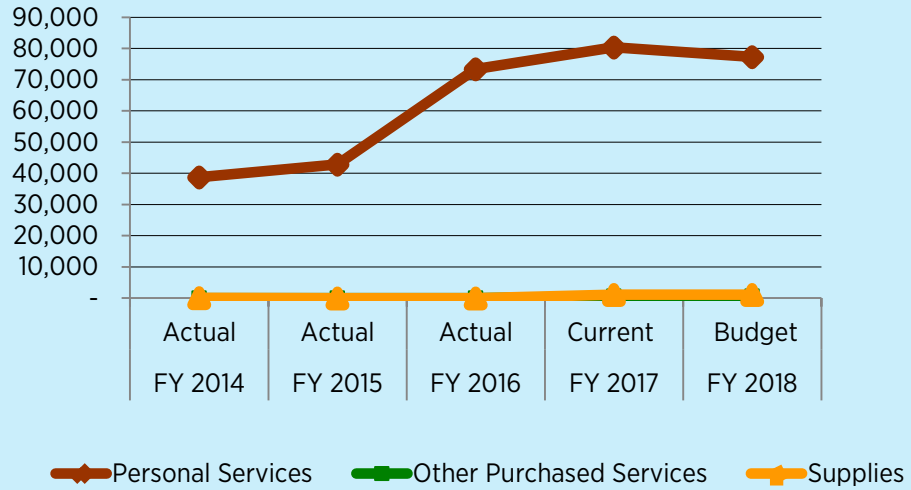


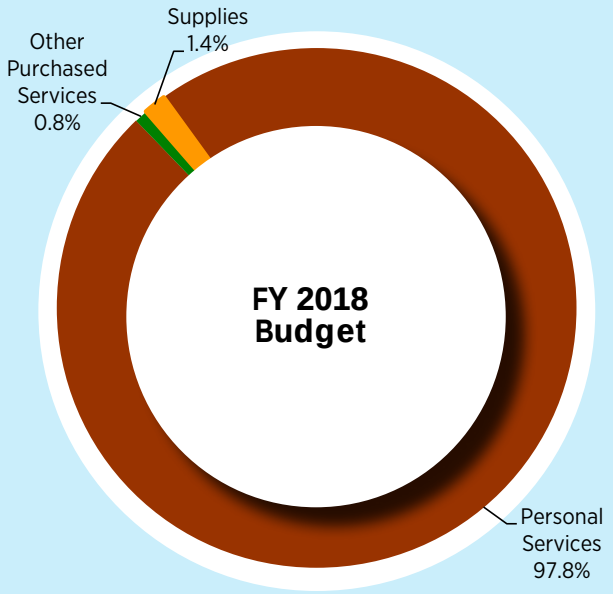
7450 CODE ENFORCEMENT

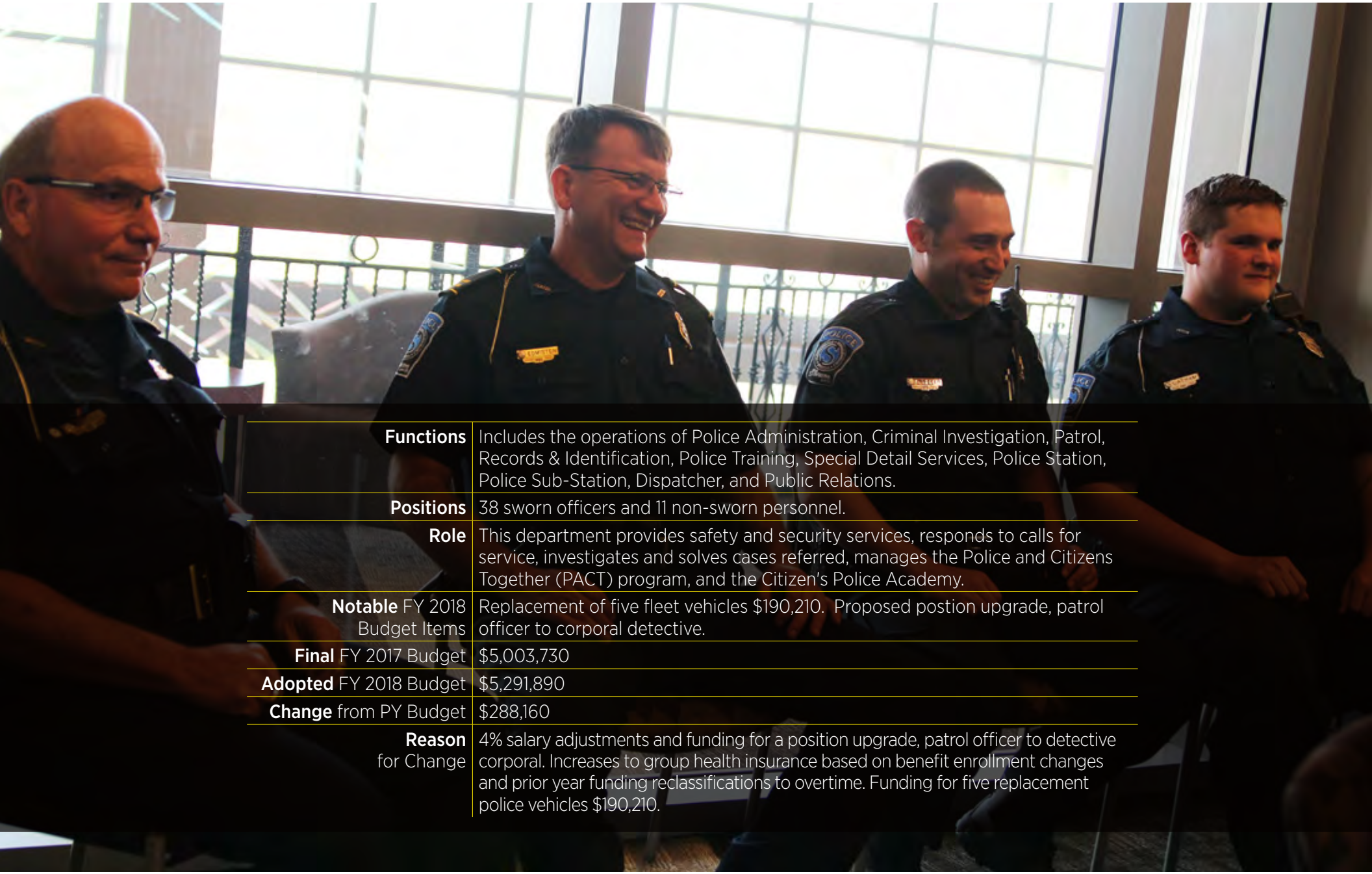
AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Building Inspector(1)	16	0	1	1	1	1
Building Inspector(1)	PT-6	1	0	0	0	0
TOTAL		1	1	1	1	1

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

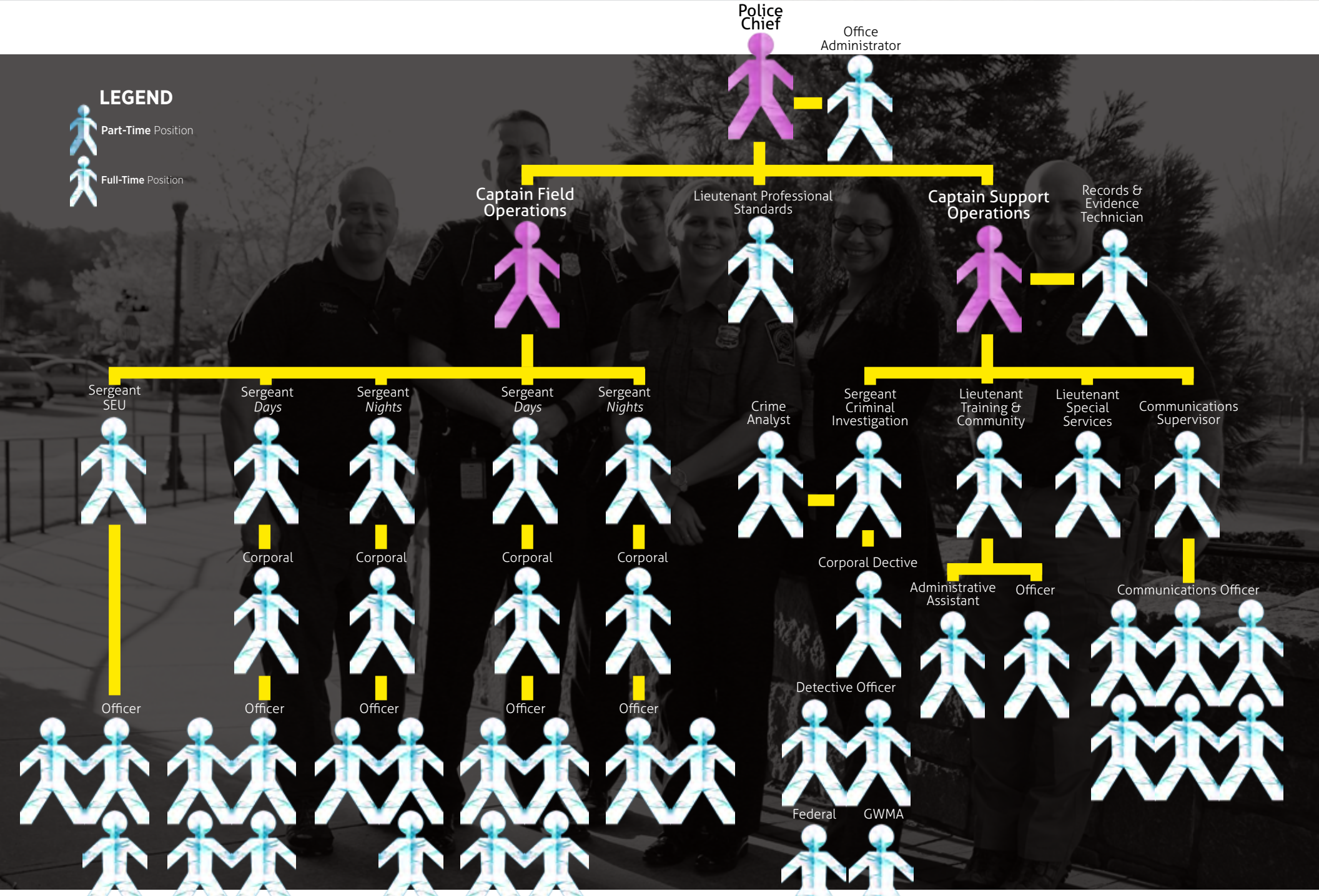
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 38,787	$ 42,825	$ 73,384	$ 80,390	$ 77,340
Other Purchased Services	-	-	-	650	650
Supplies	87	41	8	1,100	1,100
TOTAL	$ 38,874	$ 42,866	$ 73,392	$ 82,140	$ 79,090







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 2018 Budget Items	Replacement of five fleet vehicles $190,210. Proposed postion upgrade, patrol officer to corporal detective.
Final FY 2017 Budget	$5,003,730
Adopted FY 2018 Budget	$5,291,890
Change from PY Budget	$288,160
Reason for Change	4% salary adjustments and funding for a position upgrade, patrol officer to detective corporal. Increases to group health insurance based on benefit enrollment changes and prior year funding reclassifications to overtime. Funding for five replacement police vehicles $190,210.


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
Corporal Dective
Administrative Assistant
Officer
Communications Officer
Officer
Officer
Officer
Officer
Officer
Detective Officer
Federal
GWMA



FY 2017 FINAL BUDGET	$5,003,730	
Changes:		
Salary changes	187,200	
Position upgrade patrol officer to corporal detective	3,500	
Salary change due to special event staffing	(8,000)	
Changes to Overtime	(34,900)	Due to staffing vacancies, salary funding was reclassed to overtime
Group Health insurance	81,240	
Decrease to Other Benefits	(2,660)	
Decrease in Other Purchased Contract Services	(3,000)	Police Administration
Increase in Other Purchased Services	1,700	Police Administration
Increase in Supplies	250	Police Administration
Decrease in Machinery & Equipment	(1,300)	Police Administration
Increase in Other Purchased Services	500	Criminal Investigation
Decrease in Supplies	(200)	Criminal Investigation
Increase in Equipment	100	Criminal Investigation
Increase in Vehicle Repairs	10,000	Patrol
Decrease in Other Purchased Services	(2,850)	Patrol
Increase in Supplies	460	Patrol
Increase in Vehicles	14,780	Patrol, request includes five replacement vehicles
Decrease in Computers	(8,520)	Patrol, prior period larger replacement cycle. Current request $72,000
Increase in Computers	2,500	Records & Identification
Increase in Education	3,440	Police Training
Increase in Supplies	1,070	Police Training
Increase in Property Insurance	14,000	Police Station
Decrease in Supplies	(2,850)	Police Station
Decrease in Machinery & Equipment	(1,000)	Police Station
Decrease in Purchased Property Services	(2,000)	Police Training Center
Increase in Property Insurance	1,500	Police Training Center
Increase in Communications	200	Police Training Center
Increase in Supplies	1,800	Police Training Center
Increase in Communications	33,050	Dispatch, increase due to first year warranty expiration
Decrease in Supplies	(2,550)	Dispatch
Increase in Machinery & Equipment	200	Dispatch
Increase in Supplies	500	Public Relations
FY 2018 ADOPTED BUDGET	**$5,291,890**	

ACCOMPLISHMENTS

- Received awards/recognition
  1. CALEA
  2. Phyllis Goodwin Police Agency of the Year from the Georgia chapter of the Federal Bureau of Investigation (FBI) National Academy Associates
  3. 21st Safest City in Georgia

- Held 81 PACT meetings with 733 participants
- Supported Park Ambassadors program for sixth year; ambassadors contributed 338 volunteer hours during 2016
- Held two sessions of the Citizens Police Academy; 70 citizens participated
- The Citizens Police Academy Alumni Association held meetings with 5 board members, 501(c)(3) status, and 44 active members
- Held 1 P.R.I.D.E. class with 25 attendees
- Police department reevaluated for CALEA accreditation; successfully passed with Excellence
- Police department successfully earned recertification at the State level
- Joined Mobile Field Force Unit – eight police officers assigned
- Police Substation had a regional presence with 3,493 visitors (64% increase from 2015) to the Training Center; 15,614 hours of training given to Suwanee employees and other entities outside the agency

- All offices met state police standard for training
- Part 1 crimes increased 46% from 2015, mainly due to an increase in rape, burglary, and auto theft
- Utilized Directed Patrols, Speed Trailer, Stationary Radar Signs, and police safety road checks
- Installed two new radar signs
- Utilized media and Facebook communications in efforts to solve crimes
- Georgia State Patrol Post #51 continues to patrol the City of Suwanee working all accidents on I-85 and addressing traffic issues
- Purchased ten body cameras and implementing on patrol
- External ballistic vests and helmets purchased for Police Officers
- Transitioned to new breathalyzers
- Continuing to upgrade hand-held radios

- Police received $10,000 grant from GA Governor's Office of Highway Safety (GOHS)
- Police received $5,000 grant for Police Explorers



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 both programs.
   - Maintain 2017 files for State Certification and CALEA Accreditation.
   - Have a management staff attend Certification Manager Training.
     - ***STWP, Operations: Police CALEA (2020), page 354***
     - ***STWP, Operations: Police State Certification (2019), page 354***

OBJECTIVES FOR FISCAL YEAR 2018

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

	MISSION:	**Conduct Community Relation Activity Contacts**	
	INPUTS	• Training in agency standards, programs, and City wide policies • List of community businesses, organizations, schools, neighborhoods	• Police Department personnel
	ACTIVITIES	• Department meetings • Draft objectives for community contacts	• Visit community businesses, organizations, schools, neighborhoods
	OUTPUTS	• Number of community meetings, classes • Number of mentoring opportunities	• Number of reports produced for evaluation
OUTCOMES	**INITIAL**	Citizens aware of police presence in positive light Police familiar with citizens and citizen activities	
	INTERMEDIATE	Citizens partnering and cooperating with City Police Department	
	LONG-TERM	A safe and cohesive community abiding by the law	

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Council Meetings	12	12	12	12	12	12
Council Workshops	8	8	8	8	8	8
Police Supervisor Meetings	12	12	12	12	12	12
Calls for Service	47,626	61,770	69,913	65,000	82,557	85,000
Traffic Citations	12,403	16,929	13,373	18,000	10,741	15,000
Community Relation Activity Contacts (meetings, classes, mentoring)	5,765	4,150	3,739	4,000	3,751	4,000
Semi-Annual Evidence Audit	2	2	2	2	2	2
Annual Evidence Audit	1	1	1	1	1	1
Annual Internal Affairs Report	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	100%	100%	100%	100%	100%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2014 NATIONAL CITIZEN SURVEY

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

**new measure*



PUBLIC SAFETY- WHAT PROVIDES US COMFORT

WHY THIS MATTERS FOR SUWANEE: BE SAFE

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

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

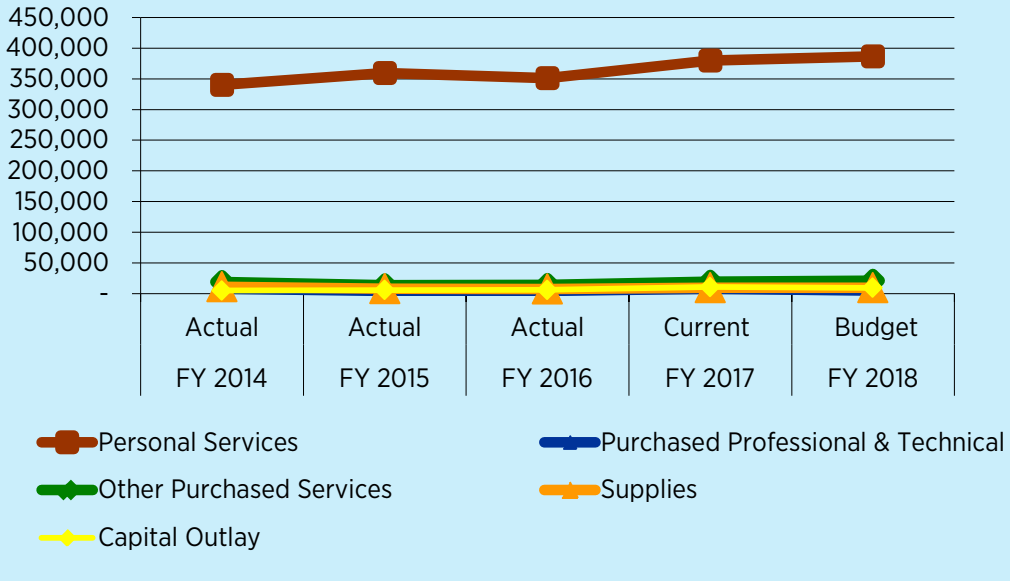


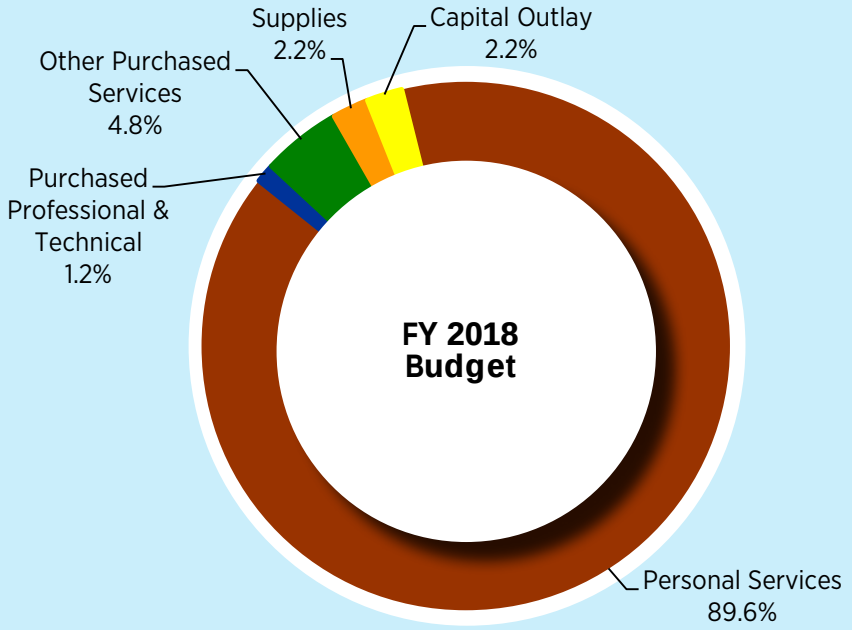
3210 POLICE ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 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]	PT-10	1	1	0	0	0
TOTAL		**4**	**4**	**3**	**3**	**3**

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 340,027	$ 359,691	$ 351,230	$ 379,960	$ 386,820
Purchased Professional & Technical	7,802	4,370	4,109	8,000	5,000
Other Purchased Services	18,812	13,913	14,032	19,180	20,880
Supplies	11,080	8,089	7,197	9,300	9,550
Capital Outlay	4,960	5,735	5,877	10,650	9,350
TOTAL	**$ 382,681**	**$ 391,798**	**$ 382,445**	**$ 427,090**	**$ 431,600**







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.

GOALS

1. Continue to monitor establishments to ensure compliance 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 check at local massage businesses.
   - Conduct at least one compliance check at any precious metal dealer, smoke shops and establishments that have gaming machines.
     - ***STWP, Public Safety: Community Policing (ongoing), page 342***
     - ***STWP, Public Safety: Police Communications (ongoing), page 342***
2. Utilize PACT email contacts and social media pages on a regular basis in order to develop leads in active criminal cases.
   - ***STWP, Public Safety: Community Policing (ongoing), page 342***
   - ***STWP, Public Safety: Police Communications (ongoing), page 342***

OBJECTIVES FOR FISCAL YEAR 2018

- Ensure that referred cases are followed up in a timely manner and the victim notified of the case status.
  - ***STWP, Operations: City Services (ongoing), page 354***
- 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.



WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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	5	5	6	6	7
Background investigations	10	8	13	13	23	25
Training hours	283	668	640	400	659	900
Cases assigned	399	546	546	550	728	700
Gaming machines checked and certified	33	35	33	35	35	35
Number of Intelligence reports prepared, analyzed, and investigated	64	104	112	115	193	190
Annual DFCS reports received, analyzed, or investigated	*	*	*	1,000	2,566	2,500
Annual electronic forensic hours	*	*	*	250	250	250
Massage parlor inspections	*	*	*	13	23	25
Family violence, special victim, and child fatality task force review hours	*	*	*	150	150	200

*new measure

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Total Clearance all Cases	46%	50%	53%	50%	47%	50%
Percent of referred cases that were assigned to an investigator	70%	77%	77%	75%	80%	75%
Total Clearance of Assigned Cases	66%	65%	68%	60%	58%	60%
Percent of performance evaluations completed on time	100%	100%	100%	100%	100%	100%
Percent of cases cleared by arrest	24%	21%	34%	22%	28%	25%
Percent of cases exceptionally cleared	36%	25%	25%	25%	20%	23%
Percent of cases unfounded	6%	3%	8%	5%	9%	5%

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



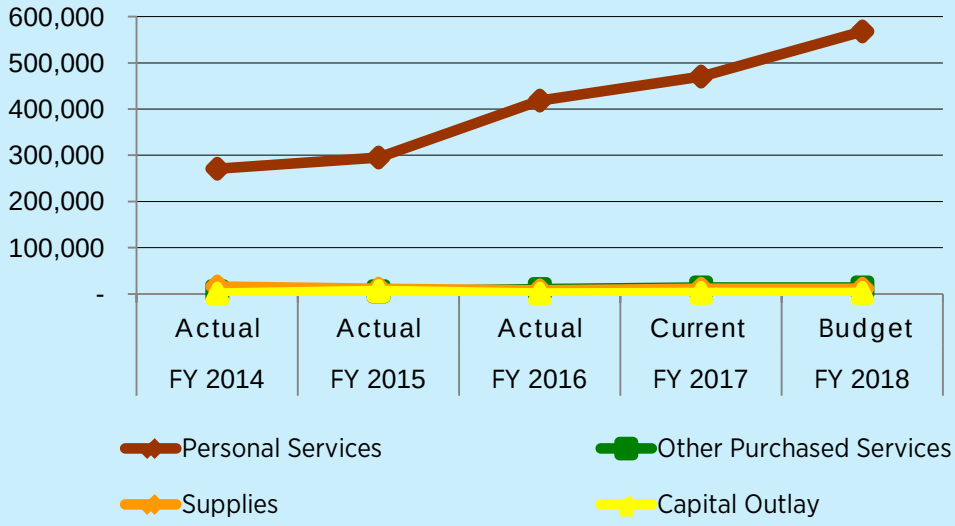
3221 CRIMINAL INVESTIGATION DIVISION

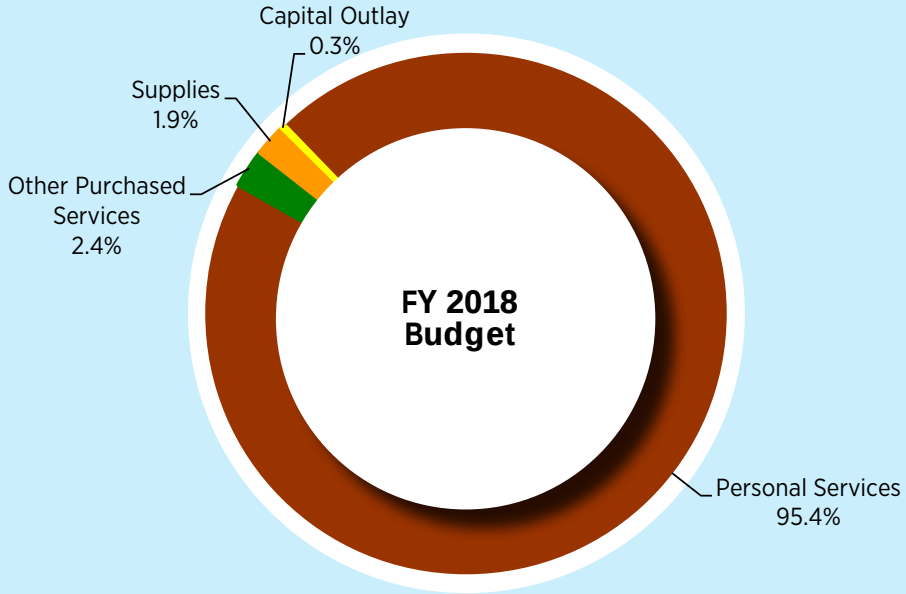
AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Police Sergeant	18	1	1	1	1	1
Police Corporal Detective(1)	16	0	0	0	0	1
Police Detective	14	4	4	4	4	4
Crime Analyst(2)	13	0	0	1	1	1
TOTAL		5	5	6	6	7

(1) In fiscal year 2018, a police officer position was moved from Patrol and upgraded to Corporal Detective.

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 271,088	$ 295,232	$ 418,419	$ 470,050	$ 567,760
Other Purchased Services	5,615	5,643	10,187	13,620	14,120
Supplies	15,853	10,904	7,687	11,250	11,050
Capital Outlay	608	6,261	407	1,950	2,050
TOTAL	$ 293,164	$ 318,040	$ 463,700	$ 496,870	$ 594,980







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.
   - 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.
   - Continue to attend monthly GOHS meetings.
   - Conduct specialized traffic details that target seatbelt usage and distracted driving.
   - Conduct three saturation patrols during Operation Zero Tolerance, which target impaired drivers.
   - Educate the public by distributing educational information on DUI, seatbelt usage and distracted driving during City events.
   - Educate the public on defensive driving during Citizens' Police Academy training.
   - ***STWP, Communications & Engagement: Citizen Engagement (ongoing), page 338***
   - ***STWP, Operations: City Services (ongoing), page 354***
   - ***STWP, Public Safety: Traffic Enforcement, Citizens Police Academy, Community Policing (ongoing), page 342***
2. Enhance officers' knowledge in the detection and prosecution of DUI cases.
   - Conduct in-service training on DUI prosecution for all patrol officers.
   - ***STWP, Operations: Learning Opportunities (ongoing), page 354***
3. Continue the process for utilizing body mounted cameras on patrol.
   - Finalize, adopt, and implement a Standard Operating Procedure (SOP) for body mounted cameras.
   - Expand the use of body cameras by purchasing and utilizing ten more cameras.
4. Reduce crime in the Gateway area.
   - Conduct at least four crime suppression details in and around the hotels.
   - ***STWP, Public Safety: Traffic Enforcement, Community Policing (ongoing), page 342***
   - ***STWP, Operations: City Services (ongoing), page 354***

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	47,626	61,770	69,913	65,000	82,557	85,000
Traffic accidents	1,178	1,306	1,410	1,400	1,511	1,550
Traffic related injuries	272	260	340	275	377	350
Traffic citations	12,403	16,929	13,373	18,000	10,741	15,000
Citizen complaints against officers	27	15	8	10	15	10

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Average response time (emergency)	4:05	4:47	4:43	4:00	4:56	5:00
Average response time (non-emergency)	5:45	5:53	5:39	6:00	6:15	6:30

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



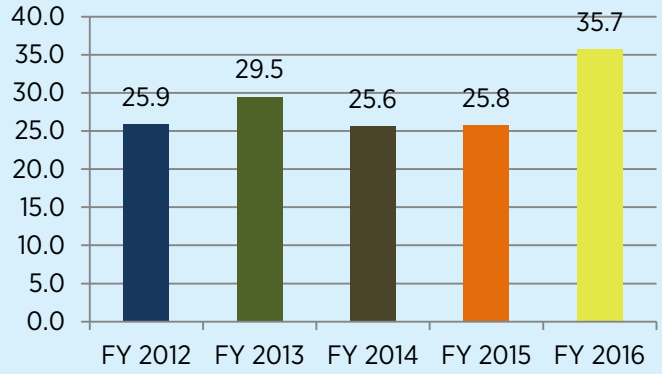
Police Services

86%

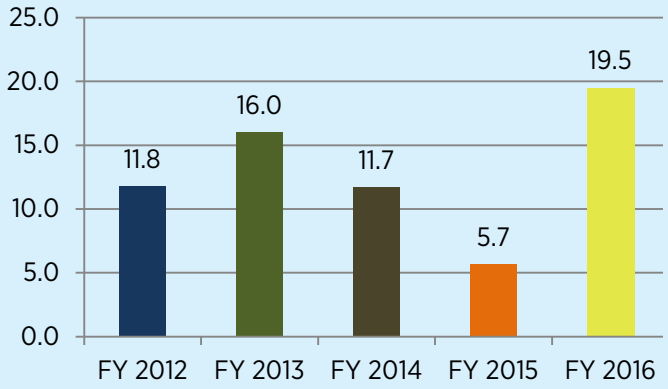
EXCELLENT OR GOOD

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

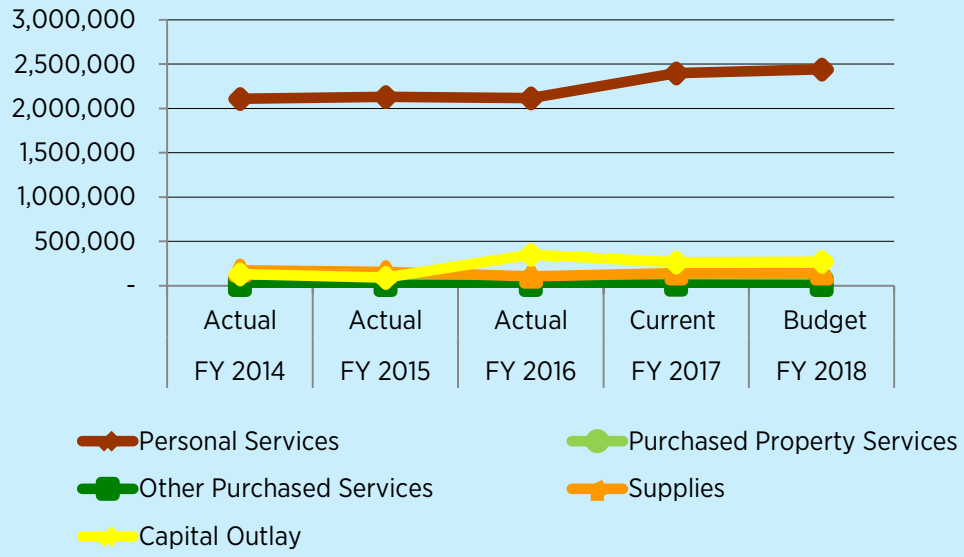


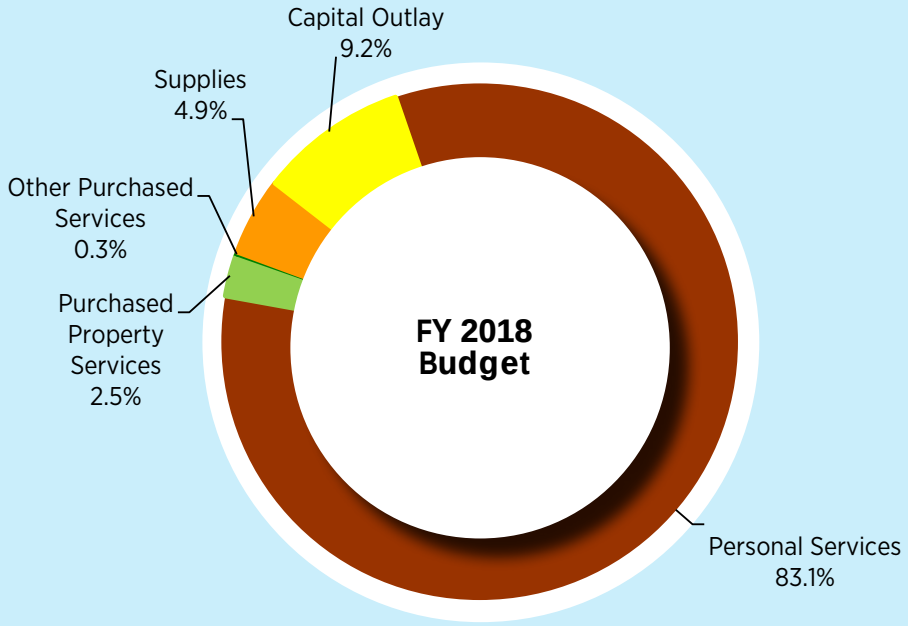
3223 PATROL DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Deputy Police Chief(1)	26	1	1	1	0	0
Police Captain	23	1	1	1	1	1
Patrol Lieutenant	20	1	1	2	2	2
Police Sergeant	18	5	5	5	5	5
Police Corporal	16	4	4	4	4	4
Police Officer(2)	14	15	15	15	17	16
TOTAL		**27**	**27**	**29**	**29**	**28**

(1) In fiscal year 2017, the Deputy Chief position was eliminated.
(2) In fiscal year 2018, a Police Officer position was moved to Criminal Investigation and upgraded to Corporal Detective.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 2,108,572	$ 2,131,756	$ 2,114,997	$ 2,397,200	$ 2,441,040
Purchased Property Services	50,656	64,761	61,131	64,300	74,300
Other Purchased Services	7,393	7,171	7,847	10,850	8,000
Supplies	172,095	155,602	104,492	142,110	142,570
Capital Outlay	130,408	91,523	350,798	264,750	271,010
TOTAL	**$ 2,469,124**	**$ 2,450,813**	**$ 2,639,265**	**$ 2,879,210**	**$ 2,936,920**







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 2018

- 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, Operations: City Services (ongoing), page 354***
- 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, Operations: City Services, Staffing (ongoing), page 354***

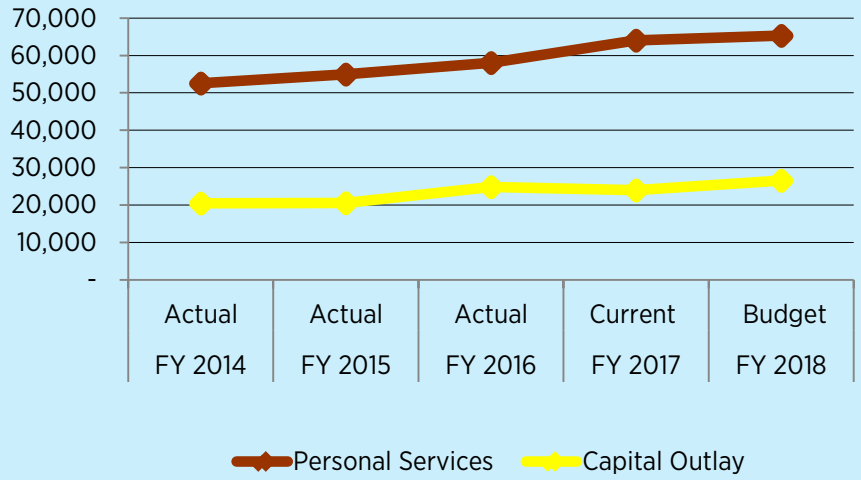
WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Records filed and maintained	702	829	848	850	880	89
Accident reports requested	818	581	1,004	1,100	650	655
Open records requests completed	120	165	126	140	232	235
Other filing (criminal histories, serving permits, etc.) completed	1,057	1,097	1,171	1,200	1,206	1,210
Video copying requests fulfilled (DA, Prosecutor)	197	281	401	400	571	573
Report requests fulfilled (DA, Prosecutor)	582	631	624	650	1,033	1,050
Local background checks completed	99	103	145	160	177	180
Expungements processed	120	569	638	700	556	560
Fingerprints taken	*	55*	220	250	288	300

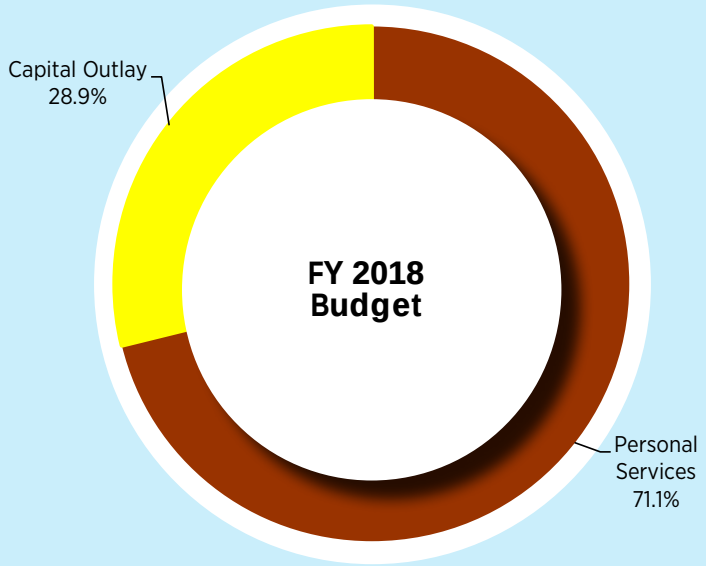
**new measure*

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	95%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Records & Evidence Technician	12	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 52,539	$ 54,975	$ 58,026	$ 64,010	$ 65,340
Capital Outlay	20,481	20,509	24,789	24,000	26,500
TOTAL	**$ 73,020**	**$ 75,484**	**82,815**	**88,010**	**91,840**







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.
   - 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.
   - Host at least on Communications Officer training class.
   - Expand the knowledge of Communication Officers by having them take at least one specialized training during the year.
   - ***STWP, Public Safety: Police Substation & Training Facility (ongoing), page 342***
2. Remain up to date on terrorism information by conducting terrorism training or have officers attend terrorism training.
3. Have a POST instructor attend CIT Train the Trainer class in order to begin the process of having all officers attend CIT training.
   - ***STWP, Public Safety: Police Substation & Training Facility (ongoing), page 342***

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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	35	110	100	100	100	100
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	4	3	4	4	4	4
Annual training hours	6,408	7,820	4,849	6,000	4,419	5,000



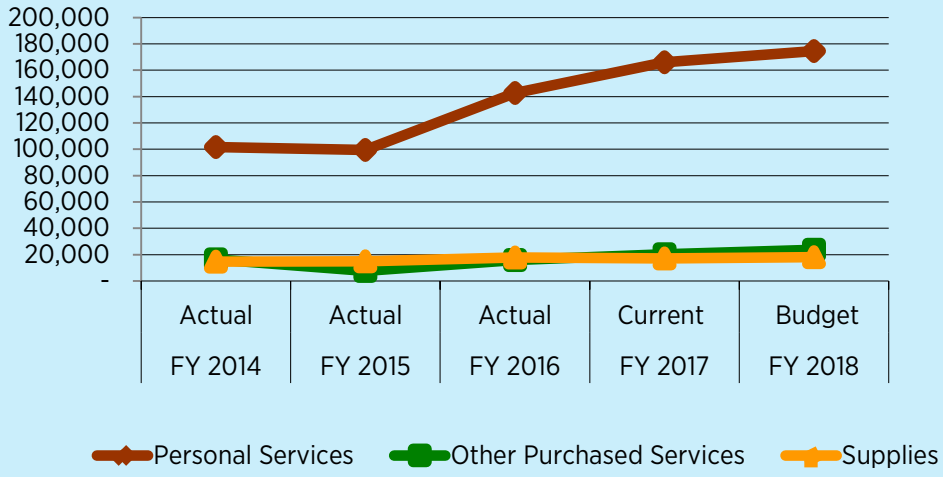
3240 POLICE TRAINING

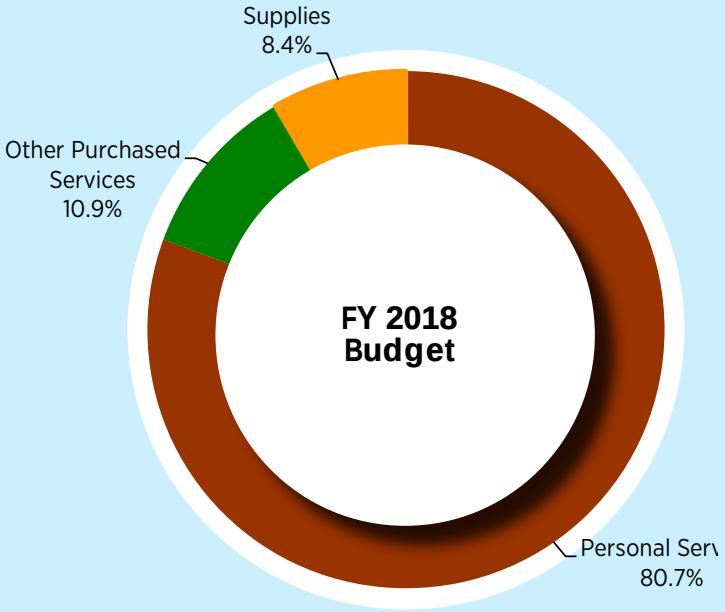
PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of officers with Associates Degree or higher	47%	36%	56%	50%	52%	55%
Percent of officers with Bachelor's Degree or higher	41%	41%	44%	40%	44%	47%
Percent of officers with Master's Degree or higher	22%	22%	25%	30%	19%	22%
Percent of officers with intermediate certification or higher	80%	80%	80%	80%	69%	72%
Percent of officers with advanced certification or higher	55%	58%	58%	58%	47%	50%
Percent of officers with supervisory certification or higher	44%	47%	44%	44%	38%	41%
Percent of officers with management certification or higher	22%	25%	22%	22%	19%	19%
Percent of officers with executive certification or higher	3%	3%	3%	3%	3%	3%

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Police Lieutenant	20	1	1	1	1	1
Administrative Assistant(1)	12	0	0	1	1	1
TOTAL		1	1	2	2	2

(1) In 2016 the administrative assistant was moved from Police Administration

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 101,747	$ 99,444	$ 142,650	$ 166,030	$ 174,410
Other Purchased Services	16,339	7,634	15,893	20,180	23,620
Supplies	14,626	14,913	17,819	17,150	18,220
TOTAL	$ 132,712	$ 121,991	$ 176,362	$ 203,360	$ 216,250





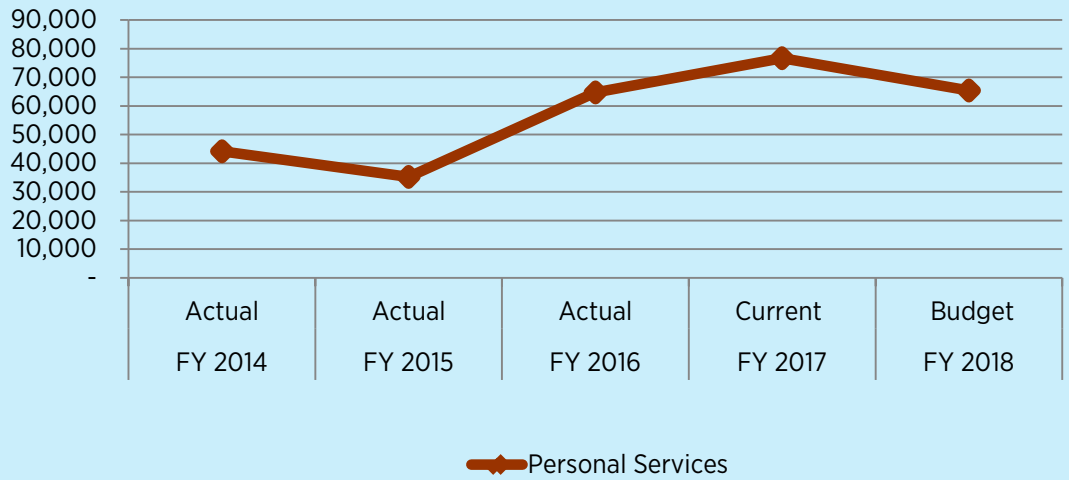
STATEMENT OF SERVICE

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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Number of special events requiring special detail services	35	40	22*	25*	26	34

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 44,136	$ 35,227	$ 64,744	$ 76,600	$ 65,400

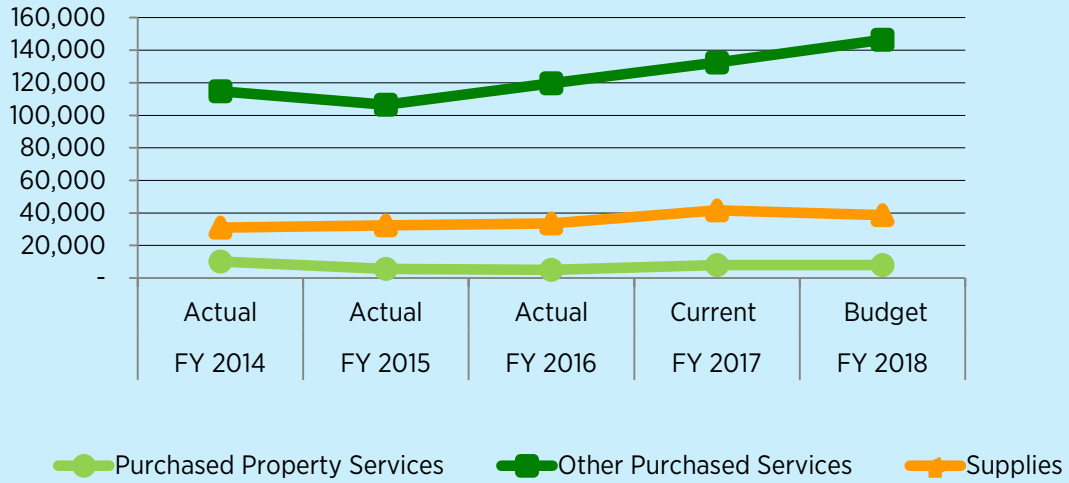


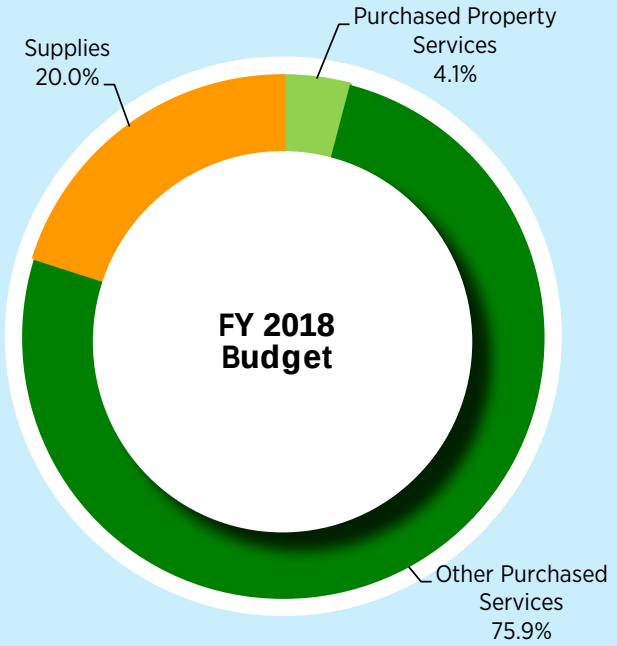


STATEMENT OF SERVICE

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services	$ 10,058	$ 5,653	$ 5,107	$ 7,900	$ 7,900
Other Purchased Services	114,695	106,486	119,595	132,000	146,500
Supplies	31,029	32,289	33,460	41,550	38,700
Capital Outlay	-	-	3,064	1,000	-
TOTAL	**$ 155,782**	**$ 144,428**	**$ 161,226**	**$ 182,950**	**$ 193,100**

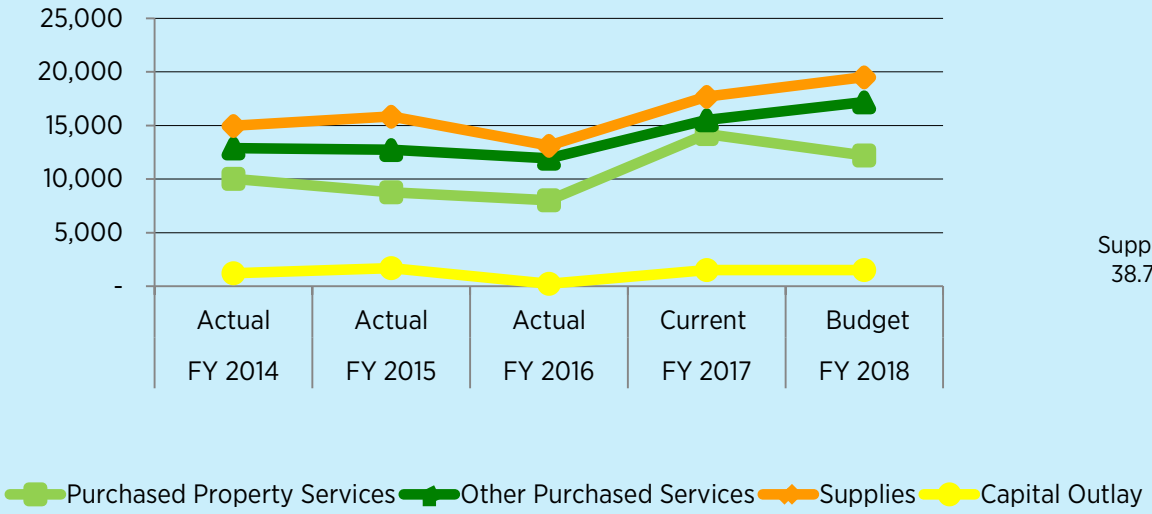


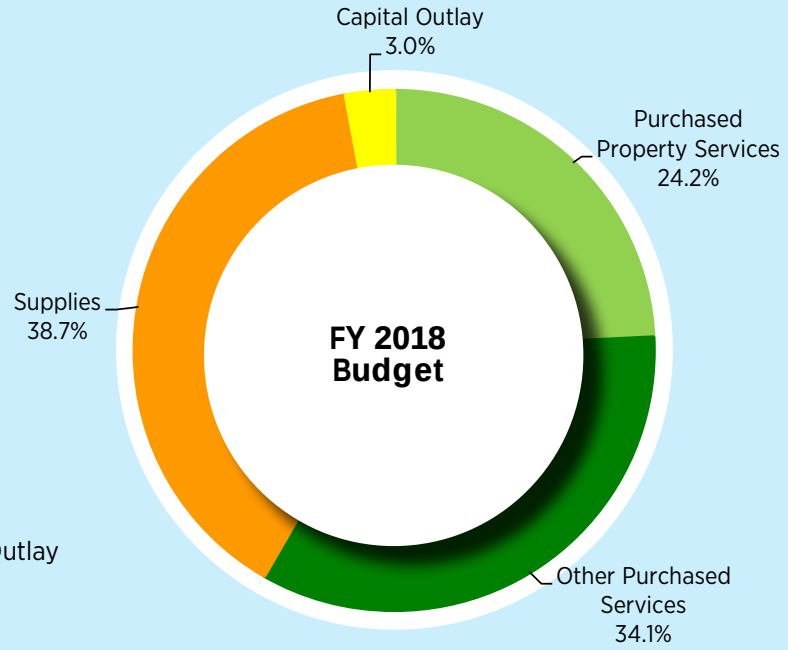


STATEMENT OF SERVICE

Suwanee's 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services	$ 10,036	$ 8,765	$ 8,019	$ 14,200	$ 12,200
Other Purchased Services	12,886	12,726	11,941	15,500	17,200
Supplies	14,984	15,842	13,122	17,700	19,500
Capital Outlay	1,218	1,685	236	1,500	1,500
TOTAL	**$ 39,124**	**$ 39,018**	**$ 33,318**	**$ 48,900**	**$ 50,400**







STATEMENT OF SERVICE

The mission of Communications is to foster a sense of security in the community and nurture public trust by serving as the vital link between the public and the Police Department. This mission is accomplished by:

- Commitment to practicing the highest standards of performance and ethics.
- Dedication to professional and technical progress.

OBJECTIVES FOR FISCAL YEAR 2018

- Answer all emergency and non-emergency phone calls made to Suwanee Police Communications.
  • STWP, Public Safety: Police Communications (ongoing), page 342
- Dispatch all calls for service where police service is needed.
  • STWP, Operations: CIty Services (ongoing), page 354
- Respond and serve all walk-in requests in a friendly and helpful manner.
  • STWP, Operations: CIty Services (ongoing), page 354
- Provide accident report copies to appropriate parties.
- Transfer incoming calls to the appropriate parties.

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Calls for service dispatched	47,626	61,770	70,365	75,000	85,133	90,000
Phone calls received	76,740*	50,411*	46,720*	60,000	39,420	40,000
Criminal history checks completed	1,057	1,087	1,002	1,200	1,998**	2,200**
Georgia Crime Information Center (GCIC) Entries	400	151	466	500	375	400
Dispatcher training hours	123	17	220	300	297	300

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

***Began tracking Officer requested criminal histories also.*

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Percent of calls for service dispatched appropriately	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	Pass	Pass	n/a	n/a	Pass

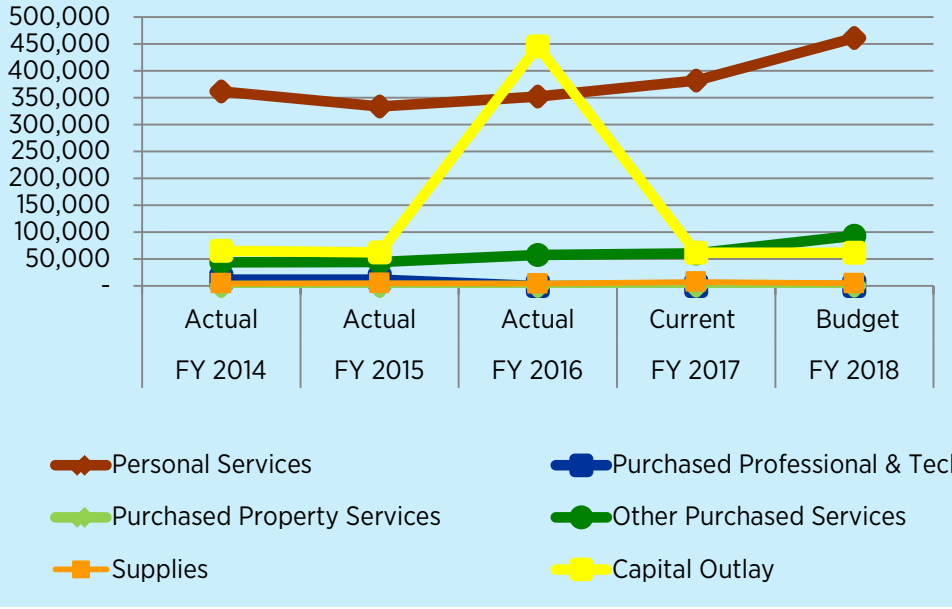
3270 DISPATCHER

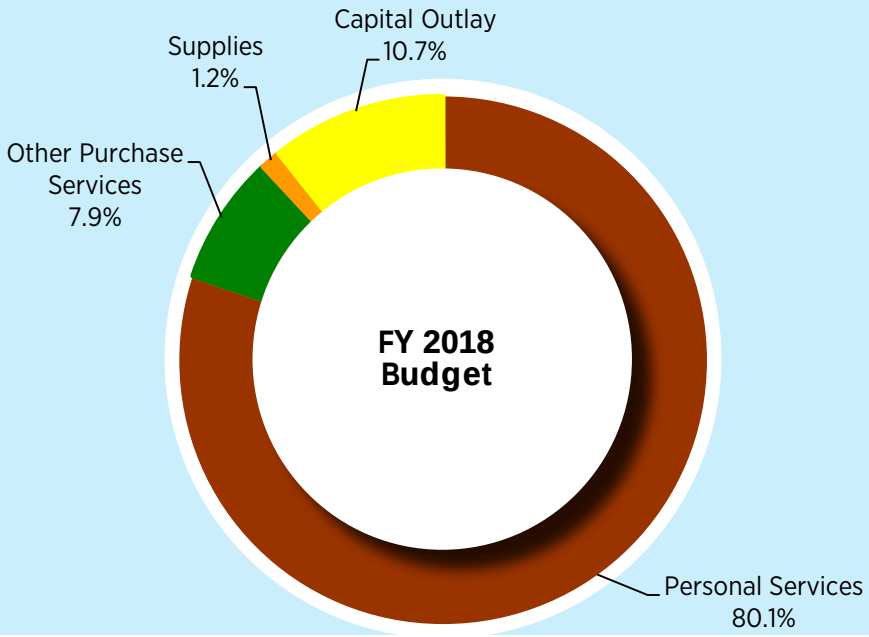
AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Police Lieutenant(1)	20	1	1	0	0	0
Communications Supervisor	16	0	0	1	1	1
Communication Officer	12	6	7	6	6	6
Communications Officer(2)	PT-12	1	0	0	0	0
TOTAL		**8**	**8**	**7**	**7**	**7**

(1) In fiscal year 2016, the Police Lieutenant 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016* ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 361,201	$ 333,632	$ 352,169	$ 381,910	$ 461,100
Purchased Professional & Technical	11,800	11,800	-	-	-
Purchased Property Services	43	39	45	250	250
Other Purchased Services	43,719	44,170	57,503	60,400	93,450
Supplies	4,305	5,144	4,215	7,350	4,800
Capital Outlay	65,324	62,204	445,290	61,500	61,700
TOTAL	**$ 486,392**	**$ 456,989**	**$ 859,222**	**$ 511,410**	**$ 621,300**

** 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).
   - 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.
   - 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.
   - Continue to utilize and increase participation in the Suwanee Park Ambassadors.
     - ***STWP, Public Safety: Citizens Police Academy, Community Policing, Police Communications (ongoing), page 342***
     - ***STWP, Communications & Engagement: Citizens Engagement (ongoing), page 338***
     - ***STWP, Operations: City Services (ongoing), page 354***
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, Public Safety: Police Communications (ongoing), page 342***
     - ***STWP, Communications & Engagement: Citizens Engagement (ongoing), page 338***
     - ***STWP, Operations: City Services (ongoing), page 354***
3. Expand awareness of financial exploitation of elders and elder abuse by providing training to banking institutions in the recognition and reporting of exploitation/abuse of elders.
     - ***STWP, Public Safety: Police Communications (ongoing), page 342***

OBJECTIVES FOR FISCAL YEAR 2018

- 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.
- Continue to utilize social media as a means to communicate, inform and interact with our citizens.

3285 PUBLIC RELATIONS

WORKLOAD MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
PRIDE programs	4	4	4	4	4	4
Station tour for kids (tours/participants)	10/172	2/18	11/163	8/125	7/135	8/185
Citizen Academy (academies/participants)	2/24	1/14	2/24	2/30	2/20	2/30
Explorer meetings (meetings/participants)	25/232	24/336	21/498	24/350	24/33	24/35
Safety meetings (meetings/participants)	5/30	2/77	3/94	3/100	4/84	4/100
Senior Citizens/Elderly Training (sessions/participants)	7/501	2/175	1/33	3/100	**	**
Kid Print meetings (meetings/participants)	1/2	2/10	5/33	3/20	**	**
PACT meetings (meetings/participants)	97/723	99/729	99/715	99/700	99/733	99/700
Business Contacts/Resident Contacts	43/3,217	220/2,154	227/2,130	200/2,000	200/2,000	200/2,000
School visits (visits/participants)	8/321	4/205	5/49	4/200	4/200	4,200

PRODUCTIVITY MEASURES	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 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%

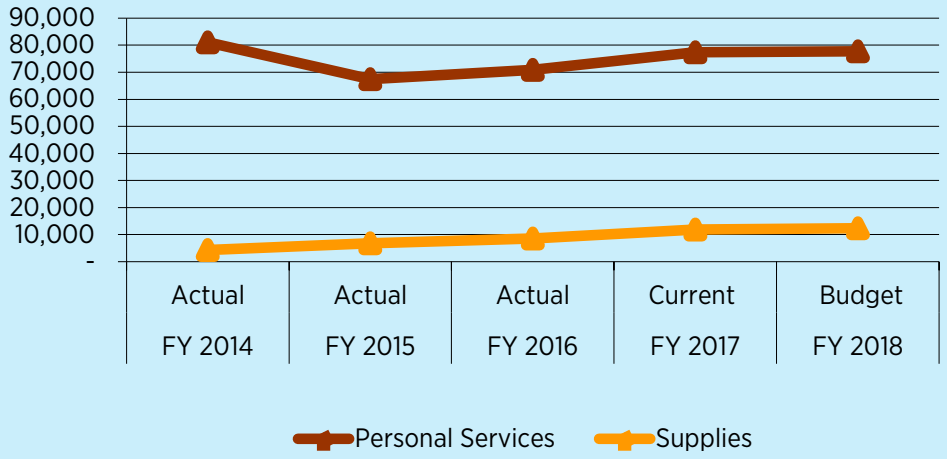
EXCELLENT OR GOOD

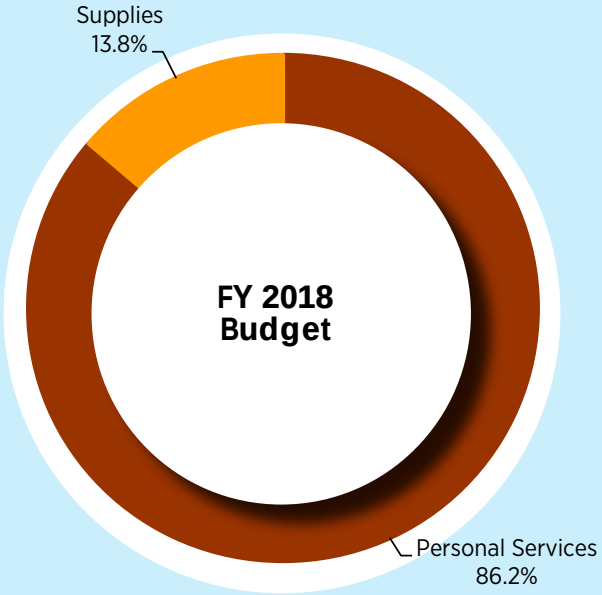


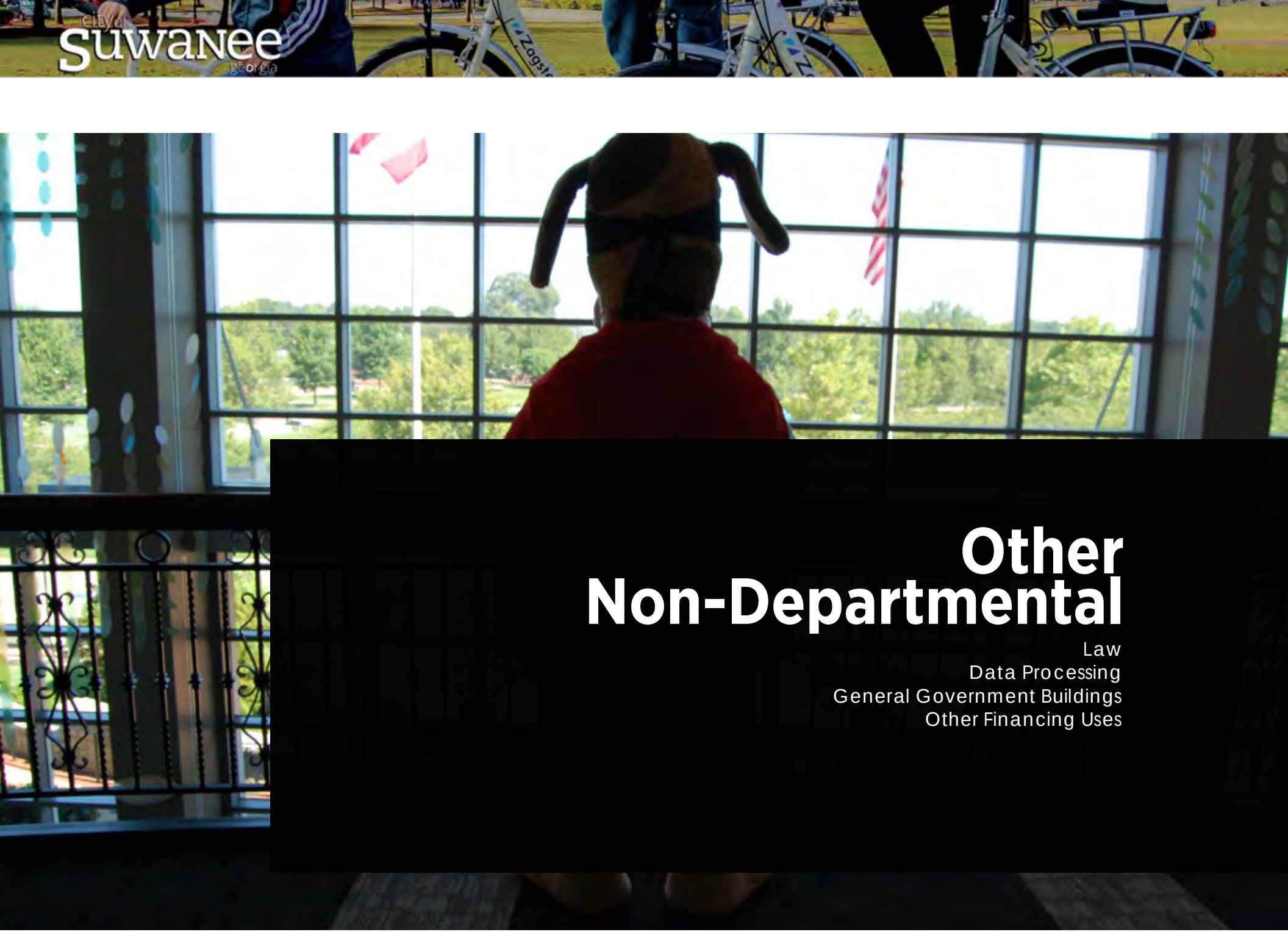
3285 PUBLIC RELATIONS

AUTHORIZED POSITIONS	GRADE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Police Officer	14	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services	$ 81,026	$ 67,445	$ 70,868	$ 77,430	$ 77,700
Purchase Professional & Technical	-	210	-	-	-
Supplies	4,351	6,735	8,564	11,900	12,400
TOTAL	**$ 85,377**	**$ 74,390**	**79,432**	**89,330**	**$ 90,100**







Other Non-Departmental

Law
Data Processing
General Government Buildings
Other Financing Uses



FY 2017 FINAL BUDGET	**$584,250**	
Changes:		
Increase in Legal Fees	500	
Increase in Professional Services	4,200	Data Processing
Decrease in Purchased Property Services	(1,000)	Data Processing
Decrease in Supplies	(1,000)	Data Processing
Decrease in Machinery & Equipment-Computer	(1,000)	Data Processing
Increase in Other Purchased Services	5,000	General Government Building
Increase in Purchased Property Services	3,500	General Government Building
Increase in Supplies	8,000	General Government Building
FY 2018 ADOPTED BUDGET	**$602,450**	



STATEMENT OF SERVICE

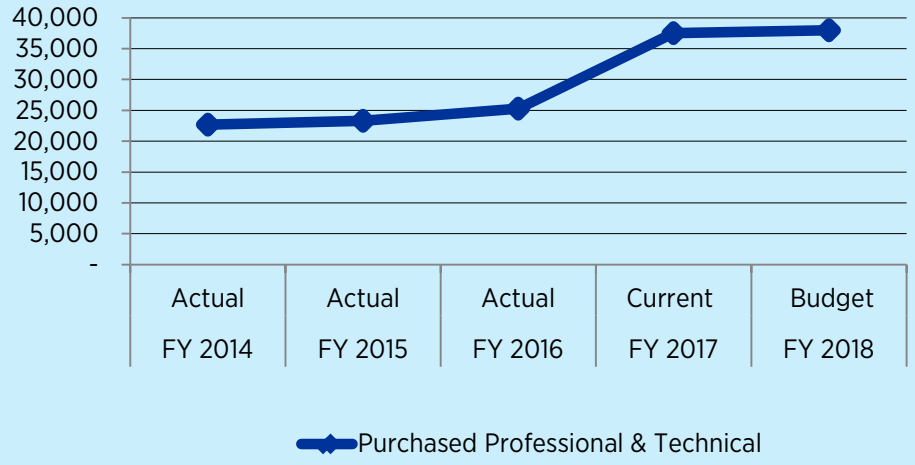
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2018

- 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Council meetings attended	15	15	15	12	13	12
Work Sessions attended	11	12	10	12	10	12
Average monthly hours billed	11	11	9	11	13	13
Number of contracts, agreements, leases reviewed	18	12	17	15	25	25

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 22,696	$ 23,294	$ 25,290	$ 37,500	$ 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.

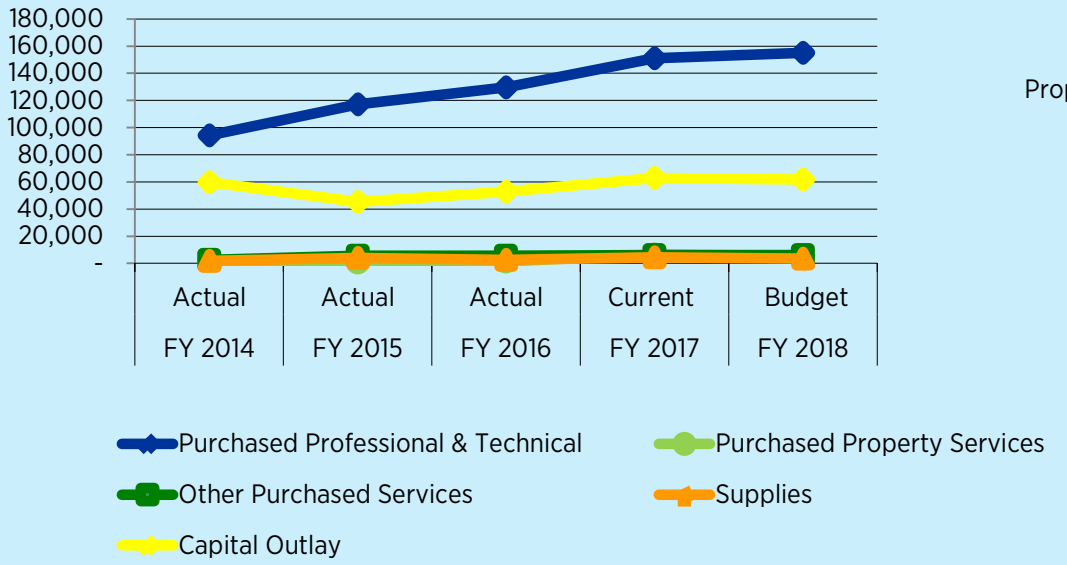
OBJECTIVES FOR FISCAL YEAR 2018

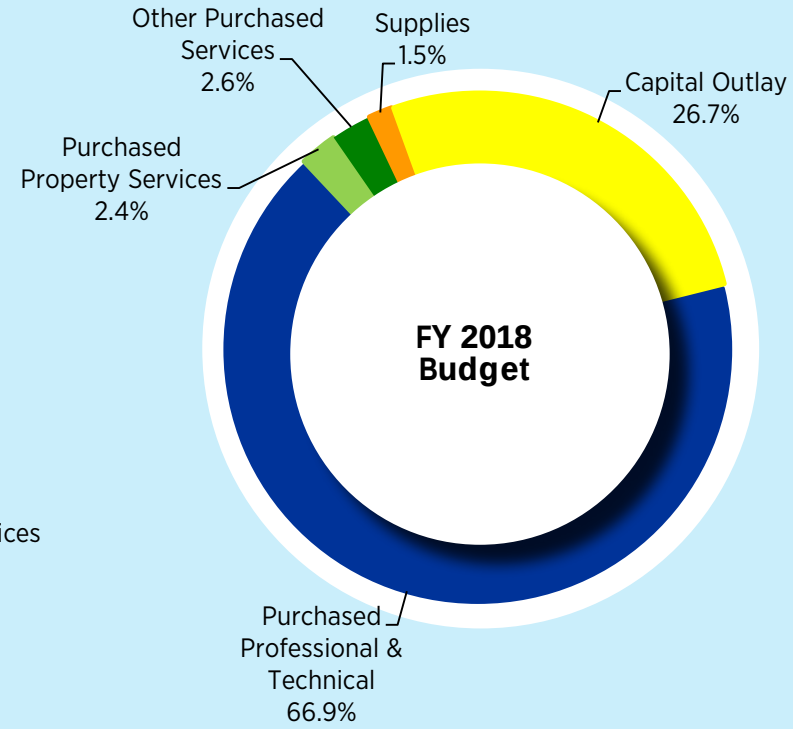
- Maintain Network Operating System (NOS) infrastructures of Microsoft, VMWare, and Linux servers to ensure minimum down time.
- Maintain virtual server infrastructure.
- Maintain Secure Socket Link (SSL) published applications and desktop for remote access.
- Expand & maintain data backup systems for 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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Workstations supported - LAN (local area network)	143	145	148	150	150	152
Email addresses under management	147	170	186	190	110	192
Servers - (Hardware) under management LAN	7	7	7	7	6	6
Virtual Servers Hosted	29	28	32	32	39	37
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	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 BUDGET	2017 ACTUAL	2018 BUDGET
Enterprise Server Uptime	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Average hours staff on site per month	119	120	124	130	130	130
Average number of hours spent on server maintenance	38	39	39	40	40	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	3.0	2.0	3.0	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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 94,311	$ 117,234	$ 129,533	$ 150,950	$ 155,150
Purchased Property Services	2,027	597	1,507	6,500	5,500
Other Purchased Services	2,470	5,540	5,590	6,000	6,000
Supplies	1,859	3,933	2,606	4,500	3,500
Capital Outlay	59,782	45,329	52,794	62,850	61,850
TOTAL	**$ 160,449**	**$ 172,633**	**$ 192,030**	**$ 230,800**	**$ 232,000**

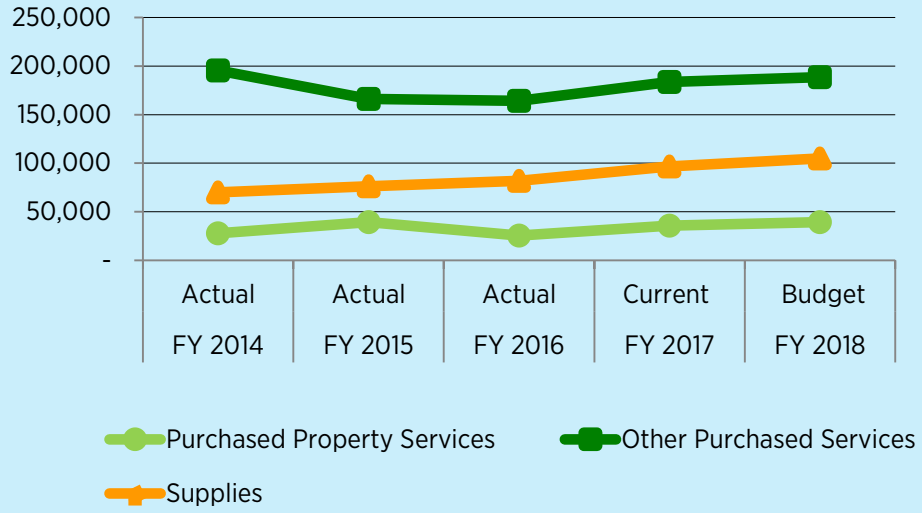


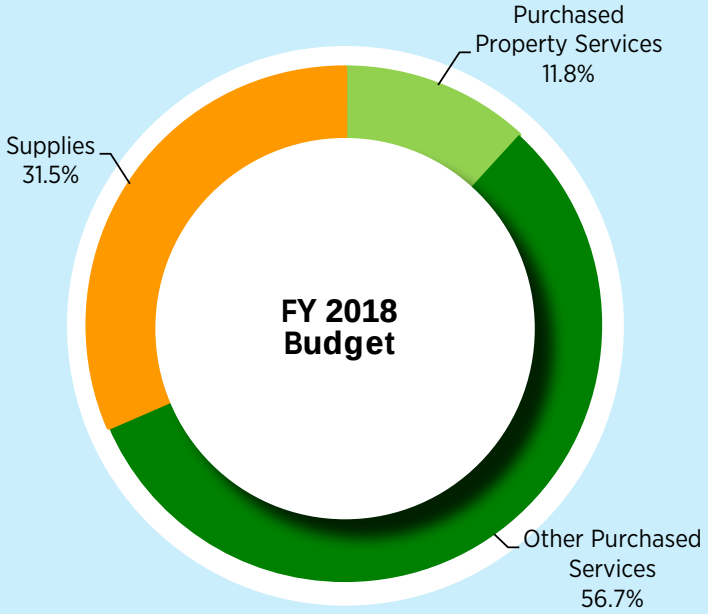


STATEMENT OF SERVICE

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services	$ 27,940	$ 39,442	$ 25,515	$ 35,700	$ 39,200
Other Purchased Services	195,350	166,146	164,221	183,500	188,500
Supplies	70,014	76,312	81,698	96,750	104,750
TOTAL	**$ 293,304**	**$ 281,900**	**$ 271,434**	**$ 315,950**	**$ 332,450**







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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Operating Transfer Out - Debt Service	$ -	$ -	$ -	$ -	$ -
Operating Transfer Out - Capital	1,787,790	1,659,100	1,479,000	485,970	-
Operating Transfer Out - Water	100,000	-	200,000	100,000	-
Operating Transfer Out - TAD	-	35,394	58,065	75,500	92,800
Operating Transfer Out - DDA	7,000	22,000	7,000	7,000	7,000
Operating Transfer Out- Community Garden	-	-	50,000		1,000
TOTAL	**$ 1,894,790**	**$ 1,716,494**	**$ 1,794,065**	**$ 668,470**	**$ 100,800**


Hungry Hungry Hippos
Suwanee magazine



Ten-Year Projections



TEN-YEAR PLANNING

Projecting long-term economic impacts to the general fund revenues and expenditures, 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 2012- 2017 for fiscal years 2012-2017. Revenue projections appear to be lower than actual with corresponding lower expenditure projections. Fiscal year 2016 and 2017 expenditure projections included large CIP funding transfers for master plan implementation. However, in 2018, general fund resources were not transferred as anticipated due to the URA issuing $23 million in bonds to fund these projects. Fourth quarter pre-funding adjustments can also cause large 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 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	-4%
FY 2016	11,835,855	12,463,904	5%	12,824,567	12,938,283	.9%
FY 2017 (Projected)	12,508,971	11,995,000	-4%	12,786,966	11,900,000	-7
FY 2018 (Budget)	13,208,160	12,926,090	-2%	13,300,480	12,926,090	-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	-.1%
FY 2015	11,381,286	11,905,027	5%	11,468,655	11,568,493	.9%
FY 2016	11,985,881	12,463,904	4%	12,990,351	12,938,283	-.04%
FY 2017 (Projected)	12,620,225	11,995,000	-5%	13,043,466	11,900,000	-10%
FY 2018 (Budget)	13,371,984	12,926,090	-4%	13,943,652	12,926,090	-8%

	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	11,745,482	12,463,904	6%	12,073,338	12,938,283	7%
FY 2017 (Projected)	12,367,349	11,995,000	-3%	12,444,569	11,900,000	-5%
FY 2018 (Budget)	13,020,591	12,926,090	-.1%	13,054,400	12,926,090	-.1%

COMPARISON OF 10 YEAR TRENDS PROJECTIONS - CONTINUED

FY 2015 - 10 Year Budget Projections for:	REVENUES PROJECTED	REVENUES ACTUAL/PROJECTED	REVENUES DIFFERENCE %	EXPENDITURES PROJECTED	EXPENDITURES ACTUAL/PROJECTED	EXPENDITURES DIFFERENCE %
FY 2016	11,721,891	12,463,904	6%	12,457,566	12,938,283	4%
FY 2017 (Projected)	12,259,689	11,995,000	-2%	12,600,736	11,900,000	-6%
FY 2018 (Budget)	12,824,838	12,405,320	-3%	13,362,787	12,926,090	-3%

FY 2016 - 10 Year Budget Projections for:	REVENUES PROJECTED	REVENUES ACTUAL/PROJECTED	REVENUES DIFFERENCE %	EXPENDITURES PROJECTED	EXPENDITURES ACTUAL/PROJECTED	EXPENDITURES DIFFERENCE %
FY 2017 (Projected)	12,701,912	11,995,000	-6%	14,781,952	11,900,000	-24%
FY 2018 (Budget)	13,322,826	12,926,090	-3%	13,241,744	12,926,090	-2%

FY 2017- 10 Year Budget Projections for:	REVENUES PROJECTED	REVENUES ACTUAL/PROJECTED	REVENUES DIFFERENCE %	EXPENDITURES PROJECTED	EXPENDITURES ACTUAL/PROJECTED	EXPENDITURES DIFFERENCE %
FY 2018 (Budget)	13,092,082	12,926,090	-1%	15,886,508	12,926,090	23%

ASSUMPTIONS

REVENUES

Suwanee's economy continues to shows sustained economic growth in property taxes, excise taxes, licenses and building permits. However, municipal fines have continued to decrease for the third straight year with significant projection deficit noted in fiscal year 2017 ($432,421). Fiscal year 2018 budget revenues continued to grow with overall projections 8% higher than the projected ending fiscal year 2017. With a constantly changing economic climate, it is important that the City continue to monitor local, regional and national economic trends.

Commercial and residential inspections revenue have been stabilizing between $350,000 to $450,000. Property values are predicted to increase by 7% for fiscal year 2018 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 2019 and 2020 with most revenues showing a 3.5% to 4% increase.

Starting in fiscal year 2021, 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 4% annual increases based on our past market renewal trends. Suwanee's pension cost are stable at 8% of regular earnings.

The population is projected to grow from 18,569 fiscal year 2018 to 24,002 in fiscal year 2028. Our projected population to employment ratio will range from 5.71 the first year to 4.94 at year ten. Part time employees have been converted to full time equivalent. Other operating costs have been inflated by the current consumer price index (June 2017) 1.6% compounded each year. The additional staff projected is for planning purposes only. Projecting future staffing assists the City in understanding potential budgeting needs in the future. However, staffing requests will continue to be monitored and evaluated annually. No specific positions are being anticipated or authorized by these planning predictions. The projections are not intended to be used as justification for future positions.

Other costs for repairs and maintenance follow our current funding levels for road and storm drainage repairs with $100,000 for roads and $100,000 for storm drainage.



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 over $10,000 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
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 $40,000.
Town Center Parking Deck	A public-private partnership was entered into to provided shared parking spaces in a four story parking deck. 150 spaces have be allocated to the City for public parking. Annual maintenance operating cost will range from $15,000 to $50,000.
Sign Reflectivity Program	Annual operational costs are estimated at $30,000 due to the required upgrades as well as replacements due to signage degradation as a result of sunlight, weather, and environmental changes.
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 $225,000 per year.
Administrative Facilities	On-going operating costs for building expansion or relocation of the Municipal Court, expansions of administrative space, storage for the Police Department, and improved storage and additional storage for the Public Works Department are estimated at $126,000 annually.
Future Park on Main Street	The proposed 20 acre park concept includes a 900 foot elevated bridge, a one acre water feature, an open terrace plaza and lawn area, sandpit volleyball courts, and a public art piece. Annual operating impacts are projected at $400,000.
Russell Street Streetscape	Operating cost for maintenance and replacement of landscaping and street furniture (pavers, benches, and trash receptacles) are estimated to be $21,200 annually.
Buford Highway Reconstruction & Streetscape	Operating costs for the landscaping component of this project are estimated at $100,000 annually.

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. Replacement vehicles and equipment for police 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 2017 Special Purpose Local Option Sales Tax (SPLOST) program is a 6-year sales tax. Currently, the City estimates that we will receive approximately $14.3 million by the time the 2017 program ends (March 2023).

During the 2017 City Council retreat, the decision was made to seek bond funding for four major initiatives: new park 20 acre park on Main Street, re-alignment of Main Street, Russell Street Streetscape, and administrative facilities enhancements and/or relocations. The City closed on $23 million in bond funds in July 2017. The enclosed CIP includes the bonds funds as part of the funding strategy. The strategy also includes using $7.9 million of SPLOST funding for debt service payments on these bonds. Since SPLOST funds are received monthly from Gwinnett County, the bond fund will be providing cash flow for these projects with the SPLOST funds resources, once received, providing resources to make debt service payments.

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	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Pedestrian Bicycle Plan	$ -	$ -	$ -	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
Town Center Parking Deck	-	-	15,000	15,000	15,000	50,000	15,000	15,000	15,000	50,000
Sign Reflectivity Program	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Facilities Maintenance (average plan funding)	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Administrative Facilities	-	-	25,000	50,000	75,000	100,000	126,000	126,000	126,000	126,000
Future park on Main Street	-	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Russell Street Streetscape	-	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200	21,200
Buford Highway Reconstruction & Streetscape	-	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Projected Operating Impacts of Capital Projects	**$ 225,000**	**$ 496,200**	**$ 816,200**	**$ 881,200**	**$ 906,200**	**$ 966,200**	**$ 957,200**	**$ 957,200**	**$ 957,200**	**$ 992,200**

SUMMARY OF FUTURE CAPITAL PROJECTS WITH PROPOSED FUNDING BY GENERAL FUND

PROJECT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
City Vehicles New	$ -	$ 37,500	$ 39,500	$ -	$ 43,500	$ -	$ -	$ 45,000	$ -	$ 45,500
Facility Maintenance	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
Public Safety Projects	-	33,600	-	-	50,000	-	-	-	150,000	-
Public Works Equipment Replacements	93,000	115,000	85,000	70,000	70,000	72,000	74,000	76,000	78,000	80,000
Stormwater Projects	-	100,000	100,000	100,000	100,000	102,500	105,100	107,730	110,400	113,160
Street Maintenance and Resurfacing	-	100,000	100,000	100,000	100,000	102,500	105,100	107,730	110,400	113,160
Water System Projects	120,000	120,000	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	**$ 438,000**	**$ 731,100**	**$ 669,500**	**$ 615,000**	**$ 718,500**	**$ 632,000**	**$ 649,200**	**$ 701,460**	**$ 823,800**	**$ 726,820**



GENERAL FUND TEN YEAR FINANCIAL PLAN

	FY 2018 BUDGET	PREDICTION YEAR 1 FY 2019	PREDICTION YEAR 2 FY 2020	PREDICTION YEAR 3 FY 2021	PREDICTION YEAR 4 FY 2022	PREDICTION YEAR 5 FY 2023	PREDICTION YEAR 6 FY 2024	PREDICTION YEAR 7 FY 2025	PREDICTION YEAR 8 FY 2026	PREDICTION YEAR 9 FY 2027	PREDICTION YEAR 10 FY 2028
Revenues											
Property Taxes	$ 4,390,560	$ 4,697,899	$ 5,917,702	$ 6,331,941	$ 6,648,538	$ 6,980,965	$ 7,330,014	$ 7,623,214	$ 7,928,143	$ 8,245,268	$ 8,575,079
Utility Franchise Taxes	1,851,610	1,944,190	2,041,400	2,143,470	2,207,774	2,296,085	2,364,968	2,459,566	2,533,353	2,634,688	2,740,075
Alcohol Beverage Taxes	841,700	883,785	927,974	974,373	1,023,092	1,074,246	1,117,216	1,167,491	1,214,190	1,262,758	1,313,268
Business Taxes	2,241,000	2,353,050	2,470,703	2,594,238	2,698,007	2,805,928	3,168,164	3,294,891	3,426,687	3,563,754	3,706,304
Other Taxes	31,420	32,363	33,334	34,333	35,364	36,601	37,882	39,208	40,580	42,001	43,471
Licenses & Permits	890,770	935,309	982,074	1,031,178	1,062,113	1,093,977	1,126,796	1,160,600	1,207,024	1,255,305	1,305,517
Intergovernmental Revenues	865,000	890,950	-	-	-	-	-	-	-	-	-
Charge for Services	146,520	150,916	155,443	160,106	164,910	169,857	174,953	180,201	185,607	191,175	196,911
Fines and Forfeitures	1,385,010	1,412,710	1,440,964	1,469,784	1,499,179	1,529,163	1,559,746	1,590,941	1,622,760	1,655,215	1,688,319
Investment Income	41,000	50,000	50,500	51,005	52,280	53,587	54,927	56,300	57,708	59,150	60,629
Contributions and Donations	23,000	23,000	23,230	23,462	23,932	24,410	24,898	25,396	25,904	26,422	26,951
Miscellaneous Revenues	40,000	41,200	42,436	43,709	45,020	46,371	48,689	54,124	53,680	56,364	59,182
TOTAL REVENUES	**12,747,590**	**13,415,372**	**14,085,760**	**14,857,599**	**15,460,209**	**16,111,190**	**17,008,253**	**17,648,932**	**18,295,636**	**18,992,100**	**19,715,706**
Expenditures											
Council & Chief Executive	586,650	634,187	654,749	675,971	697,874	720,482	794,744	820,522	847,136	874,613	902,983
Administrative Services	374,810	356,651	365,655	374,931	384,487	443,623	455,401	467,543	480,060	492,965	506,271
Business Services	877,750	909,684	935,933	963,034	991,016	1,019,908	1,049,741	1,080,547	1,112,359	1,145,212	1,179,140
Economic Development	972,720	1,008,332	1,070,940	1,095,976	1,121,728	1,148,218	1,175,471	1,203,509	1,311,089	1,344,389	1,378,675
Financial Services	560,250	574,149	587,124	603,608	620,620	638,175	758,147	780,228	803,025	826,561	850,863
Parks & Public Works	2,644,020	2,731,033	2,904,551	2,994,147	3,086,439	3,181,513	3,381,314	3,485,611	3,593,085	3,703,842	3,934,070
Planning	914,750	931,194	955,728	981,010	1,007,065	1,033,919	1,143,449	1,175,359	1,208,262	1,242,192	1,277,182
Police	5,291,890	5,424,315	5,691,148	5,856,873	6,143,297	6,323,244	6,630,797	6,826,145	7,027,757	7,368,190	7,587,029
Non-Departmental	602,450	612,089	621,883	631,833	641,942	652,213	662,649	673,251	684,023	694,967	706,087
Projected Capital Projects Operating Impacts	-	225,000	496,200	816,200	881,200	906,200	966,200	957,200	957,200	957,200	992,200
CIP Funding Request-General Fund	100,800	438,000	731,100	669,500	615,000	718,500	632,000	649,200	701,460	823,800	726,820
TOTAL EXPENDITURES	**12,926,090**	**13,844,634**	**15,015,011**	**15,663,083**	**16,190,668**	**16,785,995**	**17,649,913**	**18,119,115**	**18,725,456**	**19,473,931**	**20,041,320**
Excess (deficiency) of revenues over (under) expenditures	(178,500)	(429,262)	(929,251)	(805,484)	(730,459)	(674,805)	(641,660)	(470,183)	(429,820)	(481,831)	(325,614)
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	173,500	176,102	178,744	181,426	184,146	186,908	189,713	192,558	196,409	200,338	204,345
TOTAL OTHER FINANCING SOURCES	**178,500**	**181,102**	**183,744**	**186,426**	**189,146**	**191,908**	**197,213**	**200,058**	**203,909**	**207,838**	**211,845**
Net change in fund balance	-	(248,160)	(745,507)	(619,058)	(541,313)	(482,897)	(444,447)	(270,125)	(225,911)	(273,993)	(113,769)
Fund Balances, beginning of year	**8,677,579**	**8,677,579**	**8,429,419**	**7,683,912**	**7,064,854**	**6,523,541**	**6,040,644**	**5,596,197**	**5,326,072**	**5,100,161**	**4,826,168**
Fund Balances, end of year	**$ 8,677,579**	**$ 8,429,419**	**$ 7,683,912**	**$ 7,064,854**	**$ 6,523,541**	**$ 6,040,644**	**$ 5,596,197**	**$ 5,326,072**	**$ 5,100,161**	**$ 4,826,168**	**$ 4,712,399**



POPULATION TO EMPLOYEES RATIO

	FY 2018	YEAR 1 FY 2019	YEAR 2 FY 2020	YEAR 3 FY 2021	YEAR 4 FY 2022	YEAR 5 FY 2023	YEAR 6 FY 2024	YEAR 7 FY 2025	YEAR 8 FY 2026	YEAR 9 FY 2027	YEAR 10 FY 2028
Population	18,569	19,051	19,547	20,055	20,576	21,111	21,660	22,223	22,801	23,394	24,002
DEPARTMENTS:											
Council & Chief Executive	6.5	6.5	6.5	6.5	6.5	6.5	7	7	7	7	7
Employee per 1,000 Population range .20 to .10	0.35	0.34	0.33	0.32	0.32	0.31	0.32	0.31	0.31	0.30	0.29
Administrative Services	2.5	2.5	2.5	2.5	2.5	3	3	3	3	3	3
Employee per 1,000 Population range .20 to .10	0.13	0.13	0.13	0.12	0.12	0.14	0.14	0.13	0.13	0.13	0.12
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	0.46	0.45	0.43	0.42	0.41	0.40	0.39	0.38	0.37	0.36	0.35
Economic Development	5.5	5.5	6	6	6	6	6	6	7	7	7
Employee per 1,000 Population range .35 to .25	0.30	0.29	0.31	0.30	0.24	0.28	0.28	0.27	0.31	0.30	0.29
Financial Services	5	5	5	5	5	5	6	6	6	6	6
Employee per 1,000 Population range .35 to .25	0.27	0.26	0.26	0.25	0.24	0.24	0.28	0.27	0.26	0.26	0.25
Parks & Public Works	22	23	24	24	24	24	25	25	25	25	26
Employee per 1,000 Population range 1.25 to .95	1.18	1.21	1.23	1.20	1.17	1.14	1.15	1.12	1.10	1.07	1.08
Planning	7	7	7	7	7	7	8	8	8	8	8
Employee per 1,000 Population range .45 to .30	0.38	0.37	0.36	0.35	0.34	0.33	0.37	0.36	0.35	0.34	0.33
Police	49	49	50	50	51	51	52	52	55	53	53
Employee per 1,000 Population range 2.65 to 2.10	2.64	2.57	2.56	2.49	2.48	2.42	2.40	2.34	2.28	2.27	2.21
Total Employee	106	107	109.5	109.5	110.5	111	115.5	115.5	116.5	117.5	118.5
Employee per 1,000 Population range 5.77 to 4.77	5.71	5.62	5.60	5.46	5.37	5.26	5.33	5.20	5.11	5.02	4.94
Population Change per year		482	496	508	521	535	549	563	578	593	608
Employee Change per year		1	2.5	0	1	0.5	4.5	0	1	1	1

EMPLOYEE COST

	FY 2018	YEAR 1 FY 2019	YEAR 2 FY 2020	YEAR 3 FY 2021	YEAR 4 FY 2022	YEAR 5 FY 2023	YEAR 6 FY 2024	YEAR 7 FY 2025	YEAR 8 FY 2026	YEAR 9 FY 2027	YEAR 10 FY 2028
Annual Cost											
Salary	$ 6,149,000	$ 6,393,220	$ 6,738,872	$ 6,941,038	$ 7,214,559	$ 7,464,620	$ 8,000,257	$ 8,240,265	$ 8,560,958	$ 8,893,476	$ 9,238,240
Benefits	$ 2,729,920	$ 2,865,901	$ 3,050,176	$ 3,172,183	$ 3,329,198	$ 3,478,033	$ 3,763,796	$ 3,914,348	$ 4,106,168	$ 4,307,070	$ 4,517,475
Cost per employee											
Salary	$ 58,009	$ 59,750	$ 61,542	$ 63,388	$ 65,290	$ 67,249	$ 69,266	$ 71,344	$ 73,485	$ 75,689	$ 77,960
Benefits	$ 25,754	$ 26,784	$ 27,855	$ 28,970	$ 30,128	$ 31,334	$ 32,587	$ 33,890	$ 35,246	$ 36,656	$ 38,122

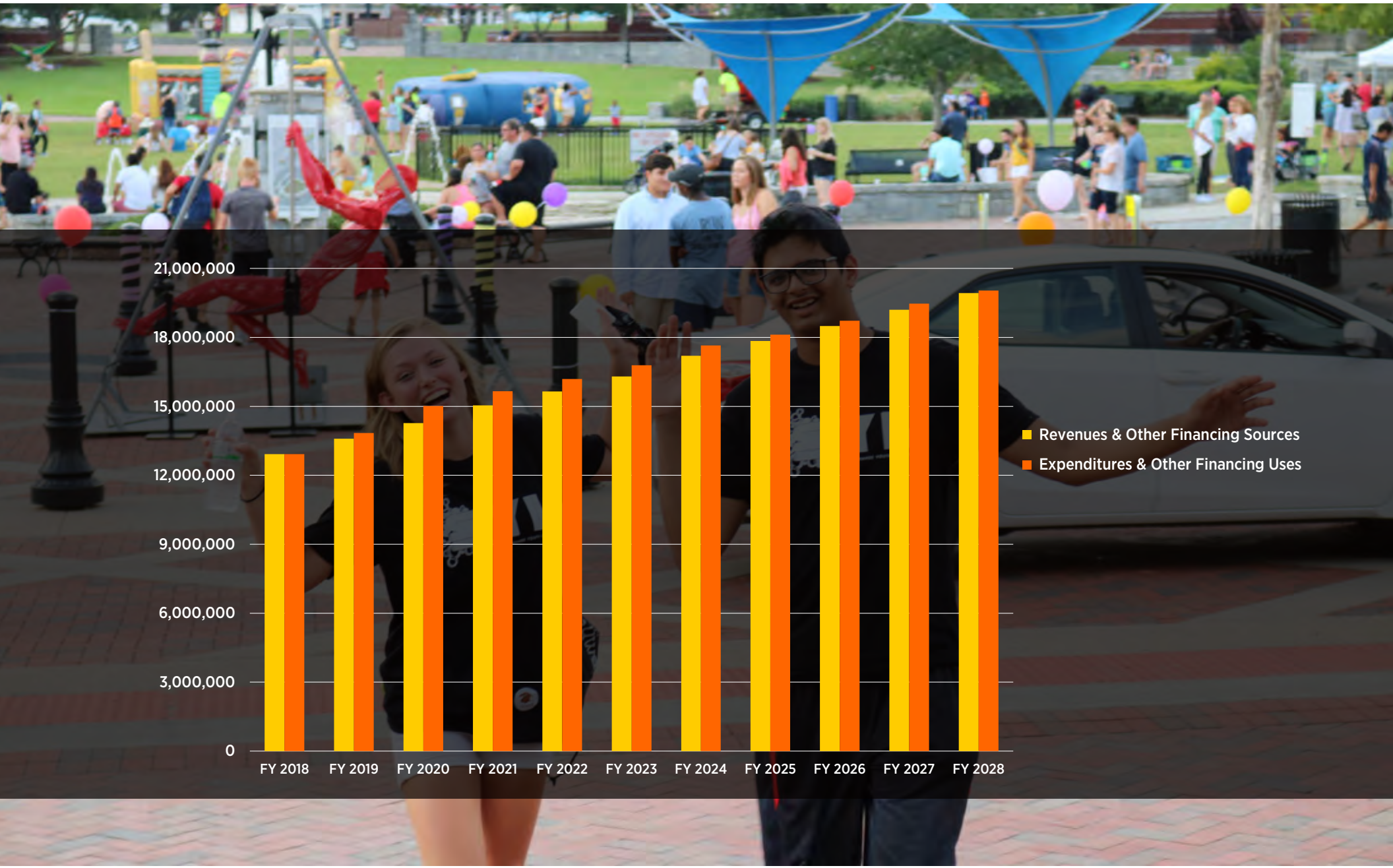
Projection includes 3% annual salary increases per employee and 5% annual benefit renewal increase per employee.



DEPARTMENT OPERATING

	FY 2018	YEAR 1 FY 2019	YEAR 2 FY 2020	YEAR 3 FY 2021	YEAR 4 FY 2022	YEAR 5 FY 2023	YEAR 6 FY 2024	YEAR 7 FY 2025	YEAR 8 FY 2026	YEAR 9 FY 2027	YEAR 10 FY 2028
Council & Chief Executive											
Salary	$ 356,050	$ 388,373	$ 400,024	$ 412,025	$ 424,386	$ 437,117	$ 484,864	$ 499,410	$ 514,392	$ 529,824	$ 545,719
Benefits	110,800	124,097	131,061	138,303	145,835	153,669	178,109	187,233	196,723	206,591	216,855
Other	119,800	121,717	123,664	125,643	127,653	129,696	131,771	133,879	136,021	138,198	140,409
SUBTOTAL	586,650	634,187	654,749	675,971	697,874	720,482	794,744	820,522	847,136	874,613	902,983
Administrative Services											
Salary	198,120	174,374	178,855	183,471	188,225	226,746	232,799	239,033	245,454	252,067	258,880
Benefits	63,190	66,961	69,639	72,424	75,321	94,001	97,761	101,671	105,738	109,968	114,366
Other	113,500	115,316	117,161	119,036	120,940	122,876	124,841	126,839	128,868	130,930	133,025
SUBTOTAL	374,810	356,651	365,655	374,931	384,486	443,623	455,401	467,543	480,060	492,965	506,271
Business Services											
Salary	580,250	587,873	603,109	618,802	634,967	651,615	668,764	686,426	704,619	723,358	742,659
Benefits	180,230	202,665	211,771	221,242	231,092	241,336	251,989	263,069	274,592	286,575	299,038
Other	117,270	119,146	121,053	122,990	124,957	126,957	128,988	131,052	133,148	135,279	137,443
SUBTOTAL	877,750	909,684	935,933	963,034	991,016	1,019,908	1,049,741	1,080,547	1,112,359	1,145,212	1,179,140
Economic Development											
Salary	403,850	413,623	449,253	460,331	471,741	483,493	495,598	508,066	564,392	579,824	595,719
Benefits	128,520	147,313	167,133	173,818	180,771	188,002	195,522	203,343	246,723	256,591	266,855
Other	440,350	447,396	454,554	461,827	469,216	476,723	484,351	492,100	499,974	507,974	516,101
SUBTOTAL	972,720	1,008,332	1,070,940	1,095,976	1,121,728	1,148,218	1,175,471	1,203,509	1,311,089	1,344,389	1,378,675
Financial Services											
Salary	326,000	333,748	342,711	351,942	361,451	371,244	450,598	463,066	475,908	489,135	502,759
Benefits	132,400	136,921	139,278	144,849	150,642	156,668	195,522	203,343	211,476	219,936	228,733
Other	101,850	103,480	105,135	106,817	108,527	110,263	112,027	113,819	115,641	117,491	119,371
SUBTOTAL	560,250	574,149	587,124	603,608	620,620	638,175	758,147	780,228	803,025	826,562	850,863
Parks & Public Works											
Salary	1,025,690	1,074,243	1,177,013	1,221,323	1,266,963	1,313,972	1,431,657	1,483,607	1,537,115	1,592,229	1,726,955
Benefits	495,540	516,035	568,531	595,273	623,084	652,007	714,674	747,262	781,152	816,398	891,176
Other	1,122,790	1,140,755	1,159,007	1,177,551	1,196,392	1,215,534	1,234,982	1,254,742	1,274,818	1,295,215	1,315,939
SUBTOTAL	2,644,020	2,731,033	2,904,551	2,994,147	3,086,439	3,181,513	3,381,313	3,485,611	3,593,085	3,703,842	3,934,070
Planning											
Salary	436,970	443,248	455,796	468,719	482,031	495,742	579,130	595,754	612,877	630,513	648,679
Benefits	201,740	207,489	214,988	222,788	230,899	239,335	260,696	271,124	281,969	293,247	304,977
Other	276,040	280,457	284,944	289,503	294,135	298,841	303,623	308,481	313,416	318,431	323,526
SUBTOTAL	914,750	931,194	955,728	981,010	1,007,065	1,033,918	1,143,449	1,175,359	1,208,262	1,242,191	1,277,182
Police											
Salary	2,822,190	2,927,736	3,077,110	3,169,424	3,329,797	3,429,691	3,601,847	3,709,903	3,821,200	4,011,525	4,131,871
Benefits	1,417,380	1,427,422	1,507,774	1,563,485	1,651,553	1,713,015	1,809,523	1,877,304	1,947,796	2,057,764	2,135,474
Other	1,052,320	1,069,157	1,106,264	1,123,964	1,161,947	1,180,538	1,219,427	1,238,938	1,258,761	1,298,901	1,319,683
SUBTOTAL	5,291,890	5,424,315	5,691,148	5,856,873	6,143,297	6,323,244	6,630,797	6,826,145	7,027,757	7,368,190	7,587,028
Non-Departmental	**602,450**	**612,089**	**621,883**	**631,833**	**641,942**	**652,213**	**662,649**	**673,251**	**684,023**	**694,967**	**706,087**
TOTAL OPERATING	**$ 12,825,290**	**$ 13,181,634**	**$ 13,787,711**	**$ 14,177,383**	**$ 14,694,467**	**$ 15,161,294**	**$ 16,051,712**	**$ 16,512,715**	**$ 17,066,796**	**$ 17,692,931**	**$ 18,322,299**

Other expenditures inflated by 1.6% June 2017 consumer price index (CPI).

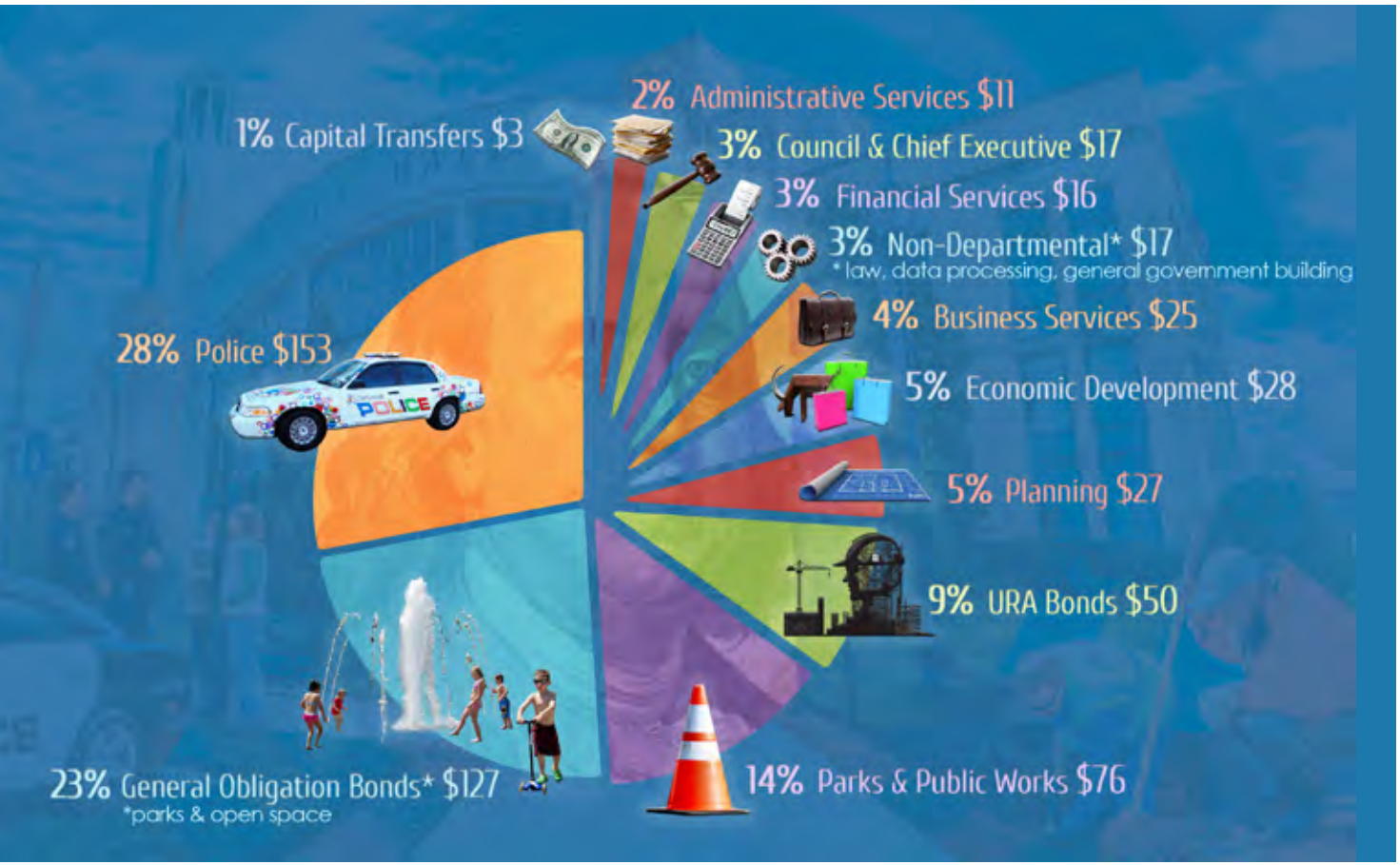

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FY 2018
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FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
Revenues & Other Financing Sources
Expenditures & Other Financing Uses



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 2017, the average home value in Suwanee is $279,000 and the typical resident will pay about $550 in property taxes. The chart to the right answers a common question asked by Suwanee residents, **"Where do my property taxes go?"**



The average homeowner pays $550 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Administrative Services	$11
Business Services	$25
Capital Transfers	$3
Council & Chief Executive	$17
Economic Development	$28
Financial Services	$16
General Obligation Bonds (Parks & Open Space)	$127
Non-Departmental	$17
Parks & Public Works	$76
Planning	$27
Police	$153
URA Bonds - City Hall	$50
Total	$550





SPECIAL REVENUE FUNDS

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

Statement of Service

The purpose of 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Contributions and Donations	$ 136,280	$ 173,823	$ 136,762	$ 196,400	$ 171,000
TOTAL	**$ 136,280**	**$ 173,823**	**$ 136,762**	**$ 196,400**	**$ 171,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services	$ 11,328	$ 15,883	$ 27,044	$ 28,000	$ 21,000
Other Purchased Services	32,416	35,930	54,934	58,750	50,000
Supplies	63,136	62,978	81,611	109,650	100,000
TOTAL	**$ 106,880**	**$ 114,791**	**$ 163,589**	**$ 196,400**	**$ 171,000**



Statement of Service

The City Council appointed Public Arts Commission (PAC) was established to work with and encourage developers to include public art or support public art as a component of new projects and to create programs that bring and promote public art in Suwanee.
The duties of Suwanee's Public Arts Commission 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Intergovernmental	$ 2,400	$ -	$ -	$ -	$ -
Contributions and Donations	38,797	25,832	82,655	81,500	145,000
TOTAL	**$ 41,197**	**$ 25,832**	**$ 82,655**	**$ 81,500**	**$ 145,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Professional & Technical Services	$ 2,700	$ -	$ -	$ 10,000	$ 50,000
Purchased Property Services	-	21,750	-	35,000	30,000
Other Purchased Services	9	-	-	2,500	5,000
Supplies	-	-	-	1,000	5,000
Capital Outlay Property	163	26,000	-	27,000	50,000
Other Costs	-	2,750	18,424	6,000	5,000
TOTAL	**$ 2,872**	**$ 50,500**	**$ 18,424**	**$ 81,500**	**$ 145,000**

210 CONFISCATED ASSETS FUND

Statement of Service

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

Revenue Assumptions

FINES AND FORFEITURES

Definition: Cash and property confiscations relating to illegal activities.

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

INVESTMENT INCOME

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

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



SUMMARY OF REVENUES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Fines and Forfeitures	$ 42,870	$ 113,994	$ 65,340	$ 115,000	$ 149,500
Investment Income	259	231	251	250	500
TOTAL	**$ 43,129**	**$ 114,225**	**$ 65,590**	**$ 115,250**	**$ 150,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Capital Outlay-Machinery & Equipment	**$ 16,931**	**$ 108,945**	**$ 54,697**	**$ 115,250**	**$ 150,000**

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Investment Income	$ 17	$ 8	$ 8	$ 20	$ 100
Contributions and Donations	6,479	10,440	6,060	11,500	10,000
Other Financing Sources	-	-	-	17,500	-
TOTAL	**$ 6,496**	**$ 10,448**	**$ 6,068**	**$ 29,020**	**$ 10,100**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Other Purchased Services	$ 57	$ -	$ -	$ 400	$ 500
Supplies	1,050	1,489	1,424	5,645	4,500
Capital Outlay Property	30	-	-	22,975	5,100
TOTAL	**$ 1,137**	**$ 1,489**	**$ 1,424**	**$ 29,020**	**$ 10,100**

Statement of Service

This fund accounts for 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 2018 estimate.

INVESTMENT INCOME

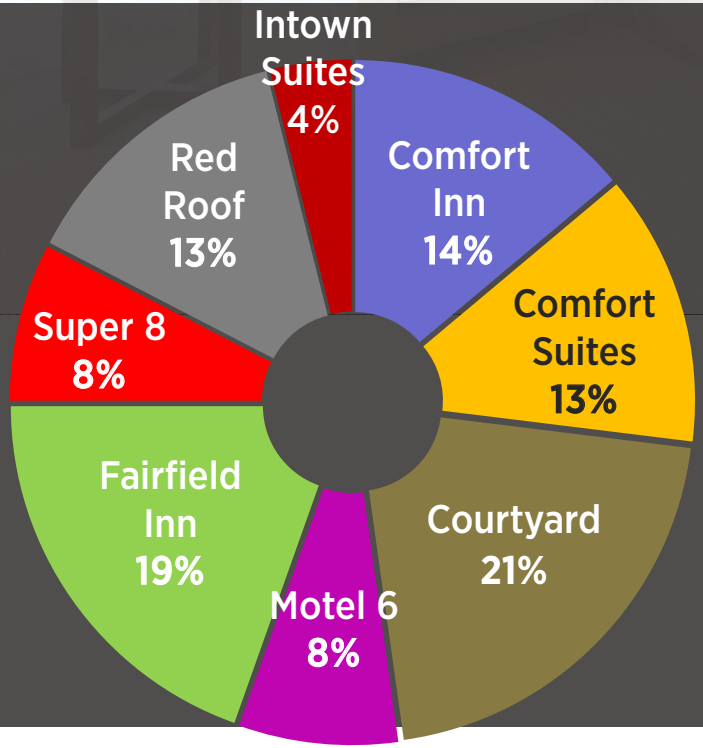
Definition: Investment income includes revenue from investment of fund equity.

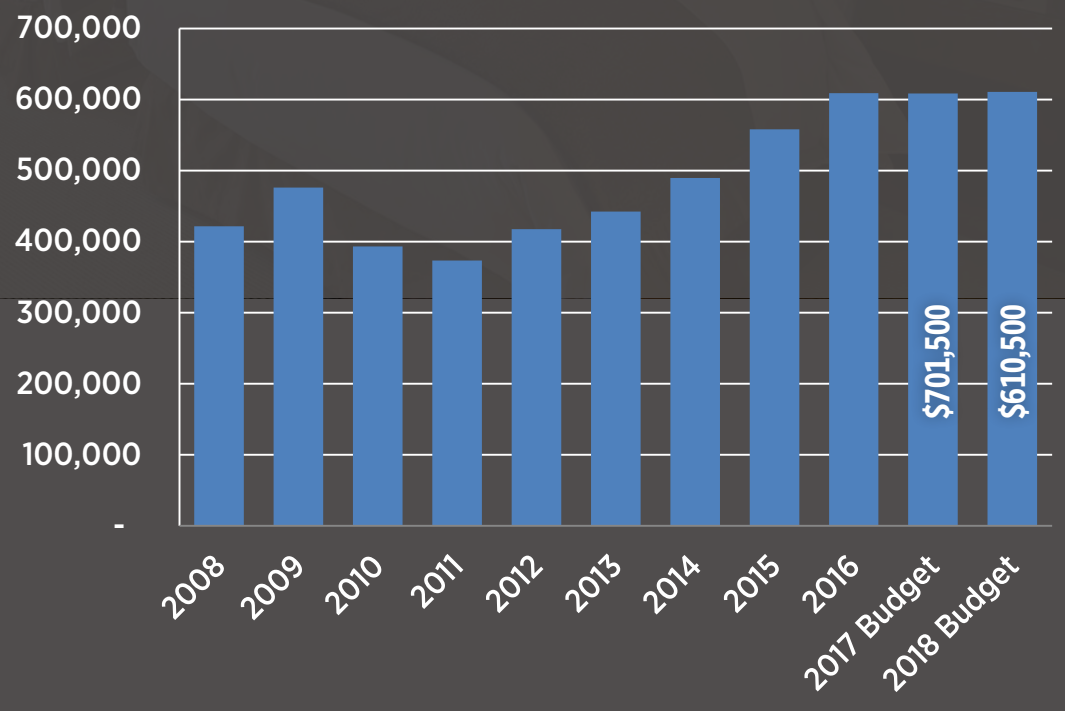
Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

History and Projections:

Fiscal Year	Monthly Average	% Change From PY
2011	30,181	-7%
2012	32,114	6%
2013	34,555	8%
2014	37,604	9%
2015	43,032	14%
2016	47,677	11%
2017 Projected	50,614	6%

Hotel/Motel Excise Tax by Source





275 HOTEL / MOTEL TAX FUND



SUMMARY OF REVENUES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Selective Sales and Use Taxes	$ 489,208	$ 558,049	$ 608,852	$ 701,000	$ 610,000
Investment Income	107	122	128	500	500
TOTAL	**$ 489,315**	**$ 558,171**	**$ 608,980**	**$ 701,500**	**$ 610,500**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 8,504	$ 17,039	$ 5,440	$ 30,000	$ 30,000
Other Purchased Services	248,818	304,639	381,547	470,500	398,500
Other Financing Uses	209,356	239,447	203,045	201,000	182,000
TOTAL	**$ 466,678**	**$ 561,125**	**$ 590,032**	**$ 701,500**	**$ 610,500**



CAPITAL PROJECT FUNDS

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.



SPLOST AND CAPITAL PROJECTS FUNDING SOURCE SUMMARY

SPLOST and Capital projects are funded by multiple funding sources (i.e. 2009 SPLOST, 2014 SPLOST, 2017 SPLOST and other Capital Projects). Summarized below are the various projects, the associated fund and the total budget per project. Additional information can be located on the following detailed pages.

Project	Fund	TOTAL
Administrative Facilities	349 & 381	$ 6,513,100
Annandale Lane Sidewalks	377	75,000
Buford Highway Parking	315	472,348
Buford Highway Reconstruction & Streetscape	376 & 382	4,842,241
Cemetery Fund	343	30,500
Facility Maintenance Study Update	340	125,000
George Pierce Park Connector	319 & 346	830,965
I-85 Bridge Enhancements	375	289,065
Lawrenceville Suwanee Rd Sidewalk Gap Projects	312 & 377	321,572
Main Street Realignment	349 & 384	5,500,335
North Gwinnett High School Sidewalks	312	62,092
Other Sidewalk Projects	312	14,871
Park Mats	341	11,000
Park Video Surveillance Program	341	35,000
Peachtree Industrial Boulevard Landscaping	341	250,000
Pierce's Corner Renovations	346	810,000
Police Body Cameras	341	57,500
Police Radio Upgrades	341	121,500
Public Facilities Maintenance Fund	340	375,000
Radar Signs	341	50,330
Ruby Forest Sidewalks	312	85,000
Russell Street Streetscape	349	1,000,000
Sawmill Drive Intersection Improvement	361	375,000
Sign Reflectivity Program	318	214,621
Smithtown Road Sidewalks	312 & 377	947,489
Stonecypher Sidewalks	312	565,000
Street Globes	355 & 375	36,025
Street Maintenance and Resurfacing	373 & 385	4,373,078
Street Sweeper	355	19,000
Street Sweeping	341	205,600
Storm Water Projects	345, 374 & 386	2,235,000
Town Center on Main	349, 372 & 383	11,327,751
Town Center Parking	315 & 375	1,747,000
Transfer Out-Debt Service	349	7,916,000
Transportation Enhancements	375 & 387	198,642
Western Gwinnett Bikeway	377	71,068
White Street Park Orchard	316	159,370
TOTAL		**$ 52,263,063**

SPLOST AND CAPITAL PROJECTS FUNDING SOURCE SUMMARY BY FUND



SPLOST and Capital projects are funded by multiple funding sources (i.e. 2009 SPLOST, 2014 SPLOST, 2017 SPLOST and other Capital Projects). Summarized below are the various projects and the total budget per funding source. Additional information can be located on the following detailed pages.

Project	Fund	2009 SPLOST	2014 SPLOST	2017 SPLOST	Other Capital	TOTAL
Administrative Facilities	349 & 381	$ -	$ -	$ 2,313,100	$ 4,200,000	$ 6,513,100
Annandale Lane Sidewalks	377	-	75,000	-	-	75,000
Buford Highway Parking	315	472,348	-	-	-	472,348
Buford Highway Reconstruction & Streetscape	376 & 382	-	2,651,941	2,190,300	-	4,842,241
Cemetery Fund	343	-	-	-	30,500	30,500
Facility Maintenance Study Update	340	-	-	-	125,000	125,000
George Pierce Park Connector	319 & 346	535,965	-	-	295,000	830,965
I-85 Bridge Enhancements	375	-	289,065	-	-	289,065
Lawrenceville Suwanee Rd Sidewalk Gap Projects	312 & 377	150,000	171,572	-	-	321,572
Main Street Realignment	349 & 384	-	-	4,125,335	1,375,000	5,500,335
North Gwinnett High School Sidewalks	312	62,092	-	-	-	62,092
Other Sidewalk Projects	312	14,871	-	-	-	14,871
Park Mats	341	-	-	-	11,000	11,000
Park Video Surveillance Program	341	-	-	-	35,000	35,000
Peachtree Industrial Boulevard Landscaping	341	-	-	-	250,000	250,000
Pierce's Corner Renovations	346	-	-	-	810,000	810,000
Police Body Cameras	341	-	-	-	57,500	57,500
Police Radio Upgrades	341	-	-	-	121,500	121,500
Public Facilities Maintenance Fund	340	-	-	-	375,000	375,000
Radar Signs	341	-	-	-	50,330	50,330
Ruby Forest Sidewalks	312	85,000	-	-	-	85,000
Russell Street Streetscape	349	-	-	-	1,000,000	1,000,000
Sawmill Drive Intersection Improvement	361	-	-	-	375,000	375,000
Sign Reflectivity Program	318	214,621	-	-	-	214,621
Smithtown Road Sidewalks	312 & 377	756,056	191,433	-	-	947,489
Stonecypher Sidewalks	312	565,000		-	-	565,000
Street Globes	355 & 375	-	16,925	-	19,100	36,025
Street Maintenance and Resurfacing	373 & 385	-	520,500	3,489,578	363,000	4,373,078
Street Sweeper	355	-	-	-	19,000	19,000
Street Sweeping	341	-	-	-	205,600	205,600
Storm Water Projects	345, 374 & 386	-	408,146	1,576,854	250,000	2,235,000
Town Center on Main	349, 372 & 383	-	685,381	3,133,370	7,509,000	11,327,751
Town Center Parking	315 & 375	1,500,000	247,000	-	-	1,747,000
Transfer Out-Debt Service	349	-	-	-	7,916,000	7,916,000
Transportation Enhancements	375 & 387	-	-	198,642	-	198,642
Western Gwinnett Bikeway	377	-	71,068	-	-	71,068
White Street Park Orchard	316	159,370	-	-	-	159,370
TOTAL		**$ 4,515,323**	**$ 5,328,031**	**$ 17,027,179**	**$ 25,392,530**	**$ 52,263,036**

300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

Statement of Service

In November 2008, the voters in Gwinnett County approved a referendum to renew the one-cent special purpose local option sales tax known as SPLOST. The cities within Gwinnett County receive a portion of the SPLOST proceeds through the service delivery strategy (SDS) agreement in order to fund municipal projects. Collections for this five-year 2009 SPLOST program began on April 1, 2009 and continued through March 31, 2014. The 2009 SPLOST program focuses on various transportation projects, recreation improvements, parking facilities and public safety projects. Timing of the cost estimates, conditions on the ground, fluctuations in the economy, and 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.

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. The City has received all of the 2009 SPLOST proceeds.

INVESTMENT INCOME

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

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

OTHER FINANCING SOURCES

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

Assumptions: Transfers include local funds from the general fund.



Operational Impact (open projects)

PROJECT	COMMENTS
312 Pedestrian Bicycle Plan	This fund provides funding to improve and build sidewalks, greenways and implement the Pedestrian Bicycle Plan. The primary focus is to provide other mobility options connecting destinations throughout our City. An Intergovernmental Agreement exists with Gwinnett County for three sidewalk projects: (1) Peachtree Industrial Boulevard, (2) North Gwinnett High School connection (aka Suwanee Dam Road) and (3) Smithtown Road sidewalks. The County provides 81% of the funding for these three projects. The first two projects were recently completed and construction is substantially complete on Smithtown Road. There are two additional sidewalk projects currently in the design phase: Ruby Forest to George Pierce Park and Stonecypher Sidewalks. The remaining Lawrenceville Suwanee Road Sidewalk Gaps project is expected to begin in mid-2018. Additional funding is being provided in the 2014 SPLOST program (Fund 377) to continue funding the pedestrian bicycle plan. Operational impact would include maintenance of sidewalks, painting crosswalks and restriping. Gwinnett County is responsible for maintaining the sidewalks on Peachtree Industrial Boulevard and Suwanee Dam Road. The total annual operational costs are estimated at $26,000.
315 Parking Facilities	Additional public parking is needed to handle the anticipated growth in the City. There are two parking items identified in this project. **Town Center Parking Deck** – A parking agreement was approved and a wire transfer for $1,500,000 (plus $230,000 from Fund 375) was processed in May 2017 for parking spaces to be located on the top 1½ floors of the four-level parking deck containing approximately 150 City parking spaces including four handicapped spaces. Additional funding is being provided in the 2014 SPLOST program (Fund 375). Annual operational costs will range from $15,000 - $50,000. **Buford Highway Parking** – This project provides funding for parallel parking along the 1½ mile Buford Highway project from McGinnis Ferry Road to the entrance of George Pierce Park. Annual operational costs will be included in the Buford Highway project.
316 Park Enhancements	This fund is for Phase II at White Street Park which includes the first public orchard in the Southeast. Phase II will contain a pavilion, lawn areas, trellises, benches, winding pathways, a natural playground with an earthen mound that supports two embankment slides, hand water pump for fruit washing and water play, live willow whip huts, teepee structures and Purple Martin houses throughout the one acre site. Services were donated for the design of the project and fundraising efforts are underway to assist in purchasing some needed materials (tree and bench sponsorships available). The orchard is being planted and maintained by community leaders. This project is 90% complete and is expected to be finished by July 2017. Annual operational costs are estimated at $20,000.
318 Sign Reflectivity Program	This fund will be an on-going project to replace our current regulatory, warning and guide signs with new traffic signage that meets the Federal Highway Administration (FHWA) sign reflectivity requirements. This project is approximately 55% complete. Annual operational costs are estimated at $30,000 due to the required upgrades as well as replacements due to signage degradation as a result of sunlight, weather and environmental damage.
319 Master Plan Implementation	This fund supports the implementation of projects identified in the Master Plan. Additional funding is being provided in the 2014 and 2017 SPLOST programs (Funds 372 and 383 respectively) and the Capital Fund (Fund 346) as well. **George Pierce Park Connector** – This project will improve the accessibility to the County Park by providing an additional entrance and exit onto Smithtown Road, making it more efficient while improving the safety and traffic flow on Buford Highway. Additional funding is being provided in the Capital Fund (Fund 346). Gwinnett County is responsible for maintaining the existing park. Annual operational costs are estimated at $8,300.



300 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2009 SPLOST

SUMMARY OF REVENUES			PROJECT BALANCE AT 5/01/2017
	Intergovernmental Grants - SPLOST	$	3,583,022
	Intergovernmental Grants-Gwinnett County		395,734
	Other Financing Sources (Local)		536,567
	TOTAL REVENUES	**$**	**4,515,323**

SUMMARY OF EXPENDITURES			
312	**Pedestrian Bicycle Plan**		
	Smithtown Road Sidewalks	$	756,056
	NGHS Sidewalks		62,092
	Lawrenceville Suwanee Road Gap Projects		150,000
	Ruby Forest Sidewalks		85,000
	Stonecypher Sidewalks		565,000
	Other Sidewalk Projects		14,871
	TOTAL		**1,633,019**
315	**Parking Facilities**		
	Buford Highway Parking		472,348
	Town Center Parking		1,500,000
	TOTAL		**1,972,348**
316	**Park Enhancements**		
	White Street Park Orchard		159,370
318	**Sign Reflectivity Program**		
	Sign Reflectivity Replacement		214,621
319	**Master Plan Implementation**		
	George Pierce Park Connector		535,965
	TOTAL EXPENDITURES	**$**	**4,515,323**

Statement of Service

In fiscal year 2011, the City completed an evaluation of all existing facilities for the purpose of identifying short and long term maintenance needs, to proactively fund these needs on an annual basis to ensure the City's facilities are well maintained and in good condition, and to minimize the risk for extraordinarily high expenditures in any one year. This study included a condition assessment of all City facilities (including buildings, parking lots, trails, parks, etc.), 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. An update to the 2011 study is scheduled for early 2018 in order to add facilities that were not part of the initial study and to reevaluate current maintenance needs.

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.

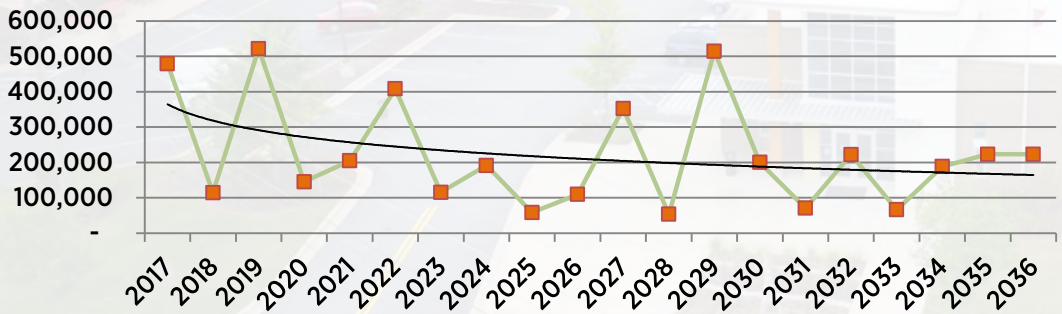
OTHER FINANCING SOURCES

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		FY 2018 BUDGET
Investment Income	$	1,000
Other Financing Sources		499,000
TOTAL REVENUES	**$**	**500,000**
SUMMARY OF EXPENDITURES		
Facilities Maintenance Study update	$	125,000
Repairs and Maintenance		375,000
TOTAL EXPENDITURES	**$**	**500,000**

The proposed maintenance projects and estimates are refined yearly. Summarized below are highlights of large capital maintenance items for FY 2018 by location:

City Hall:	Building envelope repairs	$ 60,000
Municipal Court:	Repair walls and paint interior	$ 8,000
Municipal Court:	Replace HVAC system	$ 7,000
Police Station:	Repair walls and paint interior	$ 33,000
Police Station:	Replace HVAC system	$ 35,000
Public Works:	Facilities maintenance study update	$ 125,000
Public Works Building (Windsor Park):	Replace carpet and flooring	$ 30,000
Sims Lake Park:	Repair and paint exterior of cottage	$ 5,000
	TOTAL	**$303,000**

341 PUBLIC FACILITIES ENHANCEMENT FUND

Statement of Service

The purpose of this fund is to provide a pool of funding for minor improvements and enhancements to the City's existing facilities and parks. Enhancements include equipment such as park surveillance cameras and police body cameras. Body-worn cameras are an effective law enforcement tool that can reduce violent confrontations and complaints against officers. Body-worn cameras provide additional documentation of police-public encounters and may be an important tool for collecting evidence and maintaining public trust. Since the City of Suwanee is inside a metropolitan area, the ability to record events / actions that occur away from the police vehicle is paramount. Calls for service and the need for police action frequently occur in residences, buildings, businesses, etc. The use of body worn cameras will allow the Police to record these incidents where in-car systems would not. It also advances the goal of increasing transparency in policing.

Additional items included in this fund are radar signs, software, furniture, bike racks, Wi-Fi, sidewalks, landscaping, street sweeping, holiday decorations, and other capital improvements. As specific needs are identified, budgets will be determined based upon estimates.

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 18 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

Park video surveillance program - Implementation enhances the safety of public facilities, parks and trails. The surveillance system will require preventative maintenance, repairs and replacements. Annual operational costs are estimated at $1,750.

Police Body cameras – Additional body cameras are needed for sworn police officers as well as additional cloud storage. Also, camera replacements are needed every three years.

Police radio upgrades – Police radio upgrades are needed to keep up with the communication technology. The radio provider announced that beginning in 2017 they will no longer support and maintain parts for our existing line of portable and in-car radios (XTS series). Hence, a plan is being implemented to transition to incrementally phase in the new portable and in-car radios with the updated technology over five years. Annual operating impact is expected to be $0 in this fund, as these costs are included in the operating budget.

Operational Impact (continued)

Radar signs – Radar signs are an effective use of technology to help reduce speeding within the City. The City plans to purchase a new sign every year. Operational costs include battery replacements (battery back-up to solar powered systems) and other small repairs due to vandalism or car accidents. Annual operational costs are estimated at $300.

Park Mats – Additional mats are needed during events in the park to lie on the ground to protect the sod. Annual operational costs are estimated at $600.

Peachtree Industrial Boulevard (PIB) landscaping – Landscaping modifications will be made on this project and should have minimal additional operational cost since the plan is to replace the current plantings.

Street sweeping – There will be additional demand for street sweeping services due to the new Town Center on Main Park. A street sweeping machine will be purchased and the task will be performed in-house versus outsourcing the service thus providing a cost saving. Additional funding is being provided in the Capital Fund (Fund 355). Operational impact includes hiring an additional employee in the future.

SUMMARY OF REVENUES		FY 2018 BUDGET
Investment Income	$	2,000
Other Financing Sources		728,930
TOTAL REVENUES	**$**	**730,930**
SUMMARY OF EXPENDITURES		
Park Video Surveillance Program	$	35,000
Police Body Cameras		57,500
Police Radio Upgrades		121,500
Radar Signs		50,330
Park Mats		11,000
PIB Landscaping		250,000
Street Sweeping		205,600
TOTAL EXPENDITURES	**$**	**730,930**

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. The City is currently completing phase one of the recommended projects and is scheduled to be completed in FY18. Cemeteries included in the study were Jackson Street, Shadowbrook and Sims Lake.

Revenue Assumptions

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 the current locations. The fund itself is the ongoing maintenance cost for Suwanee's three cemeteries within the City limits. Operational impact is estimated to be minor ranging from $5,000 to $7,000 annually.

SUMMARY OF REVENUES	FY 2018 BUDGET
Other Financing Sources	$ 30,500

SUMMARY OF EXPENDITURES	
Cemetery Improvements	$ 30,500

344 PAVED STREETS FUND

Statement of Service

This fund accounts for annual preventative maintenance, repair and resurfacing of street surfaces, curbs and gutters on City streets paved with concrete, asphalt or pavers based on their condition, since roadways don't deteriorate at uniform rates. The purpose is to address roadway issues such as patching, repairs and resurfacing identified from the annual road maintenance survey and to be proactive in an attempt to keep the City's infrastructure in good condition as it continues to age. Additional funding is being provided in the 2014 and 2017 SPLOST programs (Funds 373 and 385 respectively).

Revenue Assumptions

INTERGOVERNMENTAL

Definition: This category includes the Local Maintenance & Improvement Grant (LMIG) from Georgia Department of Transportation (GDOT) to help local governments achieve much-needed improvements to the state's roadway network.

Assumptions: Funds are budgeted based on the LMIG formula determined by GDOT.

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

The fund itself is the ongoing maintenance cost for Suwanee's street infrastructure system.

SUMMARY OF REVENUES		FY 2018 BUDGET
Intergovernmental Federal (LMIG)	$	162,000
Investment Income		1,000
Other Financing Sources		200,000
TOTAL REVENUES	**$**	**363,000**

SUMMARY OF EXPENDITURES		
Street Maintenance & Resurfacing	$	**363,000**

Statement of Service

This fund accounts for the annual preventative maintenance and repair of storm drainage inlets and conveyance systems. The City's storm drainage system is aging causing increasely complex maintenance needs resulting in higher costs. The purpose of this fund is to address storm drainage issues identified from the needs assessment, citizens input and concerns, and to proactively fund these needs on an annual basis. The City strives to keep its infrastructure well maintained and in good condition, in order to minimize the risk for extraordinarily high expenditures in any one year. Additional funding is being provided in the 2014 and 2017 SPLOST programs (Funds 374 and 386 respectively).

Revenue Assumptions

OTHER FINANCING SOURCES

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

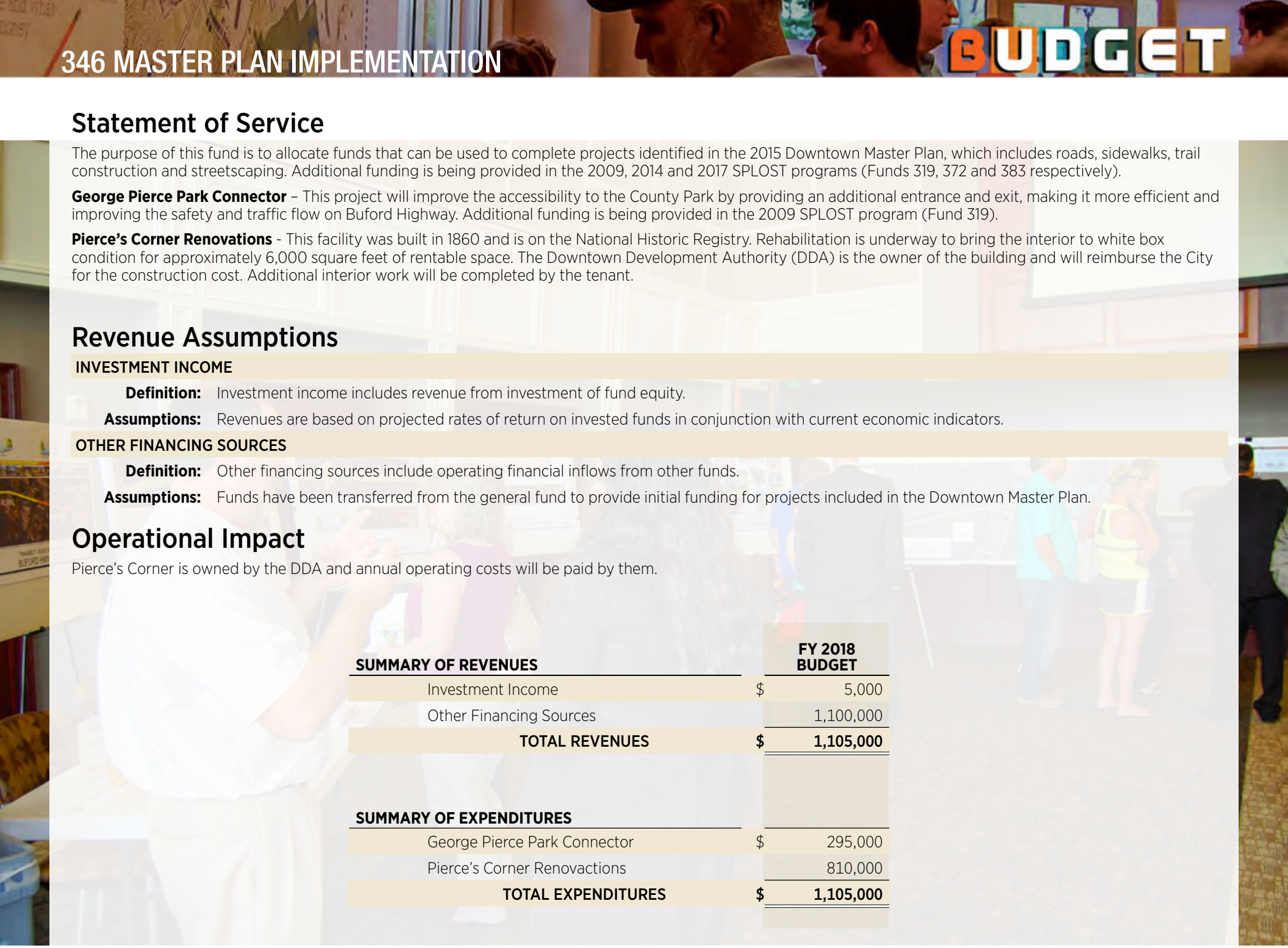
Assumptions: Funds are transferred from the general fund to cover annual cost estimates for storm drainage repairs and maintenance. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

Operational Impact

The fund itself is the ongoing maintenance cost for Suwanee's storm drainage system.

SUMMARY OF REVENUES		FY 2018 BUDGET
Other Financing Sources	$	250,000

SUMMARY OF EXPENDITURES		
Storm Water Projects	$	250,000



Statement of Service

The purpose of this fund is to allocate funds that can be used to complete projects identified in the 2015 Downtown Master Plan, which includes roads, sidewalks, trail construction and streetscaping. Additional funding is being provided in the 2009, 2014 and 2017 SPLOST programs (Funds 319, 372 and 383 respectively).

George Pierce Park Connector – This project will improve the accessibility to the County Park by providing an additional entrance and exit, making it more efficient and improving the safety and traffic flow on Buford Highway. Additional funding is being provided in the 2009 SPLOST program (Fund 319).

Pierce's Corner Renovations - This facility was built in 1860 and is on the National Historic Registry. Rehabilitation is underway to bring the interior to white box condition for approximately 6,000 square feet of rentable space. The Downtown Development Authority (DDA) is the owner of the building and will reimburse the City for the construction cost. Additional interior work will be completed by the tenant.

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

Pierce's Corner is owned by the DDA and annual operating costs will be paid by them.

SUMMARY OF REVENUES		FY 2018 BUDGET
Investment Income	$	5,000
Other Financing Sources		1,100,000
TOTAL REVENUES	**$**	**1,105,000**

SUMMARY OF EXPENDITURES		
George Pierce Park Connector	$	295,000
Pierce's Corner Renovactions		810,000
TOTAL EXPENDITURES	**$**	**1,105,000**

349 URBAN REDEVELOPMENT FUND

Statement of Service

This fund accounts for the financial resources provided from the 2017 URA Bond Issue. The City issued approximately $22 million in revenue bonds through the City's Urban Redevelopment Agency (URA) to finance the costs associated with the construction of a new park, quality-of-life amenities, transportation projects, and administrative facilities renovations.

Revenue Assumptions

2017 URA REVENUE BOND PROCEEDS

Definition: This category includes bond proceeds from the 2017 URA Revenue Bond Issue.

Assumptions: Funds budgeted are based on the projected proceeds from the issuing of the 2017 URA Renveue Bonds.

Operational Impact

Administrative Facilities – This project includes renovations to Municipal Court, the Police Department, and the Public Works facility. Funding has been allocated for either the relocation or expansion of Municipal Court. The resulting project will improve the interior areas and address operating deficiencies in the current building. The Police Department improvement includes expansion of administrative and storage space. The renovation of the Public Works facility on Windsor Park Drive will provide improved storage for materials, tools and other items and increase storage space. Additional funds are provided in the 2017 SPLOST program (Fund 381). Annual operational costs are estimated at $126,000.

Main Street Realignment – City Council unanimously approved a master plan for a new city park, that includes realigning Main Street. It will be shifted around the new park and exit onto Suwanee Dam Road at an existing traffic signal at the library entrance. This shift will allow the median break at the current location to close, thus improving safety and traffic flow on Suwanee Dam Road. Additional funding is being provided in the 2017 SPLOST program (Fund 384). Annual operational costs are estimated at $13,650.

Town Center on Main - City Council unanimously approved a master plan for this new approximately 20 acres city park (formerly known as the Delay property). The property was purchased in 2002 as an early acquisition in the Open Space Initiative for a future park site. It is situated behind the Suwanee Library and PlayTown Suwanee and features a mixture of urban and rural environments. It includes a 900 foot elevated bridge, a one acre water feature, an open terrace plaza and lawn area, an extension of PlayTown Suwanee geared toward older children, sandpit volleyball courts, and a public art piece. The project is in the design phase and expected to be completed around May 2019. Additional funding is being provided in the 2014 and 2017 SPLOST programs (Funds 372 and 383 respectively). The annual operational impact is expected to be $400,000.

Russell Street Streetscape – This project consists of improvements on Buford Highway at Russell Street where a new traffic-calming roundabout will be added including landscaping, street furniture (pavers, benches and trash receptacles, etc.), and extensive grading to provide bike lanes that will merge with sidewalks to form a single 10-foot wide multi-use trail. This budget will cover the pre-design cost estimate only. Annual operating impact is expected to be $21,200.

SUMMARY OF REVENUES		BUDGET 2018
Bond Proceeds	$	**22,000,000**
SUMMARY OF EXPENDITURES		
Administrative Facilities	$	4,200,000
Main Street Realignment		1,375,000
Town Center on Main		7,509,000
Russell Street Streetscape		1,000,000
Transfers Out-Debt Service		7,916,000
TOTAL EXPENDITURES	**$**	**22,000,000**

Statement of Service

This fund was established in February 2012 to provide funding for demolition of houses and other structures throughout the City in order to prevent blight, encourage revitalization and for other purposes.

Revenue Assumptions

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

Street Sweeper – There will be additional demand for street sweeping services due to the new Town Center on Main Park. A street sweeping machine will be purchased and the street sweeping task will be performed in-house versus outsourcing the service thus providing a cost saving. Additional funding is being provided in the Capital Fund (Fund 341). Operational impact includes hiring an additional employee in the future. Annual operational costs are estimated at $49,200.

Street Light Globe Replacements – The purpose of this project is to replace street light globes and upgrade to LED lights on Lawrenceville Suwanee Road along the I-85 Bridge on both sides of the interstate in an effort to reduce energy cost and improve the community aesthetics throughout the Suwanee Gateway. Additional funding is being provided in the 2014 SPLOST program (Fund 375). Annual operating impact is expected to be less than $100.

SUMMARY OF REVENUES		FY 2018 BUDGET
Other Financing Sources	$	**38,100**
SUMMARY OF EXPENDITURES		
Street Sweeper	$	19,000
Street Globes		19,100
TOTAL EXPENDITURES	**$**	**38,100**

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, which primarily consists of commercial properties. Some portions of the Gateway are aging and need redevelopment or renovated. Funds obtained through the creation of a tax allocation district will ignite additional private investment in the area. Suwanee's I-85 Business District Competitive Assessment and Development Strategy Report was adopted in 2005 and 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

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

Sawmill Drive Intersection Improvement – This project will improve the intersection of Lawrenceville Suwanee Road at Sawmill Drive near the I-85 interchange. It will close the median break at the existing intersection so only a right hand turn will be permitted from Sawmill Drive. This change will improve the safety and efficiency of the traffic flow on Lawrenceville Suwanee Road near the I-85 Bridge. Annual operating impact is expected to be $0, since Gwinnett County is responsible for maintaining this intersection.

SUMMARY OF REVENUES BY CATEGORY		FY 2018 BUDGET
Other Financing Sources General Fund	$	375,000

SUMMARY OF EXPENDITURES BY CATEGORY		
Sawmill Drive Intersection Improvements	$	375,000



Statement of Service

On November 5, 2013, the voters in Gwinnett County approved a referendum to renew the one-cent special purpose local option sales tax known as SPLOST. The cities within Gwinnett County receive a portion of the SPLOST proceeds through the service delivery strategy (SDS) agreement in order to fund municipal projects. Collections for this three-year 2014 SPLOST program began on April 1, 2014 and continued through March 31, 2017. All SPLOST funds have been collected for this program. The 2014 SPLOST program focuses on transportation projects and recreation improvements. Timing of the cost estimate, conditions on the ground, and fluctuations in the economy among other factors may alter the final budget. As additional information is obtained, cost projections and funding resources will be updated. Actual project budgets are established as part of the City's annual approved budget. It is important to note that operational impact costs may have been included in a former fund, as many projects are funded by multiple sources. These costs are not additional to costs previously noted.

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. All SPLOST funds have been collected for this program.

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.

Operational Impact (open projects)

PROJECT	COMMENTS
372 Master Plan Implementation Recreation Projects	This fund can be used to complete projects identified in the 2015 Downtown Master Plan, which includes roads, sidewalks, trail construction, and streetscaping. Additional funding is being provided in the 2009 and 2017 SPLOST programs (Funds 319 and 383 respectively) and the Capital Fund (Fund 346) as well. **Town Center on Main** - City Council unanimously approved a master plan for this new approximately 20 acres city park (formerly known as the Delay property). The property was purchased in 2002 as an early acquisition in the Open Space Initiative for a future park site. It is situated behind the Suwanee Library and PlayTown Suwanee and features a mixture of urban and rural environments. It includes a 900 foot elevated bridge, a one acre water feature, an open terrace plaza and lawn area, an extension of PlayTown Suwanee geared toward older children, sandpit volleyball courts, and a public art piece. The project is in the design phase and expected to be completed around May 2019. Additional funding is being provided in the 2017 SPLOST program (Fund 383) and the Urban Redevelopment Fund (Fund 349). The annual operational impact is expected to be $400,000.
373 Street Maintenance & Resurfacing	This fund accounts for annual preventative maintenance and repair of street surfaces, curbs, and gutters on City streets paved with concrete, asphalt, or pavers. Maintenance projects are identified based upon the condition of the road. The purpose is to proactively address roadway issues such as patching, repairs, and resurfacing identified from the annual road maintenance survey. The goal is to keep the City's infrastructure in good condition as it ages. Additional funding is being provided in the 2017 SPLOST program (Fund 385) and the Capital Fund (Fund 344) as well. The fund itself is the ongoing maintenance cost for Suwanee's street infrastructure system.
374 Stormwater Projects	This fund accounts for the annual preventative maintenance and repair of storm drainage inlets and conveyance systems. The City's infrastructure is aging causing increasingly complex maintenance needs resulting in higher costs. The purpose of this fund is to address storm drainage issues identified from the needs assessment, citizens input and concerns, and to proactively fund these needs on an annual basis. The City strives to keep its infrastructure well maintained and in good condition, in order to minimize the risk for extraordinarily high expenditures in any one year. Additional funding is being provided in the 2017 SPLOST program (Fund 386) and the Capital fund (Fund 345) as well. The fund itself is the ongoing maintenance cost for Suwanee's stormwater system.

Operational Impact (open projects-continued)

PROJECT	COMMENTS
375 Transportation Enhancements	**Street Light Globe Replacements** – The purpose of this project is to replace street light globes and upgrade to LED lights on Lawrenceville Suwanee Road along the I-85 Bridge on both sides of the interstate in an effort to reduce energy cost and improve the community aesthetics throughout the Suwanee Gateway. Additional funding is being provided in the Capital Fund (Fund 355). Annual operating impact is expected to be less than $100. **Town Center Parking Deck** - A parking agreement was approved and a wire transfer for $230,000 (plus $1,500,000 from Fund 315) was processed in May 2017 for parking spaces to be located on the top 1½ floors of the four-level parking deck. The purchase includes approximately 150 City parking spaces including four handicapped spaces. Additional funding is being provided in the 2009 SPLOST program (Fund 315). Annual operational costs will range from $15,000 - $50,000. **I-85 Bridge Enhancements** – The purpose of this project is to replace the existing chain link fence on the bridge over I-85. A six month contract was awarded to replace it with a black decorative steel picket fence with finials and eight "S" branded medallions (four on each side) with LED back lighting. This enhancement will be visible along I-85 in an effort to promote Suwanee's brand and improve community aesthetics. The project is expected to be complete by November 2017. Additional funding is being provided in the 2017 SPLOST program (Fund 387) . The annual operational costs are estimated at $5,800.
376 Buford Highway Reconstruction & Streetscape	This fund includes improvements on the 1½ mile Buford Highway project from McGinnis Ferry Road to the entrance of George Pierce Park. It will remain a two lane road but incorporates Context Sensitive Design principals, making it a road that transports vehicles but also serves pedestrians and bicyclists; a pedestrian friendly road that will become a seam connecting areas of downtown rather than dividing them. It will include a 10-foot wide greenway/ bikeway on the east side of the road, a traffic-calming roundabout at Russell Street, up to 13-foot wide sidewalks, dedicated bike lanes, street trees, benches, trash receptacles, bike racks, pedestrian scale lighting, landscaped medians and center turn lanes at various locations, minimized curb cuts, and reduced travel lanes to help moderate vehicular speeds and increase safety. The work includes water line and sanitary sewer line upgrades and relocations, as well as extensive utility relocations. Utility certification and right of way certification has been obtained. Design is completed and the project is out to bid. Thus far, the majority of this project was funded from the 2009 SPLOST program in Fund 311. Additional funding is being provided in the 2017 SPLOST program (Fund 382) to complete the project. This is a joint project between the City and Georgia Department of Transportation (GDOT). Nearly half of the $11 million construction cost is being funded by a grant from the Atlanta Regional Commission (ARC) to implement the City's Livable Centers Initiative (LCI) plan. The project is scheduled to be led by GDOT in August 2017. The City is awaiting the GDOT bid award and will authorize an agreement to pay the City portion to the State thereafter. The City will be responsible for purchasing the streetscaping items such as pavers, benches, and trash receptacles (estimated at $108,000) separately as they are not included in the construction bid. The project is anticipated to be completed in early spring of 2019. Operational costs for the landscaping portion of this project are estimated at $100,000 annually. Additional costs will be determined.
377 Pedestrian Bicycle Plan	**Annandale Lane Sidewalk** – This project includes the installation of 400 feet of sidewalk to fill in the gap along Annandale Lane, off of Satellite Boulevard near Annandale Village. Annual operational costs are estimated at $2,200. **Smithtown Road Sidewalk** – This project includes the installation of 1.8 miles of sidewalks along one side of Smithtown Road from Pierce Point Subdivision to the Maple Terrace entrance of Avonlea Crossing near Satellite Boulevard. This sidewalk connects Lawrenceville Suwanee Road to Satellite Boulevard. This project is substantially complete and the majority of it was funded from the 2009 SPLOST program in Fund 312. Annual operational costs are estimated at $26,000. **Western Gwinnett Bikeway** – This funds the City's contribution to the design of the County bikeway project that extends through multiple municipalities including Suwanee. Annual operational costs are expected to be $0, since Gwinnett County is responsible for maintaining this bikeway. **Lawrenceville Suwanee Road Sidewalk Gap projects** – This project includes the installation of sidewalks where gaps currently exist along Lawrenceville Suwanee Road. Annual operational costs are estimated at $5,800.

370 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2014 SPLOST

SUMMARY OF REVENUES		PROJECT BALANCE AT 5/01/2017
	Intergovernmental Grants - SPLOST	$ 5,328,031
	TOTAL REVENUES	**$ 5,328,031**

SUMMARY OF EXPENDITURES		BALANCE
372	**Master Plan Implementation Recreation Projects**	
	Town Center on Main	$ 685,381
373	**Street Maintenance and Resurfacing**	
	Street Maintenance and Resurfacing	520,500
374	**Stormwater Projects**	
	Storm Water Improvements	408,146
375	**Transportation Enhancements**	
	Street Globes	16,925
	Town Center Parking	247,000
	I-85 Bridge Enhancements	289,065
	TOTAL	**552,990**
376	**Buford Highway Reconstruction & Streetscape**	
	Buford Highway Reconstruction	2,651,941
377	**Pedestrian Bicycle Plan**	
	Annadale Lane Sidewalks	75,000
	Smithtown Road Sidewalks	191,433
	Western Gwinnett Bikeway	71,068
	Lawrenceville Suwanee Road Gap Projects	171,572
	TOTAL	**509,073**
	TOTAL EXPENDITURES	**$ 5,328,031**



380 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2017 SPLOST

Statement of Service

On November 8, 2016, the voters in Gwinnett County approved a referendum to renew the one-cent special purpose local option sales tax known as SPLOST. The cities within Gwinnett County receive a portion of the SPLOST proceeds through the service delivery strategy (SDS) agreement in order to fund municipal projects. Collections for this six-year 2017 SPLOST program began on April 1, 2017 and will continue through March 31, 2023. The 2017 SPLOST program focuses on various transportation projects, recreation improvements and administrative facilities. The cost estimates represent placeholders for future funding. Timing of the cost estimates, 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. Actual project budgets are established as part of the City's annual approved budget. It is important to note that operational impact costs may have been included in a former fund, as many projects are funded by multiple sources. These costs are not additional to costs previously noted.

Revenue Assumptions

INTERGOVERNMENTAL GRANTS

Definition: This category includes the distribution of the proceeds generated by the six year 2017 special purpose local option sales tax referendum. The City entered into an intergovernmental agreement with Gwinnett County to receive the funds over a six-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.

Operational Impact (open projects)

PROJECT	COMMENTS
381 Administrative Facilities	**Administrative Facilities** – This project includes renovations to Municipal Court, the Police Department, and the Public Works facility. Funding has been allocated for either the relocation or expansion of Municipal Court. The resulting project will improve and address operating deficiencies in the current building. The Police Department improvement includes expansion of administrative and storage space. The renovation of the Public Works facility on Windsor Park Drive will provide improved storage for materials, tools and other items and increase storage space. Additional funding is provided in the Urban Redevelopment Fund (Fund 349). Annual operational costs are estimated at $126,000.
382 Buford Highway Reconstruction and Streetscape	This fund includes improvements on the 1½ mile Buford Highway project from McGinnis Ferry Road to the entrance of George Pierce Park. It will remain a two lane road but incorporates Context Sensitive Design principals, making it a road that transports vehicles but also serves pedestrians and bicyclists; a pedestrian friendly road that will become a seam connecting areas of downtown rather than dividing them. It will include a 10-foot wide greenway/ bikeway on the east side of the road, a traffic-calming roundabout at Russell Street, up to 13-foot wide sidewalks, dedicated bike lanes, street trees, benches, trash receptacles, bike racks, pedestrian scale lighting, landscaped medians and center turn lanes at various locations, minimized curb cuts, and reduce travel lanes to help moderate vehicular speeds and increase safety. The work includes water line and sanitary sewer line upgrades and relocations, as well as extensive utility relocations. Utility certification and right of way certification has been obtained. Design is complete and the project is out to bid. Thus far, the majority of this project was funded from the 2009 SPLOST program in Fund 311. Additional funding is being provided in the 2014 SPLOST program (Fund 376) as well. This is a joint project between the City and Georgia Department of Transportation (GDOT). Nearly half of the $11 million construction cost is being funded by a grant from the Atlanta Regional Commission (ARC) to implement the City's Livable Centers Initiative (LCI) plan. The project is scheduled to be led by GDOT in August 2017. The City is awaiting the GDOT bid award and will authorize an agreement to pay the City portion to the State thereafter. The City will be responsible for purchasing the streetscaping items such as pavers, benches, and trash receptacles (estimated at $108,000) separately as they are not included in the construction bid. The project is anticipated to be completed in early spring of 2019. Operational costs for the landscaping portion of this project are estimated at $100,000 annually. Additional costs will be determined.



Operational Impact (open projects-continued)

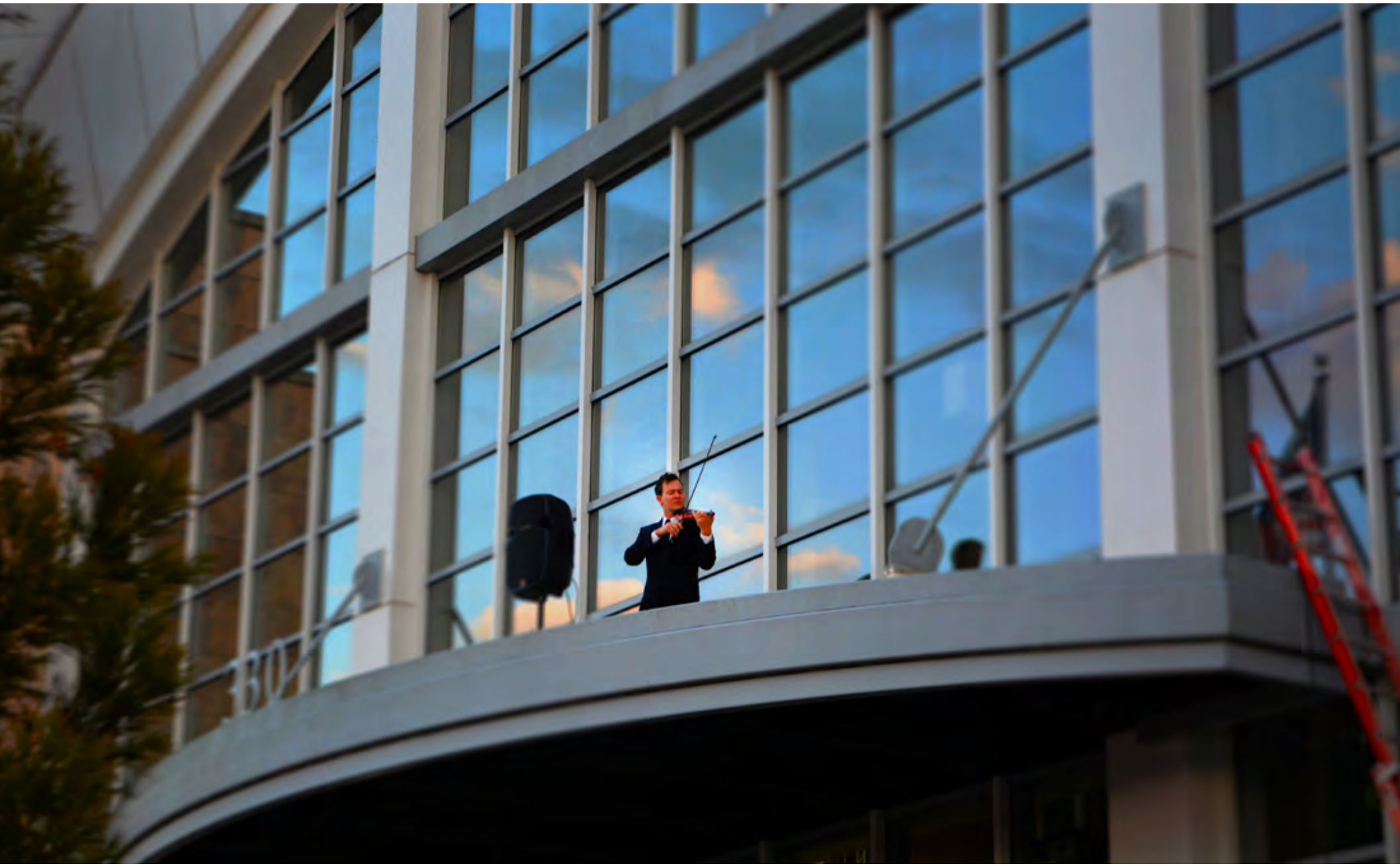
PROJECT	COMMENTS
383 Master Plan Implementation	The purpose of this fund is to allocate funds that can be used to complete projects identified in the 2015 Downtown Master Plan, which includes roads, sidewalks, trail construction and streetscaping. Additional funding is being provided in the 2009 and 2014 SPLOST programs (Funds 319 and 372 respectively) and the Capital Fund (Fund 346) as well. **Town Center on Main** - City Council unanimously approved a master plan for this new approximately 20 acres city park (formerly known as the Delay property). The property was purchased in 2002 as an early acquisition in the Open Space Initiative for a future park site. It is situated behind the Suwanee Library and PlayTown Suwanee and features a mixture of urban and rural environments. It includes a 900 foot elevated bridge, a one acre water feature, an open terrace plaza and lawn area, an extension of PlayTown Suwanee geared toward older children, sandpit volleyball courts, and a public art piece. The project is in the design phase and expected to be completed around May 2019. Additional funding is being provided in the 2014 SPLOST program (Fund 372) and the Urban Redevelopment Fund (Fund 349) as well. The annual operational impact is expected to be $400,000.
384 Main Street Realignment	City Council unanimously approved a master plan for a new city park, that includes realigning Main Street. It will be shifted around the new park and exit onto Suwanee Dam Road at an existing traffic signal at the library entrance. This shift will allow the median break at the current location to close, thus improving safety and traffic flow on Suwanee Dam Road. Additional funding is being provided in the Urban Redevelopment Fund (Fund 349). The annual operational impact is expected to be $13,650.
385 Street Maintenance and Resurfacing	This fund accounts for annual preventative maintenance and repair of street surfaces, curbs, and gutters on City streets paved with concrete, asphalt, or pavers. Maintenance projects are identified based upon the condition of the road. The purpose is to proactively address roadway issues such as patching, repairs, and resurfacing identified from the annual road maintenance survey. The goal is to keep the City's infrastructure in good condition as it ages. Additional funding is being provided in the 2014 SPLOST program (Fund 373) and the Capital Fund (Fund 344) as well. The fund itself is the ongoing maintenance costs for Suwanee's street infrastructure system
386 Stormwater Fund	This fund accounts for the annual preventative maintenance and repair of storm drainage inlets and conveyance systems. The City's infrastructure is aging causing increasingly complex maintenance needs resulting in higher costs. The purpose of this fund is to address storm drainage issues identified from the needs assessment, citizens input and concerns, and to proactively fund these needs on an annual basis. The City strives to keep its infrastructure well maintained and in good condition, in order to minimize the risk for extraordinarily high expenditures in any one year. Additional funding is being provided in the 2014 SPLOST program (Fund 374) and the Capital fund (Fund 345) as well. The fund itself is the ongoing maintenance cost for Suwanee's stormwater system.
387 Transportation Enhancement Fund	The purpose of this fund is to provide a resource for needed transportation projects. Available funding is representative of remaining funding, rather than actual project budgets and costs. Projects and project estimates will change as refined information is received. Additional funding is being provided in the 2014 SPLOST program (Fund 375). The annual operational impact will be based upon approval of the specific projects.



380 SPECIAL PURPOSE LOCAL OPTION SALES TAX - 2017 SPLOST

SUMMARY OF REVENUES		PROJECT BALANCE AT 5/01/2017
	Intergovernmental Grants - SPLOST	$ 14,306,862
	Intergovernmental Grants - Gwinnett County	2,720,317
	TOTAL REVENUES	**$ 17,027,179**
SUMMARY OF EXPENDITURES		
381	**Administrative Facilities**	
	Administrative Facilities	$ 2,313,100
382	**Buford Highway Reconstruction & Streetscape**	
	Buford Highway Reconstruction	2,190,300
383	**Master Plan Implementation**	
	Town Center on Main	3,133,370
384	**Main Street Realignment**	
	Main Street Realignment	4,125,335
385	**Street Maintenance and Resurfacing**	
	Street Maintenance and Resurfacing	3,489,578
386	**Stormwater Projects**	
	Stormwater Improvements	1,576,854
387	**Transporation Enhancements**	
	Transportation Enhancement Projects	198,642
	TOTAL EXPENDITURES	**$ 17,027,179**


BUDGET





DEBT SERVICE FUND

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 2016 general obligation (GO) bonds for open greenspace (original issue date 2002) and the refunded 2015 Urban Redevelopment Agency (URA) revenue bonds for the construction of a new City Hall at Town Center (original issue date 2006).

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 2018 is estimated at 1.5 mills. This millage rate is applied to the estimated assessed values for calendar year 2017. 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 funds received from the 2015 URA bond refinance and the 2016 GO bond refinance. These funds also include budget fund balance from previous debt service millage rate collections.

Assumptions: Amounts recorded in other financing uses are based on closing statements for bond deals. These amounts represent actual sources of funds and are not estimated.

SUMMARY OF REVENUES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
General Property Taxes	$ 1,498,445	$ 1,590,650	$ 1,590,497	$ 1,563,440	$ 1,693,180
Investment Income	5,975	5,444	6,624	-	5,000
Other Financing Sources	-	-	4,210,000	12,835,500	94,820
TOTAL	**$ 1,504,420**	**$ 1,596,094**	**$ 5,807,121**	**$ 14,398,940**	**$ 1,793,000**

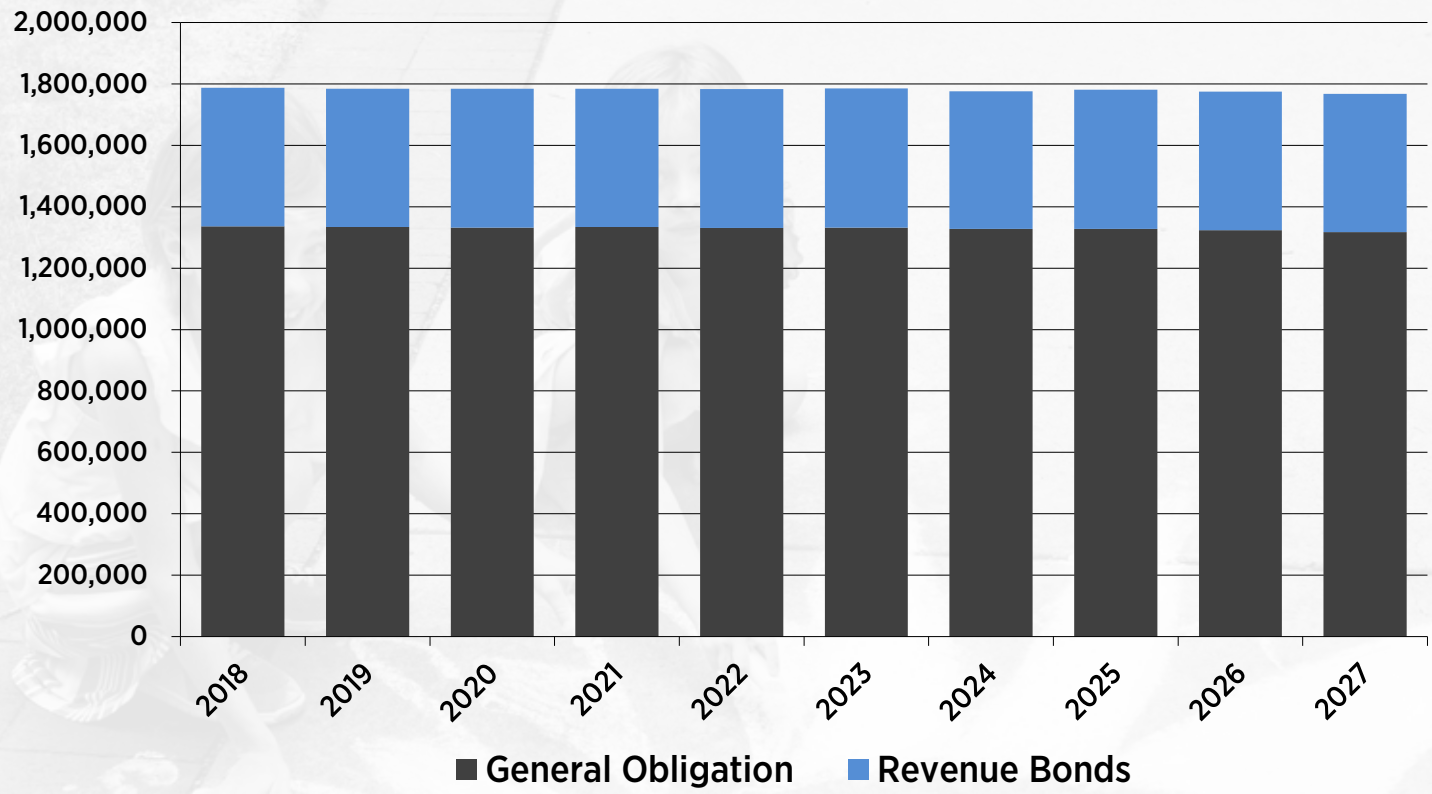
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Debt Service Principal	$ 810,000	$ 840,000	$ 933,000	$ 1,516,000	$ 1,486,000
Debt Service Interest	774,971	742,084	615,309	278,440	302,000
Fiscal Agent's Fees	2,150	3,075	2,625	4,000	5,000
Bond Issuance Costs	-	-	122,364	118,000	-
Other Financing Uses	-	-	4,087,636	12,482,500	-
TOTAL	**$ 1,587,121**	**$ 1,585,159**	**$ 5,760,934**	**$ 14,398,940**	**$ 1,793,000**

Summary of City Debt by Category as of 7/01/2017

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	12,075,000
Revenue Bonds		4,106,000
TOTAL	**$**	**16,181,000**

	GENERAL OBLIGATIONS			REVENUE BONDS			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	COMBINED TOTAL DEBT SERVICE REQUIREMENTS
2018	$ 1,110,000	$ 225,792	$ 1,335,792	$ 376,000	$ 76,009	$ 452,009	$ 1,787,801
2019	1,130,000	203,840	1,333,840	382,000	68,657	450,657	1,784,497
2020	1,150,000	181,496	1,331,496	392,000	61,149	453,149	1,784,645
2021	1,175,000	158,711	1,333,711	397,000	53,495	450,495	1,784,206
2022	1,195,000	135,485	1,330,485	407,000	45,697	452,697	1,783,182
2023	1,220,000	111,818	1,331,818	416,000	37,714	453,714	1,785,532
2024	1,240,000	87,710	1,327,710	419,000	29,614	448,614	1,776,324
2025	1,265,000	63,161	1,328,161	432,000	21,359	453,359	1,781,520
2026	1,285,000	38,171	1,323,171	439,000	12,911	451,911	1,775,082
2027	1,305,000	12,789	1,317,789	446,000	4,326	450,326	1,768,115
TOTAL	**$ 12,075,000**	**$ 1,218,973**	**$ 13,293,973**	**$ 4,106,000**	**$ 410,931**	**$ 4,516,931**	**$ 17,810,904**

Combined Debt Service Requirements Fiscal Year



General Obligation Bonds

2016 REFUNDING SERIES, 2006 GENERAL OBLIGATION REFUNDING SERIES

The General Obligation Refunding Bonds, Series 2016, were issued to advance refund the City's General Obligation Refunding Bonds, Series 2006, maturing January 2, 2017 through 2032, the aggregate principal amount of $12,235,000. This advanced refunding is considered a legal defeasement of the 2006 General Obligation Refunding series January 2017 through 2032. The 2016 General Obligation Refunding series have a non-callable rate of 1.96%.

Principal and Interest Requirements

	2016 REFUNDING BOND SERIES		
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2018	$ 1,110,000	$ 225,792	$ 1,335,792
2019	1,130,000	203,840	1,333,840
2020	1,150,000	181,496	1,331,496
2021	1,175,000	158,711	1,333,711
2022	1,195,000	135,485	1,330,485
2023	1,220,000	111,818	1,331,818
2024	1,240,000	87,710	1,327,710
2025	1,265,000	63,161	1,328,161
2026	1,285,000	38,171	1,323,171
2027	1,305,000	12,789	1,317,789
TOTAL	**$ 12,075,000**	**$ 1,218,973**	**$ 13,293,973**

Revenue Bonds

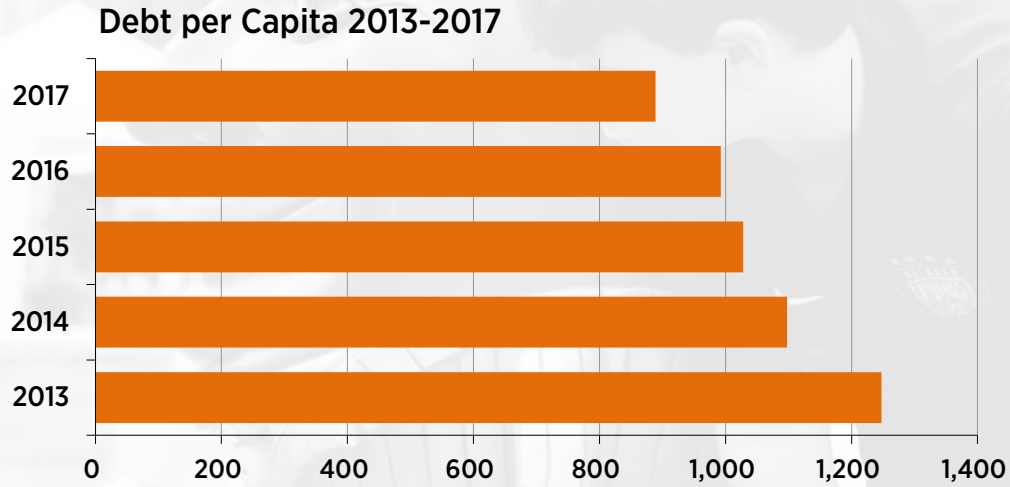
In 2002, the City approved an urban redevelopment plan, entitled "Old Town Suwanee Urban Redevelopment Plan", to redevelop the area of the City known as "Old Town Suwanee" as the focal point of the City's center. The Urban Redevelopment Plan anticipated that the City would purchase certain tracts of 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. The 2015 URA refunding series has a non-callable rate of 1.94%.

2015 REFUNDING REVENUE BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2018	$ 376,000	$ 76,009	$ 452,009
2019	382,000	68,657	450,657
2020	392,000	61,149	453,149
2021	397,000	53,495	450,495
2022	407,000	45,697	452,697
2023	416,000	37,714	453,714
2024	419,000	29,614	448,614
2025	432,000	21,359	453,359
2026	439,000	12,911	451,911
2027	446,000	4,326	450,326
TOTAL	**$ 4,106,000**	**$ 410,931**	**$ 4,516,931**



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	$ 12,075,000
Revenue Bonds	4,106,000
TOTAL DIRECT DEBT	$ **16,181,000**

JURISDICTION	ESTIMATED SHARE OF OVERLAPPING DEBT
Overlapping Debt:	
Gwinnett County General Obligation Bonds	$ 295,204
Gwinnett County Board of Education	41,149,537
TOTAL OVERLAPPING DEBT	**41,444,741**
TOTAL DIRECT AND OVERLAPPING DEBT	**$ 57,625,741**

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
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
2017	12,075,000	4,106,000	16,181,000	2.40%	889

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 2015	FY 2016	FY 2017
Assessed value of all taxable property	**$ 1,093,658,220**	**$ 1,122,172,400**	**$ 1,190,290,230**
Debt limit 10% of assessed value	109,365,822	112,217,240	119,029,023
Less: Total debt applicable to limit	12,118,900	11,475,581	10,850,277
Legal debt margin available	**$ 97,246,922**	**$ 100,741,659**	**$ 108,178,746**
TOTAL DEBT APPLICABLE TO THE LIMIT AS A PERCENTAGE OF DEBT LIMIT	**11.08%**	**10.23%**	**9.12%**



ENTERPRISE FUND

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 47,649 gallons per day. Water is supplied to the City's water system by 235 foot and 600 foot wells and stored in a 150,000-gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation, phosphate, and chlorination. Suwanee's water system has approximately 6.8 miles of water mains with primarily 8-inch, 6-inch, and 2-inch lines. The water fund accounts for the operations of the water system including all revenues applicable to the system operations and all related expenses.

Revenue Assumptions

CHARGE FOR SERVICE

Definition: Charge for service consists of revenues realized from fees charged for water services.

Assumptions: Revenue projections are based on historical consumption usage.

INVESTMENT INCOME

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

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

OTHER FINANCING SOURCES

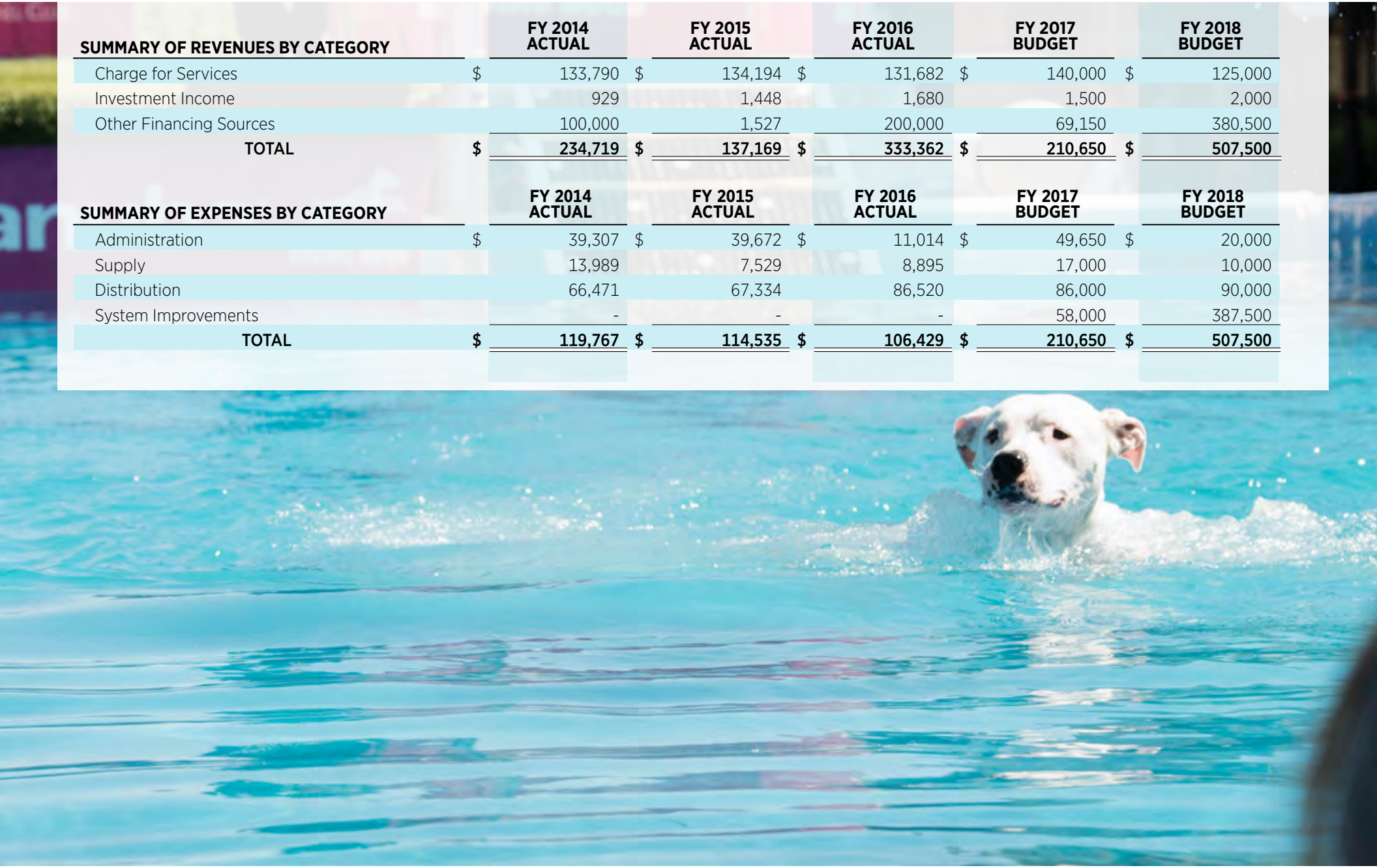
Definition: Other financing sources include operating financial inflows from the general fund and the use of accumulated reserves for a balanced budget.

Assumptions: Operating resources are transferred from the general fund to provide funding for system upgrades and other minor operational repairs.



SUMMARY OF REVENUES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Charge for Services	$ 133,790	$ 134,194	$ 131,682	$ 140,000	$ 125,000
Investment Income	929	1,448	1,680	1,500	2,000
Other Financing Sources	100,000	1,527	200,000	69,150	380,500
TOTAL	**$ 234,719**	**$ 137,169**	**$ 333,362**	**$ 210,650**	**$ 507,500**

SUMMARY OF EXPENSES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Administration	$ 39,307	$ 39,672	$ 11,014	$ 49,650	$ 20,000
Supply	13,989	7,529	8,895	17,000	10,000
Distribution	66,471	67,334	86,520	86,000	90,000
System Improvements	-	-	-	58,000	387,500
TOTAL	**$ 119,767**	**$ 114,535**	**$ 106,429**	**$ 210,650**	**$ 507,500**





FY 2018 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 2018
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 2018 have yet to be determined.

YEAR	PROJECT DESCRIPTION		FY 2018-2019 PROJECTED COST
FY 2018	The Buford Highway Improvement Project letting has been delayed from April 2017 until July or August 2017. As part of this improvement project the water system master meter and water vaults will need to be relocated; the existing 6" water line from just north of Russell Street in a southerly direction to the last fire hydrant and then the 2" water line from that point to its most southern terminus is planned for relocation; the existing 2" water line from just north of the Shoppes at Olde Towne to near Lawrenceville Suwanee Road is planned for relocation; additionally, an 8" waterline connection along Davis Street from White Street crossing Buford Highway to King Street is planned. Based on the consultants cost estimate, the water line work is approximately $673,380 with approximately $287,290 being funded from the Buford Highway project. The majority of the utility work should occur the first year of construction.	$	673,380
	BUDGET REQUEST AMOUNT TOTAL	**$**	**673,380**

YEAR OR POTENTIAL PHASE	PROJECT DESCRIPTION		2018 PROJECTED COST ESTIMATES
Future Non-prioritized Phases	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.	$	284,837
	Replace all water meters and convert to AMR (Automatic Meter Reading).		126,352
	Replace 2" line on Eva Kennedy from the Stonecypher neighborhood cross country connection to the end of Eva Kennedy Road. (80% of total Eva Kennedy project)		519,086
	Replace lines on Scales Street, Scales Road, Main Street, and Russell Street.		384,539
	Replace 6" line on Davis Street from King Street to Virginia Avenue.		318,737
	Replace the 2" line on White Street from Davis Street to White Lane.		298,408
	Replace 2" line on Whitlock Avenue from King Street to Plum Street.		180,852
	Replace 2" line on Plum Street from Whitlock Avenue to Martin Farm Road.		70,481
	Replace PVC line on Bluegrass Trail.		71,186
	Connect Bluegrass Trail to Greenpark Drive.		55,666
	Replace 2" line on Calaboose Street from Jackson Street to Scales Road.		89,528
	Replace the 2" line on Mary Lou Street.		102,226
	TOTAL	**$**	**2,501,898**



AGENCY FUND

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.

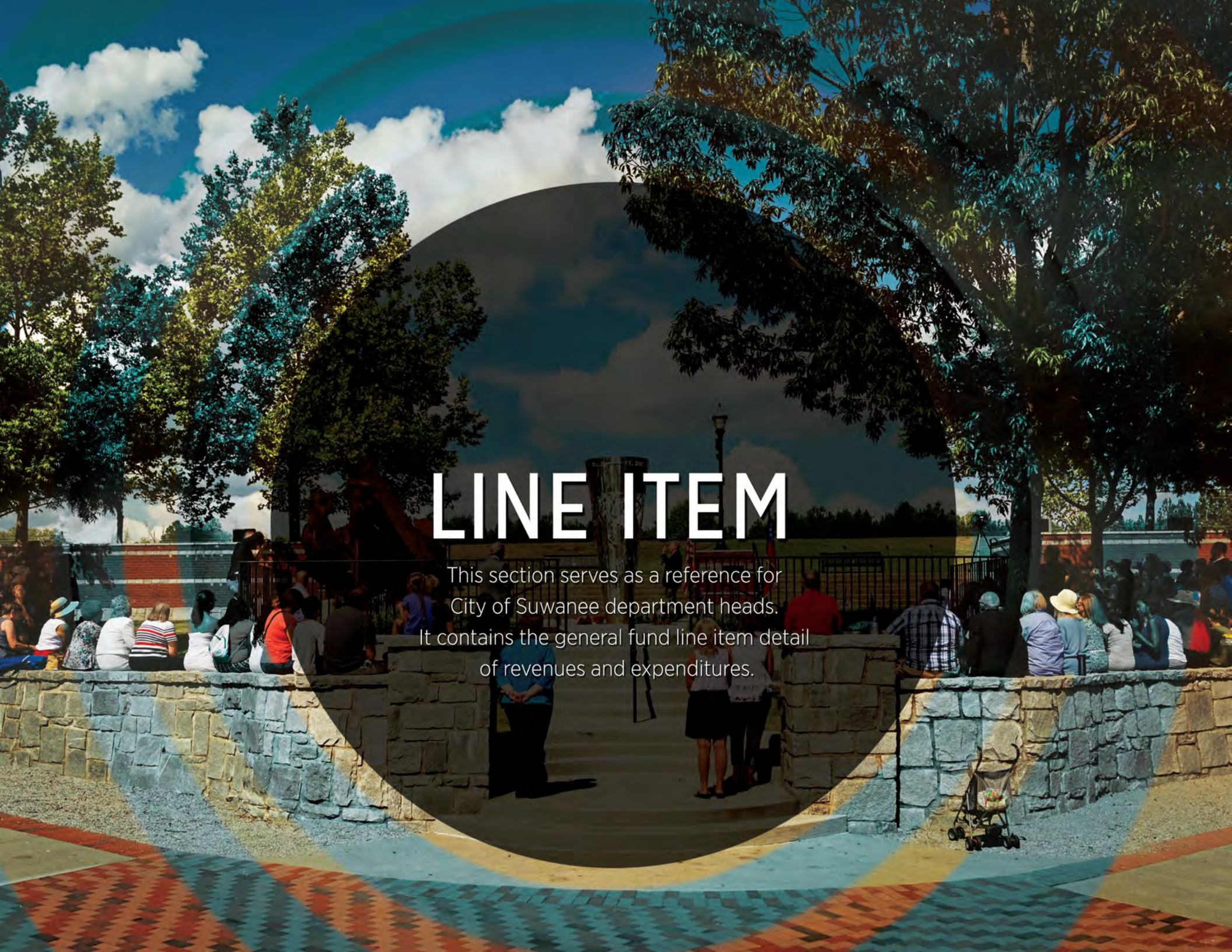
Assumptions: Projections are based on the rates set by Council and historical trends. Fiscal year 2018 projections used a rolling three-year average of receipts received for fiscal year 2015, 2016 and 2017 to project a twelve-month total.

SUMMARY OF REVENUES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Fines and Forfeitures	$ 2,164,631	$ 2,830,714	$ 2,015,205	$ 2,351,000	$ 2,109,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional and Technical	$ 126,215	$ 138,825	$ 92,000	$ 132,000	$ 90,000
Other Costs	614,030	826,586	592,970	721,000	633,990
Other Financing Uses-Transfers	1,494,216	1,898,791	1,396,755	1,498,000	1,385,010
TOTAL	**$ 2,234,461**	**$ 2,864,202**	**$ 2,081,725**	**$ 2,351,000**	**$ 2,109,000**







LINE ITEM

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% Change
General Property Taxes	$ 3,233,974	$ 3,343,755	$ 3,584,500	$ 3,806,530	$ 4,090,560	7.5%
Franchise Taxes	1,724,565	1,845,517	1,880,183	1,869,770	1,851,610	-1.0%
Hotel/Motel Taxes	209,356	239,447	203,045	161,240	173,500	7.6%
Alcoholic Beverage Taxes	835,071	833,056	835,419	880,000	841,700	-4.4%
Other Taxes and Penalties	315,091	326,657	364,127	306,450	331,420	8.1
Business Taxes	1,757,237	1,845,285	2,096,080	2,097,500	2,241,000	6.8%
Licenses and Permits	588,695	601,618	728,017	713,570	890,770	24.8%
Intergovernmental Grants	808,671	798,776	1,121,942	876,800	865,000	-1.3%
Charge for Services	110,438	103,476	141,590	125,460	146,520	16.8%
Fines and Forfeitures	1,494,216	1,898,791	1,396,755	1,524,000	1,385,010	-9.1%
Investment Income	32,432	39,487	39,717	41,000	41,000	0.0%
Contributions and Donations	50	275	125	25,160	23,000	-8.6%
Rental Income	5,487	8,205	1,100	-	-	n/a
Miscellaneous Revenues	30,332	18,497	57,961	40,000	40,000	0.0%
Other Financing Sources	24,952	2,185	13,343	590,970	5,000	-99.2%
TOTAL REVENUES	**$ 11,170,567**	**$ 11,905,027**	**$ 12,463,904**	**$ 13,058,450**	**$ 12,926,090**	**-1.0%**



SUMMARY OF GENERAL FUND EXPENDITURES

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE
Governing Body	$ 122,395	$ 129,467	$ 138,046	$ 138,050	$ 145,550	5.4%
Legislative Committees	3,243	3,823	3,412	7,750	7,250	-6.5%
Chief Executive	396,676	345,331	368,383	456,040	441,100	-3.3%
General Administration	220,523	189,735	293,599	346,110	374,810	8.3%
Financial Administration	667,182	451,755	479,150	557,290	560,250	0.5%
Law	22,696	23,294	25,290	37,500	38,000	1.3%
Data Processing/MIS	160,449	172,633	192,030	230,800	232,000	0.5%
General Government Buildings	293,304	281,900	271,434	315,950	332,450	5.2%
Public Information	136,029	140,416	149,946	161,890	214,200	32.3%
Business Services	-	353,302	363,218	421,180	400,460	-4.9%
Municipal Court	336,530	379,879	390,013	488,520	477,290	-2.3%
Police Administration	382,681	391,798	382,445	427,090	431,600	1.1%
Criminal Investigation	293,164	318,040	436,700	496,870	594,980	19.7%
Patrol	2,469,124	2,450,813	2,639,265	2,879,210	2,936,920	2.0%
Records & Identification	73,020	75,484	82,815	88,010	91,840	4.4%
Police Training	132,712	121,991	176,362	203,360	216,250	6.3%
Special Detail Services	44,136	35,227	64,744	76,600	65,400	-14.6%
Police Stations & Buildings	155,782	144,428	161,226	182,950	193,100	5.5%
Police Substation & Training Center	39,124	39,018	33,318	48,900	50,400	3.1%
Dispatcher	486,392	456,989	859,222	511,410	621,300	21.5%
Public Relations	85,377	74,390	79,432	89,330	90,100	0.9%
Public Works Administration	1,620,869	1,699,961	1,907,813	2,193,480	2,255,340	2.8%
Paved Streets	93,379	98,638	93,691	129,180	129,780	0.5%
Storm Drainage	40,167	40,101	35,737	45,230	43,500	-3.8%
Special Facilities & Activities	110,794	126,110	147,956	166,000	151,000	-9.0%
Park Areas	156,682	159,886	165,114	223,340	215,400	-3.6%
Protective Inspection Administration	133,016	135,434	179,103	194,050	182,680	-5.9%
Planning & Zoning	422,109	491,668	456,056	647,800	645,730	-0.3%
Code Enforcement	38,874	42,866	73,392	82,140	79,090	-0.1%
Economic Development & Assistance	316,217	393,128	398,059	452,100	499,130	10.2%
Downtown Suwanee	71,714	84,494	97,247	91,850	108,390	18.0%
Other Financing Uses	1,894,790	1,716,494	1,794,065	668,470	100,800	-84.9%
TOTAL EXPENDITURES	**$ 11,419,150**	**$ 11,568,493**	**$ 12,938,283**	**$ 13,058,450**	**$ 12,926,090**	**-1.0%**
Revenues (over) under Expenditures	$ (248,583)	$ (336,534)	$ 474,379	$ -	$ -	n/a

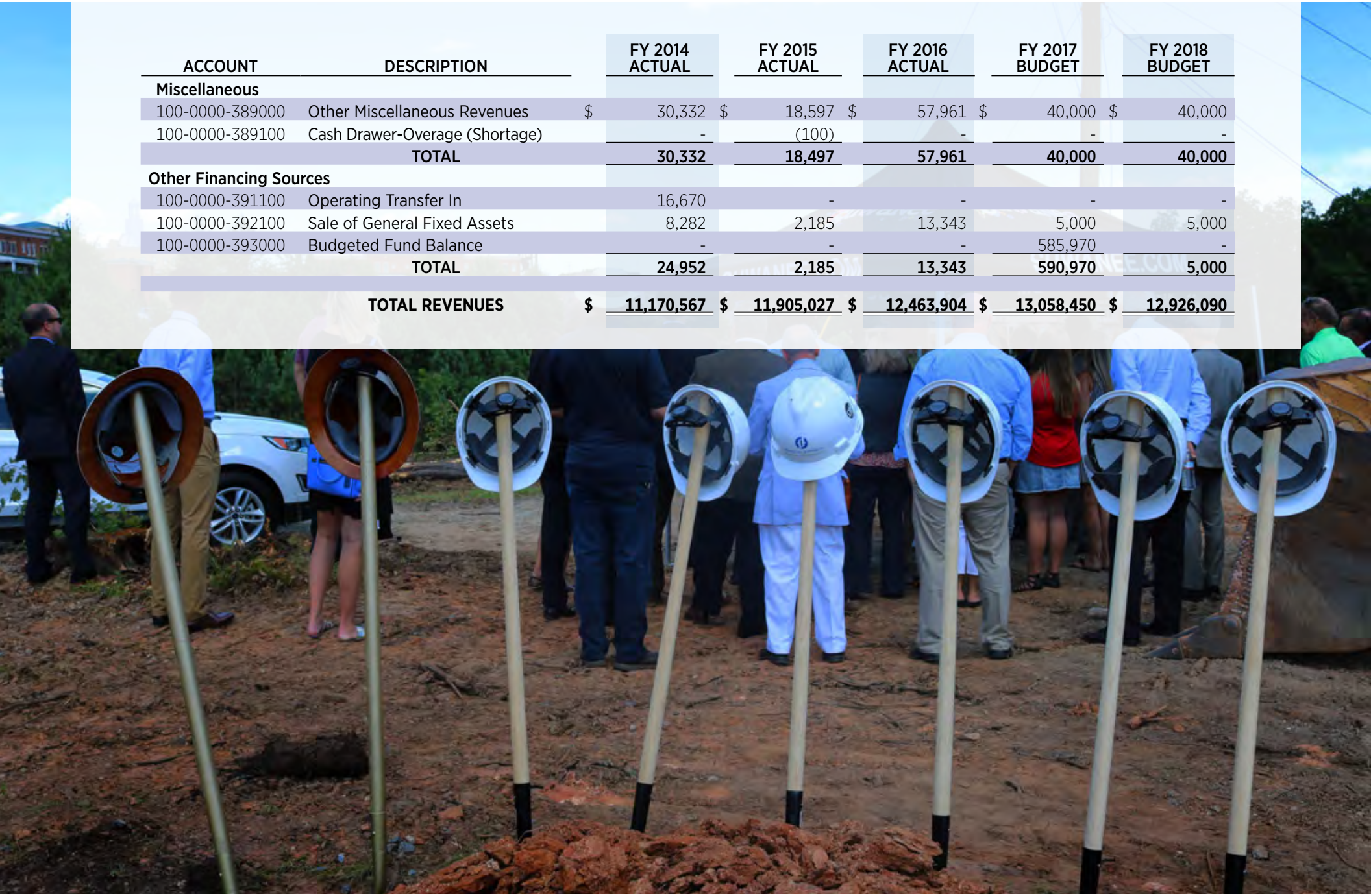
ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
General Property Taxes						
100-0000-311079	Real Property Current	$ 2,375,738	$ 2,588,653	$ 2,869,837	$ 3,111,750	$ 3,405,780
100-0000-311080	Real Property Prior Years	129,363	32,098	38,410	25,000	25,000
100-0000-311279	Personal Property Current	451,571	454,354	464,418	481,980	481,980
100-0000-311280	Personal Property Prior Years	7,114	263	1,133	3,000	3,000
100-0000-311600	Real Transfer Intangible	82,740	137,225	114,865	116,400	124,400
100-0000-318000	Other Taxes Motor Vehicle	187,448	131,162	95,837	68,400	50,400
	TOTAL	**3,233,974**	**3,343,755**	**3,584,500**	**3,806,530**	**4,090,560**
Franchise Taxes						
100-0000-311710	Franchise Tax Electric	1,253,010	1,349,516	1,348,287	1,373,530	1,348,300
100-0000-311730	Franchise Tax Gas	97,503	104,992	101,545	104,620	108,100
100-0000-311750	Franchise Tax Television	256,450	270,579	276,865	272,620	273,850
100-0000-311760	Franchise Tax Telephone	117,602	120,430	153,486	119,000	121,360
	TOTAL	**1,724,565**	**1,845,517**	**1,880,183**	**1,869,770**	**1,851,610**
Hotel/Motel Taxes						
100-0000-314100	Hotel/Motel	209,356	239,447	203,045	161,240	173,500
	TOTAL	**209,356**	**239,447**	**203,045**	**161,240**	**173,500**
Alcoholic Beverage Taxes						
100-0000-314200	Alcoholic Beverage Excise	743,228	740,332	736,471	782,000	736,700
100-0000-314300	Local Option Mixed Drink	91,843	92,724	98,948	98,000	105,000
	TOTAL	**835,071**	**833,056**	**835,419**	**880,000**	**841,700**
Other Taxes and Penalties						
100-0000-314400	Energy Excise Tax	2,184	4,140	6,324	5,600	7,920
100-0000-314500	Title Ad Valorem Tax	306,928	315,300	329,259	288,100	300,000
100-0000-319110	Real Estate Penalties & Interest	5,422	6,332	25,167	10,250	20,000
100-0000-319120	Personal Penalties & Interest	557	485	2,527	2,500	2,500
100-0000-319500	FifFa	-	400	850	-	1,000
	TOTAL	**315,091**	**326,657**	**364,127**	**306,450**	**331,420**
Business Taxes						
100-0000-316100	Business & Occupational Tax	863,624	931,493	1,019,614	995,000	995,000
100-0000-316200	Insurance Premium from State	792,072	828,169	884,762	958,000	1,006,000
100-0000-316300	Financial Institutions	101,541	85,623	191,704	144,500	240,000
	TOTAL	$ **1,757,237**	$ **1,845,285**	$ **2,096,080**	$ **2,097,500**	$ **2,241,000**

LINE ITEM REVENUES (CONTINUED)

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Licenses and Permits						
100-0000-321100	Regulatory Fees Beer & Wine	$ 64,300	$ 67,500	$ 74,500	$ 75,000	$ 83,400
100-0000-321130	Regulatory Fees Liquor	128,750	138,750	142,500	143,750	143,750
100-0000-321220	Regulatory Fees Insurance	30,312	31,488	33,537	35,120	35,120
100-0000-321290	Other Business License Peddlers	1,906	501	609	6,000	1,000
100-0000-322100	Building Structure-Buildings	340,237	338,603	449,259	426,200	600,000
100-0000-322230	Zoning & Land Use Development	11,015	9,561	11,002	11,500	11,500
100-0000-322230	Sign	12,175	15,215	16,610	16,000	16,000
	TOTAL	**588,695**	**601,618**	**728,017**	**713,570**	**890,770**
Intergovernmental Revenues						
100-0000-331103	Intergovernmental Grants-SDS 911	802,196	793,776	1,107,032	871,800	859,000
100-0000-337001	GOSH Grant	-	-	9,910	-	-
100-0000-337002	Intergovernmental Grants-Local	6,475	-	-	-	-
100-0000-337600	Mary P. Dolciani Halloran Found.	-	5,000	5,000	5,000	6,000
	TOTAL	**808,671**	**798,776**	**1,121,942**	**876,800**	**865,000**
Charges for Services						
100-0000-341391	Development Plan Review	11,316	23,202	15,325	21,900	25,000
100-0000-342100	Special Events-Police Service	46,110	37,680	87,050	69,000	80,220
100-0000-342104	Special Events-Billing	11,445	14,208	12,645	12,500	17,800
100-0000-342110	Special Events-Miscellaneous	8,165	7,547	1,345	-	-
100-0000-342120	Accident Reports	7,293	1,264	11	-	-
100-0000-342900	Other Special Police Service	21,929	15,825	18,694	16,060	17,500
100-0000-346900	Background Check Fee	4,180	3,750	6,520	6,000	6,000
	TOTAL	**110,438**	**103,476**	**141,590**	**125,460**	**146,520**
Fines and Forfeitures						
100-0000-351170	Municipal Court	1,494,216	1,898,791	1,396,755	1,524,000	1,385,010
	TOTAL	**1,494,216**	**1,898,791**	**1,396,755**	**1,524,000**	**1,385,010**
Investment Income						
100-0000-361000	Interest Revenues	32,432	39,487	39,717	41,000	41,000
	TOTAL	**32,432**	**39,487**	**39,717**	**41,000**	**41,000**
Contributions Donations						
100-0000-371070	Contributions & Donations	50	275	125	25,160	23,000
	TOTAL	**50**	**275**	**125**	**25,160**	**23,000**
Rental Income						
100-0000-381000	Rents & Royalties	5,487	8,205	1,100	-	-
	TOTAL	**$ 5,487**	**$ 8,205**	**$ 1,100**	**$ -**	**$ -**

LINE ITEM REVENUES (CONTINUED)

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Miscellaneous						
100-0000-389000	Other Miscellaneous Revenues	$ 30,332	$ 18,597	$ 57,961	$ 40,000	$ 40,000
100-0000-389100	Cash Drawer-Overage (Shortage)	-	(100)	-	-	-
	TOTAL	**30,332**	**18,497**	**57,961**	**40,000**	**40,000**
Other Financing Sources						
100-0000-391100	Operating Transfer In	16,670	-	-	-	-
100-0000-392100	Sale of General Fixed Assets	8,282	2,185	13,343	5,000	5,000
100-0000-393000	Budgeted Fund Balance	-	-	-	585,970	-
	TOTAL	**24,952**	**2,185**	**13,343**	**590,970**	**5,000**
	TOTAL REVENUES	**$ 11,170,567**	**$ 11,905,027**	**$ 12,463,904**	**$ 13,058,450**	**$ 12,926,090**



Governing Body

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1110-511100	Salaries & Wages Regular	$ 62,100	$ 68,909	$ 68,909	$ 69,000	$ 69,000
	TOTAL	**62,100**	**68,909**	**68,909**	**69,000**	**69,000**
Personal Services-Employee Benefits						
100-1110-512200	Employee Benefits-SS	3,850	4,185	4,269	4,400	4,400
100-1110-512300	Employee Benefits-Mcare	900	979	998	1,000	1,000
	TOTAL	**4,750**	**5,164**	**5,267**	**5,400**	**5,400**
Other Purchased Services						
100-1110-523200	Other Purchase Srv-Communication	381	9	6	250	250
100-1110-523500	Other Purchase Srv-Travel	16,060	7,793	21,287	13,500	18,000
100-1110-523600	Other Purchase Srv-Dues & Fees	26,697	27,153	24,082	29,000	30,000
100-1110-523700	Other Purchase Srv-Education	4,075	10,610	9,515	9,000	10,000
100-1110-523810	Other Purchase Srv-Liability	875	875	875	900	900
	TOTAL	**48,088**	**46,440**	**55,765**	**52,650**	**59,150**
Supplies						
100-1110-531100	Supplies-General Supplies	1,451	1,033	888	1,750	2,000
100-1110-531300	Supplies-Food	6,006	7,842	7,296	9,000	9,000
	TOTAL	**7,457**	**8,875**	**8,184**	**10,750**	**11,000**
Capital Outlay						
100-1110-542400	Machinery & Equipment-Computers	-	79	(79)	250	1,000
	TOTAL	**-**	**79**	**(79)**	**250**	**1,000**
	TOTAL GOVERNING BODY	**$ 122,395**	**$ 129,467**	**$ 138,046**	**$ 138,050**	**$ 145,550**

Legislative Committees

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1120-511100	Salaries & Wages Regular	$ 3,000	$ 3,450	$ 2,900	$ 6,000	$ 5,000
	TOTAL	**3,000**	**3,450**	**2,900**	**6,000**	**5,000**
Personal Services-Employee Benefits						
100-1120-512200	Employee Benefits-SS	182	209	176	400	400
100-1120-512300	Employee Benefits-Mcare	42	49	41	100	100
	TOTAL	**224**	**258**	**217**	**500**	**500**
Other Purchased Services						
100-1120-523700	Other Purchase Srv-Education	-	115	225	1,000	1,500
	TOTAL	**-**	**115**	**225**	**1,000**	**1,500**
Supplies						
100-1120-531100	Supplies-General Supplies	19	-	70	250	250
	TOTAL	**19**	**-**	**70**	**250**	**250**
	TOTAL LEGISLATIVE COMMITTEES	**$ 3,243**	**$ 3,823**	**$ 3,412**	**$ 7,750**	**$ 7,250**

Chief Executive

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1320-511100	Salaries & Wages Regular	$ 252,317	$ 234,846	$ 247,832	$ 277,000	$ 286,300
100-1320-511300	Salaries & Wages Overtime	-	-	-	750	750
	TOTAL	**252,317**	**234,846**	**247,832**	**277,750**	**287,050**
Personal Services-Employee Benefits						
100-1320-512100	Employee Benefits-Group Health	53,852	49,646	55,423	66,630	62,850
100-1320-512200	Employee Benefits-SS	14,185	12,135	12,316	15,130	18,000
100-1320-512300	Employee Benefits-Mcare	3,533	3,156	3,317	4,010	4,500
100-1320-512400	Employee Benefits-Retirement	16,424	15,051	15,868	18,700	15,600
100-1320-512700	Employee Benefits-Workers Comp	1,153	919	1,120	1,300	1,500
100-1320-512920	Employee Benefits-Other Disability	2,196	1,728	2,085	2,820	2,500
100-1320-512930	Employee Benefits-Wellness	404	750	523	1,450	450
	TOTAL	**91,747**	**83,385**	**90,652**	**110,040**	**105,400**
Purchased Professional & Technical						
100-1320-521230	Purchase Contract Service-Professional	2,650	-	8,865	30,000	10,000
	TOTAL	**2,650**	**-**	**8,865**	**30,000**	**10,000**
Other Purchased Services						
100-1320-523200	Other Purchase Srv-Communication	280	226	206	500	500
100-1320-523400	Other Purchase Srv-Printing	4,963	1,925	727	1,000	1,000
100-1320-523500	Other Purchase Srv-Travel	5,200	1,020	4,523	4,000	4,000
100-1320-523600	Other Purchase Srv-Dues & Fees	8,422	5,340	2,764	7,500	6,000
100-1320-523700	Other Purchase Srv-Education	792	1,475	1,154	1,650	2,150
100-1320-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract	9,605	6,875	-	500	5,000
	TOTAL	**30,137**	**17,736**	**10,249**	**16,050**	**19,550**
Supplies						
100-1320-531100	Supplies-General Supplies	7,536	3,496	5,151	13,600	9,000
100-1320-531270	Supplies-Gasoline	979	546	540	900	900
100-1320-531300	Supplies-Food	4,972	4,340	5,004	6,000	6,500
100-1320-531400	Supplies-PlayTown Suwanee Birthday	1,433	260	-	-	-
100-1320-531600	Supplies-Books & Periodicals	512	157	90	600	600
	TOTAL	**15,432**	**8,799**	**10,785**	**21,100**	**17,000**
Capital Outlay						
100-1320-542400	Machinery & Equipment-Computers	4,393	565	-	1,100	2,100
	TOTAL	**4,393**	**565**	**-**	**1,100**	**2,100**
	TOTAL CHIEF EXECUTIVE	**$ 396,676**	**$ 345,331**	**$ 368,383**	**$ 456,040**	**$ 441,100**

General Administration

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1500-511100	Salaries & Wages Regular	$ 154,362	$ 124,467	$ 168,683	$ 172,700	$ 198,120
	TOTAL	**154,362**	**124,467**	**168,683**	**172,700**	**198,120**
Personal Services-Employee Benefits						
100-1500-512100	Employee Benefits-Group Health	9,633	14,096	40,172	55,830	34,500
100-1500-512200	Employee Benefits-SS	9,222	7,314	9,699	10,720	12,300
100-1500-512300	Employee Benefits-Mcare	2,156	1,711	2,268	2,500	2,900
100-1500-512400	Employee Benefits-Retirement	4,423	5,494	10,829	10,800	10,400
100-1500-512700	Employee Benefits-Workers Comp	692	551	672	800	920
100-1500-512920	Employee Benefits-Other Disability	941	985	1,746	2,310	1,720
100-1500-512930	Employee Benefits-Wellness	147	782	409	1,450	450
	TOTAL	**27,214**	**30,933**	**65,795**	**84,410**	**63,190**
Purchased Professional & Technical						
100-1500-521200	Purchase Contract Srv-Professional	8,001	4,783	29,810	30,000	30,000
	TOTAL	**8,001**	**4,783**	**29,810**	**30,000**	**30,000**
Other Purchased Services						
100-1500-523200	Other Purchase Srv-Communication	241	499	187	500	500
100-1500-523300	Other Purchase Srv-Advertising	5,472	5,429	9,719	10,000	10,000
100-1500-523400	Other Purchase Srv-Printing	133	542	184	2,000	3,000
100-1500-523500	Other Purchase Srv-Travel	5,590	1,524	2,029	3,500	3,000
100-1500-523600	Other Purchase Srv-Dues & Fees	1,134	1,709	1,457	2,500	2,000
100-1500-523700	Other Purchase Srv-Education	4,358	3,427	2,242	6,000	8,000
100-1500-523710	Other Purchase Srv-Education LNL	2,500	-	-	5,000	4,000
100-1500-523720	Other Purchase Srv-EDP	-	-	-	-	20,000
100-1500-527850	Other Purchase Srv-Contract	6,259	11,952	5,969	17,500	20,000
	TOTAL	**25,687**	**25,082**	**21,787**	**47,000**	**70,500**
Supplies						
100-1500-531100	Supplies-General Supplies	2,243	2,534	4,104	4,000	5,000
100-1500-531300	Supplies-Food	1,674	950	1,703	2,000	2,000
100-1500-531400	Supplies-Books & Periodicals	1,074	-	723	2,500	2,500
	TOTAL	**4,991**	**3,484**	**6,530**	**8,500**	**9,500**
Capital Outlay						
100-1500-542400	Machinery & Equipment-Computers	268	986	994	3,500	3,500
	TOTAL	**268**	**986**	**994**	**3,500**	**3,500**
	TOTAL GENERAL ADMINISTRATION	**$ 220,523**	**$ 189,735**	**$ 293,599**	**$ 346,110**	**$ 374,810**

Financial Administration

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1511-511100	Salaries & Wages Regular	$ 414,438	$ 258,127	$ 282,759	$ 309,500	$ 325,000
100-1511-511300	Salaries & Wages Overtime	1,080	-	629	750	1,000
	TOTAL	**415,518**	**258,127**	**283,388**	**310,250**	**326,000**
Personal Services-Employee Benefits						
100-1511-512100	Employee Benefits-Group Health	70,909	54,662	60,960	79,590	75,800
100-1511-512200	Employee Benefits-SS	24,754	15,035	16,239	19,200	20,200
100-1511-512300	Employee Benefits-Mcare	5,788	3,517	3,798	4,500	5,000
100-1511-512400	Employee Benefits-Retirement	30,330	19,668	22,114	27,780	25,500
100-1511-512700	Employee Benefits-Workers Comp	1,095	759	925	1,100	1,300
100-1511-512920	Employee Benefits-Other Disability	3,663	2,263	2,684	3,850	3,850
100-1511-512930	Employee Benefits-Wellness	421	873	679	1,250	750
	TOTAL	**136,960**	**96,777**	**107,399**	**137,270**	**132,400**
Purchased Professional & Technical						
100-1511-521200	Purchase Contract Srv-Professional	39,000	36,000	36,500	37,000	38,000
100-1511-521210	Purchase Contract Srv-Survey	-	11,700	-	13,000	6,000
	TOTAL	**39,000**	**47,700**	**36,500**	**50,000**	**44,000**
Other Purchased Services						
100-1511-523200	Other Purchase Srv-Communication	12,243	1,953	1,643	3,000	5,000
100-1511-523300	Other Purchase Srv-Advertising	1,227	1,307	1,605	3,250	3,000
100-1511-523400	Other Purchase Srv-Printing	18,323	6,520	5,371	7,250	8,200
100-1511-523500	Other Purchase Srv-Travel	7,093	7,963	7,807	8,000	7,250
100-1511-523600	Other Purchase Srv-Dues & Fees	8,096	11,329	12,476	14,750	14,000
100-1511-523700	Other Purchase Srv-Education	6,344	4,502	9,044	6,250	6,250
100-1511-523810	Other Purchase Srv-Liability	875	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	2,205	-	-	-	-
	TOTAL	**56,406**	**34,449**	**38,821**	**43,400**	**44,600**
Supplies						
100-1511-531100	Supplies-General Supplies	9,489	8,161	6,646	8,500	7,000
100-1511-531300	Supplies-Food	2,025	1,443	1,256	1,000	1,000
100-1511-531400	Supplies-Books & Periodicals	1,858	1,760	1,774	2,250	1,750
	TOTAL	**13,372**	**11,364**	**9,676**	**11,750**	**9,750**
Capital Outlay						
100-1511-542400	Machinery & Equipment-Computers	5,926	3,338	3,366	4,620	3,500
	TOTAL	**5,926**	**3,338**	**3,366**	**4,620**	**3,500**
	TOTAL FINANCIAL ADMINISTRATION	**$ 667,182**	**$ 415,755**	**$ 479,150**	**$ 557,290**	**$ 560,250**

Law

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical						
100-1530-521200	Purchase Contract Srv-Professional	$ 22,696	$ 23,294	$ 25,290	$ 37,500	$ 38,000
	TOTAL	**22,696**	**23,294**	**25,290**	**37,500**	**38,000**
	TOTAL LAW	**$ 22,696**	**$ 23,294**	**$ 25,290**	**$ 37,500**	**$ 38,000**

Data Processing

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical						
100-1535-521220	Purchase Contract Srv-Total Tech	$ 94,311	$ 93,789	$ 94,088	$ 103,950	$ 109,150
100-1535-521230	Purchase Contract Service-Accounting	-	23,445	35,445	47,000	46,000
	TOTAL	**94,311**	**117,234**	**129,533**	**150,950**	**155,150**
Purchased Property Services						
100-1535-522200	Purchase Property Srv-Repair	2,027	597	1,507	6,500	5,500
	TOTAL	**2,027**	**597**	**1,507**	**6,500**	**5,500**
Other Purchased Services						
100-1535-523850	Other Purchase Srv-Contract	2,470	5,540	5,590	6,000	6,000
	TOTAL	**2,470**	**5,540**	**5,590**	**6,000**	**6,000**
Supplies						
100-1535-531100	Supplies-General Supplies	1,859	3,933	2,606	4,500	3,500
	TOTAL	**1,859**	**3,933**	**2,606**	**4,500**	**3,500**
Capital Outlay						
100-1535-542400	Machinery & Equipment-Computer	5,121	3,343	-	5,000	5,000
100-1535-542401	Machinery & Equipment-Server	5,401	4,816	4,697	15,000	15,000
100-1535-542402	Machinery & Equipment-Software	19,179	9,685	17,931	19,850	19,850
100-1535-542403	Machinery & Equipment-Acctg Software	15,500	5,040	6,017	-	-
100-1535-542404	Machinery & Equipment-Other	4,581	-	1,076	22,000	22,000
100-1535-542406	Machinery & Equipment-New Project	10,000	22,445	23,073	1,000	-
	TOTAL	**59,782**	**45,329**	**52,794**	**62,850**	**61,850**
	TOTAL DATA PROCESSING	**$ 160,449**	**$ 172,633**	**$ 192,030**	**$ 230,800**	**$ 232,000**

General Government Buildings

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services						
100-1565-522110	Purchase Property Srv-Disposal	$ 1,483	$ 1,708	$ 2,285	$ 3,000	$ 2,500
100-1565-522200	Purchase Property Srv-Repair	13,844	22,601	10,474	14,000	20,000
100-1565-522310	Purchase Property Srv-Rental-Land/Building	2,976	1,846	340	2,700	3,700
100-1565-522320	Purchase Property Srv-Rental	9,637	13,287	12,416	16,000	13,000
	TOTAL	**27,940**	**39,442**	**25,515**	**35,700**	**39,200**
Other Purchased Services						
100-1565-523100	Other Purchase Srv-Insurance	116,540	112,101	122,693	133,000	139,000
100-1565-523200	Other Purchase Srv-Communication	34,404	43,683	39,711	47,000	44,000
100-1565-573000	Other Costs-Payments to Other	44,406	10,362	1,817	3,500	5,500
	TOTAL	**195,350**	**166,146**	**164,221**	**183,500**	**188,500**
Supplies						
100-1565-531100	Supplies-General Supplies	10,815	17,121	11,650	13,750	14,500
100-1565-531210	Supplies-Water & Sewer	3,163	2,933	9,157	18,000	22,500
100-1565-531220	Supplies-Natural Gas	1,005	861	826	2,000	2,000
100-1565-531230	Supplies-Electricity	49,712	53,809	58,839	59,000	62,000
100-1565-531600	Supplies-Small Equipment	5,319	1,588	1,226	4,000	3,750
	TOTAL	**70,014**	**76,312**	**81,698**	**96,750**	**104,750**
	TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 293,304**	**$ 281,900**	**$ 271,434**	**$ 315,950**	**$ 332,450**

Public Information

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1570-511100	Salaries & Wages Regular	$ 64,101	$ 67,037	$ 69,867	$ 68,640	$ 70,400
	TOTAL	**64,101**	**67,037**	**69,867**	**68,640**	**70,400**
Personal Services-Employee Benefits						
100-1570-512100	Employee Benefits-Group Health	9,372	10,348	6,451	7,020	6,950
100-1570-512200	Employee Benefits-SS	3,742	3,834	4,167	4,400	4,400
100-1570-512300	Employee Benefits-Mcare	875	897	975	1,100	1,050
100-1570-512400	Employee Benefits-Retirement	5,790	5,954	5,630	6,350	5,650
100-1570-512700	Employee Benefits-Workers Comp	242	168	205	300	350
100-1570-512920	Employee Benefits-Other Disability	665	669	615	1,180	750
100-1570-512930	Employee Benefits-Wellness	-	182	25	150	150
	TOTAL	**20,686**	**22,052**	**18,068**	**20,500**	**19,300**
Purchased Professional & Technical						
100-1570-521200	Other Purchase Srv-Communication	-	-	-	-	55,000
	TOTAL	**-**	**-**	**-**	**-**	**55,000**
Other Purchased Services						
100-1570-523200	Other Purchase Srv-Communication	461	170	187	4,150	850
100-1570-523210	Other Purchase Srv-Newsletter	22,958	26,196	24,504	30,000	30,000
100-1570-523400	Other Purchase Srv-Printing	31	57	1,180	1,500	500
100-1570-523410	Other Purchase Srv-Printing Newsletter	26,046	22,183	31,411	32,100	31,000
100-1570-523500	Other Purchase Srv-Travel	73	136	87	650	1,250
100-1570-523600	Other Purchase Srv-Dues & Fees	730	2,209	761	850	1,450
100-1570-523700	Other Purchase Srv-Education	434	2	1,784	600	1,250
	TOTAL	**50,733**	**50,953**	**59,914**	**69,850**	**66,300**
Supplies						
100-1570-531100	Supplies-General Supplies	412	277	176	700	700
100-1570-531400	Supplies-Books & Periodicals	97	97	74	500	500
	TOTAL	**509**	**374**	**250**	**1,200**	**1,200**
Capital Outlay						
100-1570-542400	Machinery & Equipment-Computers	-	-	1,847	1,700	2,000
	TOTAL	**-**	**-**	**1,847**	**1,700**	**2,000**
	TOTAL PUBLIC INFORMATION	**$ 136,029**	**$ 140,416**	**$ 149,946**	**$ 161,890**	**$ 214,200**

Business Services

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-1590-511100	Salaries & Wages Regular	$ -	$ 230,594	$ 236,012	$ 253,250	$ 255,600
100-1590-511300	Salaries & Wages Overtime	-	-	-	1,250	1,000
	TOTAL	**-**	**230,594**	**236,012**	**254,500**	**256,600**
Personal Services-Employee Benefits						
100-1590-512100	Employee Benefits-Group Health	-	43,481	48,374	61,650	48,000
100-1590-512200	Employee Benefits-SS	-	13,551	13,760	15,700	15,900
100-1590-512300	Employee Benefits-Mcare	-	3,169	3,218	3,700	3,800
100-1590-512400	Employee Benefits-Retirement	-	17,584	18,209	23,210	20,570
100-1590-512700	Employee Benefits-Workers Comp	-	759	1,693	1,600	1,840
100-1590-512920	Employee Benefits-Other Disability	-	1,933	2,326	3,470	3,400
100-1590-512930	Employee Benefits-Wellness	-	1,055	684	2,100	600
	TOTAL	**-**	**81,532**	**88,264**	**111,430**	**94,110**
Purchased Professional & Technical						
100-1590-521292	Purchase Contract Srv-Professional	-	2,556	12	250	250
	TOTAL	**-**	**2,556**	**12**	**250**	**250**
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	10,782	13,000	14,500
100-1590-523300	Other Purchase Srv-Advertising	-	200	160	500	500
100-1590-523400	Other Purchase Srv-Printing	-	6,756	5,684	8,000	7,500
100-1590-523500	Other Purchase Srv-Travel	-	3,282	6,776	6,750	6,750
100-1590-523600	Other Purchase Srv-Dues & Fees	-	3,603	4,125	4,500	4,000
100-1590-523700	Other Purchase Srv-Education	-	737	200	5,000	4,000
100-1590-523850	Other Purchase Srv-Contract	-	5,400	-	2,500	2,500
	TOTAL	**-**	**29,796**	**27,727**	**40,250**	**39,750**
Supplies						
100-1590-531100	Supplies-General Supplies	-	4,484	3,332	5,000	4,500
100-1590-531300	Supplies-Food	-	1,386	1,084	1,250	1,250
100-1590-531400	Supplies-Books & Periodicals	-	-	143	1,000	1,000
	TOTAL	**-**	**5,870**	**4,559**	**7,250**	**6,750**
Capital Outlay						
100-1590-542400	Machinery & Equipment-Computers	-	2,954	6,644	3,000	3,000
	TOTAL	**-**	**2,954**	**6,644**	**3,000**	**3,000**
	TOTAL BUSINESS SERVICES	**$ -**	**$ 353,302**	**$ 363,218**	**$ 421,180**	**$ 400,460**

Municipal Court

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-2650-511100	Salaries & Wages Regular	$ 216,205	$ 254,505	$ 261,240	$ 325,730	$ 322,900
100-2650-511300	Salaries & Wages Overtime	404	99	-	750	750
	TOTAL	**216,609**	**254,604**	**261,240**	**326,480**	**323,650**
Personal Services-Employee Benefits						
100-2650-512100	Employee Benefits-Group Health	41,489	40,940	42,445	46,880	41,800
100-2650-512200	Employee Benefits-SS	13,117	15,298	15,718	21,000	20,200
100-2650-512300	Employee Benefits-Mcare	3,067	3,578	3,676	5,200	4,800
100-2650-512400	Employee Benefits-Retirement	11,500	11,812	12,335	16,810	15,500
100-2650-512700	Employee Benefits-Workers Comp	3,215	952	809	800	920
100-2650-512920	Employee Benefits-Other Disability	1,359	1,328	1,550	2,510	2,300
100-2650-512930	Employee Benefits-Wellness	10	248	279	600	600
	TOTAL	**73,757**	**74,156**	**76,812**	**93,800**	**86,120**
Purchased Professional & Technical						
100-2650-521292	Purchase Contract Srv-Legal Fees Appeal	1,612	6,075	2,611	4,000	4,000
	TOTAL	**1,612**	**6,075**	**2,611**	**4,000**	**4,000**
Purchased Property Services						
100-2650-522110	Purchase Property Srv-Disposal	-	120	105	500	500
100-2650-522320	Purchase Property Srv-Rental	4,162	4,850	5,090	9,500	9,500
	TOTAL	**4,162**	**4,970**	**5,195**	**10,000**	**10,000**
Other Purchased Services						
100-2650-523100	Other Purchase Srv-Insurance	9,988	9,638	10,600	12,190	14,020
100-2650-523200	Other Purchase Srv-Communication	2,083	2,732	3,196	4,500	3,500
100-2650-523400	Other Purchase Srv-Printing	735	479	613	1,000	1,000
100-2650-523500	Other Purchase Srv-Travel	4,319	2,704	2,827	5,000	5,000
100-2650-523600	Other Purchase Srv-Dues & Fees	1,124	1,187	4,195	2,000	2,000
100-2650-523700	Other Purchase Srv-Education	2,815	3,689	4,430	6,000	6,000
	TOTAL	**21,064**	**20,429**	**25,861**	**30,690**	**31,520**
Supplies						
100-2650-531100	Supplies-General Supplies	2,915	4,211	5,809	6,000	5,500
100-2650-531210	Supplies-Water & Sewer	498	377	273	1,000	500
100-2650-531230	Supplies-Electricity	11,858	12,110	10,646	12,550	12,000
100-2650-531300	Supplies-Food	433	220	653	1,200	1,200
100-2650-531400	Supplies-Books & Periodicals	64	66	134	500	500
	TOTAL	**15,768**	**16,984**	**17,515**	**21,250**	**19,700**
Capital Outlay						
100-2650-542400	Machinery & Equipment-Computers	3,558	2,661	779	2,300	2,300
	TOTAL	**3,558**	**2,661**	**779**	**2,300**	**2,300**
	TOTAL MUNICIPAL COURT	**$ 336,530**	**$ 379,879**	**$ 390,013**	**$ 488,520**	**$ 477,290**

Police Administration

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3210-511100	Salaries & Wages Regular	$ 253,286	$ 274,940	$ 255,317	$ 260,000	$ 270,920
100-3210-511300	Salaries & Wages Overtime	-	59	277	750	500
	TOTAL	**253,286**	**274,999**	**255,594**	**260,750**	**271,420**
Personal Services-Employee Benefits						
100-3210-512100	Employee Benefits-Group Health	37,295	34,448	45,450	64,620	62,450
100-3210-512200	Employee Benefits-SS	15,480	16,527	15,258	16,200	16,850
100-3210-512300	Employee Benefits-Mcare	3,765	3,866	3,568	3,800	3,940
100-3210-512400	Employee Benefits-Retirement	21,952	22,577	22,489	23,970	21,750
100-3210-512700	Employee Benefits-Workers Comp	5,874	4,715	5,745	6,400	7,360
100-3210-512920	Employee Benefits-Other Disability	2,365	2,053	2,473	3,020	2,600
100-3210-512930	Employee Benefits-Wellness	10	506	653	1,200	450
	TOTAL	**86,741**	**84,692**	**95,636**	**119,210**	**115,400**
Purchased Professional & Technical						
100-3210-521200	Purchase Contract Srv-Professional	7,802	4,370	4,109	8,000	5,000
	TOTAL	**7,802**	**4,370**	**4,109**	**8,000**	**5,000**
Other Purchased Services						
100-3210-523200	Other Purchase Srv-Communication	1,426	1,234	998	1,750	2,000
100-3210-523400	Other Purchase Srv-Printing	521	105	120	500	500
100-3210-523500	Other Purchase Srv-Travel	15,287	11,113	11,639	15,000	16,800
100-3210-523600	Other Purchase Srv-Dues & Fees	1,578	1,461	1,275	1,930	1,580
	TOTAL	**18,812**	**13,913**	**14,032**	**19,180**	**20,880**
Supplies						
100-3210-531270	Supplies-Gasoline	8,350	5,316	3,031	4,500	4,500
100-3210-531300	Supplies-Food	1,043	1,310	2,353	1,500	2,500
100-3210-531400	Supplies-Books & Periodicals	30	65	103	1,050	300
100-3210-531600	Supplies-Small Equipment	909	470	735	1,250	1,250
100-3210-531700	Supplies-Other Supplies	748	928	975	1,000	1,000
	TOTAL	11,080	8,089	7,197	9,300	9,550
Capital Outlay						
100-3210-542400	Machinery & Equipment-Computer	-	855	558	2,450	1,150
100-3210-542500	Machinery & Equipment-Equipment	4,960	4,880	5,319	8,200	8,200
	TOTAL	**4,960**	**5,735**	**5,877**	**10,650**	**9,350**
	TOTAL POLICE ADMINISTRATION	**$ 382,681**	**$ 391,798**	**$ 383,445**	**$ 427,090**	**$ 431,600**

Criminal Investigation

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3221-511100	Salaries & Wages Regular	$ 183,087	$ 209,083	$ 275,605	$ 293,550	$ 353,900
100-3221-511300	Salaries & Wages Overtime	14,066	7,479	9,771	17,000	12,500
	TOTAL	**197,153**	**216,562**	**285,376**	**310,550**	**366,400**
Personal Services-Employee Benefits						
100-3221-512100	Employee Benefits-Group Health	27,557	31,025	71,155	88,240	119,110
100-3221-512200	Employee Benefits-SS	11,672	12,684	16,562	19,300	22,900
100-3221-512300	Employee Benefits-Mcare	2,730	2,967	3,873	4,600	5,400
100-3221-512400	Employee Benefits-Retirement	16,409	18,624	24,253	27,050	31,850
100-3221-512700	Employee Benefits-Workers Comp	13,864	11,081	13,466	15,000	17,250
100-3221-512920	Employee Benefits-Other Disability	1,693	1,824	3,097	4,410	3,800
100-3221-512930	Employee Benefits-Wellness	10	465	637	900	1,050
	TOTAL	**73,935**	**78,670**	**133,043**	**159,500**	**201,360**
Other Purchased Services						
100-3221-523200	Other Purchase Srv-Communication	-	-	-	250	250
100-3221-523500	Other Purchase Srv-Travel	1,718	1,371	1,899	2,450	2,450
100-3221-523900	Other Purchase Srv-Other	3,897	4,272	8,288	10,920	11,420
	TOTAL	**5,615**	**5,643**	**10,187**	**13,620**	**14,120**
Supplies						
100-3221-531270	Supplies-Gasoline	12,739	8,465	4,559	7,000	7,000
100-3221-531700	Supplies-Other Supplies	3,114	2,439	3,128	4,250	4,050
	TOTAL	**15,853**	**10,904**	**7,687**	**11,250**	**11,050**
Capital Outlay						
100-3221-542300	Machinery & Equipment-Furniture	-	-	208	-	1,000
100-3221-542400	Machinery & Equipment-Computer	608	6,261	199	1,950	1,050
	TOTAL	**608**	**6,261**	**407**	**1,950**	**2,050**
	TOTAL CRIMINAL INVESTIGATION	**$ 293,164**	**$ 318,040**	**$ 436,700**	**$ 496,870**	**$ 594,980**

Patrol

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3223-511100	Salaries & Wages Regular	$ 1,415,248	$ 1,437,622	$ 1,396,556	$ 1,520,850	$ 1,591,460
100-3223-511300	Salaries & Wages Overtime	13,605	19,569	19,284	38,000	21,000
	TOTAL	**1,428,853**	**1,457,191**	**1,415,840**	**1,558,850**	**1,612,460**
Personal Services-Employee Benefits						
100-3223-512100	Employee Benefits-Group Health	354,918	359,835	359,162	444,400	441,830
100-3223-512200	Employee Benefits-SS	85,843	85,203	82,855	98,800	99,900
100-3223-512300	Employee Benefits-Mcare	19,927	19,926	19,377	23,100	23,380
100-3223-512400	Employee Benefits-Retirement	124,136	128,526	123,523	141,500	123,740
100-3223-512700	Employee Benefits-Workers Comp	79,959	64,157	95,236	104,600	119,090
100-3223-512920	Employee Benefits-Other Disability	14,618	14,733	15,795	21,630	16,440
100-3223-512930	Employee Benefits-Wellness	318	2,185	3,209	4,320	4,200
	TOTAL	**679,719**	**674,565**	**699,157**	**838,850**	**828,580**
Purchased Property Services						
100-3223-522200	Purchase Property Srv-Repair	2,507	3,440	3,362	4,300	4,300
100-3223-522210	Purchase Property Srv-Repair Vehicles	48,149	61,321	57,769	60,000	70,000
	TOTAL	**50,656**	**64,761**	**61,131**	**64,300**	**74,300**
Other Purchased Services						
100-3223-523200	Other Purchase Srv-Communication	5,413	6,181	7,657	8,500	7,000
100-3223-523500	Other Purchase Srv-Travel	1,890	900	-	2,250	1,000
100-3223-523600	Other Purchase Srv-Dues & Fees	90	90	190	100	-
	TOTAL	**7,393**	**7,171**	**7,847**	**10,850**	**8,000**
Supplies						
100-3223-531100	Supplies-General Supplies	7,861	4,557	6,323	8,000	8,000
100-3223-531270	Supplies-Gasoline	113,444	100,218	72,712	86,050	92,800
100-3223-531300	Supplies-Food	157	150	-	-	-
100-3223-531600	Supplies-Small Equipment	5,004	2,897	1,875	7,900	8,000
100-3223-531700	Supplies-Other Supplies	45,629	47,780	23,582	40,160	33,770
	TOTAL	**172,095**	**155,602**	**104,492**	**142,110**	**142,570**
Capital Outlay						
100-3223-542200	Machinery & Equipment-Vehicle	125,822	78,985	231,281	175,430	190,210
100-3223-542400	Machinery & Equipment-Computer	-	3,631	103,401	80,520	72,000
100-3223-542402	Machinery & Equipment-Software	4,586	8,907	6,184	8,800	8,800
100-3223-542404	Machinery & Equipment-GOHS Grant	-	-	9,932	-	-
	TOTAL	**130,408**	**91,523**	**350,798**	**264,750**	**271,010**
	TOTAL PATROL	**$ 2,469,124**	**$ 2,450,813**	**$ 2,639,265**	**$ 2,879,210**	**$ 2,936,920**

Records & Identification

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3224-511100	Salaries & Wages Regular	$ 36,176	$ 37,593	$ 39,246	$ 41,670	$ 43,520
100-3224-511300	Salaries & Wages Overtime	-	-	-	400	500
	TOTAL	**36,176**	**37,593**	**39,246**	**42,070**	**44,020**
Personal Services-Employee Benefits						
100-3224-512100	Employee Benefits-Group Health	9,425	10,423	11,588	13,210	13,100
100-3224-512200	Employee Benefits-SS	2,134	2,193	2,193	2,910	2,730
100-3224-512300	Employee Benefits-Mcare	603	513	513	610	660
100-3224-512400	Employee Benefits-Retirement	3,292	3,383	3,527	3,900	3,490
100-3224-512700	Employee Benefits-Workers Comp	513	411	341	400	420
100-3224-512920	Employee Benefits-Other Disability	396	407	458	760	770
100-3224-512930	Employee Benefits-Wellness	-	52	160	150	150
	TOTAL	**16,363**	**17,382**	**18,780**	**21,940**	**21,320**
Capital Outlay						
100-3224-542400	Machinery & Equipment-Computer	20,481	20,509	24,789	24,000	26,500
	TOTAL	**20,481**	**20,509**	**24,789**	**24,000**	**26,500**
	TOTAL RECORDS & IDENTIFICATION	**$ 73,020**	**$ 75,484**	**$ 82,815**	**$ 88,010**	**$ 91,840**

Police Training

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3240-511100	Salaries & Wages Regular	$ 72,901	$ 74,661	$ 110,098	$ 123,300	$ 129,200
100-3240-511300	Salaries & Wages Overtime	1,022	105	-	750	500
	TOTAL	**73,923**	**74,766**	**110,098**	**124,050**	**129,700**
Personal Services-Employee Benefits						
100-3240-512100	Employee Benefits-Group Health	5,029	5,571	11,937	14,670	13,900
100-3240-512200	Employee Benefits-SS	4,423	4,456	6,524	7,800	8,600
100-3240-512300	Employee Benefits-Mcare	1,094	1,042	1,526	1,900	1,890
100-3240-512400	Employee Benefits-Retirement	4,561	3,738	6,754	7,720	8,600
100-3240-512500	Employee Benefits-Tuition	9,160	6,622	1,500	4,750	6,500
100-3240-512700	Employee Benefits-Workers Comp	2,848	2,277	2,783	3,100	3,570
100-3240-512920	Employee Benefits-Other Disability	709	780	1,270	1,740	1,350
100-3240-512930	Employee Benefits-Wellness	-	192	258	300	300
	TOTAL	**$ 27,824**	**$ 24,678**	**$ 32,552**	**$ 41,980**	**$ 44,710**

Police Training (continued)

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Other Purchased Services						
100-3240-523700	Other Purchase Srv-Education	$ 16,339	$ 7,634	$ 15,893	$ 20,180	$ 23,620
	TOTAL	**16,339**	**7,634**	**15,893**	**20,180**	**23,620**
Supplies						
100-3240-531400	Supplies-Books & Periodicals	379	389	395	390	-
100-3240-531700	Supplies-Other Supplies	14,247	14,524	17,424	16,760	18,220
	TOTAL	**14,626**	**14,913**	**17,819**	**17,150**	**18,220**
	TOTAL POLICE TRAINING	**$ 132,712**	**$ 121,991**	**$ 176,362**	**$ 203,360**	**$ 216,250**

Special Detail Services

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3250-511100	Salaries & Wages Regular	$ 41,064	$ 32,970	$ 60,333	$ 68,000	$ 60,000
	TOTAL	**41,064**	**32,970**	**60,333**	**68,000**	**60,000**
Personal Services-Employee Benefits						
100-3250-512200	Employee Benefits-SS	2,417	1,816	3,552	4,220	3,420
100-3250-512300	Employee Benefits-Mcare	568	424	831	1,180	1,780
100-3250-512400	Employee Benefits-Retirement	87	17	28	200	200
	TOTAL	**3,072**	**2,257**	**4,111**	**5,600**	**5,400**
Purchased Professional & Technical						
100-3250-521200	Purchase Contracts Srv-Professional	-	-	-	3,000	-
	TOTAL	-	-	-	**3,000**	-
	TOTAL SPECIAL DETAIL SERVICES	**$ 44,136**	**$ 35,227**	**$ 64,744**	**$ 76,600**	**$ 65,400**

Police Stations & Buildings

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services						
100-3260-522110	Purchase Property Srv-Disposal	$ 1,270	$ 1,344	$ 1,518	$ 3,000	$ 3,000
100-3260-522200	Purchase Property Srv-Repair	8,788	4,309	3,589	4,900	4,900
	TOTAL	**10,058**	**5,653**	**5,107**	**7,900**	**7,900**
Other Purchased Services						
100-3260-523100	Other Purchase Srv-Insurance	96,514	91,908	103,721	112,500	126,500
100-3260-523200	Other Purchase Srv-Communication	18,181	14,578	15,874	20,000	20,000
	TOTAL	**$ 114,695**	**$ 106,486**	**$ 119,595**	**$ 132,500**	**$ 146,500**

Police Stations & Buildings (continued)

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Supplies						
100-3260-531100	Supplies-General Supplies	$ 273	$ 1,498	$ 2,035	$ 5,500	$ 4,000
100-3260-531210	Supplies-Water & Sewer	2,011	1,929	2,138	3,000	3,000
100-3260-531220	Supplies-Natural Gas	5,847	5,817	4,502	6,000	6,000
100-3260-531230	Supplies-Electricity	21,898	22,076	23,767	25,500	24,000
100-3260-531700	Supplies-Other Supplies	1,000	969	1,018	1,500	1,700
	TOTAL	**31,029**	**32,289**	**33,460**	**41,550**	**38,700**
Machinery & Equipment						
100-3260-542300	Machinery & Equipment-Furniture	-	-	3,064	1,000	-
	TOTAL	**-**	**-**	**3,064**	**1,000**	**-**
	TOTAL POLICE STATIONS & BUILDINGS	**$ 155,782**	**$ 144,428**	**$ 161,226**	**$ 182,950**	**$ 193,100**

Police Substation and Training Center

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services						
100-3261-522110	Purchase Property Srv-Disposal	$ 406	$ 280	$ 245	$ 2,200	$ 2,200
100-3261-522200	Purchase Property Srv-Repair	9,630	8,485	7,774	12,000	10,000
	TOTAL	**10,036**	**8,765**	**8,019**	**14,200**	**12,200**
Other Purchased Services						
100-3261-523100	Other Purchase Srv-Insurance	7,991	7,711	8,500	10,000	11,500
100-3261-523200	Other Purchase Srv-Communication	4,895	5,015	3,441	5,500	5,700
	TOTAL	**12,886**	**12,726**	**11,941**	**15,500**	**17,200**
Supplies						
100-3261-531100	Supplies-General Supplies	293	1,887	1,171	1,200	2,000
100-3261-531210	Supplies-Water & Sewer	378	509	523	1,000	1,000
100-3261-531220	Supplies-Natural Gas	680	633	538	1,500	2,000
100-3261-531230	Supplies-Electricity	13,145	11,602	10,756	12,200	13,500
100-3261-531700	Supplies-Other Supplies	488	1,211	134	1,800	1,000
	TOTAL	**14,984**	**15,842**	**13,122**	**17,700**	**19,500**
Machinery & Equipment						
100-3261-542500	Machinery & Equipment-Equipment	1,218	1,685	236	1,500	1,500
	TOTAL	**1,218**	**1,685**	**236**	**1,500**	**1,500**
	TOTAL POLICE SUBSTATION AND TRAINING CENTER	**$ 39,124**	**$ 39,018**	**$ 33,318**	**$ 48,900**	**$ 50,400**

Dispatcher

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3270-511100	Salaries & Wages Regular	$ 272,643	$ 238,092	$ 251,702	$ 240,350	$ 279,520
100-3270-511300	Salaries & Wages Overtime	2,146	13,009	8,313	18,250	5,250
	TOTAL	**274,789**	**251,101**	**260,015**	**258,600**	**284,770**
Personal Services-Employee Benefits						
100-3270-512100	Employee Benefits-Group Health	41,145	40,696	46,173	67,620	124,900
100-3270-512200	Employee Benefits-SS	16,734	15,097	15,635	18,200	18,510
100-3270-512300	Employee Benefits-Mcare	3,913	3,531	3,656	4,300	4,200
100-3270-512400	Employee Benefits-Retirement	20,181	18,969	22,586	25,200	22,400
100-3270-512700	Employee Benefits-Workers Comp	1,614	1,294	1,461	1,700	1,960
100-3270-512920	Employee Benefits-Other Disability	2,825	2,528	2,643	5,240	3,310
100-3270-512930	Employee Benefits-Wellness	-	416	-	1,050	1,050
	TOTAL	**86,412**	**82,531**	**92,154**	**123,310**	**176,330**
Purchased Professional & Technical						
100-3270-521220	Purchase Contract Srv-Code Red	11,800	11,800	-	-	-
	TOTAL	**11,800**	**11,800**	**-**	**-**	**-**
Purchased Property Services						
100-3270-522110	Purchase Property Services-Disposal	43	39	45	250	250
	TOTAL	**43**	**39**	**45**	**250**	**250**
Other Purchased Services						
100-3270-523200	Other Purchase Srv-Communication	43,719	44,170	57,503	60,400	93,450
	TOTAL	**43,719**	**44,170**	**57,503**	**60,400**	**93,450**
Supplies						
100-3270-531100	Supplies-General Supplies	1,539	1,449	1,833	2,200	2,200
100-3270-531210	Supplies-Water & Sewer	56	56	64	250	250
100-3270-531220	Supplies-Gas	213	198	153	250	250
100-3270-531230	Supplies-Electricity	792	792	859	1,150	900
100-3270-531700	Supplies-Other Supplies	1,705	2,649	1,306	3,500	1,200
	TOTAL	**4,305**	**5,144**	**4,215**	**7,350**	**4,800**
Capital Outlay						
100-3270-542300	Machinery & Equipment-Furniture	1,437	-	-	-	-
100-3270-542400	Machinery & Equipment-Computers	6,261	4,770	386,772	-	-
100-3270-542410	Machinery & Equipment-ITI	57,626	57,434	58,518	61,500	61,700
	TOTAL	**65,324**	**62,204**	**445,290**	**61,500**	**61,700**
	TOTAL DISPATCHER	**$ 486,392**	**$ 456,989**	**$ 859,222**	**$ 511,410**	**$ 621,300**

Public Relations

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-3285-511100	Salaries & Wages Regular	$ 58,801	$ 45,380	$ 48,686	$ 50,770	$ 52,670
100-3285-511300	Salaries & Wages Overtime	-	117	-	750	750
	TOTAL	**58,801**	**45,497**	**48,686**	**51,520**	**53,420**
Personal Services-Employee Benefits						
100-3285-512100	Employee Benefits-Group Health	9,442	11,962	12,035	14,390	13,100
100-3285-512200	Employee Benefits-SS	3,617	2,789	2,867	3,200	3,320
100-3285-512300	Employee Benefits-Mcare	845	652	671	750	780
100-3285-512400	Employee Benefits-Retirement	5,350	4,084	4,381	4,930	4,280
100-3285-512700	Employee Benefits-Workers Comp	2,392	1,910	1,461	1,700	1,960
100-3285-512920	Employee Benefits-Other Disability	579	540	597	690	690
100-3285-512930	Employee Benefits-Wellness	-	11	170	250	150
	TOTAL	**22,225**	**21,948**	**22,182**	**25,910**	**24,280**
Purchased Professional & Technical						
100-3285-521200	Purchase Contracts Srv-Professional	-	210	-	-	-
	TOTAL	**-**	**210**	**-**	-	-
Supplies						
100-3285-531100	Supplies-General Supplies	3,062	2,739	6,306	7,000	7,500
100-3285-531300	Supplies-Food	763	1,342	917	1,500	1,500
100-3285-531400	Supplies-Books & Periodicals	-	400	230	400	400
100-3285-531700	Supplies-Other Supplies	526	2,254	1,111	3,000	3,000
	TOTAL	**4,351**	**6,735**	**8,564**	**11,900**	**12,400**
	TOTAL PUBLIC RELATIONS	**$ 85,377**	**$ 74,390**	**$ 79,432**	**$ 89,330**	**$ 90,100**

Public Works Administration

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-4100-511100	Salaries & Wages Regular	$ 728,704	$ 804,142	$ 861,873	$ 938,060	$ 1,005,690
100-4100-511300	Salaries & Wages Overtime	31,365	19,230	26,290	30,250	20,000
	TOTAL	**760,069**	**823,372**	**888,163**	**968,310**	**1,025,690**
Personal Services-Employee Benefits						
100-4100-512100	Employee Benefits-Group Health	141,001	176,511	213,261	270,710	286,300
100-4100-512200	Employee Benefits-SS	45,474	48,290	51,427	59,270	64,050
100-4100-512300	Employee Benefits-Mcare	10,737	11,294	12,027	13,870	14,970
100-4100-512400	Employee Benefits-Retirement	53,964	58,430	68,293	81,550	76,210
100-4100-512700	Employee Benefits-Workers Comp	19,374	56,747	25,155	38,580	39,250
100-4100-512920	Employee Benefits-Other Disability	10,127	8,246	10,604	11,800	11,610
100-4100-512930	Employee Benefits-Wellness	1,861	3,751	2,496	4,000	3,150
	TOTAL	**$ 282,538**	**$ 363,269**	**$ 383,263**	**$ 479,780**	**$ 495,540**

Public Works Administration (continued)

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Property Services						
100-4100-522200	Purchase Property Srv-Repair	$ 46,501	$ 47,185	$ 53,878	$ 64,000	$ 70,700
100-4100-522320	Purchase Property Srv-Rental	-	741	1,090	1,200	1,200
	TOTAL	**46,501**	**47,926**	**54,968**	**65,200**	**71,900**
Other Purchased Services						
100-4100-523200	Other Purchase Srv-Communication	15,519	12,542	9,166	12,000	11,000
100-4100-523300	Other Purchase Srv-Advertising	-	320	311	450	450
100-4100-523500	Other Purchase Srv-Travel	3,755	3,358	2,759	3,200	3,200
100-4100-523600	Other Purchase Srv-Dues & Fees	1,946	1,449	2,222	2,630	2,220
100-4100-523700	Other Purchase Srv-Education	4,056	9,851	5,396	8,240	8,000
100-4100-523800	Other Purchase Srv-Licenses	25	375	25	1,050	500
100-4100-523850	Other Purchase Srv-Contract	4,454	23,106	26,436	41,250	59,600
100-4100-523860	Other Purchase Srv-Solid Waste	10,821	7,809	10,268	27,900	22,000
100-4100-573100	Other Purchase Srv-Inmate Work	35,030	39,680	41,850	47,400	43,400
	TOTAL	**75,606**	**98,490**	**98,433**	**144,120**	**150,370**
Supplies						
100-4100-531100	Supplies-General Supplies	70,301	46,404	52,061	99,150	99,000
100-4100-531101	Supplies-Uniform	10,249	6,883	7,625	11,700	12,000
100-4100-531110	Supplies-Janitorial	6,175	8,594	11,535	11,000	9,450
100-4100-531210	Supplies-Water & Sewer	30,735	32,899	49,198	45,150	45,150
100-4100-531220	Supplies-Natural Gas	7,503	6,359	4,433	8,000	6,000
100-4100-531230	Supplies-Electricity	199,965	204,405	209,277	241,700	241,700
100-4100-531270	Supplies-Gasoline	30,384	28,085	20,806	24,000	27,000
100-4100-531400	Supplies-Books & Periodicals	-	-	-	600	600
100-4100-531600	Supplies-Small Equipment	9,996	9,869	10,474	15,500	12,500
	TOTAL	**365,308**	**343,498**	**365,409**	**456,800**	**453,400**
Capital Outlay						
100-4100-542201	Machinery & Equipment-Vehicles	31,047	-	32,751	31,900	38,940
100-4100-542202	Machinery & Equip-Zero Turn Mowers	12,184	16,095	15,670	17,300	17,400
100-4100-542203	Machinery & Equip-Utility Vehicles	21,787	-	28,085	-	-
100-4100-542204	Machinery & Equip-Snow Plow	19,780	5,324	37,031	-	-
100-4100-542205	Machinery & Equip-Stand on Blower	-	-	-	11,640	-
100-4100-542207	Machinery & Equip-Trailer & Buggies	-	-	-	15,100	-
100-4100-542400	Machinery & Equip-Computer	6,049	1,987	4,040	3,330	2,100
	TOTAL	**90,847**	**23,406**	**117,577**	**79,270**	**58,440**
	TOTAL PUBLIC WORKS ADMINISTRATION	**$ 1,620,869**	**$ 1,699,961**	**$ 1,907,813**	**$ 2,193,480**	**$ 2,255,340**

Paved Streets

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical						
100-4221-521200	Purchase Contract Srv-Sweeping	$ 18,107	$ 16,598	$ 18,107	$ 20,000	$ 18,500
100-4221-521210	Purchase Contract Srv-I85 Landscape	31,237	41,691	32,526	43,450	44,200
100-4221-521220	Purchase Contract Srv-PIB Landscape	44,035	37,599	41,208	61,630	62,380
100-4221-521230	Purchase Contract Srv-Railroad Bank	-	2,750	1,850	4,100	4,700
	TOTAL	**93,379**	**98,638**	**93,691**	**129,180**	**129,780**
	TOTAL PAVED STREETS	**$ 93,379**	**$ 98,638**	**$ 93,691**	**$ 129,180**	**$ 129,780**
Other Purchase Services						

Storm Drainage

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 40,167	$ 40,101	$ 35,737	$ 45,230	$ 43,500
	TOTAL	**40,167**	**40,101**	**35,737**	**45,230**	**43,500**
	TOTAL STORM DRAINAGE	**$ 40,167**	**$ 40,101**	**$ 35,737**	**$ 45,230**	**$ 43,500**

Special Facilities & Activities

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Other Purchased Services						
100-6190-523200	Other Purchase Srv-Communication	$ 1,748	$ 98	$ 1,753	$ 1,000	$ 1,000
100-6190-523300	Other Purchase Srv-Advertising	-	-	-	1,000	1,000
100-6190-523400	Other Purchase Srv-Printing	2,671	2,639	57	1,250	2,000
100-6190-523870	Other Purchase Srv-Holly Jolly	6,159	7,082	5,454	2,750	6,250
100-6190-523873	Other Purchase Srv-Art in the Park	10,822	10,640	5,723	12,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	23,182	39,601	43,477	49,000	48,000
100-6190-523890	Other Purchase Srv-Other TC	49,193	48,088	54,624	70,000	55,000
100-6190-523892	Other Purchase Srv-Other Events	11,599	5,901	2,346	13,500	10,000
100-6190-523893	Other Purchase Srv-PlayTown 10th	-	124	-	-	-
100-6190-523894	Other Purchase Srv-Market	2,589	2,065	575	2,500	2,500
	TOTAL	**107,963**	**116,238**	**114,009**	**153,000**	**140,750**
Supplies						
100-6190-531100	Supplies-General Supplies	2,214	9,136	33,295	11,500	9,000
100-6190-531102	Supplies-Christmas Lighting	-	440	-	500	500
100-6190-531300	Supplies-Food	617	296	652	1,000	750
	TOTAL	**2,831**	**9,872**	**33,947**	**13,000**	**10,250**
	TOTAL SPECIAL FACILITIES & ACTIVITIES	**$ 110,794**	**$ 126,110**	**$ 147,956**	**$ 166,000**	**$ 151,000**

Park Areas

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical						
100-6220-521200	Purchase Contract Srv-Professional	$ 70,067	$ 78,781	$ 82,266	$ 107,840	$ 106,900
	TOTAL	**70,067**	**78,781**	**82,266**	**107,840**	**106,900**
Purchased Property Services						
100-6220-522200	Purchase Property Srv-Repair	42,047	54,687	47,766	49,000	50,000
100-6220-522320	Purchase Property Srv-Rental	2,575	2,575	-	18,300	20,500
	TOTAL	**44,622**	**57,262**	**47,766**	**67,300**	**70,500**
Supplies						
100-6220-531100	Supplies-General	14,226	11,554	15,205	28,200	15,600
	TOTAL	**14,226**	**11,554**	**15,205**	**28,200**	**15,600**
Capital Outlay						
100-6220-541200	Property-Site Improvements	12,767	12,289	19,877	20,000	22,400
100-6220-541210	Property-TCP Electrical Project	15,000	-	-	-	-
	TOTAL	**27,767**	**12,289**	**19,877**	**20,000**	**22,400**
	TOTAL PARK AREAS	**$ 156,682**	**$ 159,886**	**$ 165,114**	**$ 223,340**	**$ 215,400**

Protective Inspection Administrative

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-7200-511100	Salaries & Wages Regular	$ 71,945	$ 75,049	$ 57,099	$ 86,860	$ 90,400
100-7200-511300	Salaries & Wages Overtime	-	598	772	750	750
	TOTAL	**71,945**	**75,647**	**57,871**	**87,610**	**91,150**
Personal Services-Employee Benefits						
100-7200-512100	Employee Benefits-Group Health	15,297	17,165	11,666	15,310	13,300
100-7200-512200	Employee Benefits-SS	4,198	4,320	3,331	5,470	5,700
100-7200-512300	Employee Benefits-Mcare	982	1,010	779	1,350	1,400
100-7200-512400	Employee Benefits-Retirement	6,555	6,669	4,855	8,250	7,950
100-7200-512700	Employee Benefits-Workers Comp	5,263	4,195	5,112	6,000	6,900
100-7200-512920	Employee Benefits-Other Disability	527	601	391	880	1,000
100-7200-512930	Employee Benefits-Wellness	-	176	45	150	150
	TOTAL	**32,822**	**34,136**	**26,179**	**37,410**	**36,400**
Purchased Professional & Technical						
100-7200-521200	Purchase Contract Srv-Professional	3,994	7,846	44,284	44,150	30,000
	TOTAL	**3,994**	**7,846**	**44,284**	**44,150**	**30,000**
Other Purchased Services						
100-7200-523200	Other Purchase Srv-Communication	1,187	1,192	1,362	1,450	1,450
100-7200-523400	Other Purchase Srv-Printing	2,038	274	2,084	1,050	800
100-7200-523500	Other Purchase Srv-Travel	3,337	2,928	3,275	3,000	3,000
100-7200-523600	Other Purchase Srv-Dues & Fees	2,245	1,084	3,029	2,050	2,050
100-7200-523700	Other Purchase Srv-Education	4,416	4,501	1,869	5,000	5,000
	TOTAL	**13,223**	**9,979**	**11,619**	**12,550**	**12,300**
Supplies						
100-7200-531100	Supplies-General Supplies	2,645	2,286	2,523	3,500	2,500
100-7200-531270	Supplies-Gasoline	3,512	3,572	2,393	3,340	3,840
100-7200-531400	Supplies-Books & Periodicals	970	755	900	2,000	2,000
100-7200-531600	Supplies-Small Equipment	3,905	1,213	-	3,490	4,490
	TOTAL	**11,032**	**7,826**	**5,816**	**12,330**	**12,830**
Capital Outlay Machinery & Equipment						
100-7200-542200	Machinery & Equip-Vehicles	-	-	33,334	-	-
	TOTAL	**-**	**-**	**33,334**	**-**	**-**
TOTAL PROTECTIVE INSPECTION ADMINISTRATIVE		**$ 133,016**	**$ 135,434**	**$ 179,103**	**$ 194,050**	**$ 182,680**

Planning and Zoning

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-7400-511100	Salaries & Wages Regular	$ 257,029	$ 261,707	$ 252,996	$ 295,400	$ 293,500
100-7400-511300	Salaries & Wages Overtime	-	-	578	750	750
	TOTAL	**257,029**	**261,707**	**253,574**	**296,150**	**294,250**
Personal Services-Employee Benefits						
100-7400-512100	Employee Benefits-Group Health	57,011	59,203	57,598	72,800	82,800
100-7400-512200	Employee Benefits-SS	15,192	15,343	14,877	18,400	18,300
100-7400-512300	Employee Benefits-Mcare	3,553	3,588	3,479	4,300	4,300
100-7400-512400	Employee Benefits-Retirement	19,912	20,001	19,062	24,510	22,810
100-7400-512700	Employee Benefits-Workers Comp	1,141	911	1,110	1,300	1,500
100-7400-512920	Employee Benefits-Other Disability	2,816	2,775	3,029	4,330	3,610
100-7400-512930	Employee Benefits-Wellness	284	825	490	1,250	750
	TOTAL	**99,909**	**102,646**	**99,645**	**126,890**	**134,070**
Purchased Professional & Technical						
100-7400-521200	Purchase Contract Srv-Professional	28,668	105,833	66,150	164,150	154,000
100-7400-521210	Purchase Contract Srv-GIS	3,538	-	-	5,000	5,000
	TOTAL	**32,206**	**105,833**	**66,150**	**169,150**	**159,000**
Purchased Property Services						
100-7400-522310	Purchase Property Srv-Rental	-	-	-	500	500
	TOTAL	**-**	**-**	**-**	**500**	**500**
Other Purchased Services						
100-7400-523200	Other Purchase Srv-Communication	517	654	304	1,000	1,800
100-7400-523300	Other Purchase Srv-Advertising	742	980	620	1,500	1,800
100-7400-523400	Other Purchase Srv-Printing	348	1,988	1,204	2,000	2,000
100-7400-523500	Other Purchase Srv-Travel	1,834	566	586	2,500	2,000
100-7400-523600	Other Purchase Srv-Dues & Fees	1,402	1,002	770	2,500	2,000
100-7400-523700	Other Purchase Srv-Education	4,096	1,206	895	5,000	5,000
	TOTAL	**8,939**	**6,396**	**4,379**	**14,500**	**14,600**
Supplies						
100-7400-531100	Supplies-General Supplies	4,018	3,252	3,311	3,500	3,000
100-7400-531300	Supplies-Food	769	1,584	212	2,000	2,000
100-7400-531400	Supplies-Books & Periodicals	454	80	-	500	1,000
100-7400-531500	Supplies-Arbor Day	16,922	10,353	26,145	29,710	30,710
100-7400-531600	Supplies-Small Equipment	-	-	-	1,000	1,000
	TOTAL	**22,163**	**15,269**	**29,668**	**36,710**	**37,710**
Capital Outlay						
100-7400-542300	Machinery & Equipment-Furniture	-	-	-	500	500
100-7400-542400	Machinery & Equipment-Computer	1,863		2,640	3,400	5,100
100-7400-542500	Machinery & Equipment-Software	-	(183)	-	-	-
	TOTAL	**1,863**	**(183)**	**2,640**	**3,900**	**5,600**
	TOTAL PLANNING & ZONING	**$ 422,109**	**$ 491,668**	**$ 456,056**	**$ 647,800**	**$ 645,730**

Code Enforcement

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-7450-511100	Salaries & Wages Regular	$ 33,861	$ 27,633	$ 42,956	$ 44,400	$ 45,820
100-7450-511300	Salaries & Wages Overtime	-	118	243	750	750
	TOTAL	**33,861**	**27,751**	**43,199**	**45,150**	**46,570**
Personal Services-Employee Benefits						
100-7450-512100	Employee Benefits-Group Health	375	9,712	21,605	25,210	20,950
100-7450-512200	Employee Benefits-SS	2,093	1,601	2,418	2,900	3,000
100-7450-512300	Employee Benefits-Mcare	489	375	565	700	720
100-7450-512400	Employee Benefits-Retirement	-	1,942	3,782	4,100	3,700
100-7450-512700	Employee Benefits-Workers Comp	1,945	1,059	1,291	1,500	1,730
100-7450-512920	Employee Benefits-Other Disability	24	209	479	680	520
100-7450-512930	Employee Benefits-Wellness	-	176	45	150	150
	TOTAL	**4,926**	**15,074**	**30,185**	**35,240**	**30,770**
Other Purchased Services						
100-7450-523200	Other Purchase Srv-Communication	-	-	-	650	650
	TOTAL	**-**	**-**	**-**	**650**	**650**
Supplies						
100-7450-531100	Supplies-General Supplies	63	31	8	600	600
100-7450-531600	Supplies-Small Equipment	24	10	-	500	500
	TOTAL	**87**	**41**	**8**	**1,100**	**1,100**
	TOTAL CODE ENFORCEMENT	**$ 38,874**	**$ 42,866**	**$ 73,392**	**$ 82,140**	**$ 79,090**

Economic Development & Assistance

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-7510-511100	Salaries & Wages Regular	$ 180,414	$ 209,498	$ 236,039	$ 266,300	$ 270,300
100-7510-511300	Salaries & Wages Overtime	7,111	5,248	4,122	1,500	3,000
	TOTAL	**187,525**	**214,746**	**240,161**	**267,800**	**273,300**
Personal Services-Employee Benefits						
100-7510-512100	Employee Benefits-Group Health	48,409	44,230	48,780	53,330	48,800
100-7510-512200	Employee Benefits-SS	10,565	12,059	13,522	16,550	17,050
100-7510-512300	Employee Benefits-Mcare	2,471	2,820	3,162	3,900	4,000
100-7510-512400	Employee Benefits-Retirement	12,465	13,375	14,029	16,500	16,650
100-7510-512700	Employee Benefits-Workers Comp	1,257	1,003	1,222	1,400	1,610
100-7510-512920	Employee Benefits-Other Disability	1,787	1,785	2,180	2,770	2,520
100-7510-512930	Employee Benefits-Wellness	147	760	327	1,100	600
	TOTAL	**77,101**	**76,032**	**83,222**	**95,550**	**91,230**
Purchased Professional & Technical						
100-7510-521200	Purchase Contract Srv-Professional	3,657	13,572	353	5,000	9,000
100-7510-521210	Purchase Contract Srv-Public Art	-	24,000	21,966	3,000	35,000
100-7510-521220	Purchase Contract Srv-Volunteer	-	-	-	-	9,000
100-7510-521250	Purchase Contract Srv-Youth Leadership	4,737	3,978	8,051	12,000	10,000
	TOTAL	**8,394**	**41,550**	**30,370**	**20,000**	**63,000**
Other Purchased Services						
100-7510-523200	Other Purchase Srv-Communication	1,800	1,680	1,730	2,500	3,000
100-7510-523300	Other Purchase Srv-Advertising	-	13,558	6,250	7,000	4,000
100-7510-523400	Other Purchase Srv-Printing	1,771	4,156	4,193	7,000	5,000
100-7510-523500	Other Purchase Srv-Travel	5,253	4,158	2,345	4,250	5,000
100-7510-523600	Other Purchase Srv-Dues & Fees	1,890	2,395	2,010	3,500	5,000
100-7510-523700	Other Purchase Srv-Education	4,776	3,191	1,832	10,900	8,000
	TOTAL	**15,490**	**29,138**	**18,360**	**35,150**	**30,000**
Supplies						
100-7510-531100	Supplies-General Supplies	2,475	2,738	2,213	3,500	5,500
100-7510-531300	Supplies-Food	3,766	6,666	3,386	6,000	8,500
100-7510-531400	Supplies-Books & Periodicals	653	522	347	600,	600
	TOTAL	**6,894**	**9,926**	**5,946**	**10,100**	**14,600**
Capital Outlay						
100-7510-542400	Machinery & Equipment-Computer	813	1,736	-	1,500	7,000
	TOTAL	**813**	**1,736**	**-**	**1,500**	**7,000**
Other Costs						
100-7510-573000	Other Costs-Payments to Others	20,000	20,000	20,000	22,000	20,000
	TOTAL	**20,000**	**20,000**	**20,000**	**22,000**	**20,000**
	TOTAL ECONOMIC DEVELOPMENT & ASSISTANCE	**$ 316,217**	**$ 393,128**	**$ 398,059**	**$ 452,100**	**$ 499,130**

Downtown Suwanee

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Personal Services-Salaries						
100-7520-511100	Salaries & Wages Regular	$ 45,841	$ 53,414	$ 55,798	$ 59,400	$ 60,150
	TOTAL	**45,841**	**53,414**	**55,798**	**59,400**	**60,150**
Personal Services-Employee Benefits						
100-7520-512100	Employee Benefits-Group Health	3,712	5,571	6,245	7,020	6,950
100-7520-512200	Employee Benefits-SS	2,786	3,186	3,323	3,850	3,800
100-7520-512300	Employee Benefits-Mcare	652	745	777	900	900
100-7520-512400	Employee Benefits-Retirement	2,727	4,735	4,937	5,550	4,820
100-7520-512700	Employee Benefits-Workers Comp	467	376	458	600	690
100-7520-512920	Employee Benefits-Other Disability	399	502	612	930	680
100-7520-512930	Employee Benefits-Wellness	-	97	185	150	150
	TOTAL	**10,743**	**15,212**	**16,537**	**19,000**	**17,990**
Purchased Professional & Technical						
100-7520-521200	Purchase Contract Srv-Professional	-	-	3,000	1,000	8,000
	TOTAL	**-**	**-**	**3,000**	**1,000**	**8,000**
Purchased Property Services						
100-7250-522320	Purchase Property Srv-Rental	-	-	4,638	-	-
	TOTAL	**-**	**-**	**4,638**	**-**	**-**
Other Purchased Services						
100-7520-523200	Other Purchase Srv-Communication	7,028	5,835	9,544	2,500	9,000
100-7520-523300	Other Purchase Srv-Advertising	-	1,185	2,689	1,500	2,500
100-7520-523400	Other Purchase Srv-Printing	4,098	2,255	2,477	2,500	4,500
100-7520-523500	Other Purchase Srv-Travel	1,193	1,315	545	1,500	1,500
100-7520-523600	Other Purchase Srv-Dues & Fees	-	435	40	500	500
100-7520-523700	Other Purchase Srv-Education	1,632	2,010	1,255	1,500	2,000
	TOTAL	**13,951**	**13,035**	**16,550**	**10,000**	**20,000**
Supplies						
100-7520-531100	Supplies-General Supplies	294	120	-	950	1,000
100-7520-531300	Supplies-Food	703	965	724	1,000	750
100-7520-531400	Supplies-Books & Periodicals	182	-	-	500	500
	TOTAL	**1,179**	**1,085**	**724**	**2,450**	**2,250**
Capital Outlay						
100-7250-542400	Machinery & Equip-Computer	-	1,748	-	-	-
	TOTAL	**-**	**1,748**	**-**	**-**	**-**
	TOTAL DOWNTOWN SUWANEE	**$ 71,714**	**$ 84,494**	**$ 97,247**	**$ 91,850**	**$ 108,390**

Other Financing Uses

ACCOUNT	DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Other Financing Uses		$	$	$	$	$
100-9100-611010	Operating Trans Out Capital	1,787,790	1,659,100	1,479,000	485,970	-
100-9100-611020	Operating Trans Out Water	100,000	-	200,000	100,000	-
100-9100-611030	Operating Trans Out TAD	-	35,394	58,065	75,500	92,800
100-9100-611040	Operating Trans Out DDA	7,000	22,000	7,000	7,000	7,000
100-9100-611500	Operating Trans Out Community Garden	-	-	50,000	-	1,000
	TOTAL	**1,894,790**	**1,716,494**	**1,794,065**	**668,470**	**100,800**
	TOTAL OTHER FINANCING USES	**$ 1,894,790**	**$ 1,716,494**	**$ 1,794,065**	**$ 668,470**	**$ 100,800**
	TOTAL EXPENDITURES	**$ 11,419,150**	**$ 11,568,493**	**$ 12,938,383**	**$ 13,058,450**	**$ 12,926,090**







CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program details the proposed projects the City plans to undertake 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
Pierce's Corner	1910
Municipal Court	1962
Fire Station #13	1975
Suwanee Creek Greenway	1990
City Hall Park	1992
Police Station	1997
Burnette Rogers Pavilion	1999
Town Center Park	2002
PlayTown Suwanee	2004
Suwanee Creek Park	2004
Public Works Facility	2008
Sims Lake Park	2008
City Hall	2009
Harvest Farm	2010
White Street Park	2010
Police Substation & Training Facility	2012
Suwanee Creek Disc Golf Course	2014
Brushy Creek Greenway	2016
Orchard at White Street Park	2017
Water Tank, Well, etc.	Varied

Like all other growing cities, Suwanee is faced with the challenge of providing an ever-increasing number of services and facilities, while being sensitive to the reality of limited financial resources. This is even more relevant as Suwanee's population continues to grow. The construction and improvement of streets, recreation facilities, public safety facilities and services must not only keep pace with the growing population, but should also match the level of quality that Suwanee citizens have come to expect and appreciate. It is essential that the City has a comprehensive approach not only in planning for future assets, but also for maintaining and replacing its current inventory. A long-range plan for funding these expenditures is vital, as decisions about investments in these assets affect the availability and quality of most government services.



The Concept of Capital Planning

The Capital Improvement Program (CIP) is the tool that allows Suwanee's decision makers to plan how, when, and where future improvements should be made. The document itself is a snapshot into the next five years – existing and anticipated capital needs and the funding needed to make them a reality. The CIP is derived from a variety of sources – the City's Short Term Work Program, the Strategic Plan, the Comprehensive Plan, the Pedestrian Bicycle Plan, and the Downtown Suwanee Master Plan, as well as recommendations from the City Council and staff.

In the private sector, clear criteria usually exist for determining which capital investments to make and when to make them. Most often, the decision rests on the best way to maximize profits. The return for a capital investment by government, however, is often a social benefit, which, while real, is often difficult to measure since it cannot be captured in revenue streams. Development of the CIP allows the City to clearly assess its needs, ensuring the projects that are proposed are the ones that will best serve the needs of the community, while still balancing the community's ability to pay for the projects. Finally, the CIP promotes financial stability through long term planning of resources and needs. The impact of capital funding on the operating budget is clearly visible and can be forecasted several years out.

Suwanee's Capital Improvement Policy

A CIP covering a five-year period, is developed, reviewed and updated annually. To be considered in the CIP, a project should have an estimated cost of at least $10,000. 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.

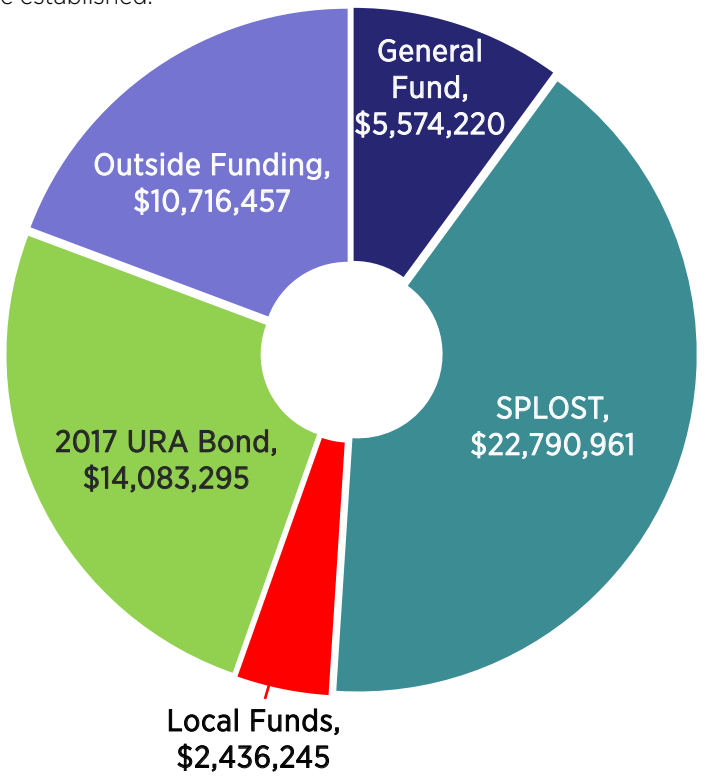
The submitted projects, more often than not, exceed the anticipated funding available for the five-year CIP. Projects that do not make it into the CIP are re-evaluated in the future as priorities and available funding change.

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 2018-2022 CIP includes 35 projects with an estimated total cost of $55,601,178. The projects are representative of three categories: Equipment and Vehicles; Parks and Facilities; and Transportation.

The City plans to fund $44,884,721 or about 81% of the total $55,601,178 CIP. The City will leverage an additional $10.7 million in grant funding or matches from Gwinnett County to complete projects such as the Buford Highway improvement and the extensin of Town Center Park.

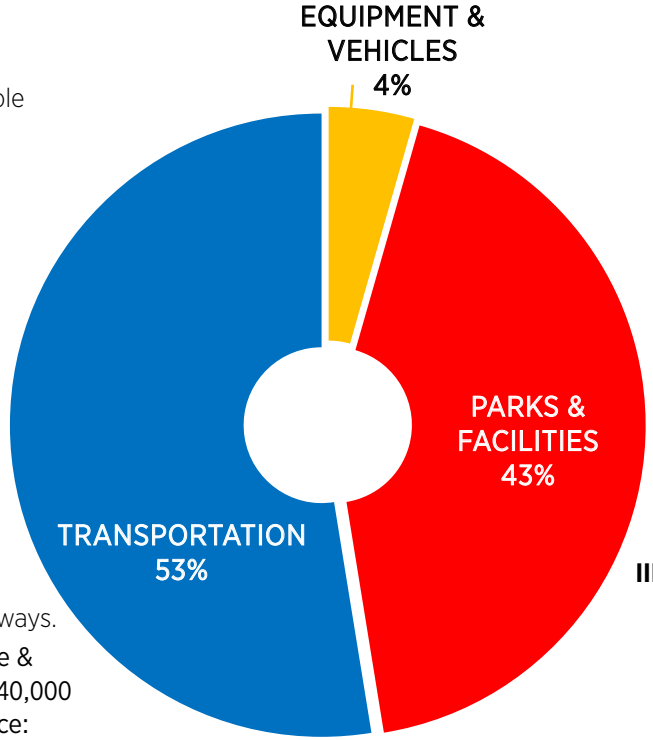
The CIP is an early planning tool. Cost estimates are usually from non-engineered sources. As a project progresses, cost projections are refined and specific project budgets are established.



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 2018-2022 CIP has been developed with the following strategies and considerations:



I. The following "recurring projects" are proposed for continuation in the CIP.

These are funded in various ways.

- Street Maintenance & Resurfacing: $4,540,000
- Facility Maintenance: $2,232,000
- Stormwater Projects: $2,375,000
- Water System Improvements: $1,178,380
- Police Vehicles: $880,000
- City Vehicles – Replacements: $450,000
- Public Works Equipment – New: $324,500
- Public Works Equipment – Replacement: $380,000
- City Vehicles New: $120,500
- Cemetery Improvements: $30,500

II. The following "committed projects" are proposed for funding in the CIP, as previously planned.

- Buford Highway: $13,210,698
- Pedestrian Bicycle Projects:
  - Stonecypher Road Sidewalk: $565,000
  - Lawrenceville-Suwanee Road gaps: $290,000
  - George Pierce Trail from Ruby Forest: $85,000
  - Annandale Lane Sidewalk: $75,000
- Town Center Parking Deck: $1,747,000
- Transportation Enhancements:
  - I-85 Bridge: $289,065
  - PIB Landscaping: $250,000
  - Road Improvements: approximately $50,000/year
  - Sign Reflectivity: $30,000/year
  - Street Light Globes – Suwanee Gateway: $36,000
- Public Safety Projects:
  - Police Radio Upgrades: $155,100
  - Body Cameras (purchase & data storage): $57,500
  - Radar Signs (one/year): $50,325
  - Parks Video Surveillance: $35,000
  - Crime Scene Reconstruction Software: $10,000
- Public Works Facility Enhancement: $72,500
- City contribution to Western Gwinnett Bikeway: $100,000

III. The following new projects have been added to the CIP:

- Town Center Park extension: $11.3 million
- Administrative facilities: $6.5 million
- Main Street Realignment: $5.5 million
- Russell Street Streetscape: $1 million
- George Pierce Park Connector: $830,000
- Sawmill Drive Intersection: $375,000

IV. The proposed CIP does not utilize all of the City's available capital funds on hand (including unreserved fund balance).

Approximately $5.29 million will remain in reserves for future projects and/or project increases:

- Unreserved fund balance: $3 million
- Fund 346: $2.29 million

V. The 2017 SPLOST was approved in November 2016 and revenue estimates have been allocated into the CIP.

The City anticipates receiving approximately $15.4 million over the next six years, allocated to the following three categories

- Transportation: $10.8 million
- Administrative Facilities: $2.3 million
- Recreation: $2.3 million

The 2017 SPLOST program began on April 1, 2017. These funds are received on a monthly basis and until all deposits are received, are estimates only.

VI. The CIP does propose the use of a URA bond, estimated in the amount of $22 million.

Details were being finalized at the time the CIP was adopted, with pending execution scheduled for summer 2017. This bond is planned for the following:

- Town Center on Main: $11.3 million
- Main Street Realignment: $5.5 million
- Administrative facilities: $4.2 million
- Russell Street Streetscape: $1 million

The remainder of 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.

VII. The 2014 SPLOST program ended on March 30, 2017 and all funds indicated from this program are now cash-on-hand.

VIII. 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.

IX. 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.

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

Over $9 million has been recommended for maintenance of the City's facilities (buildings and parks), as well as its streets and stormwater infrastructure. Proactively funding these needs on an annual basis ensures the City's infrastructure is well-maintained and minimizes the risk for extraordinarily high expenditures in any one year.

As originally predicted in 2016, stormwater projects are still expected to significantly increase. Between 2018 and 2022, projected annual costs are expected to nearly double from $250,000 to $450,000. This upward trend will continue in future years.

XI. 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 estimates only and are representative of current funding allocations, rather than actual project cost/budget. Project estimates will change as more refined information is received.

SUMMARY OF PROJECTS BY CATEGORY

PROJECT	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL
City Vehicles - New						
City Vehicles - Replacement	-	37,500	39,500	-	43,500	120,500
Police Vehicles	39,000	160,000	40,000	85,000	126,000	450,000
Public Safety Projects: Parks Video Surveillance	190,000	165,000	200,000	200,000	125,000	880,000
Public Safety Projects: Police Body Cameras	35,000	-	-	-	-	35,000
Public Safety Projects: Police Investigation Software	33,500	24,000	-	-	-	57,500
Public Safety Projects: Police Radio Upgrade	-	10,000	-	-	-	10,000
Public Safety Projects: Radar Signs	60,000	61,500	33,600	-	-	155,100
Public Works Equipment - New Purchases	9,225	9,600	10,000	10,500	11,000	50,325
Public Works Equipment - Replacement	224,500	100,000	-	-	-	324,500
Public Works Equipment - Replacement	17,000	93,000	115,000	85,000	70,000	380,000
TOTAL	**$ 608,225**	**$ 660,600**	**$ 438,100**	**$ 380,500**	**$ 375,500**	**$ 2,462,925**
Parks & Facilities						
Administrative Facilities	3,000,000	3,513,053	-	-	-	6,513,053
Cemetery Improvements	30,500	-	-	-	-	30,500
Facility Maintenance	532,000	425,000	425,000	425,000	425,000	2,232,000
George Pierce Park Connector	-	-	830,000	-	-	830,000
Public Works Facility Enhancement	-	72,500	-	-	-	72,500
Town Center on Main	11,300,000	-	-	-	-	11,300,000
Town Center Parking Deck	1,747,000	-	-	-	-	1,747,000
Town Center Park Turf Mats	10,795	-	-	-	-	10,795
Water System Improvements	673,380	120,000	120,000	130,000	135,000	1,178,380
TOTAL	**$ 17,293,675**	**$ 4,130,553**	**$ 1,375,000**	**$ 555,000**	**$ 560,000**	**$ 23,914,228**
Transportation						
Buford Highway Reconstruction	13,210,698	-	-	-	-	13,210,698
Main Street Realignment	5,500,000	-	-	-	-	5,500,000
PBP: Annandale Lane Sidewalke	-	75,000	-	-	-	75,000
PBP: Lawrenceville Suwanee Road Gaps	290,000	-	-	-	-	290,000
PBP: Ruby Forest Sidewalk	85,000	-	-	-	-	85,000
PBP: Stonecypher Road Sidewalk	565,000	-	-	-	-	565,000
Russell Street Streetscape	-	1,000,000	-	-	-	1,000,000
Sawmill Drive Intersection	375,000	-	-	-	-	375,000
Stormwater Projects	335,000	340,000	595,000	$550,000	555,000	2,375,000
Street Maintenance & Resurfacing	815,000	860,000	905,000	$960,000	1,000,000	4,540,000
Transportation Enhancements: I85 Bridge	289,065	-	-	-	-	289,065
Transportation Enhancements: Misc. Projects	40,000	40,000	40,000	40,000	38,642	198,642
Transportation Enhancements: PIB Landscaping	250,000	-	-	-	-	250,000
Transportation Enhancements: Sign Reflectivity	214,620	30,000	30,000	30,000	30,000	334,620
Transportation Enhancements: Street Globes	36,000	-	-	-	-	36,000
Western Gwinnett Bikeway	-	100,000	-	-	-	100,000
TOTAL	**$ 22,005,383**	**$ 2,445,000**	**$ 1,570,000**	**$ 1,580,000**	**$ 1,623,642**	**$ 29,224,025**
ANNUAL TOTALS	**$ 39,907,283**	**$ 7,236,153**	**$ 3,383,100**	**$ 2,515,500**	**$ 2,559,142**	**$ 55,601,178**

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 17 4TH QTR	FY 18	FY 19	FY 20	FY 21	FY 22	FUNDING OBLIGATIONS
GENERAL FUND	City Vehicles - New	-	-	37,500	39,500	-	43,500	120,500
	City Vehicles - Replacement	-	39,000	160,000	40,000	85,000	126,000	450,000
	Facility Maintenance (transfer to 340)	280,170	-	181,830	425,000	425,000	425,000	1,737,000
	Police Vehicles - Replacement	-	190,000	165,000	200,000	200,000	125,000	880,000
	Public Safety Projects: Parks Video Surveillance	35,000	-	-	-	-	-	35,000
	Public Safety Projects: Police Body Cameras	9,500	-	-	-	-	-	9,500
	Public Safety Projects: Police Investigation Software	-	-	10,000	-	-	-	10,000
	Public Safety Projects: Police Radio Upgrades	121,500	-	-	33,600	-	-	155,100
	Public Safety Projects: Radar Signs	18,825		-	-	-	-	18,825
	Public Works Equipment - New Purchases	-	-	100,000	-	-	-	100,000
	Public Works Equipment - Replacement	-	17,000	93,000	115,000	85,000	70,000	380,000
	Public Works Facility Enhancement	-	-	72,500	-	-	-	72,500
	Stormwater Projects	-	-	90,000	95,000	100,000	105,000	390,000
	Street Maintenance & Resurfacing	10,000	-	110,000	115,000	120,000	125,000	480,000
	Town Center Park Turf Mats	10,795	-	-	-	-	-	10,795
	Transportation Enhancements: Sign Reflectivity	-	-	30,000	30,000	30,000	30,000	120,000
	Water System Projects	100,000	-	120,000	120,000	130,000	135,000	605,000
	TOTAL FOR GENERAL FUND	**$ 585,790**	**$ 246,000**	**$ 1,169,830**	**$ 1,213,100**	**$ 1,175,000**	**$ 1,184,500**	**$ 5,574,220**
SPLOST	**SPLOST 2017**							
	Administrative Facilities	-	-	2,313,053	-	-	-	2,313,053
	Buford Highway Reconstruction	-	2,190,269	-	-	-	-	2,190,269
	City 25% Recreation Match: Town Center on Main	-	273,439	-	-	-	-	273,439
	City 19% Transportation Match: Main Street Realignment	-	469,136	-	-	-	-	469,136
	Main Street Realignment (Transportation)	-	1,756,199	-	-	-	-	1,756,199
	Street Maintenance & Resurfacing	-	234,578	750,000	790,000	840,000	875,000	3,489,578
	Stormwater Projects	-	-	176,854	500,000	450,000	450,000	1,576,854
	Town Center on Main	-	2,039,614	-	-	-	-	2,039,614
	Transportation Enhancements	-	40,000	40,000	40,000	40,000	38,642	198,642
	SPLOST 2017 TOTAL	**$ -**	**$ 7,003,235**	**$ 3,279,907**	**$ 1,330,000**	**$ 1,330,000**	**$ 1,363,642**	**$ 14,306,784**

PROPOSED ALLOCATIONS BY FUNDING SOURCE

SPLOST

SPLOST 2014	FY 17 4TH QTR	FY 18	FY 19	FY 20	FY 21	FY 22	FUNDING OBLIGATIONS
Buford Highway Reconstruction (Transportation)	-	2,651,941	-	-	-	-	2,651,941
PBP: Annandale Lane Sidewalks (Transp)	-	-	75,000	-	-	-	75,000
PBP: Lawrenceville-Suwanee Road Sidewalk Gaps (Transp)	-	171,572	-	-	-	-	171,572
Stormwater Projects (Transp)	-	335,000	73,146	-	-	-	408,146
Street Maintenance & Resurfacing (Transp)	-	570,422	-	-	-	-	570,422
Town Center on Main (Recreation)	-	658,000	-	-	-	-	658,000
Town Center Parking Deck (Transp)	-	247,000	-	-	-	-	247,000
Transportation Enhancements: I-85 Bridge (Transp Fund 375)	-	289,065	-	-	-	-	289,065
2014 SPLOST	**$ -**	**$ 4,923,000**	**$ 148,146**	**$ -**	**$ -**	**$ -**	**$ 5,071,146**
SPLOST 2009							
Buford Highway Reconstruction (Parking)	-	472,348	-	-	-	-	472,348
George Pierce Park Connector (Recreation)	-	-	-	535,965	-	-	535,965
PBP: Lawrenceville-Suwanee Road Sidewalk Gaps (Transp)	-	118,428	-	-	-	-	118,428
PBP: Ruby Forest Sidewalk (Transp)	-	85,000	-	-	-	-	85,000
PBP: Stonecypher Road Sidewalk (Transp)	-	65,000	-	-	-	-	565,000
Town Center Parking Deck (Parking)	-	1,500,000	-	-	-	-	1,500,000
Transportation Enhancements: Sign Reflectivity (Transp)	-	136,290		-	-	-	136,290
2009 SPLOST	**$ -**	**$ 2,877,066**	**$ -**	**$ 535,965**	**$ -**	**$ -**	**$ 3,413,031**
Total SPLOST	**$ -**	**$ 14,803,301**	**$ 3,428,053**	**$ 1,865,965**	**$ 1,330,000**	**$ 1,363,642**	**$ 22,790,961**

		FY 17 4TH QTR	FY 18	FY 19	FY 20	FY 21	FY 22	FUNDING OBLIGATIONS
LOCAL FUNDS	Fund 318 - Sign Reflectivity (TE: Sign Reflectivity)	-	78,330	-	-	-	-	78,330
	Fund 340 - Facility Maintenance	-	251,830	243,170	-	-	-	495,000
	Fund 341 - Facilities Enhancement (TE: PIB Landscaping)	-	250,000	-	-	-	-	250,000
	Fund 341 - Facilities Enhancement (Public Safety Projects - Police Body Cameras)	4,000	24,000	-	-	-	48,000	
	Fund 341 - Facilities Enhancement (Public Safety Projects - Radar Signs)	-	-	10,000	10,500	$11,000	31,500	
	Fund 341 - Facilties Enhancement (Street Sweeper)	-	205,575	-	-	-	-	205,575
	Fund 343 - Cemetery Improvements	-	30,500	-	-	-	-	30,500
	Fund 346 - George Pierce Park Connector	-	-	-	294,035	-	-	294,035
	Fund 355 - Community Stabilization (Street Sweeper)	-	18,925	-	-	-	-	18,925
	Fund 355 - Community Stablization (TE: Street Globes)	-	19,075	-	-	-	-	19,075
	Fund 361 - TAD (Sawmill Drive Intersection)	-	375,000	-	-	-	-	375,000
	Fund 375 - Transportation Enhancements (TE: Street Globes)	-	16,925	-	-	-	-	16,925
	Fund 505 - Water System Projects	-	573,380	-	-	-	-	573,380
	TOTAL FOR LOCAL FUNDS	**$ -**	**$ 1,843,540**	**$ 267,170**	**$ 304,035**	**$ $10,500**	**$ 11,000**	**$ 2,436,245**
2017 URA BOND	Administrative Facilities	-	3,000,000	1,200,000	-	-	-	4,200,000
	Main Street Realignment	-	1,374,665	-	-	-	-	1,374,665
	Town Center on Main	-	7,508,630	-	-	-	-	7,508,630
	Russell Street Streetscape	-	-	1,000,000	-	-	-	1,000,000
	TOTAL FOR LOCAL FUNDS	**$ -**	**$ 11,883,295**	**$ 2,200,000**	**$ -**	**$ -**	**$ -**	**$ 14,083,295**
	CITY'S TOTAL OBLIGATION FOR 2018-2022 CIP							**$ $44,884,721**
OUTSIDE FUNDING SOURCES	Buford Highway Reconstruction - LCI Grant	-	5,796,140	-	-	-	-	5,796,140
	Buford Highway Reconstruction - Gwinnett County Contribution	-	2,100,000	-	-	-	-	2,100,000
	Gwinnett County 81% Transportation Match - Main Street Realignment	-	1,900,000	-	-	-	-	1,900,000
	Gwinnett County 81% Transportation Match - Western Gwinnett Bikeway	-	-	100,000	-	-	-	100,000
	Gwinnett County 75% Recreation Match - Town Center on Main	-	820,317	-	-	-	-	820,317
	TOTAL FOR OUTSIDE FUNDING SOURCES	**$ -**	**$ 10,616,457**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ 10,716,457**
	TOTAL PROJECTS FOR 2018-2022 CIP							**$ 55,601,178**

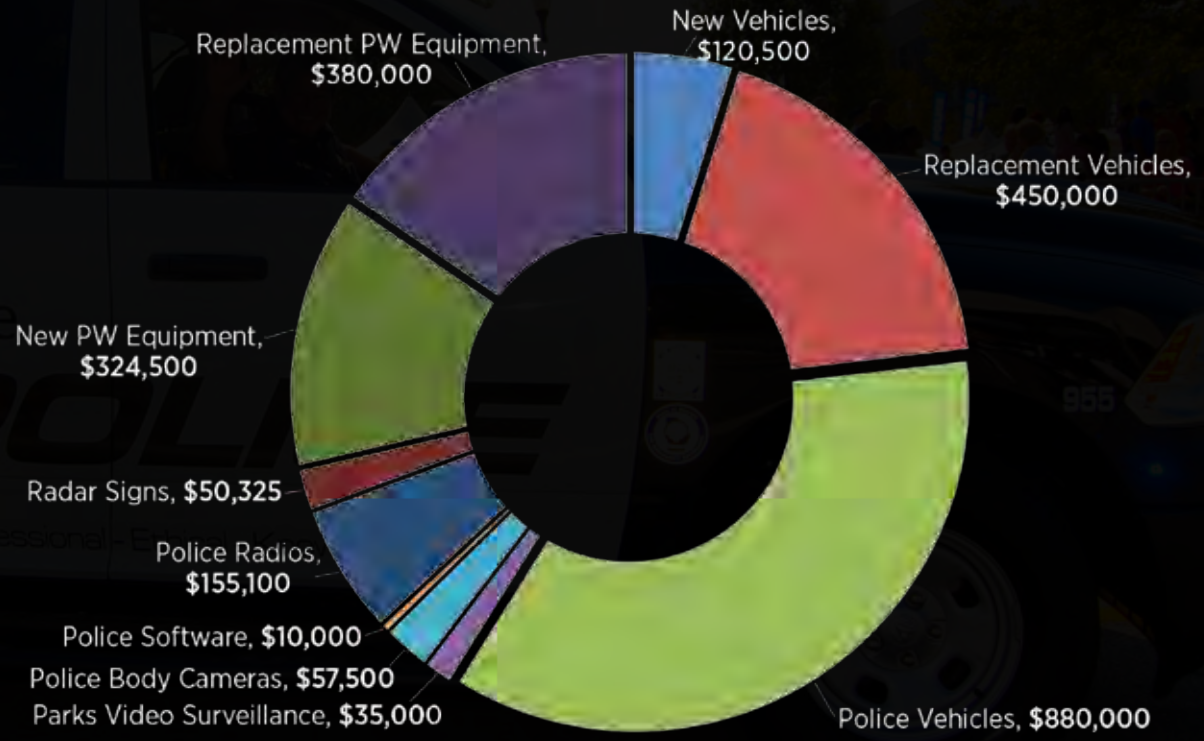


EQUIPMENT & VEHICLES

EQUIPMENT AND VEHICLES SUMMARY

PROJECT	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL
City Vehicles - Replacement	-	37,500	39,500	-	43,500	120,500
Police Vehicles	39,000	160,000	40,000	85,000	126,000	450,000
Public Safety Projects: Parks Video Surveillance	190,000	165,000	200,000	200,000	125,000	880,000
Public Safety Projects: Police Body Cameras	35,000	-	-	-	-	35,000
Public Safety Projects: Police Investigation Software	33,500	24,000	-	-	-	57,500
Public Safety Projects: Police Radio Upgrade	-	10,000	-	-	-	10,000
Public Safety Projects: Radar Signs	60,000	61,500	33,600	-	-	155,100
Public Works Equipment - New Purchases	9,225	9,600	10,000	10,500	11,000	50,325
Public Works Equipment - Replacement	224,500	100,000	-	-	-	324,500
Public Works Equipment - Replacement	17,000	93,000	115,000	85,000	70,000	380,000
TOTAL	**$ 608,225**	**$ 660,600**	**$ 438,100**	**$ 380,500**	**$ 375,500**	**$ 2,462,925**

Projects in the Equipment & Vehicles category total $2,462,925 or approximately 4% 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 $880,000 over the five-year period. Other significant projects include the purchase of replacement vehicles for Administration/Public Works, equipment for the Public Works department and various public safety projects.



Project: **CITY VEHICLES – NEW**
Total Cost: **$120,500**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

Project: **CITY VEHICLES – REPLACEMENT**
Total Cost: **$450,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **General Fund**



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

FY 18: 1 Truck with Utility Body
FY 19: 1 dump truck; 1 Inspections pickup truck
1 pickup truck
FY 20: 1 pickup truck
FY 21: 2 pickup trucks
FY 22: 1 pickup truck; 1 Administrative Vehicle
1 Inspections pickup truck

Project: **POLICE VEHICLES – REPLACEMENT**
Total Cost: **$880,000**
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 18: 5 vehicles
FY 19: 4 vehicles
FY 20: 5 vehicles
FY 21: 5 vehicles
FY22: 3 vehicles

Project: **POLICE BODY CAMERAS**
Total Cost: **$57,500**
Proposed Funding Year: **FY 18 & 19**
Proposed Funding Source: **Fund 341**



Project Description:
In FY 2017, the police began implementing their body camera program, which included the purchase of 25 cameras, docking stations, and server space. In FY 2018, they plan to purchase local storage equipment, as well as the final cameras and other hardware

Project: **POLICE RADIO UPGRADES**
Total Cost: **$155,100**
Proposed Funding Year: **FY 18, 19, 20**
Proposed Funding Source: **Fund 341 & General Fund**



Project Description:
Motorola is no longer supporting the current model of police radios the City owns. The department plans to phase in new radios as follows:

FY 18: $60,000
FY 19: $61,500
FY 20: $33,600

Project: **RADAR SIGNS**
Total Cost: **$50,325**
Proposed Funding Year: **All**
Proposed Funding Source: **Fund 341**



Project Description:
The City has installed a total of nine radar signs, which have proven to be an effective use of technology to help reduce speeding. Funding for one sign each year has been planned.

Project: **PARKS VIDEO SURVEILLANCE**
Total Cost: **$35,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Fund 341**



Project Description:
The City proposes to continue implementation of its video surveillance system in and around City buildings and parks, along with minor improvements to its Wi-Fi hot spots.

Project: **Police Investigation Software**
Total Cost: **$10,000**
Proposed Funding Year: **FY 19**
Proposed Funding Source: **General Fund**



Project Description:
This equipment would give the 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.

Project: **PUBLIC WORKS EQUIPMENT – NEW**
Total Cost: **$324,500**
Proposed Funding Year: **FY 18 & 19**
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 18: Street Sweeper ($224,500).

FY 19: Rubber track loader ($70,500)
Utility vehicle for Town Center on Main ($29,500)

Project: **PUBLIC WORKS EQUIPMENT – REPLACEMENT**
Total Cost: **$380,000**
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.

Projected costs are estimates only until bids are secured in the purchasing year:

FY 18: 2 zero turn mowers ($8,500 each)
FY 19: 2 zero turn mowers ($9,100 each)
1 utility vehicle ($28,000)
1 bucket & lift apparatus for a bucket truck ($55,000)
FY 20: 2 zero turn mowers ($9,600 each)
1 backhoe tractor ($92,000)
FY 21: 2 zero turn mowers ($10,000 each)
1 utility tractor ($65,000)
FY 22: 2 zero turn mowers ($10,575 each)
1 chipper ($48,850)

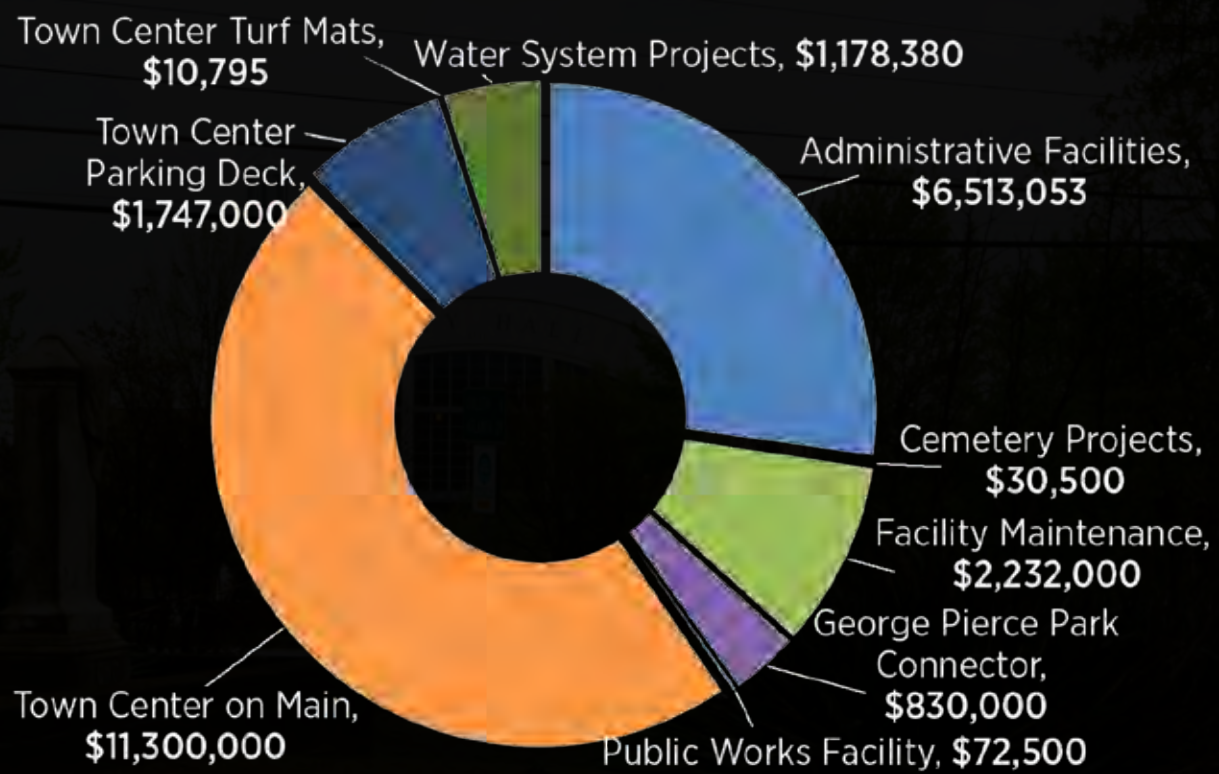


PARKS & FACILITIES

PARKS & FACILITIES SUMMARY

PROJECT	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL
Administrative Facilities	3,000,000	3,513,053	-	-	-	6,513,053
Cemetery Improvements	30,500	-	-	-	-	30,500
Facility Maintenance	532,000	425,000	425,000	425,000	425,000	2,232,000
George Pierce Park Connector	-	-	830,000	-	-	830,000
Public Works Facility Enhancement	-	72,500	-	-	-	72,500
Town Center on Main	11,300,000	-	-	-	-	11,300,000
Town Center Parking Deck	1,747,000	-	-	-	-	1,747,000
Town Center Park Turf Mats	10,795	-	-	-	-	10,795
Water System Improvements	673,380	120,000	120,000	130,000	135,000	1,178,380
TOTAL	**$ 17,293,675**	**$ 4,130,553**	**$ 1,375,000**	**$ 555,000**	**$ 560,000**	**$ 23,914,228**

Projects in the Parks and Facilities category total $23,914,228 or about 43% of the CIP. The largest project in this category is the proposed Town Center on Main, esimated at $11.3 million. 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.



Project: **ADMINISTRATIVE FACILITIES**
Total Cost: **$6,513,053**
Proposed Funding Year: **FY 18 & 19**
Proposed Funding Source: **URA Bond & SPLOST**



Project Description:
The City has identified a number of Administrative Facilities projects to undertake, including: Public Works Operations & Storage; Police Department Administration Expansion; Police Department Operations & Storage; and Municipal Court Expansion or Relocation. There is great variability associated with the chosen implementation approach for administrative facilities. These costs will vary depending on property acquisition, construction needs, and the potential to repurpose existing buildings. Specific project scopes and budgets will be developed as these plans are refined.

Project: **CEMETERY IMPROVEMENTS**
Total Cost: **$30,500**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Fund 343**



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 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 Works Department is presently undertaking an update to the 2011 study; $107,000 in planning funds are allocated in FY 18 for this update. This update will identify facilities that were not a part of the initial study and evaluate current maintenance needs.

Project: **GEORGE PIERCE PARK CONNECTOR**
Total Cost: **$830,000**
Proposed Funding Year: **FY 20**
Proposed Funding Source: **SPLOST and Fund 346**



Project Description:
The purpose of this project is to extend Suwanee Avenue into George Pierce Park, creating an additional ingress/egress point for the park.

Project: **PUBLIC WORKS FACILITY ENHANCEMENTS**
Total Cost: **$72,500**
Proposed Funding Year: **FY 19**
Proposed Funding Source: **General Fund**



Project Description:
This project includes enhancements to the Public Works facility on Windsor Park Drive. The purpose of this project is to improve and increase the existing storage area. The project is currently estimated at $72,500 and will be bid at the time of construction.

Project: **TOWN CENTER PARKING DECK**
Total Cost: **$1,747,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST**



Project Description:
The City has negotiated an agreement to help fund a public-private parking deck in Town Center, associated with Terwilliger-Pappas' Solis Project. The City will fund approximately $1.74 million for ownership rights to 150 parking spaces.

Project: **TOWN CENTER ON MAIN**
Total Cost: **$11,300,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST & URA Bond**



Project Description:
In 2016, the City completed a master plan for the DeLay property. The project, unofficially known as Town Center on Main, expands the concept of Town Center Park to the DeLay property. This project has a 2016 cost estimate of $11.3 million, but it has not been formally designed.

Project: **TOWN CENTER TURF MATS**
Total Cost: **$10,795**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **4th quarter FY 17 General Fund transfer**



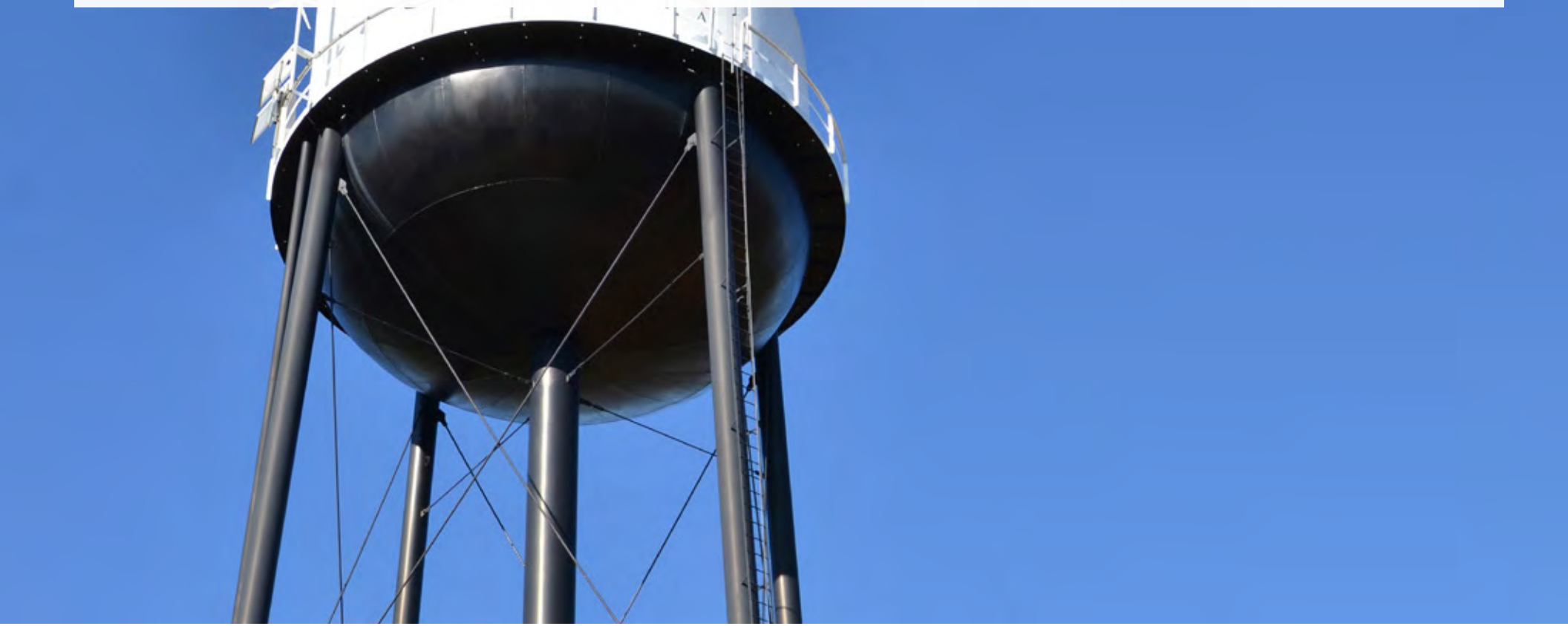
Project Description:
In 2016, the City purchased a set of turf mats to protect the grass in Town Center Park during events. This proved effective so the Public Works department plans to purchase additional mats in 2017.

Project: **WATER SYSTEM IMPROVEMENTS**
Total Cost: **$1,178,380**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **General Fund & Fund 505**



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 18 includes relocation of the master meter and water lines for the Buford Highway Road Reconstruction project.





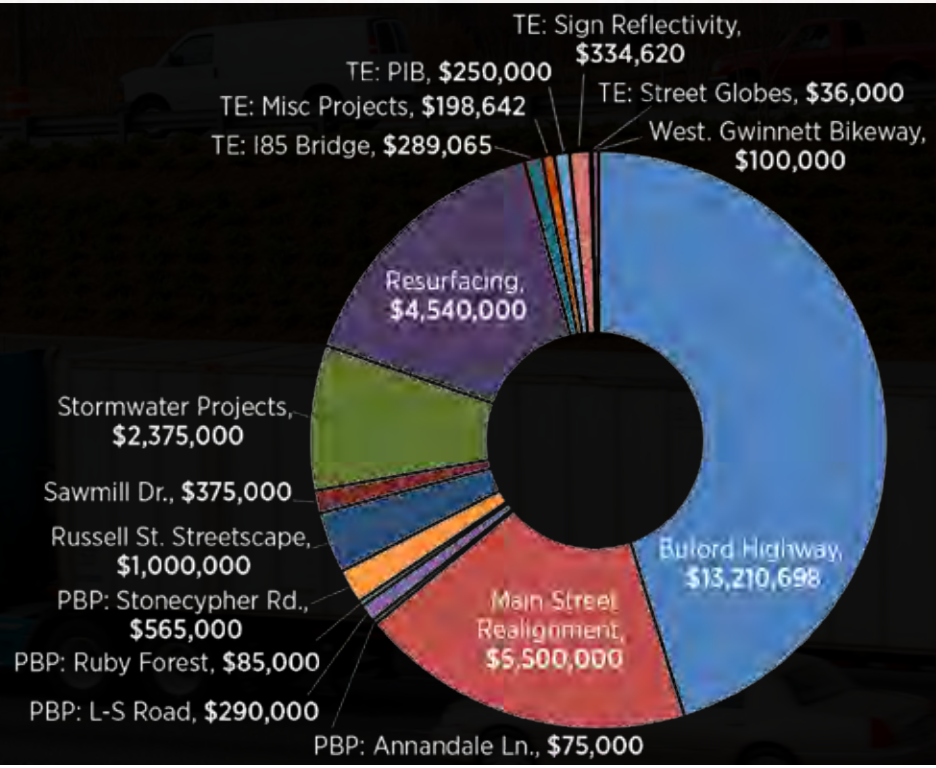
TRANSPORTATION

TRANSPORTATION SUMMARY

PROJECT	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL
Buford Highway Reconstruction	13,210,698	-	-	-	-	13,210,698
Main Street Realignment	5,500,000	-	-	-	-	5,500,000
PBP: Annandale Lane Sidewalk	-	75,000	-	-	-	75,000
PBP: Lawrenceville Suwanee Road Gaps	290,000	-	-	-	-	290,000
PBP: Ruby Forest Sidewalk	85,000	-	-	-	-	85,000
PBP: Stonecypher Road Sidewalk	565,000	-	-	-	-	565,000
Russell Street Streetscape	-	1,000,000	-	-	-	1,000,000
Sawmill Drive Intersection	375,000	-	-	-	-	375,000
Stormwater Projects	335,000	340,000	595,000	$550,000	555,000	2,375,000
Street Maintenance & Resurfacing	815,000	860,000	905,000	$960,000	1,000,000	4,540,000
Transportation Enhancements: I85 Bridge	289,065	-	-	-	-	289,065
Transportation Enhancements: Misc. Projects	40,000	40,000	40,000	40,000	38,642	198,642
Transportation Enhancements: PIB Landscaping	250,000	-	-	-	-	250,000
Transportation Enhancements: Sign Reflectivity	214,620	30,000	30,000	30,000	30,000	334,620
Transportation Enhancements: Street Globes	36,000	-	-	-	-	36,000
Western Gwinnett Bikeway	-	100,000	-	-	-	100,000
TOTAL	**$ 22,005,383**	**$ 2,445,000**	**$ 1,570,000**	**$ 1,580,000**	**$ 1,623,642**	**$ 29,224,025**

At $29,224,025, transportation projects constitute 53% of the CIP. The largest of the transportation projects is the improvement to the Buford Highway corridor. This project is estimated to cost approximately $13.2 million, with construction anticipated to begin in late 2017. The proposed realignment of Main Street, estimated at $5.5 million, is another significant project.

The annual street maintenance and resurfacing program, projected at $4.5 million, another large expenditure. The transportation 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.



Project: **BUFORD HIGHWAY RECONSTRUCTION**
Total Cost: **$13,210,698**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Multiple**



Project Description:
This GDOT 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. GDOT will let this project to bid in summer 2017, with bids anticipated for submittal in August 2017. It should be noted that the current construction estimate is based upon GDOT cost estimates and will be updated upon receipt of actual bids.

This overall project estimate includes contributions from GDOT of $5.79 million (through an LCI grant) and Gwinnett County of $2.1 million.

Project: **MAIN STREET REALIGNMENT**
Total Cost: **$5,500,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST & URA Bond**



Project Description:
This project is intended to realign Main Street through the proposed park project on the DeLay property. The intersection of Main Street and Suwanee Dam Road will be closed and Main Street will be realigned through the current library property to terminate at the existing traffic light servicing the library and Shadowbrook Church.

Project: **PEDESTRIAN BICYCLE PLAN: ANNANDALE LANE SIDEWALKS**
Total Cost: **$75,000**
Proposed Funding Year: **FY 19**
Proposed Funding Source: **SPLOST**



Project Description:
This project involves the construction of sidewalks along Annandale Lane.

Project: **PEDESTRIAN BICYCLE PLAN: LAWRENCEVILLE-SUWANEE ROAD SIDEWALK GAPS**
Total Cost: **$290,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST**



Project Description:
This project involves the construction of sidewalks where they do not currently exist along Lawrenceville Suwanee Road.

Project: **PEDESTRIAN BICYCLE PLAN: RUBY FOREST CONNECTOR**
Total Cost: **$85,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST**



Project Description:
This project involves the construction of a sidewalk to connect Ruby Forest subdivision to George Pierce Park.

Project: **PEDESTRIAN BICYCLE PLAN: STONECYPHER ROAD SIDEWALKS**
Total Cost: **$565,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST**



Project Description:
This project involves the construction of a sidewalk along Stonecypher Road between Main Street and Suwanee Dam Road.

Project: **RUSSELL STREET STREETSCAPE**
Total Cost: **$1,000,000**
Proposed Funding Year: **FY 19**
Proposed Funding Source: **URA Bond**



Project Description:
In conjunction with the Buford Highway reconstruction project, Russell Street will be improved with sidewalks and other streetscape features, between Buford Highway and Main Street.

Project: **SAWMILL DRIVE INTERSECTION**
Total Cost: **$375,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Fund 361**



Project Description:
The purpose of this project is to close the median break at Sawmill Drive and Lawrenceville-Suwanee Road to improve traffic flow around the I-85 interchange.

Project: **STORMWATER PROGRAM**
Total Cost: **$2,375,000**
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: **$4,540,000**
Proposed Funding Year: **Recurring**
Proposed Funding Source: **SPLOST & Local**



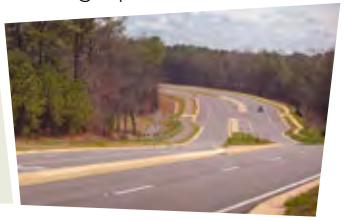
Project Description:
The Public Works Department facilitates the City's street resurfacing program, which includes planned annual projects as well as patching, repairs, and unanticipated emergency repairs. The department identifies specific streets to resurface each year, based on their condition. As 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 ENHANCEMENTS: I-85 BRIDGE**
Total Cost: **$289,065**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **SPLOST**



Project Description:
The purpose of this project is to replace the existing chain link fence for the bridge over I-85 with anodized aluminum fencing (simulated wrought iron fence) with backlit "S" medallions attached to it. 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.

Project: **TRANSPORTATION ENHANCEMENTS: PIB MEDIAN LANDSCAPING**
Total Cost: **$250,000**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Fund 341**



Project Description:
This project will enhance the median plantings on PIB on the islands near McGinnis Ferry Road that were not a part of the previous project due to the Gwinnett County PIB widening project.

Project: **TRANSPORTATION ENHANCEMENTS: SIGN REFLECTIVITY**
Total Cost: **$334,620**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **Multiple**



Project Description:
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.

Project: **TRANSPORTATION ENHANCEMENTS: STREET GLOBES**
Total Cost: **$19,075**
Proposed Funding Year: **FY 18**
Proposed Funding Source: **Local Funds**



Project Description:
In conjunction with the I-85 bridge upgrade, the City will replace 40 street light globes in the Suwanee Gateway area, along Lawrenceville-Suwanee Road.

Project: **TRANSPORTATION ENHANCEMENTS: MISCELLANEOUS PROJECTS**
Total Cost: **$198,642**
Proposed Funding Year: **Multiple**
Proposed Funding Source: **SPLOST**



Project Description:
The purpose of this project is to implement various types of road improvement needs, including streetscaping, traffic signal improvements, signage, traffic calming, etc. The City anticipates spending approximately $40,000 per year, but specific projects and scope are yet to be determined.

Project: **WESTERN GWINNETT BIKEWAY**
Total Cost: **$100,000**
Proposed Funding Year: **FY 19**
Proposed Funding Source: **SPLOST**



Project Description:
This is a County bike path project that will extend through multiple jurisdictions. The $100,000 allocated by the City represents Suwanee's contribution to the overall project.



DOWNTOWN DEVELOPMENT AUTHORITY

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

Statement of Service

The mission of the Downtown Development Authority (DDA) of the City of Suwanee is to revitalize, create, 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 2018 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Investment Income	$ 55	$ 68	$ 77	$ 100	$ 100
Contributions	-	-	-	8,000	8,000
Miscellaneous Revenues	-	-	-	-	-
Other Financial Sources	7,000	22,000	7,000	7,000	7,000
TOTAL	**$ 7,055**	**$ 22,068**	**$ 7,077**	**$ 15,100**	**$ 15,100**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
Purchased Professional & Technical	$ 4,316	$ -	$ 9,117	$ 3,100	$ 3,100
Other Purchased Services	-	-	-	-	-
Supplies	-	4,059	-	5,000	5,000
Other Costs	-	-	-	7,000	7,000
TOTAL	**$ 4,316**	**$ 4,059**	**$ 9,117**	**$ 15,100**	**$ 15,100**


659
Main Street



SHORT TERM WORK PROGRAM

The Short Term Work Program (STWP) is a key implementation tool that outlines the City's goals over the next five years and the strategies to achieve them. The STWP is reviewed, updated, and re-adopted annually. The STWP is on a calendar year schedule.

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 2017 will largely take place between January 1 and December 31, 2017.



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 2017 to 2021. 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.



STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
City Website Overhaul - Update the City's website	Action Item	X					City
National Citizen Survey - Participate in survey.	Action Item	X			X		City NRC
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others.	Action Item	Ongoing					City
Citizen Engagement - Measure and track levels of citizen engagement.	Action Item	Ongoing					City
City Project Information Distribution - Actively promote public information distribution for City projects, particularly Buford Highway reconstruction.	Action Item	Ongoing					City
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	Action Item	Ongoing					City
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	Action Item	Ongoing					City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board
Youth Engagement - Include youth in City planning efforts, events support, Suwanee Youth Leaders, and other opportunities, as appropriate.	Action Item	Ongoing					City
Awards - Seek awards from local and national organizations.	Policy Statement						City
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.	Policy Statement						City
Neighborhood Engagement - Councilmembers will seek opportunities to engage directly with Suwanee neighborhoods.	Policy Statement						City

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time; actual costs TBD	Local	Overhaul the suwanee.com website to include new design, content, layout, etc.
$10,000/survey Staff Time	Local	Participate in survey every three years; distribute results.
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 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 & Council Time	Local	Legislators are invited to visit Suwanee and meet with Council and staff annually.
Staff, Board & Council Time	Local	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.
Staff Time	Local	Use a targeted approach to involve youth in City activities.
Staff Time	Local	The City receives positive recognition.
$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
Council Time	Local	Develop and execute a targeted approach for Councilmembers to attend HOA/PACT meetings to further engage with neighborhoods.

STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Chamber After Hours Event - Partner with Gwinnett Chamber of Commerce to host a "business after-hours event" when appropriate.	Action Item	Ongoing					City Chamber of Commerce
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	Policy Statement						City Chamber
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community.	Policy Statement						City Board of Education
Higher Education Recruitment - Support the presence of higher education institutions in Suwanee.	Policy Statement						City
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	Policy Statement						City
Partnership Gwinnett - Financially support Partnership Gwinnett.	Policy Statement						City
Special Events - Continue City's involvement in Special Events.	Policy Statement						City

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time	Local	Host event.
Staff Time; Partnership Gwinnett contribution	Local	Council/staff will attend a minimum of 12 meetings/year.
Staff Time	Local, Other	Construction of new schools or improvements to existing schools within Suwanee.
TBD	Local	Monitor higher education needs; market local assets to assist in recruiting institutions.
TBD	TBD	Continue support of Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and other organizations that promote local businesses.
TBD	Local	Allocate money annually in budget and contribute to Partnership Gwinnett.
$125,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.



STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Police Radio Communication System - Upgrade existing radio communication system.	Action Item	X	X				City
Citizens Police Academy - Support program and participate in leadership component of Citizens Police Academy.	Action Item	Ongoing					City Staf City Council
Police Communications - Undertake targeted and proactive communications to promote the services of the police department.	Action Item	Ongoing					City
Community Policing - Continue to implement and expand community oriented policing programs.	Policy Statement						City Neighborhood groups
Police Substation & Training Facility - Promote as a regional facility	Policy Statement						City
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	Policy Statement						City

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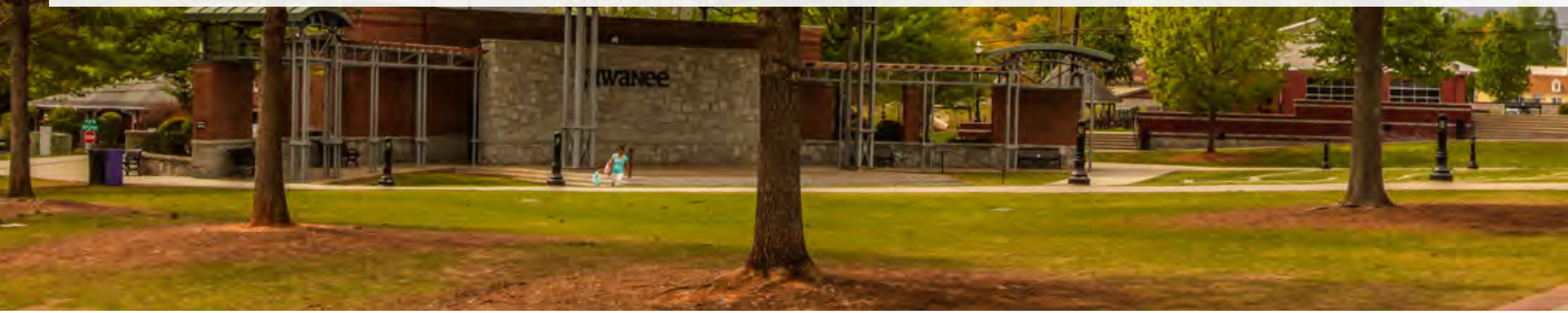


ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
$500,000-$750,000	Local	Complete full installation.
Staff & Council Time	Local	Conduct 2 sessions per year; Council will participate in leadership component of each session.
Staff Time Promotional Costs TBD	Local	A targeted communications plan is implemented 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	Expand PACT program; increase citizen participation in PACT.
TBD	TBD	Promote the use of the facility as a regional training center for public safety education.
Staff Time	Local	Utilize directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.

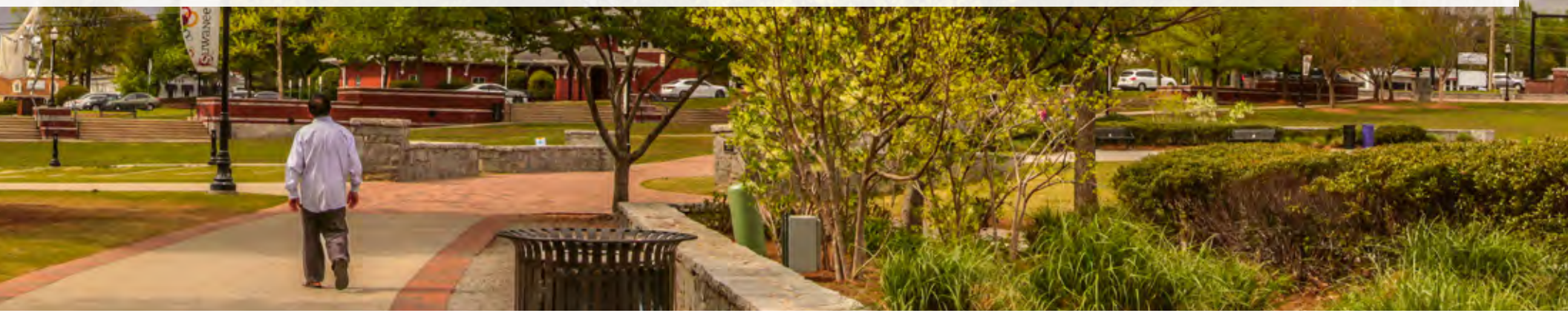


STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Downtown Suwanee Master Plan - Update master plan.	Action Item				X		City
Pierce's Corner - Complete renovation project and release to private market.	Action Item	X					City
Suwanee Gateway TAD - Explore the value of continuing the Tax Allocation District (TAD) for Suwanee Gateway.	Action Item	X					City
Town Center on Main - Consider naming the new park Town Center on Main and the DeLay Nature Preserve.	Action Item	X					City
Comprehensive Plan - Conduct annual review of comprehensive plan.	Action Item	Ongoing					City
Economic Indicators - Track economic indicators for the Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	Action Item	Ongoing					City
Facility Maintenance - Fund and implement the maintenance plan for City facilities.	Action Item	Ongoing					City
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	Action Item	Ongoing					City
MS4 Operating Permit - Complete permit requirements and renew as necessary.	Action Item	Ongoing					City, Consultant
Suwanee Gateway - Undertake targeted blight removal projects in Suwanee Gateway.	Action Item	Ongoing					City Others
Suwanee Gateway Code Enforcement - Enhance attention and efforts in Suwanee Gateway	Action Item	Ongoing					City
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan.	Action Item	Ongoing					City

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time plus consultant fees	Local	Update and adopt plan.
$850,000	Local	Complete renovation project. Lease to private partner(s) or evaluate options for sale.
Staff Time	Local	Evaluate increase to General Fund from dissolving the TAD, as well as options and requirements for reinstating it in the future. Report back to Council.
None	None	Seek consensus from Hardy DeLay family. Promote name.
Staff Time	Local	Undertake yearly update.
Staff Time	Local	Staff will present quarterly reports at workshops.
Varies	Local	Incorporate into CIP; fund in annual budget; complete projects.
TBD	Local, County, State of Georgia	Identify and complete projects.
$75,000/year	Local	Complete necessary requirements to maintain permit.
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).
Varies	Local	The infrastructure is well-maintained.

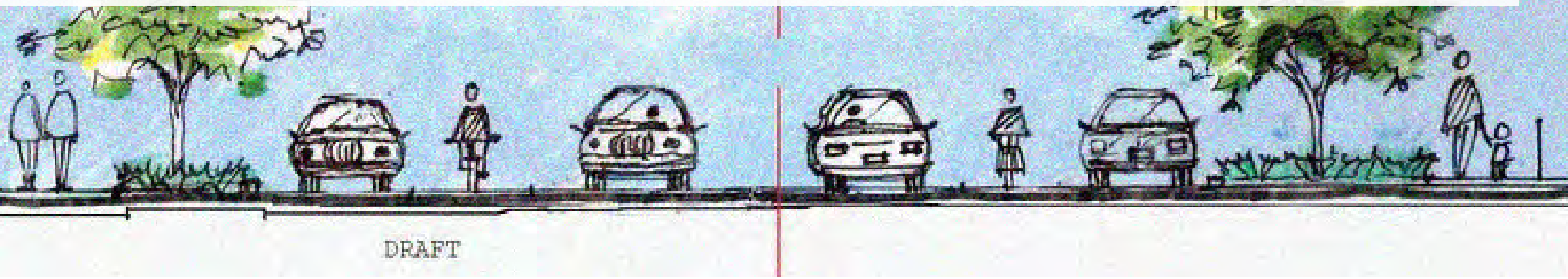


STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Water System Strategy - Monitor short- and long-term strategies and opportunities to ensure a viable water system.	Action Item	Ongoing					City
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	Action Item	Ongoing					City
Code Enforcement - Effectively balance code enforcement with pragmatism.	Policy Statement						City
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	Policy Statement						City
Community Aesthetics - Emphasize community aesthetics throughout the City.	Policy Statement						City
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	Policy Statement						City
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	Policy Statement						City
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	Policy Statement						City
Land Use - Carefully monitor non-residential land use allocations.	Policy Statement						City
Main Street Program - Promote program in community.	Policy Statement						City DDA Citizens
Parking Facility(ies) - Monitor options, as appropriate.	Policy Statement						City
Town Center - Continue promotion and development of a mixed-use Town Center.	Policy Statement						City DDA Private Sector

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Varies	Local; Water Fund	Montior options and strategies.
Staff Time	Local	Ongoing; identify and present amendments, as needed.
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.
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.
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	Community is aware of program.
TBD	SPLOST Local	Evaluate needs Citywide; acquire property, as needed; design and construct project(s).
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.



STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Public Art Program - Consider adding resources to enhance our public art program.	Action Item	X					City Public Arts Commission
SculpTour - Continue two-year program to showcase temporary displays of public art.	Action Item	X		X		X	City; Public Arts Commission; Suwanee Arts Partnership
Public Art Ordinance - Evaluate ordinance requirements and processes.	Policy Statement						City; Public Arts Commission
Cultural Arts Center - Support the construction and development of a performing arts/cultural arts center in Suwanee.	Policy Statement						City Others
Public Art - Make public art an important component of Suwanee.	Policy Statement						City

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
TBD	Local	Evaluate current status of public art program and recommendations of Public Art Master Plan. Identify potential needs for additional resources and report back to Council.
Staff Time; TBD	Donations	Solicit donations and sculptures to install on biennial basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
Staff Time	Local	Monitor and evaluate the effect of the public art ordinances and processes; report to Council.
Staff Time	Varies	A facility is developed in Suwanee.
Staff Time; TBD	Local; Donations	Dedicate 1% of City construction projects to public art; support Public Arts Commission and other organizations; other initiatives TBD.

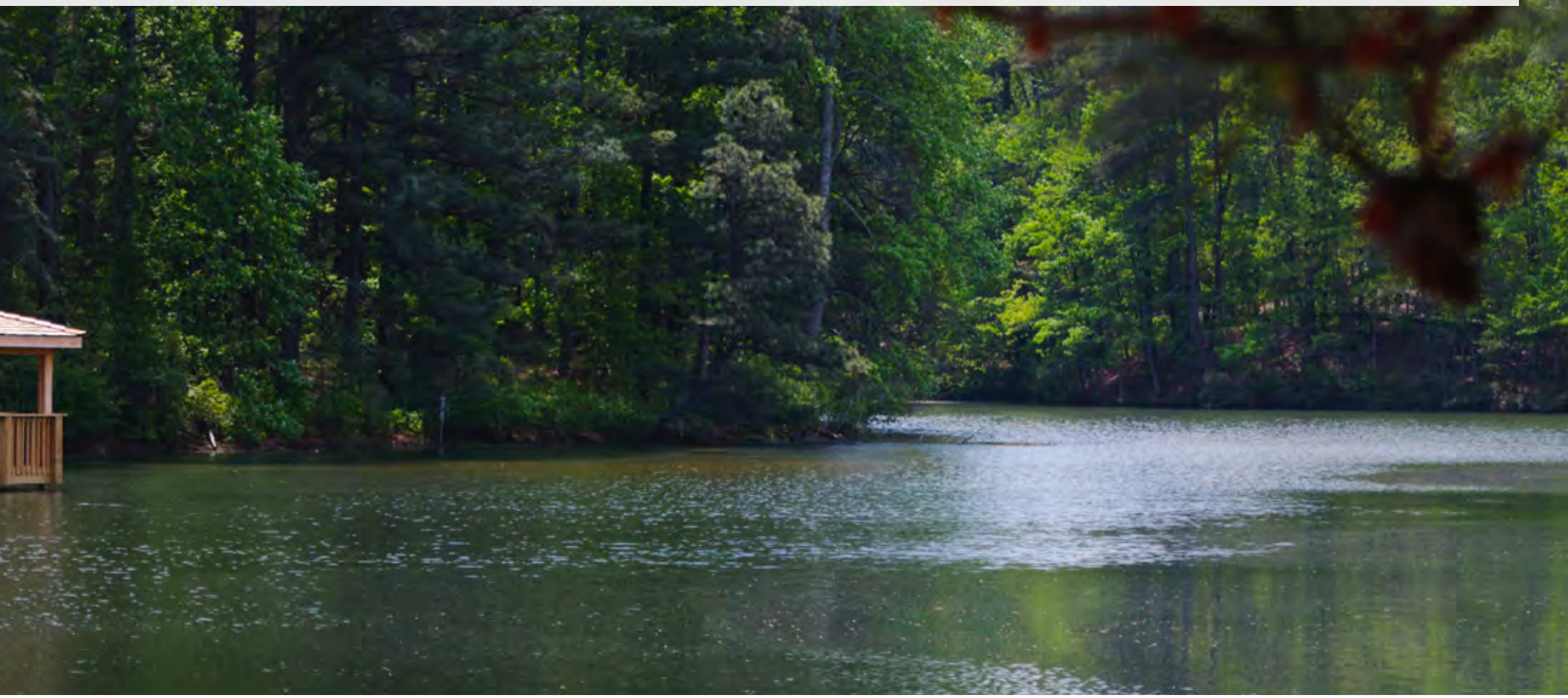


STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Town Center Alcohol Policies - Consider amending local policies to allow alcohol consumption at Town Center Park year-round.	Action Item	X					City
Park Enhancements - Implement enhancements to the City's park system.	Action Item	Ongoing					City
Park Ambassador Program - Support program.	Policy Statement						City Volunteers

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
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 SPLOST	Implement the 2010 Parks Enhancements Plan to add enhancements to existing park facilities.
Staff & Volunteer Time; TBD	Local	Continue and support the program launched in 2011, which uses community volunteers in the parks and on trails to help deter crime & vandalism and provide information to users.



STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards.	Action Item	X	X	X			City
Buford Highway Reconstruction: McGinnis Ferry Road Gateway - Recognize the intersection of McGinnis Ferry Road and Buford Highway as a gateway element in the Buford Highway project.	Action Item	X					City
Old Town Streetscaping - Implement streetscaping project on Russell Street in association with Buford Highway project.	Action Item	X					City Railroad
Peachtree Industrial Blvd. Medians - Complete enhancement project.	Action Item	X					City
Sawmill Drive Intersection - Pursue closing the median break at Sawmill Drive and Lawrenceville Suwanee Road.	Action Item	X	X				City
Suwanee Avenue Extension North - Extend Suwanee Avenue north to George Pierce Park.	Action Item		X	X			City County
Suwanee Avenue Extension South - Explore the extension of Suwanee Avenue south to King Street.	Action Item				X	X	City
Pedestrian Bicycle Plan Implementation - Construct Tier 2 projects to create pedestrian connections.	Action Item	Ongoing					City
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	Action Item	Ongoing					City Gwinnett County
Commuter Rail - Support commuter rail station in Suwanee.	Policy Statement						City; Georgia Passenger Rail Authority; Others
McGinnis Ferry Rd. Half Diamond Interchange - Promote construction.	Policy Statement						City GwDOT GaDOT
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge.	Policy Statement						City Gwinnett County Georgia DOT
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	Policy Statement						City
Transit - The City supports transit and alternative transportation options.	Policy Statement						City

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
$10,460,500	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.
$1,000,000	Local	Identify funding; finalize design and costs for streetscaping Russell Street; obtain approval from Railroad; implement project.
$250,000	Local	Complete medians that were disturbed by County roadway project.
$300,000	TAD Fund	Evaluate design options to close the median break at Sawmill Drive in order to improve traffic flow on Lawrenceville Suwanee Road. Seek DOT approval. If feasible and approved, construct project.
$830,000	Joint 2017 SPLOST Project	Design and construct northern extension of Suwanee Avenue so that vehicular access is provided to George Pierce Park.
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.
Varies	SPLOST	Bid, design, and construct Tier 2 projects of the adopted PBP.
$4,100,000	SPLOST Local	Incorporate projects into CIP; implement annual program to maintain local roads that are safe and well-maintained with attempts to reduce congestion.
Staff Time	Varies	Project is included in State's Work Plan.
TBD	TBD	Remain informed of funding and construction opportunities; promote construction.
Unknown	GwDOT GaDOT	Remain informed of funding and construction opportunities; promote construction.
Staff Time	Local	Transit extends to appropriate locations in City.
TBD	TBD	The City will support the extension of transit and alternative transportation options to Suwanee, as appropriate and feasible.

STRATEGY	TYPE OF STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
		2017	2018	2019	2020	2021	
Capital Project Funding - Explore financing and approaches for capital project needs.	Action Item	X					City
City Council Mid-Year Planning Retreat - Hold a mid-year strategic retreat.	Action Item		X		X		City
Police CALEA - Maintain accreditation.	Action Item				X		City
Police State Certification - Maintain state certification.	Action Item			X			City
SDS Adoption - Prepare for the 2019 re-adoption of the Service Delivery Strategy.	Action Item		X	X			City
Bond Restructuring - Consider refinancing outstanding bonds when the City can achieve a cost savings of greater than 3%.	Action Item	Ongoing					City
Short Term Work Program - Update STWP annually.	Action Item	Ongoing					City
Strategic Plan Implementation - Implement projects and initiatives in the adopted 20/20 Vision Plan.	Action Item	Ongoing					City Others
Annexation - Continue efforts to annex property in close proximity to the City limits.	Policy Statement						City
Board Training - Enhance training and knowledge of Boards & Commissions.	Policy Statement						City Board Members
City Services - Maintain high levels of City services.	Policy Statement						City Consultants Contractors Vendors, etc.
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	Policy Statement						City
Fleet Replacement - Retire and replace City fleet vehicles and equipment, based on Fleet Retirement Schedule, current condition, and CIP.	Policy Statement						City
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	Policy Statement						City
Staffing - Recruit and retain quality employees.	Policy Statement						City
Strategic Anchor Points - Reinforce use of anchor points.	Policy Statement						Council Staff

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ESTIMATED COST*	FUNDING SOURCE	SUCCESS MEASURE
Staff Time	Local	Determine full amount of funding needs, as well as financing options. Report back to Council.
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, TBD	Local	Evaluate and implement requirements for maintaining accreditation (November 2020).
Staff Time TBD	Local	Evaluate and implement requirements for maintaining certification (January 2020).
Staff Time	Local	SDS agreement is adopted by Gwinnett County and the municipalities.
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	Undertake yearly update.
TBD	TBD	Implement projects and initiatives; track and report on implementation.
Staff Time	Local	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
$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.
Staff Time	Local	Undertake yearly update.
Varies	Local	Incorporate needs into CIP; provide safe fleet vehicles and equipment; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
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.
N/A	N/A	Reinforce the use of the anchor points adopted in 2011 when making strategic decisions: Suwanee Quality; Unique; Remarkable; Visionary.




SUPPLEMENTAL
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

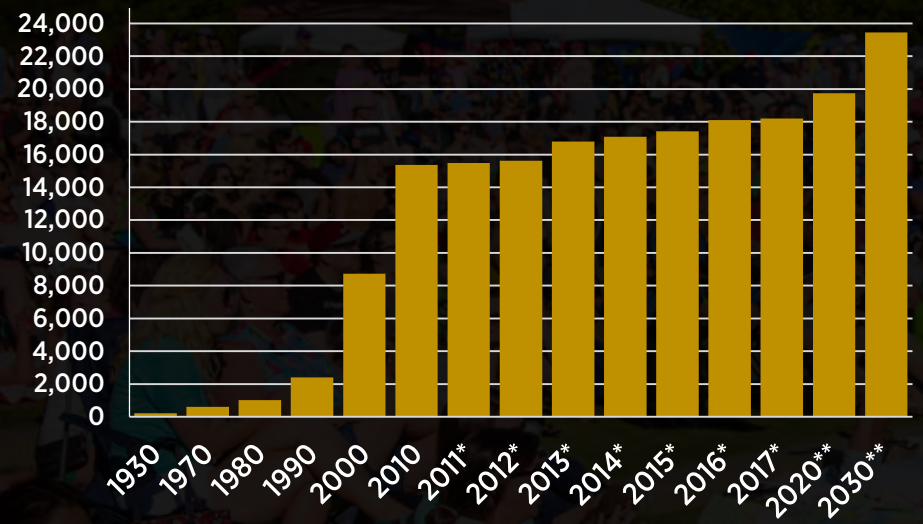
Number of Street Lights:

Approximately 1,114

Parks:

Number of Park Sites: 15
Total Acreage of park sites, greenway and open space: 372

Population Change



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
2017*	18,199
2020**	19,743
2030**	23,453

**Estimated population 2011 - 2017 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 47,649 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
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 [2]
2014	133	36,057,376	245	65,699,491
2015	260	43,762,400	650 [3]	57,536,208
2016	30	12,361,039	229	37,792,456

NOTES:

(1) Source - City of Suwanee Planning and Development Permit Summary

(2) 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.

(3) 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:

- 100 Most Genius Places in America list, Time Magazine (2017).
- Best New Event, Silver, Guess Who's Coming to Cocktails, Southeast Festivals & Events Association (2017).
- Best Event Video - Silver, for Guess Who's Coming to Cocktails, Southeast Festivals & Events Association (2017).
- Best Print Ad – Bronze, for Guess Who's Coming to Cocktails, Southeast Festivals & Events Association (2017).
- Distinguished Budget Presentation Award for fiscal year 2017 budget, Government Finance Officers Association. (2017)
- Most Creative Idea – Bronze, for Suwanee Youth Leaders/Suwanee Fest Transportation Collaboration, Southeast Festivals & Events Association (2017).
- #4 Best Suburb in Georgia, Niche.com (2017).
- Best of Family Fun Winner-Best Playground for PlayTown Suwanee, by Atlanta Parent Magazine (2017).
- Certificate of Achievement for Excellence in Financial Reporting, Government Finance Officers Association, for 2016 Comprehensive Annual Financial Report (2017).
- Certificate of Distinction for superior performance management from International City/County Management Association (2017).
- CREATE Community Award in Educational Excellence from the Atlanta Regional Commission (ARC) for Suwanee Youth Leaders (2016).
- Best Children's Program, Bronze, for Suwanee Fest, Southeast Festivals & Events Association (2016).
- Phyllis Goodwin Police Agency of the Year from the Georgia Chapter of the Federal Bureau of Investigation National Academy Associates (2016).
- Award for Outstanding Achievement in Popular Annual Financial Reporting, Government Finance Officers Association, 2015 Annual Report. (2016)
- Best New Event, Gold for Suwanee Big Cheese, Southeast Festivals & Events Association (2016).
- Best T-shirt, Bronze, for Suwanee Big Cheesy, Southeast Festivals and Events Association (2016).
- Best Volunteer, Silver, for Suwanee Fest Volunteer Planning Committee, Southeast Festivals and Events Association (2016).
- CALEA accreditation – Police Department Successfully passed with Excellence (2016).
- Recognized by American Heart Association as a Fit-Friendly Workplace (2016).

Assessed and Estimated Value of Taxable Property - Last 10 years

Calendar Year	Real Property: Residential Property	Real Property: Commercial Property	Personal Property: Motor Vehicle	Personal Property: Other (1)	Less Tax Exempt Real Property	Total Taxable Assessed Values	Total Direct Tax Rate	Estimated Taxtable Value (2)	Assessment Ratio
2007	$ 489,632,600	$ 479,933,633	$ 43,015,330	$ 62,720	$ 28,238,160	$ 984,406,123	5.77	$ 2,461,015,308	40%
2008	522,795,234	531,603,102	47,323,460	46,560	30,126,440	1,071,641,916	5.77	2,679,104,790	40%
2009	520,627,280	633,975,788	50,619,070	41,480	30,550,320	1,174,713,298	5.77	2,936,783,245	40%
2010	486,407,830	582,302,567	44,682,260	47,560	29,172,760	1,084,267,457	5.70	2,710,668,643	40%
2011	481,932,370	589,573,770	46,381,880	15,360	31,418,600	1,086,484,780	5.65	2,716,211,950	40%
2012	466,024,650	621,163,070	46,637,900	3,040	31,908,760	1,101,919,900	4.93	2,754,799,750	40%
2013	466,529,900	584,533,920	51,763,830	3,040	30,700,960	1,072,129,730	4.93	2,680,324,325	40%
2014	514,894,190	562,402,060	44,973,930	2,840	28,614,800	1,093,658,220	4.93	2,734,145,550	40%
2015	564,291,800	554,733,360	31,967,540	2,840	37,053,560	1,113,941,980	4.93	2,784,854,950	40%
2016	614,335,440	589,174,440	22,947,000	5,120	36,171,770	1,190,290,230	4.93	2,975,725,575	40%

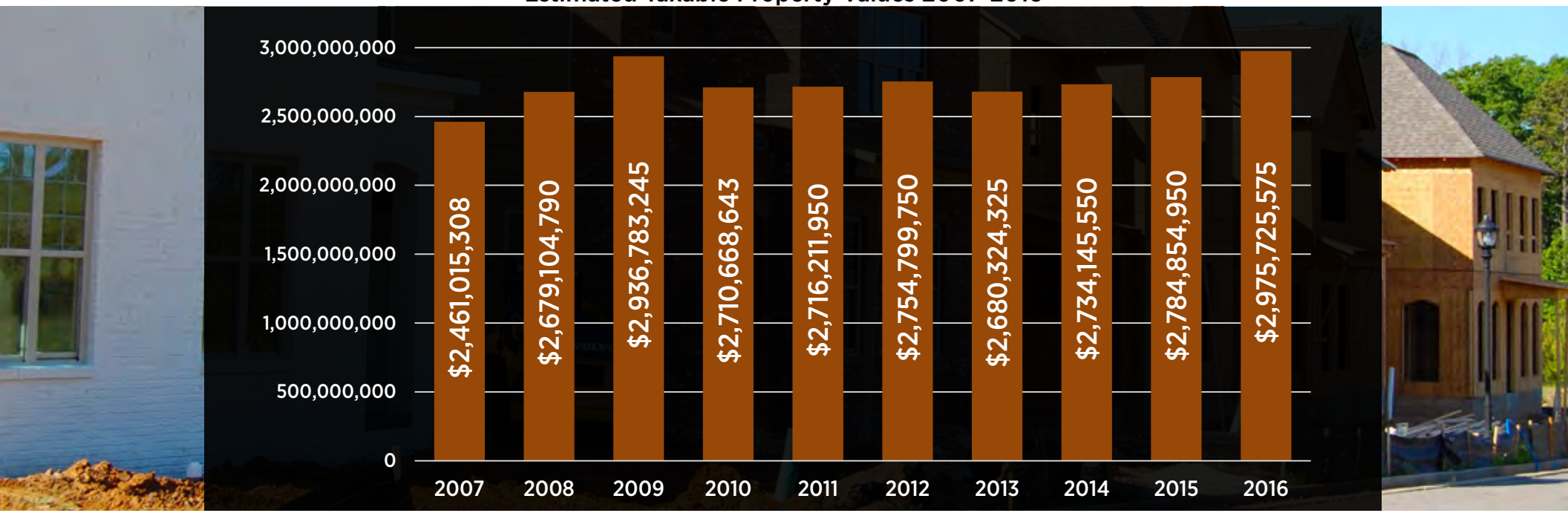
NOTE:

(1) Includes mobile homes, timber and heavy equipment.

(2) Gwinnett County assesses property at 40% of actual vale for all types of real and personal property.

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

Estimated Taxable Property Values 2007-2016



PROPERTY TAX LEVIES & COLLECTIONS
LAST TEN FISCAL YEARS

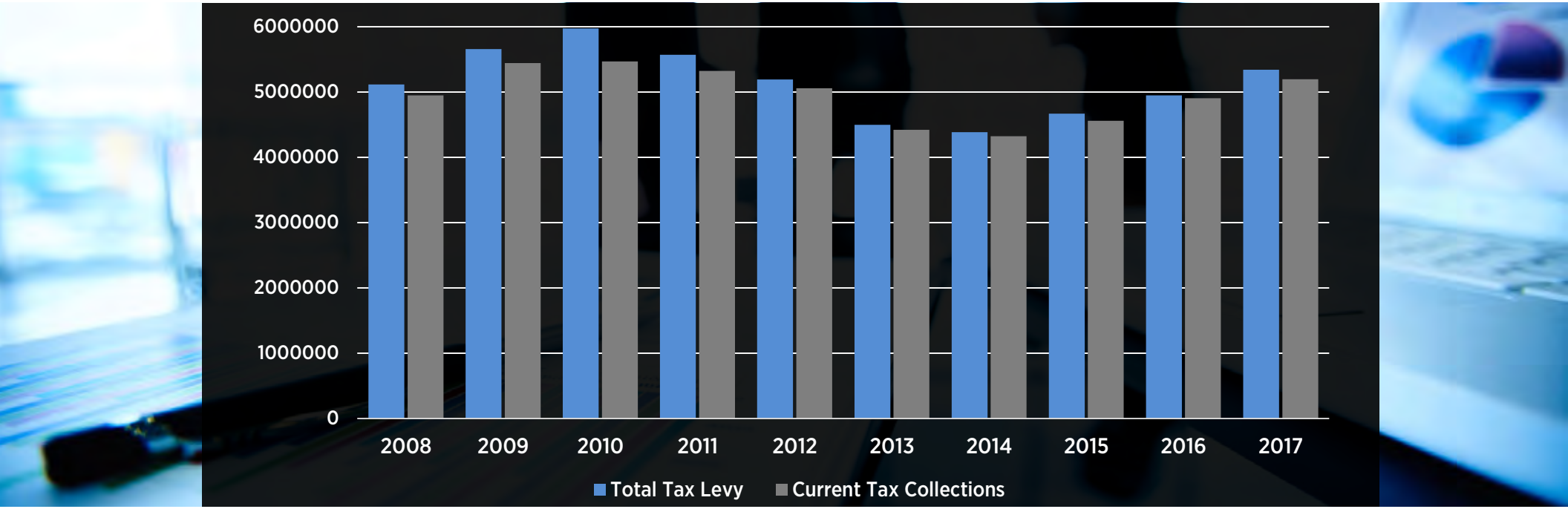
Fiscal Year Ended	Total Tax Levy[1]	Current Tax Collections	Percent of Levy Collected	Collections in Subsequent Years	Total Collections to Date	
					Amount	Percent of Levy
2008	$ 5,113,824	$ 4,948,534	96.8%	$ 153,077	$ 5,101,611	99.8%
2009	5,655,551	5,441,113	96.2%	195,283	5,636,396	99.7%
2010	5,972,640	5,467,352	91.5%	479,483	5,946,835	99.6%
2011	5,568,361	5,323,252	95.6%	215,390	5,538,642	99.5%
2012	5,192,082	5,056,083	97.4%	124,026	5,180,109	99.8%
2013 [2]	4,498,518	4,422,212	98.3%	58,775	4,480,987	99.6%
2014	4,384,928	4,322,848	98.6%	20,364	4,343,212	99.0%
2015	4,666,809	4,557,650	97.7%	23,339	4,580,989	98.2%
2016	4,947,364	4,905,044	99.1%	3,730	4,908,774	99.2%
2017 [3]	5,341,298	5,194,436	97.3%	-	5,194,436	97.3%

NOTES:

(1) Relates to preceding calendar year digest.

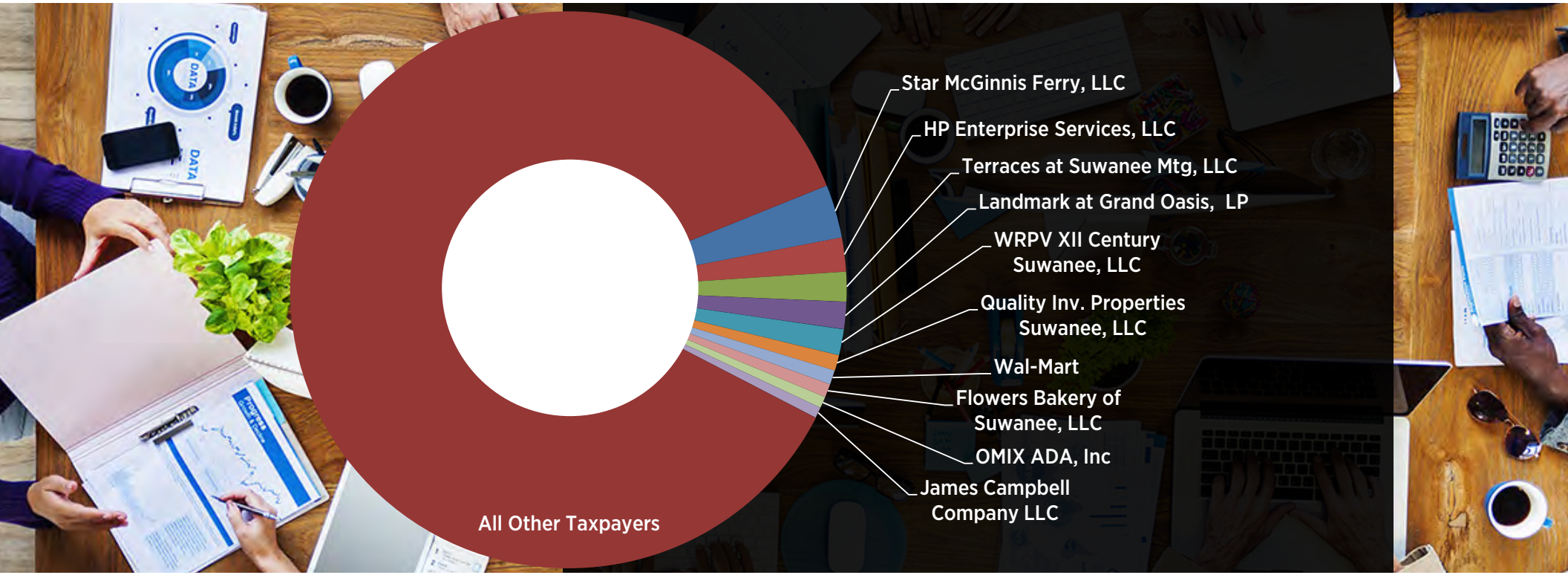
(2) In fiscal year 2013, Suwanee lowered its millage rate from 5.65 to 4.93. The reduction in total tax levy is a result of the millage reduction and not a reduction in property tax values.

(3) Collection value as of 3/31/17.



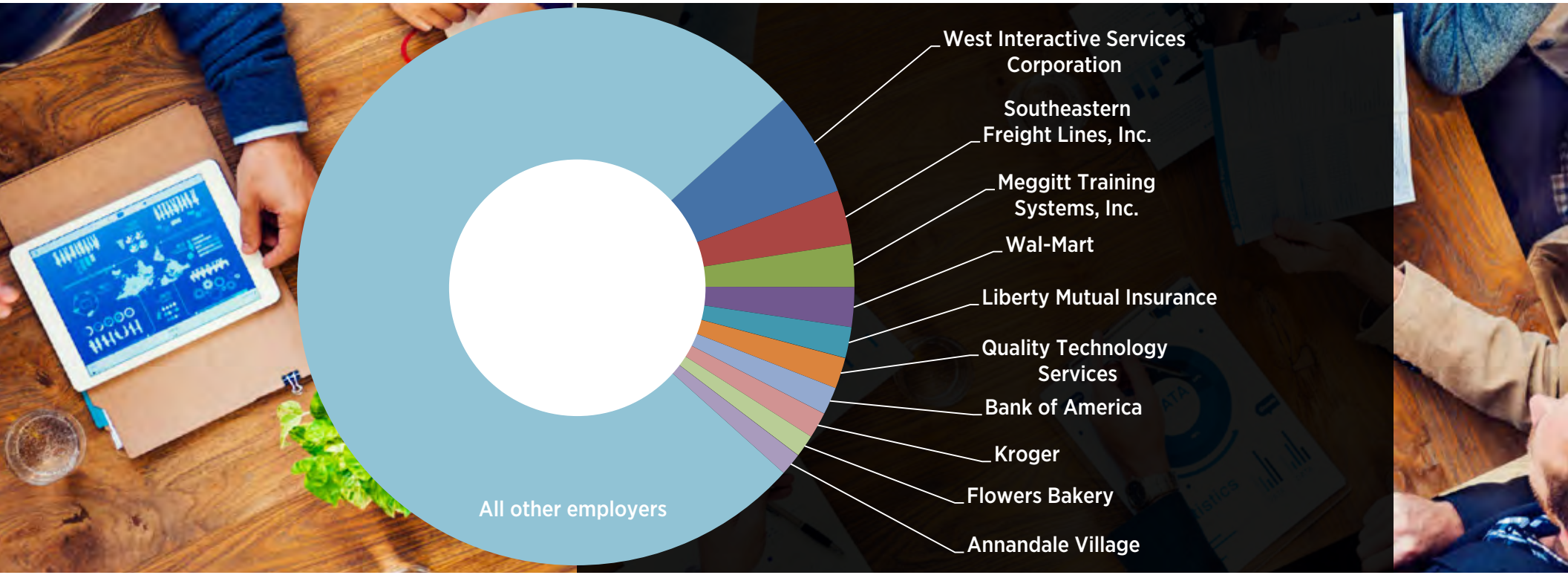
PRINCIPAL TAX PAYERS
JUNE 30, 2017

Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation
Star McGinnis Ferry LLC	Apartments	$ 36,944,800	3.1%
HP Enterprise Services, LLC	Technology	23,295,600	2.0%
Terraces at Suwanee Mtg, LLC	Apartments	20,698,160	1.7%
Landmark at Grand Oasis, LP	Apartments	18,784,990	1.6%
WRPV XII Century Suwanee, LLC	Apartments	17,991,520	1.5%
Quality Inv Properties Suwanee, LLC	Office/Warehouse	10,754,040	0.9%
Wal-Mart	Retail	9,896,000	0.8%
Flowers Bakery of Suwanee, LLC	Bakery Products	9,359,830	0.8%
OMIX ADA Inc	Manufacturer	7,846,590	0.7%
James Campbell Company, LLC	Office/Warehouse	7,518,800	0.6%
All Other Taxpayers		1,027,199,900	86.3%
		$ 1,190,290,230	**100%**



TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
West Interactive Services Corporation	780	1	6.1%
Southeastern Freight Lines, Inc.	400	2	3.1%
Meggitt Training Systems, Inc.	315	3	2.5%
Wal-Mart	289	4	2.3%
Liberty Mutual Insurance	230	5	1.8%
Quality Technology Services	228	6	1.8%
Bank of America	203	7	1.6%
Kroger	196	8	1.5%
Flowers Bakery	164	10	1.3%
Annandale Village	164	10	1.3%





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 2018 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	$ 6,079,000	3261	Police sub-station operating costs	36,000
All	Overtime	70,000	3270	Dispatch software fees	$ 143,000
All	FICA	384,000	3270	CodeRED	12,000
All	Medicare	91,000	4100	Repairs (Public Works)	71,000
All	Retirement	442,000	4100	Electricity outdoor lighting (street lights)	242,000
All	Group health	1,517,000	4100	Inmate work crew (right-of-way maintenance)	43,000
All	Wellness program	15,000	4100	Park water usage	45,000
All	Other employee benefits	70,000	4100	Mowers	17,000
All	Workers compensation	210,000	4100	Public Works vehicle (replacement)	39,000
All	Gasoline fuel usage	133,000	4221	Street sweeping (contracted)	18,000
All	Property/casualty insurance	286,000	4221	Landscape management (right-of-way contracted)	111,000
1110	GWMA City contribution	27,000	4250	MS4 permit requirements	43,000
1500	Pension actuarial and elections	20,000	6190	Events	151,000
1511	Annual audit	38,000	6220	Park landscape management and tree removal	107,000
1530	Annual attorney fees	38,000	6220	Park repairs	70,000
1535	Information technology consulting	109,000	6220	Park site improvements	22,000
1535	Software annual license fees	46,000	7200	Inspections reviews	30,000
1535	Software and server support	77,000	7400	Professional services (planning)	88,000
1565	City Hall operating costs	193,000	7400	Comprehensive Master Plan (second year of plan)	66,000
1570	Newsletter production and printing	61,000	7400	Arbor Day	31,000
1570	Website Overhaul	55,000	7510	Public Art fundraising feasibility study	25,000
2650	Court operating cost	20,000	7510	Suwanee Youth Leadership program	10,000
3223	Fleet repairs (Police)	60,000	7510	Partnership Gwinnett	20,000
3223	5 Police vehicles (replacement)	190,000	7520	Downtown Suwanee funding	108,000
3223	Police equipment	81,000	9100	Capital projects transfer	101,000
3224	Police annual software fees	26,000		**Total Big Ticket Items**	**$ 12,071,000**
3240	Police education	20,000			
3260	Police station operating costs	64,000		**Total Budget**	**$ 12,926,090**
				% Summarized	**93%**


AL-103



GLOSSARY

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Delinquent Taxes: Taxes 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.

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

ADA	Americas with Disabilities Act
AICPA	American Institute of CPAs
AOC	Administrative Office the Courts
AP	Accounts Payable
APA	American Payroll Association
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
CIT	Crisis Intervention Team
COPS	Caring Officers Providing Support
CPA	Certified Public Accountant
CPA	Citizen Police Academy
CPFO	Certified Public Finance Officer
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
FLMA	Family Medical Leave Act
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GACE	Georgia Association of Code Enforcement
GACP	Georgia Association of Chief of Police
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
GGFOA	Georgia Government Finance Officer 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
GSMM	Georgia Stomrwater Management Manual
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
LAP	Local Administered Project
LCI	Livable Centers Initiative

LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
LGRMA	Local Government Risk Management Services
LMIG	Local Maintenance & Improvement Grant
MARS	Metro Atlanta Redevelopment Summit
MDP	Management Development Program
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
PG	Partnership Gwinnett
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
SAN	Storage Area Network
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 Foot
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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