CITY OF SUWANEE, GA
FISCAL YEAR

2027 BUDGET

JUMP TO TABLE OF CONTENTS





City of **Suwanee, Georgia**

ANNUAL BUDGET

for the fiscal year

JULY 1, 2026- JUNE 30, 2027

CITY COUNCIL



Jimmy **Burnette**
Mayor



Larry **Pettiford**
Mayor ProTem



Pete **Charpentier**
Councilmember



Beth **Hilscher**
Councilmember



Julianna **McConnell**
Councilmember



Linnea **Miller**
Councilmember

MANAGEMENT TEAM



Marty **Allen**
City Manager



Denise **Brinson**
Assistant City Manager



Amie **Sakmar**
Financial Services Director



Matt **Gore**
Parks & Public Works Director



Cass **Mooney**
Chief of Police



Josh **Campbell**
Planning Director

Robyn **O'Donnell**
City Clerk



TABLE OF CONTENTS

THE FY 2027 BUDGET

I. Executive Summary

Budget Message....1
Suwanee Map....6
Approach Sheets....7
Budget Highlights....28
Review of Assumptions....30
Budget Guide....34
Budget Policies and Procedures....36
Budget Schedule....39
Capital Improvement Policy....41
Debt Management Policy....42
Investment Policy....46
Fund Balance Policy....48
City of Suwanee Organizational Chart....50
Authorized Personnel....51
Funds....54
Summary of Departments by Fund....55
Administrative Functions....56
Budget Comparison by Fund....59
Governmental and Proprietary Fund Types Combining Statement....60
Appropriations Resolution....62
Authorized Positions Resolution....66
Five Year Capital Improvement Program Resolution....68
Schedule of Interfund Transfers....71

II. General Fund

Summary of Revenues and Other Financing Sources....73
Summary of Expenditures by Department....75
Expenditures by Category....78
Revenue Definitions and Assumptions....79
Council and Chief Executive Expenditures....89
Economic Development Expenditures....111
Financial Services Expenditures....139
Parks & Public Works Expenditures....163
Planning Expenditures....179
Police Services Expenditures....199
Other Non-Departmental Expenditures....231
Ten Year Projections....237
Where do your taxes go?....251

III. Special Revenue Funds

Community Arts Fund....253
Confiscated Assets Fund....254
Community Garden Fund....255
Hotel/Motel Tax Fund....256
Rental Vehicle Excise Tax....258

IV. Debt Service

Debt Service Fund....259

V. Enterprise Fund

Stormwater Utility Fund....265

VI. Custodial Fund

Municipal Court Fund....271



CITY OF SUWANEE, GA

TABLE OF CONTENTS



Parker and friends at City Hall



VII. Capital Improvement Program (CIP)

CIP Strategies 273
Project Descriptions 275
Summary of Projects by Category 281
Proposed Allocations by Funding Source 283

VIII. Downtown Development Authority (DDA)

Downtown Development Authority 287

IX. Short Term Work Program (STWP)

Overview 289

X. Strategic Plan

Strategic Plan and 10 Year Update 307

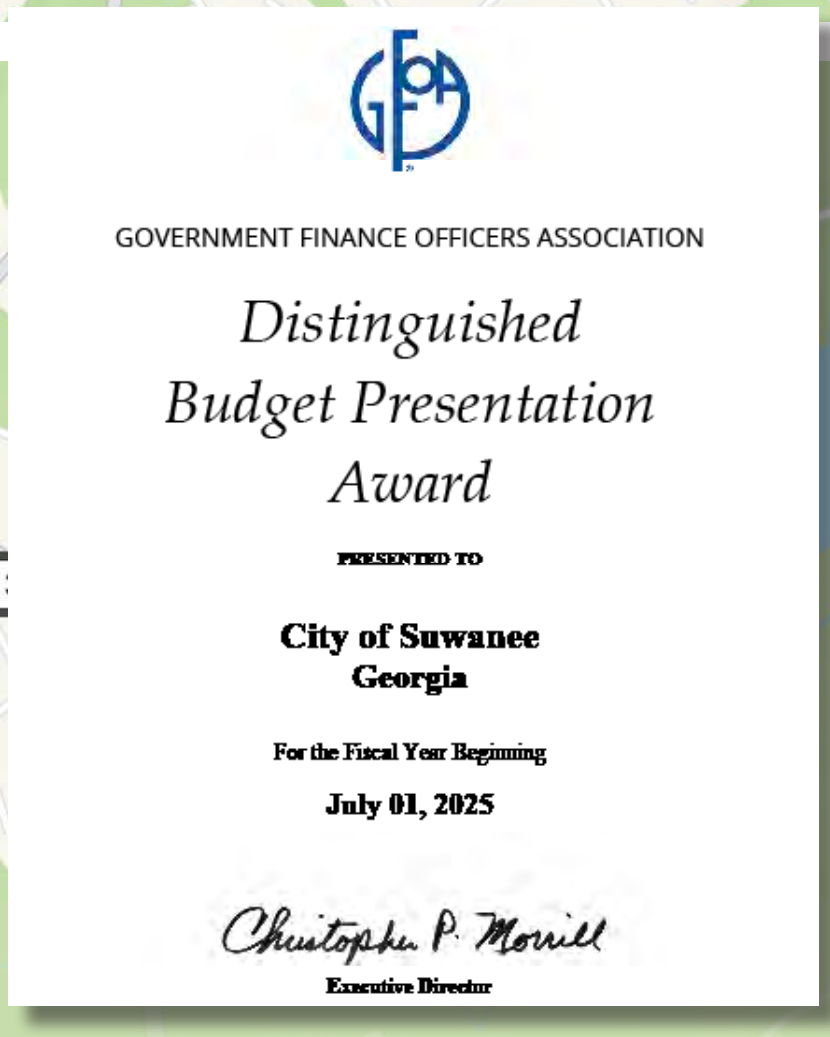
XI. Supplemental Information

Statistical Information 345
Construction - Last Ten Years 346
Awards 346
Assessed and Estimated Value of Taxable Property - Last 10 Years 347
Property Tax Levies and Collections - Last 10 Fiscal Years 348
Principal Tax Payers - June 30, 2026 349
Top Ten Employers 350
Big Ticket Items FY 2027 351

XII. Glossary

Definitions 353
Acronyms 359

GFOA BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Suwanee Georgia

For the Fiscal Year Beginning

July 01, 2025

Christopher P. Morrill

Executive Director





The Government Finance Officers Association (GFOA) of the United States and Canada presented the Distinguished Budget Presentation Award to the City of Suwanee, Georgia for its annual budget for the fiscal year beginning July 1, 2025.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for an award in 2027.

CITY OF SUWANEE, GA



Chief Mooney and officers with friends at the Walmart on Lawrenceville-Suwanee Road

EXECUTIVE SUMMARY

This section provides an overview of the budget and the City's financing. Included are:

- Budget Message
- Outline of the Budget Policies and Procedures
- Organizational Charts
- Budget Comparison by Fund
- Governmental and Proprietary Fund Types Combining Statement
- Authorized Positions Resolution
- Budget Resolution
- Capital Improvement Program Resolution

Suwanee Town Center







JUMP TO TABLE OF CONTENTS

BUDGET MESSAGE

To: **Mayor & Council**

From: **Marvin R. Allen,** City Manager

CC: Department Heads: **Denise Brinson, Amie Sakmar**, **Chief Cass Mooney, Matt Gore, and Josh Campbell,**

Date: June 30, 2026

Re: City Manager's Budget Message for FY 2027

Introduction

The City of Suwanee remains in a strong and stable financial position, capable of providing high-quality city services and an exceptional quality of life. We take pride in delivering an excellent quality of life in Suwanee, supported by our strong and stable financial position. Revenues continue to grow and are well-diversified across multiple sources. The City maintains a comprehensive approach to long-term capital and infrastructure needs, planning for future assets and ensuring the proactive maintenance and replacement of existing assets.

The FY27 budget projects approximately **$11.4 million in accumulated fund balance**. Suwanee continues to hold a **AAA bond rating from Standard & Poor's**. The City's employee pension plan is in excellent financial health, being fully funded at approximately 150% of its obligations as of 1/1/2026 (based on the plan termination basis).

Early each calendar year, the Council and management staff participate in a multi-day strategic planning retreat. At this retreat, the 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 (STWP). The STWP, outlined on page 289, reflects Suwanee's Strategic Plan's seven driving principles. These principles guide the Council's goals and priorities for both short and long-term planning, encompassing areas such as Communications & Engagement, Economic Development, Public Safety, Planning, Community Culture, Parks and Open Space, and Transportation. Significant capital projects recognized as priorities for fiscal year 2027 include:

- Public Safety - New Police Headquarters Facility (Multi-year Project: Design Phase)
- Suwanee Loop Multi-use Trail and Pedestrian Bridge (Multi-year Project: Design and Engineering Phase)
- Rerouting of Suwanee Greenway at Martin Farm Road
- Construction/renovation of Main Street Park
- Various Park Maintenance and Enhancements

Budget Development

In developing the annual budget, City staff analyzes data in multiple ways projecting the upcoming fiscal year's revenues and expenditures. This analysis includes reviewing current and historical revenues and expenditures, evaluating proposed new projects and initiatives, and incorporating current economic conditions, relevant changes in law, and other factors. Some budget items, particularly recurring expenses, or more stable revenue sources are relatively easy to predict and manage. However, other items can fluctuate depending on local and global conditions.

Suwanee's overarching **budgeting philosophy is to estimate and project figures conservatively**. We monitor the budget throughout the year and undertake quarterly budget adjustments if necessary. Additionally, the City maintains 10-year financial projections for both revenues and expenditures in the general fund to assist with long-range financial planning.

An essential component of our budget is the City's Capital Improvement Program (CIP). The CIP, detailed on page 273, is a multi-year financial plan for significant capital projects or purchases. Projects under the CIP include, but are not limited to, improvements for transportation, parks, city facilities, and other capital expenditures. The City's **2027-2031 CIP totals approximately $62.4 million** over the next five years, with funding sourced from past and future SPLOST funding, URA bond funds, local funds on hand, and other approved sources.

The City's Stormwater Utility has introduced approximately $1.5 million annually in dedicated funding for stormwater infrastructure, regulatory compliance, and other stormwater-related activities. The fund also has about $1.5 million in set-aside funds.

This proposed approximately **$22.5 million general fund budget for FY27** provides for maintaining existing service levels, continuing to enhance performance, and improving our facilities.

Executive Summary

Staff is proud to present a **balanced General Fund budget of $20,809,900**. The budget projects the same 4.93 millage rate as in FY26.

GENERAL FUND BUDGET	FY26 (adopted)	FY26 (final)	FY27 (adopted)
Revenues	$ 20,809,900	$ 21,091,900	$ 22,577,130
Other Financing Sources	-	1,700,000	-
TOTAL	**$ 20,809,900**	**$ 22,791,900**	**$ 22,557,130**
Expenditures	$ 20,304,900	$ 20,191,100	$ 21,512,130
Other Financing Uses	505,000	2,600,800	1,045,000
TOTAL	**$ 20,809,900**	**$ 22,791,900**	**$ 22,557,130**

NOTE: *In FY 2026, Other Financing Sources includes 4th quarter capital transfer of $1,700,000 for the capital improvement program pre-funding. Pre-funding Suwanee's Capital Improvement Program allows for pay-as-you-go financing for capital projects.*

Major budgetary highlights for the upcoming year include:

- A **balanced budget of $22,557,130** with no use of fund balance for operating expenses.
- The projected **millage rate remains at 4.93 mills**.
- The budget is approximately **8.4% more** than the adopted FY26 budget ($20,809,900).
- **Revenues are relatively stable**, with some sources rising and others declining slightly. General fund revenues are expected to be lower by 1.0% ($234,770) from $22,791,900 (FY26 final) to $22,557,130 (FY27 adopted), largely due to the City's FY26 fourth quarter contributions of $1,700,000.
- The City expects to receive approximately **$510,000 in Intergovernmental Revenue from Gwinnett County** for E911 services as outlined in the Service Delivery Strategy agreement.
- The adopted budget largely focuses on maintaining the City's current service and staffing levels and existing initiatives such as police and street and park maintenance.
- **Police services** remain the City's largest expenditure category at **$7,820,860**, representing approximately **35%** of the City's overall budget.
- **Annual bond payments totaling about $2.9 million** represent another large expenditure area.
- The budget provides funding for **126 full-time positions and 7 part-time positions**. For FY27 three positions were removed from the authorized position list: Capital Projects Manager, Senior Planner, and Building Inspector. No new positions were added to the FY27 budget.

SPLOST remains a significant source of revenue for the City. The 2023 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 2023 SPLOST was received in June 2023. Current estimates are that the City will have received approximately $31 million by the time the program ends. The funds are restricted to the following categories: Public Safety, Parks and Recreation, and Transportation.

The City's **fund balance remains healthy**. General fund balance is unencumbered cash held by the City. No fund balance is proposed to be used in the FY27 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 $11.4 million** provides around six 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

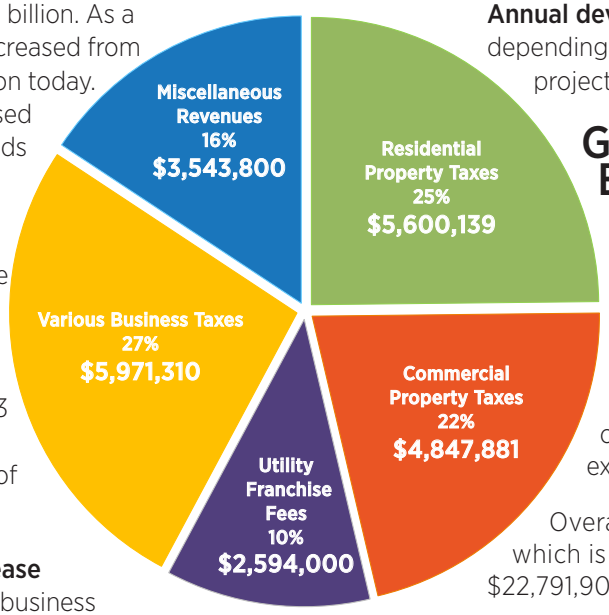
The City is fortunate to have a stable and diverse revenue stream. The City's primary general fund revenue sources include commercial and residential property taxes, utility franchise fees, various business licenses and taxes, fines and forfeitures, and other miscellaneous revenues. While not a general fund revenue, the City also receives substantial sales tax revenue for certain capital purposes through the **2023 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 $2.7 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.

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

BUDGET MESSAGE

anticipates a tax digest of approximately $2.7 billion. As a historical note, the assessed tax digest has increased from about $337 million in 2000 to about $2.7 billion today. With this growth, the City has realized increased revenues along with increased service demands associated with new development.



At **$11,466,020, combined commercial and residential property taxes** make up the single largest category of City revenues. FY27 property taxes are anticipated to be about $647,000 more than projected in the FY26 final budget based on the assumed same 4.93 millage rate. If adopted as proposed, the City will have maintained the millage rate in each of the past fourteen years.

Overall business taxes are expected to increase by about 6.1%. Taxes in this category include business licenses, insurance premiums, and taxes on financial institutions. The FY27 budget projects an increase to generate approximately $240,000.

At **$2,594,000, utility franchise fee payments** from electric, natural gas, cable television, and telephone providers remain a substantial revenue source and are expected to increase $507,000 (24.3%) from FY26. The largest category, electric, is projected to increase by 210,743 or 10%. All four franchise taxes remain relatively stable.

Court Fines are expected to provide a net of $1,300,000 to the general fund for FY27. This is approximately $252,000 more than FY26 adopted budget.

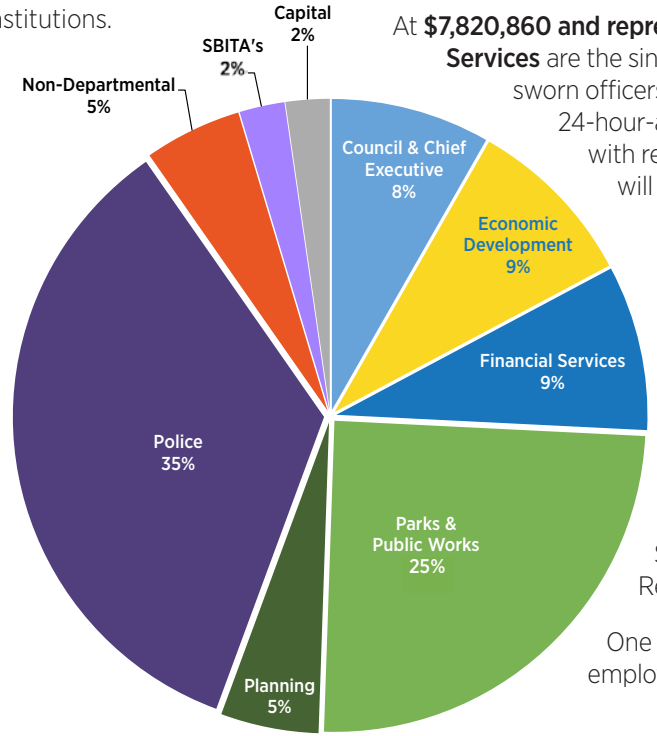
Alcoholic beverage tax revenue also is anticipated to decrease by about $29,000 from last year. At $905,000 the budget for excise taxes, $690,000 is a decrease from FY26, however the mixed-drink tax, $215,000 is expected to increase slightly.

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 projects an increase of $10,510 for FY27 to about $695,310.

General Fund Expenditure Highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. Various costs, especially construction items, materials, equipment, and staffing are rapidly escalating. The **FY27 budget projects $22,557,130 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 $22,557,130 which is an increase from $20,809,900 FY26 adopted and a decrease from $22,791,900 FY26 final.



At **$7,820,860 and representing about 35% of the City's overall budget, Police Services** are the single largest category of City expenditures. Employing 40 sworn officers and 14 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 **$5,583,430, Parks and Public Works is the City's second largest expenditure area (25%)**. This funding pays for 32 full-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 of about $2.9 million will be required this year for annual debt service payments: 2002 Open Space Bonds, 2006 URA Revenue Bonds, and 2017 URA Revenue Bonds.

One significant budget item, healthcare benefit costs for employees, are expected to increase by 11.4%.

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 Community Arts, Confiscated Assets (Police), Community Garden, Hotel/Motel Tax, and Rental Vehicle Excise Tax. These are largely stable and on-going funds. There are no new major issues or concerns with these funds for FY27.

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 **$919,000**, budgeted revenues and expenditures are lower than last year's estimates.

Custodial Fund

The City maintains one custodial 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 must be projected for planning and budgetary purposes. At **$1,847,000**, the FY27 budget projects an increase of about $286,000 compared to the FY26 adopted budget.

Municipal Court generates approximately $153,917 per month in revenue. Of this amount, about $108,333 is transferred each month to the General Fund, while roughly $45,584 is distributed to various trust funds. The City's Indigent Defense Trust Fund is projected to have monthly costs of approximately $8,333 in FY27.

Downtown Development Authority

The **mission of the Suwanee Downtown Development Authority (DDA) is to enhance downtown Suwanee** – including historic Old Town and the Town Center portion of downtown. The City's Downtown Master Plan provides a blueprint for downtown growth and development. Daily administrative operations of the DDA are part of the general fund.

The DDA currently owns five commercial buildings: Pierce's Corner on Main Street, 667 Main Street, 659 Main Street, and 647 Main Street, and 500 Buford Highway. The 500 Buford Highway property is leased to Thrive Coworking. In addition to the annual lease payments from Thrive, the DDA has approximately $1.7 million available for future investment. In recent years, the DDA has partnered with the private sector to support developments that align with the City's vision for a vibrant downtown. The most recent partnership is with Suwanee Circle to establish a food truck park within Town Center on Main.

Capital Project Funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are three categories (Equipment & Vehicles, Parks & Facilities, and Transportation). Within those three categories there are 18 individual 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 2017 SPLOST (expired), and the 2023 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 Maintenance and Resurfacing
- Sidewalk Maintenance
- Stormwater Rehabilitation Projects
- Recreation Enhancements
- Implementing various Master Plans
- Suwanee Loop Multi-use Trail (in design phase)
- Police Headquarters (in design phase)

BUDGET MESSAGE

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 2026 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award.

Budget documents can be intimidating documents filled with numbers and data. Each year our staff takes pride in developing a document that is useful, attractive and readable. Financial Services Director Amie Sakmar leads us through the budget process each year and takes tremendous pride in producing an outstanding and meaningful budget document. Wendy Budd, Billqeece Naqawe, Trinity Hsu, Susan Van Nus, and Shannon Scheels 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.

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

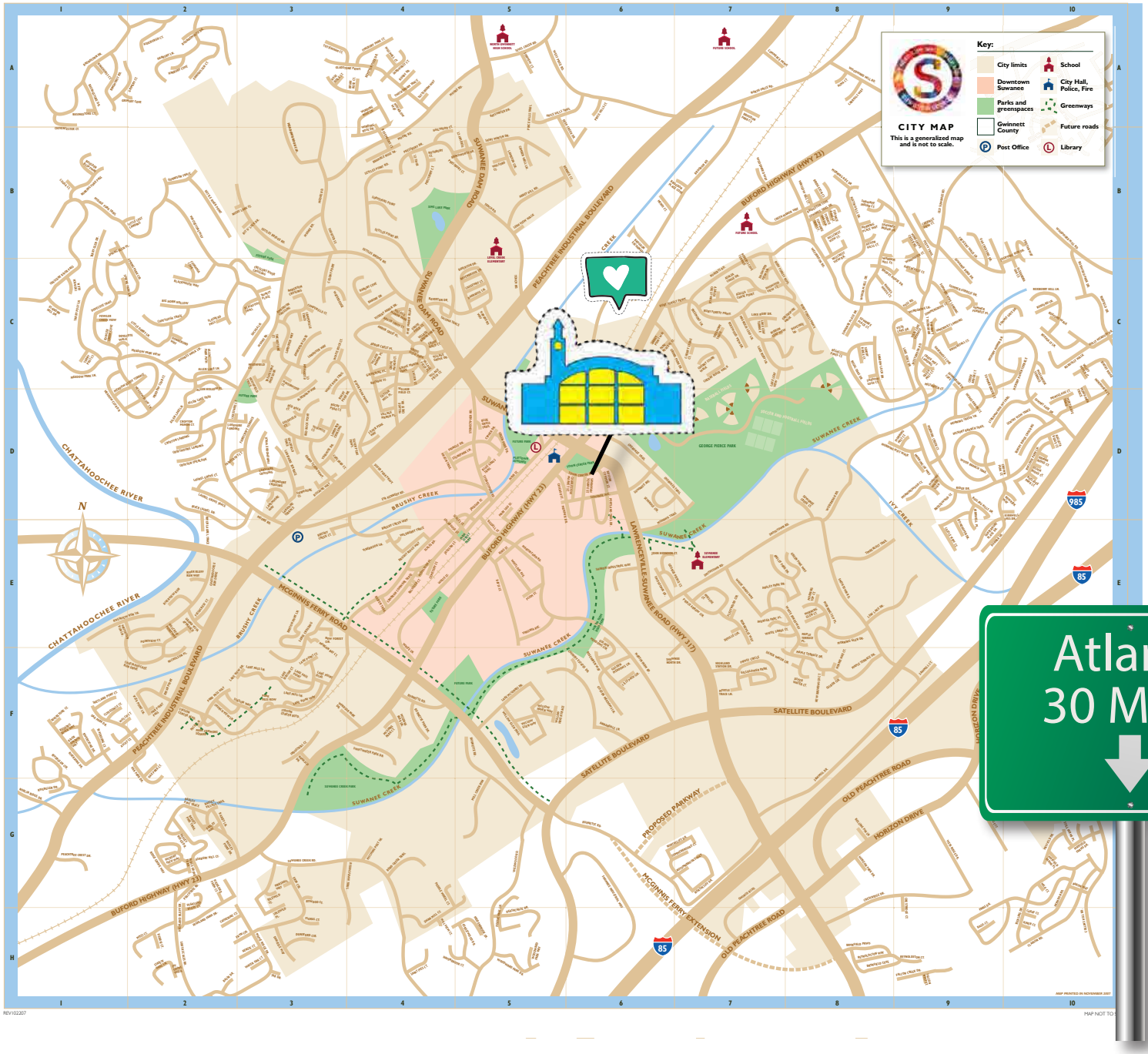
Respectfully submitted,

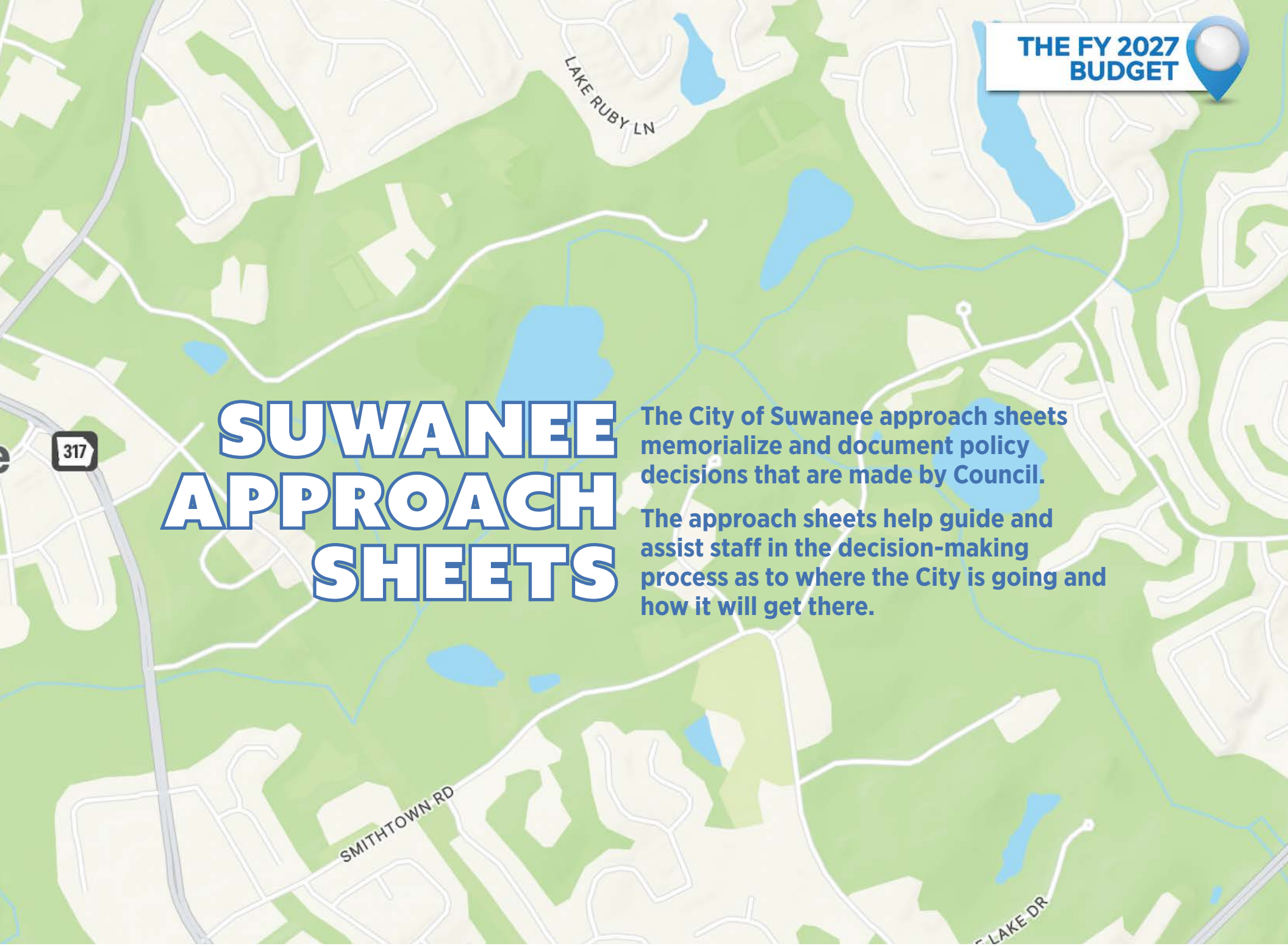
Marvin R. Allen
City Manager



CITY OF SUWANEE, GA

SUWANEE MAP





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 BEING A CITIZEN



Outstanding community events, top-rated schools, and abundant green spaces are just a few of the highlights that make Suwanee an exceptional place to live. As a true Suwanee citizen, you gain access to even more exclusive benefits that make life here uniquely rewarding!

A Suwanee citizen is someone who resides within the official city limits and contributes to the community by paying City of Suwanee property taxes. While over 6S,000 people have a 30024 mailing address, only about 20,000 of those individuals actually live within Suwanee's city limits.

By becoming a citizen of Suwanee, you don't just move to a city-you become part of a thriving, engaged community that's committed to enhancing the quality of life for all its residents.

CITY OF SUWANEE CITIZEN BENEFITS:

LOCAL POLICE DEPARTMENT: Suwanee residents enjoy the peace of mind of having a dedicated, community focused local police department. Programs and resources include:

FASTER RESPONSE TIME: With officers stationed in the city, residents experience quicker response times in emergencies and other situations.

PACT PROGRAM: The Police and Citizens Together (PACT) program assigns a dedicated officer to each neighborhood to build relationships with residents and serve as direct points of contact for addressing community concerns.

FREE HOUSE CHECKS: Heading out of town? Suwanee police offer free house checks for residents who are away.

CITIZENS POLICE ACADEMY: This hands-on, seven-week program gives residents an insider's view of law enforcement, with training in crime scene processing, traffic stops, building searches, and more.

BOARDS AND COMMITTEES: Suwanee encourages citizens to play an active role in shaping the city's future. Volunteer to serve on boards and committees focused on downtown development, parks and recreation, planning and zoning, public art, or city events. These opportunities give residents a meaningful voice in the city's decision-making processes and comprehensive planning efforts.

STREET MAINTENANCE: The City of Suwanee is committed to maintaining safe and well-kept streets and sidewalks year-round. Proactive steps are taken during inclement weather, such as road treatments and coordinated efforts to address snow and ice. Additionally, residents enjoy the benefit of no streetlight taxes.

RENTAL FEES: Suwanee residents enjoy discounted rental fees for the community garden and pavilions in city parks, making it easier to take advantage of these fantastic amenities.

SANITATION: Suwanee citizens are able to select their sanitation company based on personal preferences.

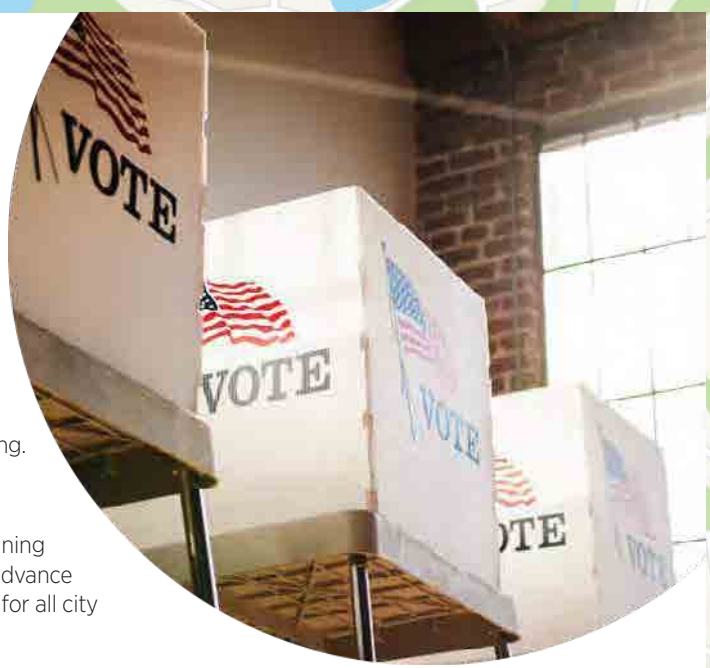
MILLAGE RATE ADVANTAGE: Living in Suwanee doesn't just mean enjoying a high quality of life-it also comes with built-in savings. While the City of Suwanee's millage rate is 4.93 mills, residents benefit from a reduced county millage rate of just 2.97 mills. This reduction is thanks to Suwanee's independent police services and its forward-thinking approach to planning and development.

SUWANEE'S APPROACH TO ELECTIONS

The City of Suwanee is dedicated to conducting **transparent, fair, and secure elections**. Below is an overview of how elections are handled, from voter registration to election day procedures.

Voter registration is managed by the Gwinnett County Voter Registration office. Anyone needing to register or update their address should contact that office directly.

Each year, the city keeps up with state and local election laws to ensure compliance. Pursuant to the **Official Code of Georgia, Title 21, Chapter 2**, the Election Superintendent follows Georgia's election laws and uses them as a guide throughout the Process.



PLANNING, PREPARATION, AND TRAINING

Planning for elections starts early, with a detailed timeline covering key dates like candidate qualifying, financial disclosure deadlines, and election logistics. The city makes sure funding, staffing, and equipment are in place. The Election Superintendent and Absentee Ballot Clerk are certified and stay up to date with legal requirements through ongoing training.

CANDIDATE QUALIFYING

Candidates must meet certain requirements, including living in Suwanee for at least 180 days before qualifying and maintaining residency if elected. Legal ads are published to inform the public about qualifying dates and fees, as well as ballot details, advance in-person voting dates, election day voting dates, and the polling location. Suwanee City Hall serves as the polling location for all city elections.

VOTING METHODS AND DATES

ELECTION DAY: Election Day in General Elections is on the first Tuesday after the first Monday in November. Special Elections may be scheduled in March, May, September, or November if needed.

ADVANCED IN-PERSON VOTING: Early in-person voting starts on the fourth Monday before an election and runs through the Friday before election day, including two Saturdays.

ABSENTEE BY MAIL VOTING: Absentee by mail voting is available for those who apply within the legal timeframe, and ballots are mailed to eligible voters.

For more information about Suwanee's elections, visit Suwanee.com/GovernmentNoting-Votacion, or contact the Election Superintendent at 770-945-8996.

SUWANEE'S APPROACH TO PUBLIC WORKS

THE CITY OF SUWANEE VALUES HIGH QUALITY PROVISION AND MAINTENANCE OF:

INFRASTRUCTURE (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).



15	8	68	32
BUILDINGS MAINTAINED	**PARKS MAINTAINED**	**STREET MILES MAINTAINED**	**FULL-TIME STAFF MEMBERS**

TO MAXIMIZE THE EFFICIENCY, EFFECTIVENESS AND RESPONSIVENESS OF OUR EFFORTS. THE CITY MANAGES RESOURCES WITHIN A SYSTEM OF PRIORITIES:

CONTRACT for work that is infrequent, involves specialized skills or requires purchase and maintenance of expensive equipment with an extended return on investment, such as snow removal, street sweeping, sidewalk repairs, asphalt patching, etc.

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

ADDRESS functional defects and safety or risk management issues first, such as sinkholes or missing road signs first, followed by cosmetic infrastructure issues, such as a tree fallen in a park meadow, as allowed

DEVELOP long-range plans that drive resource planning and allocation using the assistance of technical experts (The Facilities Maintenance Plan, 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).

USE assistance of technical experts to develop long-range plans

SEEK creative and innovative solutions to issues, such as creating an attractive solution (planter islands) to reduce speeding on Eva Kennedy Road or developing an irrigation well for a water supply source for the Town Center Park lawn

PROVIDE multiple platforms for citizens to communicate concerns and service requests

FUTURE EFFORTS: Public Works will continue budgeting for and implementing the Facilities Maintenance Plan, which will ensure municipal facilities, parks, and their structures receive regular and preventative maintenance and do not develop functional defects, safety, or risk management problems. Work on the annual maintenance programs - street resurfacing, stormwater, etc. - will continue in order to keep the city's infrastructure in good condition as it ages.

APPROACH SHEETS

SUWANEE'S APPROACH TO PARKS & RECREATION



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

PASSIVE VERSUS ACTIVE RECREATION

Passive recreation enhances the open space aspect of a park by providing a minimal intensity of development for unstructured play, such as walking, picnics, kite flying, bike riding, interactive fountains, disc golf courses, and exercise. **Active recreation** involves more intensive development, such as ballfields, skate parks, and aquatic centers, supplemented by programmed activities, such as athletic leagues and classes. Gwinnett County offers active recreation opportunities at George Pierce Park and other nearby county parks.

The decision to focus on passive recreation impacts the City's organizational structure, costs and budgeting with respect to parks and recreation. The city does not operate a traditional parks and recreation department, Suwanee spreads park and recreation functions among existing departments with complementary functions. Public Works handles maintenance and special events support. Economic & Community Development plans activities that take place in the parks.

PAST AND RECENT EFFORTS

2001, the city owned 16 acres of open space/parkland. Residents relied on non-city facilities to meet their recreation needs - Gwinnett County's George Pierce Park, neighborhood recreation areas, and private facilities, such as Suwanee Sports Academy or fitness centers. This lack of park facilities led to the initiation of the **Recreation and Open Space Needs Assessment** in 2001, a community involved master planning effort aimed at identifying critical land for preservation and/or recreation and assessing recreation programs and activities available to residents. Following the City's adoption of this assessment, residents voted to support a **$17.7 million open space bond initiative** to help fund the acquisition of land and development of parks and trails in pursuit of enacting the Open Space Plan. Of particular importance was the assessment finding that **active recreation opportunities are well provided by the county, allowing the city to focus on providing parks for passive recreation.**

The city completed the final project, funded by voter endorsed bond proceeds, the 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. Examples of park enhancement projects include: **Big Splash Fountain** in Town Center Park; the **amphitheater/outdoor classroom** and an orchard in White Street Park; **shade structures** in Town Center Park and Sims Lake Park; **Brushy Creek Greenway** in Delay Nature Park; the **disc golf course** in Suwanee Creek Park; the **dock** at Sims Lake Park and most recently the completion of **Town Center on Main**. Much of the funding for completion of these projects comes from SPLOST programs.

DID YOU KNOW?

Suwanee residents express a preference of passive parks. Based on this direction, the city focuses efforts on acquiring land for 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 SEVEN NEW PARKS: Town Center Park, Suwanee Creek Greenway, Play Town Suwanee, Sims Lake Park, Suwanee Creek Park, White Street Park, and the recently completed Town Center on Main & Delay Nature Park

ACQUISITION OF LAND FOR FUTURE PARK SITES

***For more information, please see the Suwanee Recreation and Open Space Needs Assessment (2001), 2040 Comprehensive Plan, (2019), Capital Improvement Program, City of Suwanee Annual Budget, and/or suwanee.com*

SUWANEE'S APPROACH TO ENVIRONMENTAL STEWARDSHIP

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



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, No Idling Policy for city vehicles, Environmental Preferable Purchasing Policy.

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, Bring One for the Chipper Program, Recycling Programs in buildings and parks, Glass Recycling Program at Public Works Facility.

PROGRAMS

- **GREEN SPACE INITIATIVE** – Purchased/acquired 372 acres of open space for preservation and passive recreation.
- **GREEN COMMUNITY** – Achieved Silver Certification by adopting a series of regulations related to purchasing policies and community infrastructure policies.
- **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 implementation of erosion control best management practices
- **STREAM BUFFER PROTECTION ORDINANCE** – Requires buffers along streams.
- **DEVELOPMENT REGULATIONS** – Requires sidewalks along all roads, requires detention as needed and water quality best management practices as well as channel protection.
- **FLOOD PLAIN MANAGEMENT ORDINANCE** – Ensures that development does not occur in floodplain areas, and where it does ensure 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.

***For more information, please see the City of Suwanee Zoning Ordinance, Pedestrian and Bicycle Plan, and/or the City of Suwanee Development Regulations.*

APPROACH SHEETS

SUWANEE'S APPROACH TO PUBLIC SAFETY

The Suwanee Police Department is **nationally accredited** by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is certified by the State of Georgia. Suwanee is **one of only 63 CALEA-accredited law enforcement agencies in Georgia**, underscoring its commitment to professionalism and excellence.

The Police Department provides patrol, investigations, and support operations. Mutual aid agreements with neighboring jurisdictions extend specialized resources such as **K9 units, SWAT teams, and other critical services. Its state-of-the-art Training Center/Substation**, opened in 2012 near the I-85 interchange, bolsters training capabilities and police visibility in the area.



40	14	49K	4:19	3:56
SWORN POSITIONS	CIVILLIAN POSITIONS	CALLS FOR SERVICE (ANNUALLY)	RESPONSE TIME FOR NON-EMERGENCIES	RESPONSE TIME FOR EMERGENCIES

At the heart of Suwanee's approach is Community Oriented Policing-a philosophy rooted in building strong partnerships between police and citizens. This proactive approach focuses on community interaction and police visibility.

COMMUNITY ORIENTED POLICING:

By emphasizing open communication, trust, and collaboration, the department empowers the community to play an active role in addressing crime and disorder. Programs such as Police And Citizens Together (PACT), the Citizens Police Academy (CPA), and Caring Officers Providing Support (COPS) reinforce this philosophy and deepen the connection between officers and residents.

HIGH POLICE VISIBILITY AND CRIME DETERRENCE:

The department prioritizes high police visibility, a proven strategy for crime prevention. By strategically placing officers in key locations at peak times, Suwanee Police create a strong deterrent effect, giving criminals the impression that "police are everywhere." This visibility extends to regular traffic enforcement, which not only reduces accidents but also uncovers other more serious offenses during traffic stops.

A BRIGHT FUTURE OF INNOVATION AND EXCELLENCE:

As Suwanee continues to grow, its police department remains committed to evolving alongside the community. Police operations are continuously assessed to ensure resources meet demand, while the department explores innovative technologies and practices to enhance service delivery.

AUTOMATIC LICENSE PLATE READER (ALPR) CAMERAS: These mobile and stationary cameras positioned strategically throughout the city enhance officer efficiency by alerting officers to potential criminal activity, stolen vehicles, and missing persons. This significantly expands the department's ability to monitor and respond in real time.

RADAR SPEED NOTIFICATION SIGNS: Promoting traffic safety by raising driver awareness.

RAPID SOS: Enhancing dispatcher capabilities by mapping 911 calls and enabling text communication with callers for improved response accuracy and efficiency.

SUWANEE CARES: Officers are dispatched with a trained mental health clinician when a call is received pertaining to a possible mental health situation. This partnership helps those in the community who may be experiencing a mental health crisis to get the help that they might not have otherwise. Clinicians also have the ability to follow-up with patients to provide specific resources.

***Residents consistently rate police services highly, with 95% of the 2022 National Citizen Survey describing the overall feeling of safety in Suwanee as excellent or good. These achievements reflect the department's dedication to making Suwanee a safe, vibrant community for all.*

SUWANEE'S APPROACH TO MUNICIPAL COURT

Suwanee Municipal Court handles **traffic offenses, misdemeanors, and local ordinance violations within city limits**. Judges and prosecutors serve part-time, appointed by the City Council, while a full-time Clerk of Court manages daily operations with a staff of Deputy Clerks. Suwanee police provide security, and civilian bailiffs assist both in the courtroom and throughout the court building, ensuring smooth operations and safety.

Citizens value **fairness and respect** in court more than simply "winning" or "losing." As a first point of contact with the judicial system for many, Suwanee's Municipal Court prioritizes **professionalism, efficiency, and fairness** in every interaction. Its goal is to **educate, promote safer choices, and reduce repeat offenses** while maintaining **public trust**.

Suwanee Municipal Court strives to provide a fair, efficient, and customer-friendly experience for all who walk through its doors. Whether through **innovative technology, language accessibility, or second-chance programs**, its goal is to ensure that every court user is treated with **respect, integrity, and professionalism**. The court is committed to upholding the law while fostering trust and confidence in our judicial system.



11K
Average number of cases processed each year

95%
Average percentage of cases disposed monthly

CUSTOMER FRIENDLY CONVENIENCE

Suwanee minimizes disruptions to court users' lives through:

MORNING & AFTERNOON SESSIONS TO ACCOMMODATE SCHEDULES

MANAGEABLE DOCKETS FOR SHORTER WAIT TIMES

IN-PERSON PAYMENT AND 24/7 ONLINE OR BY PHONE PAYMENT OPTIONS

PROBATION SERVICES WITH JOB READINESS SUPPORT, GED PREP, AND MORE

HOPE COURT: A SECOND CHANCE FOR YOUNG OFFENDERS

Since 2015, Hope Court has offered first-time offenders under 21 an opportunity to complete a safety course, pay a program fee, and receive a modified sentence. Held monthly, this program involves both teens and parents in shaping a positive path forward.

LANGUAGE ACCESSIBILITY

Language Court ensures non-English speakers receive proper assistance. Suwanee works with officers to identify those in need, providing interpretation services for smooth communication. Additionally, two of the court's judges are fluent in Spanish and Korean, making the court more accessible to all.

A LEADER IN TECHNOLOGY

Suwanee Municipal Court was Georgia's first paperless court, handling all records digitally from ticket issuance to case resolution. This innovation improves efficiency, accuracy, and data security. Suwanee Municipal Court has been recognized statewide for setting the standard in modern court operations.

APPROACH SHEETS

SUWANEE'S APPROACH TO FINANCE



Suwanee's Financial Services Department utilizes 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 annual comprehensive 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 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 allows for a consistent millage rate for property taxes and generating revenue from a variety of sources, including local businesses, residents, and visitors.

Millage Rate: 4.93 mills

Suwanee's millage rate has been the same or decreased each year of the past 23 years

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 Financial Services 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, please see the Budget Policies and Procedures, Debt Management Policy, Fund Balance Policy, Annual Comprehensive Financial Report (ACFR), Annual Budget Document, Popular Annual Financial Report (PAFR), Five Year Capital Improvement Plan (CIP), Annual Short Term Work Program (STWP), and/or budget.suwanee.com.

***For More Information , please see the Budget Policies and Procedures, Debt Management Policy, Fund Balance Policy, Annual Comprehensive Financial Report (ACFR), Annual Budget Document, Popular Annual Financial Report (PAFR), Five Year Capital Improvement Plan (CIP), Annual Short Term Work Program (STWP), and/or budget.suwanee.com.*

SUWANEE'S APPROACH TO HUMAN RESOURCES



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.

RECRUITMENT

- **ADVERTISE OPEN POSITIONS** in diverse avenues (website, 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 OPPORTUNITIES** for employees such as coaching, lunch and learn, and challenges
- **CONDUCT MARKET STUDY** periodically to ensure salaries are competitive with the market and benefits
- **CONDUCT CLASSIFICATION AND COMPENSATION STUDY** every 3-4 years to review job descriptions including task analysis, salary structure and marketable salaries.
- **PROVIDE AN EMPLOYEE BENEFITS PACKAGE** that is competitive and cost-effective
- **REVIEW THE HUMAN RESOURCES POLICIES AND PROCEDURES** to keep policies and procedures current and up to date.
- **PROVIDE EDUCATION/TRAINING OPPORTUNITIES** for employees for employees by supporting continuing education, providing funding for onsite and offsite training for employees, and providing a tuition reimbursement program for full-time employees desiring higher education
- **COACH/ADVISE MANAGERS AND STAFF** regarding employee relations matters
- **ASSIMILATE NEW EMPLOYEES** into the city's culture through on boarding culture program

COMPLIANCE

- **MONITOR VERIFICATION** for new employee work eligibility through E-Verify
- **RESEARCH AND ANALYZE FEDERAL AND STATE LAWS** to ensure compliance.
- **CONTINUE TO ATTEND TRAINING** to stay informed on 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.

EVERYDAY ACTIVITIES INCLUDE:

Benefits administration, compensation, Human Resources policies and procedures, employee relations, employee wellness program (Cigna designation healthy workforce), E-Verify, pension, recruiting

APPROACH SHEETS

SUWANEE'S APPROACH TO TRANSPORTATION



Suwanee partners with state and county transportation departments to provide for the community's transportation needs. The City 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 Department of Transportation build and maintain major roads, with Gwinnett County also managing traffic signals, allowing the City to focus on localized mobility.

The City's efforts are primarily to **connect destinations** (jobs, schools, services, etc.) throughout the community to minimize travel need and allow locals to reach local destinations more easily. The City values **slower vehicle speeds** and works to calm traffic in various ways. The City's local transportation actions can be summarized by four primary focus areas: **1) connectivity; 2) safety; 3) maintenance; and 4} providing alternative transportation.**

A significant transportation project (funded with the assistance of federal grants) was the **reconstruction of Buford Highway to make it function more like a city street** that allows for pedestrians and cyclists to use the corridor as comfortably as motorists. More City projects include the construction of the **Brushy Creek Greenway** and **sidewalk projects** that connect existing sidewalks to improve the overall sidewalk system.

PLANNING

The City regularly undertakes transportation studies and planning efforts, with public input to identify transportation issues, solutions, and potential projects. Past studies have included:

- SUWANEE 2030 COMPREHENSIVE PLAN
- 2040 COMPREHENSIVE PLAN
- 2015 DOWNTOWN SUWANEE MASTER PLAN
- BUFORD HIGHWAY TRANSPORTATION STUDY. 2010
- GWINNETT COUNTY'S 2050 COMPREHENSIVE TRANSPORTATION PLAN. 2024
- GWINNETT COUNTY TRANSIT PLAN, 2023

PAST CITY PROJECTS

- **BETTER BUFORD HIGHWAY:** Buford Highway Reconstruction and Roundabout
- EVA KENNEDY ROAD AND SETTLES BRIDGE ROAD TRAFFIC CALMING AND SIDEWALKS
- PEDESTRIAN BRIDGE OF SUWANEE CREEK
- PEDESTRIAN TUNNEL UNDER THE RAILROAD
- SIDEWALKS AND SHARROWS (SHARE THE ROAD MARKINGS} THROUGHOUT THE CITY

Some examples of planned future projects are: sidewalks, pedestrian bridge over Peachtree Industrial Blvd., and multi-use trails.

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 2040 Comprehensive Plan. The 2040 Plan identifies **character areas** throughout the City, each with its own form, land use composition, and future development goals. City plans are updated on a regular basis. For instance, the city will be updating the 2040 Comprehensive Plan.

CHARACTER AREAS

Decisions regarding development and redevelopment of 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 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 of suburban commercial development.
- **SMITHTOWN ROAD** is an example of large lot suburban development.
- **SUWANEE GATEWAY** is transitioning from an aging commercial interstate interchange to a high intensity class 'A' office area with supporting hospitality.

VISION STATEMENT

"Suwanee 2040 will be a safe, fun, attractive, inclusive, evolving city with a unique, vibrant downtown that is well-connected to established neighborhoods and commercial/employment opportunities. Neighborhoods farther from downtown will be largely suburban, while development types closer to downtown will be taller, denser, and highly walkable. Town Center will be the city's economic, social, and cultural hub. Historic Old Town will be characterized by a mixture of old and new quaint smaller scale development integrated into the existing fabric. Suwanee Gateway will serve local and regional commercial and employment needs. Established neighborhoods will continue to be an essential source of quality homes attractive to families. Art, parks, greenways, and open space will be important elements for recreation and identity. Suwanee will continue to grow in a deliberate manner than enhances the city's varied communities and quality of life." - **2040 Comprehensive Plan**

***For more information, please see suwanee.com/services/documents-downloads for access to the city's current and previous comprehensive plan and other master plans related to downtown, parks, and pedestrian transportation plans.*

APPROACH SHEETS

SUWANEE'S APPROACH TO SUWANEE GATEWAY



A VISION FOR REDEVELOPMENT

The Suwanee Gateway program represents a critical focus for revitalization, branding, and growth. It also encompasses the 1-85 interchange at Lawrenceville-Suwanee Road (exit 111) and adjacent areas, a key commercial hub for local and regional needs. While the area has seen successful development, significant opportunities remain for transformative redevelopment to solidify the Gateway as a vibrant, regional activity center.

OPPORTUNITIES FOR GROWTH

Suwanee Gateway's strategic location and untapped potential make it the ideal site for **high-intensity mixed-use office developments** that provide both local and regional appeal.

STRATEGIC LOCATION: Suwanee Gateway sits between two major regional hospitality and entertainment hubs:

- **SUGARLOAF (EXIT 109)**: Home to the Gas South Entertainment District
- **MALL OF GEORGIA (EXIT 115)**: Anchored by the Mall of Georgia and The Exchange@ Gwinnett

TARGETED REDEVELOPMENT AREAS: The northwest quadrant offers opportunities for planned mixed-use developments, including potential for medical, educational, or corporate campuses. Redevelopment could incorporate over 2 million square feet of commercial space, 400 multifamily units, and pedestrian-oriented streetscapes.

CITY INVESTMENTS

The city, with the county and state participation, has taken proactive steps to prepare Suwanee Gateway for growth:

- **TRANSPORTATION IMPROVEMENTS**: Construction of the McGinnis Ferry Road Extension and a new 1-85 interchange
- **PROPERTY UPGRADES**: Demolition of derelict structures and land banking for strategic redevelopment
- **STREETSCAPING**: Enhanced pedestrian-friendly infrastructure near the 1-85 interchange
- **CODES ENFORCEMENT**: Addressing eyesores and obsolete structures to encourage redevelopment
- **TAX ALLOCATION DISTRICT (TAD)**: Strategically leveraging properties within the Gateway area to encourage redevelopment (currently, we do not have concurrence with Gwinnett County or School Board)

VISION FOR THE FUTURE:

Suwanee Gateway redevelopment will:

- **CREATE A REGIONAL HUB** with modern, high-intensity commercial and mixed-use development
- **ENHANCE PEDESTRIAN ORIENTATION** through connected streetscapes, parks, and plazas
- **DIVERSIFY EMPLOYMENT OPPORTUNITIES** through corporate office, retail, and professional services
- **SUPPORT RESIDENTIAL USES** as part of planned developments that integrate seamlessly with the area's commercial growth

***For more information, please see please see the 1-85 Business District: Competitive Assessment & Development Strategy Report (2005), Suwanee Gateway Branding Plan (2007), Redevelopment Plan for the Suwanee Gateway Tax Allocation District (2007), 2040 Comprehensive Plan (Suwanee Gateway Character Area), and/or visit www.suwanee.com.*

SUWANEE'S APPROACH TO ECONOMIC & COMMUNITY DEVELOPMENT



Vibrant, economically strong communities are well-rounded places with a diverse mix of businesses, services, and amenities. Suwanee is not a traditional industrial or manufacturing town; rather, it is a modern suburban community that operates within a broader regional framework. While the city is not located on the coast, anchored by a major university, or adjacent to an international airport, Suwanee benefits from excellent housing, great schools, world-class parks, and a rich cultural diversity.

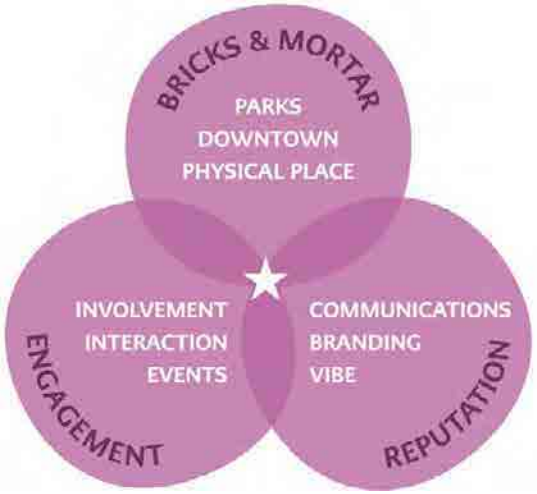
The City of Suwanee's economic and community development approach focuses on creating a place and atmosphere that attracts people and businesses who choose locations based on quality of place, which in turn supports stronger and more resilient economies. These include knowledge-based workers and creative professionals such as engineers, architects, educators, artists, and technology workers-many of whom have flexibility in where they choose to live, work, and operate businesses. Rather than pursuing large industrial recruitment, the City's foundational strategy is to build an interesting, high-quality community where these individuals want to locate, generating broad benefits for residents, businesses, and the local economy.

ECONOMIC DEVELOPMENT (ED)

Suwanee has two key areas of economic development: **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 maximize its reach in business recruitment activities. The city participates in and supports Partnership Gwinnett, which serves as its principal external business recruitment/retention arm, and utilizes customary approaches to these regional economic development efforts. In other words, Partnership Gwinnett focuses on recruitment while the city works to make Suwanee a highly desirable place where people want to be.

QUALITY OF LIFE (QL)

Advances in technology have made it easier than ever for people and businesses to choose where they locate based on quality of life. More than ever, businesses are locating based on where their employees want to live. While quality of life means different things to different people, it is largely shaped by a community's offerings. **The diagram below** illustrates the three primary themes that drive Suwanee's quality-of-life priorities. These areas are interconnected and collectively play a critical role in attracting creative stakeholders, including both talent (people) and businesses.



JUMP TO TABLE OF CONTENTS

APPROACH SHEETS

SUWANEE'S APPROACH TO ECONOMIC & COMMUNITY DEVELOPMENT (CONTINUED)

CITY'S FOCUS AREAS:

CITIZEN COMMUNICATION includes the newsletter, website, e-newsletter, social media, etc. (Engagement, Reputation)

DOWNTOWN DEVELOPMENT (including Town Center and Old Town Suwanee) is a primary driver in the economic engine of Suwanee, maintaining a vibrant business community and hip vibe that are essential to our overall ED approach. (Bricks and Mortar, Reputation)

SUWANEE GATEWAY is a revitalization and branding initiative focused on the I-8S interchange. (Bricks and Mortar, Reputation)

BUSINESS RELATIONS provide a business-friendly environment and support structure. (Engagement and Reputation)

CITY EVENTS can involve partnering with media entities and other organizations to leverage marketing and branding platforms. The city produces and hosts 40+ open-to-the-public events each year. Additional event-related activities include the farmers market and business-focused programs. (Engagement, Reputation)

MEDIA RELATIONS and outreach, including press releases, are communicated regularly to various media. (Reputation)

CREATIVE ADVERTISING by the city can be found in local, regional, and state publications. (Reputation)

CULTURAL ENHANCEMENTS and amenities, primarily public art, are nurtured and developed as a recognized element of creating a vibrant place. (Bricks and Mortar, Engagement, Reputation)

COMMUNITY ENGAGEMENT is initiated by proactively welcoming and encouraging citizens to volunteer for events, serve on boards, and participate in various planning session s and other efforts. Youth participate through the Suwanee Youth Leaders program and events. (Engagement, Reputation)

***For more information, please see the 2040 Comprehensive Plan, Suwanee New Town Center Master Plan (2003), 1-85 Business District: Competitive Assessment & Development Strategy Report (2005), Suwanee Gateway Branding Plan (2007), Downtown Suwanee Master Plan (2015), Public Art Master Plan (2015), Suwanee.com.*



SUWANEE'S APPROACH TO COMMUNICATION



Quality communication is a key component in building, maintaining, and enhancing a sense of community. 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.

GOALS

The city takes great effort (and pride) to **present accurate, informative, consistent, and interesting information in a manner that is accessible**. Beyond that, the city also strives to provide information in interesting and creative ways to engage readers and often, call 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 conversation**. Suwanee provides **various means through which citizens may provide feedback, request services, make comments, and share information**. Citizens may request services or contact the city via the website, social media, phone calls, or email. 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, a primary goal of Suwanee's communications materials is to promote and re-enforce the city's reputation as a regional role model. Communication efforts seek to **position and promote the Suwanee brand**.

COMMUNICATION TOOLS

The Communications and Marketing Manager 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. The many media utilized by the City of Suwanee are:

THE CONNECTS NEWSLETTER is published five times each year and mailed to every city residence and business. The 2022 National Citizen Survey noted that 89% of residents read the Connects newsletter.

THE WEBSITE, suwanee.com is continually updated and hosts approximately 35 ,000 sessions monthly. The city also hosts suwaneefest.com.

MEDIA RELATIONS include Suwanee's press release distribution database, consisting of about 50 media outlets. In 2024, press releases resulted in more than 120 placements; good photography also plays a large role in supporting quality media placements.

THE SOCIAL MEDIA program is very active and robust, including Facebook, YouTube, Instagram, and Linked In.

*CITY OF SUWANEE 31,200 FOLLOWERS *as of 2024*

*@CITY OF SUWANEE 14,400 FOLLOWERS *as of 2024*

E-MAIL BLASTS are sent in a timely manner by the city to nearly 4,000 subscribers.

BROCHURES/PUBLICATIONS are designed to attract residents, visitors, and businesses to the city, provide information about the budget, police services, etc., and/or serve specific purposes (e.g., annual report, event postcard, maps).

ADVERTISING is used primarily to enforce the city brand in magazines, newspapers, internet sites, etc.

VIDEO on the website provides an overview of the city, primarily for visitors. The city is considering ways to expand its future use of video.

APPROACH SHEETS

SUWANEE'S APPROACH TO EVENTS & OUTREACH



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 Economic and Community Development Department houses the event planning staff, but the scope of events involves coordinating staff from public works, marketing communications, and the police department. Additional event-related activities include the farmers market and focused programs.

Suwanee events are multifaceted and may cater specifically to **families, adults, fitness buffs, foodies, music fans, cultural interests**, or all of the above1 The event calendar is evaluated annually to add new and appealing features the changing needs of city demographics and capture trends that keep Suwanee fresh and vibrant-all returning events, which have become Suwanee traditions.

OUTREACH AND IMPACT

While the city uses events as a promotional tool for the area, it also sees them as a way to help create and mold Suwanee's image and reputation. Many events involve **partnering with media outlets and organizations** around the Atlanta metro area to leverage **marketing, attendance, and reach**. The city hosts a wide variety of activities that are reflective of the interests of the residents within Suwanee as well as the larger Gwinnett community and beyond. Several events have garnered **local and regional award-winning status**, and hotels, businesses, and restaurants in Suwanee report a positive impact on days surrounding these and other major events.

COMMUNITY ENGAGEMENT

The city loves to engage with its citizens in various ways. Empowering diverse talents makes Suwanee a great community in which to get involved. Students also have the opportunity to build a volunteer resume of hours over time.

CURRENT VOLUNTEER OPPORTUNITIES: Citizens Police Academy, Downtown Development Authority, event volunteers, Harvest Farm Board, PACT Program, Planning Commission, Photographers & Video Production, Police Explorers, Public Art Commission, Scout Projects, Suwanee Fest Committee, Suwanee Youth Leaders, Urban Redevelopment Agency, Welcome Center Attendants, Zoning Board of Appeals

SUWANEE'S AWARD WINNING EVENTS INCLUDE:

Suwanee Half Marathon, Suwanee American Craft Beer Fest, Atlanta International Night Market & Glow in the Park, Summer Porch Jam, August Concert, Suwanee Fest, Jolly Holly Days,+ MORE!

AWARDS PRESENTED BY SOUTHEAST FESTIVALS & EVENTS ASSOCIATION INCLUDE:

Most Creative Idea, Best New Event, Best Children's Program, Best Festival, Best Event Photo, Best Photo Op, Best Mascot, Volunteer of the Year, Sponsor of the Year, Best Event Program, Best Social Media Campaign, Event Professional of the Year (Events & Outreach Division Director & Special Projects Manager), Best T-Shirt

***For more information, please see suwanee.com and suwanee.com/events.*

SUWANEE'S APPROACH TO ARTS & CULTURE



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 mind and in turn set the stage for a **stronger creative economy**. economy. It is a 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

According to **95% of residents** who were surveyed in 2022, Suwanee is an "excellent" or "good" place to live. A key factor in taking Suwanee to the next level is a **commitment to the arts**, with a focus on public art. Public art not only **enhances and defines public spaces**, but also creates a **sense of identity**, sparks 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:

ART+ PLAY: Art projects should reflect and celebrate Suwanee's active and playful spirit.

ART+ CITY IMAGE: Art projects should reinforce the major urban design connections in downtown Suwanee and the major activity centers of the city.

ART+ TEMPORARY: Suwanee's art can create a dynamic, ever-changing, engaging cityscape by creating a wider variety of short-term projects, rather than investing all resources in permanent projects.

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 two 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 city. A developer guide is in place and all development projects within the city must come before the PAC. As a result 25+ pieces of public art have been added throughout the city.

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 and Transformation mural on the municipal court building.

SUWANEE ARTS CENTER – In 2016 the North Gwinnett Arts Association (NGAA), in partnership with the city, opened a center for the arts providing art classes that cover various mediums, as well as studio and gallery space for its member artists. The Suwanee Arts Center houses the Suwanee Welcome Center, and partners with the city on art-related events and initiatives such as the annual Suwanee Arts Festival.

UNIQUE PIECES – A section of the Berlin Wall and "Remembrance," a World Trade Center display, were installed by the city in Town Center Park 2013. Suwanee also owns a two-ton remnant of steel from one of the iconic twin water towers located near Jimmy Carter Boulevard, visible from I-85 for 35 years before being torn down. The city has incorporated this piece of Gwinnett County's history into a public art display at Town Center on Main.

APPROACH SHEETS

SUWANEE'S APPROACH TO DOWNTOWN DEVELOPMENT



For over two decades, the City of Suwanee has pursued a collaborative, **people-centered** strategy to revitalize its downtown. While still operating as a traditional Main Street program, Suwanee has evolved to bring together economic development, planning & development, public art, events, and communications. By unifying these efforts under a shared framework, the city ensures a cohesive and strategic vision for growth. Guided by the Main Street approach of **organization, promotion, design, and economic vitality**, Suwanee ensures a flourishing, forward-thinking community.

UNIFIED VISION AND STRUCTURE (ORGANIZATION)

Suwanee's growth is shaped by a **Downtown Master Plan**, multiple **comprehensive plans**, and the city's **Strategic Plan**. Over the last 25+ years, the city has placed full-time professionals in key roles-covering planning, downtown development, placemaking, event management, and more-to handle day-to-day operations and strategic thinking and oversight.

THE DDA/MAIN STREET BOARD'S ROLE

The Downtown Development Authority (DDA), which serves as the Main Street board, primarily focuses on property redevelopment and strategic investments. Appointed by City Council, board members review staff updates, advise on land acquisitions, and guide major redevelopment sites to ensure that public investments align with both community desires and Suwanee's long-term vision for downtown vitality. Downtown Development's Focus Areas:

SUWANEE DELIVERS ON THE MAIN STREET APPROACH

PROPERTY REDEVELOPMENT AND INTENTIONALITY (ECONOMIC VITALITY): The DDA seeks to acquire key sites with community-informed goals and recruit businesses that fit the city's plans, informed by public input. Real estate professionals knowledgeable about Suwanee's vision assist the DDA with leasing, property management, and construction oversight.

EVENTS AND OUTREACH (PROMOTION): The city programs an array of concerts, festivals, and SK runs annually, using Suwanee's open space parks and trails to promote health and wellness. These events draw residents and visitors alike to downtown, reinforcing Suwanee's active, community-first identity.

COMMUNICATIONS AND MARKETING (PROMOTION): The city promotes downtown happenings through social media and website updates, newsletters, and an award-winning annual report. This coordinated effort spotlights local merchants, new art installations, and upcoming events.

PLACEMAKING AND PUBLIC ART (DESIGN): Public arts initiatives define Suwanee's brand through murals, rotating exhibits, and sculptures, guided by a dedicated Public Arts Commission. This cultural emphasis brings vitality and visual appeal to public spaces, attracting residents and visitors.

COLLABORATION WITH PLANNING & DEVELOPMENT (DESIGN)

While the Economic Development Department leads recruitment and investment, the Planning & Development Department **upholds design standards, zoning ordinances, and overlay districts**, preserving Old Town's charm and welcoming forward-thinking ideas in and around Town Center. This department works closely with the DDA and city staff to align site plans, construction projects, and connectivity improvements with Suwanee's commitment to **walkability and cohesive design.**

***For more information, please visit suwanee.com/explore-suwanee/downtown or stop by City Hall for details on master plans, events, volunteer opportunities, and the City's ongoing efforts to integrate historic preservation, connectivity, and community engagement into downtown development.*

SUWANEE'S APPROACH TO YOUTH ENGAGEMENT

The City of Suwanee's approach to youth engagement emerged from the 2020 Strategic Plan, and is centered around **building genuine and meaningful relationships** with schools and youth in the Suwanee area through the city's 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 attending public, private, and home-based schools who live in the North Gwinnett, Collins Hill, and Peachtree Ridge clusters.

Students are chosen through a **competitive process**. Applications are reviewed by city staff and a committee of their peers made up of immediate past program participants. Moreover, city staff seeks the advice of the school administrators in the final selection of the SYL class.

IN 2024, *the SYL students took their first trip to Washington, DC for the Johns Hopkins National Redesign Showcase*

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 and community service projects. 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 the program graduates and local high school administrators.

INCREASE YOUTH CIVIC AWARENESS AND COMMUNITY ENGAGEMENT: Since the inception of the program, SYL has sought to actively engage our local youth in their community. Initially, the focus ofSYL was to give students the opportunity to volunteer at Suwanee Fest. Volunteerism plays a huge part in the program, and event engagement grew into multiple city events. 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


Walmart

FY 2026 Highlights

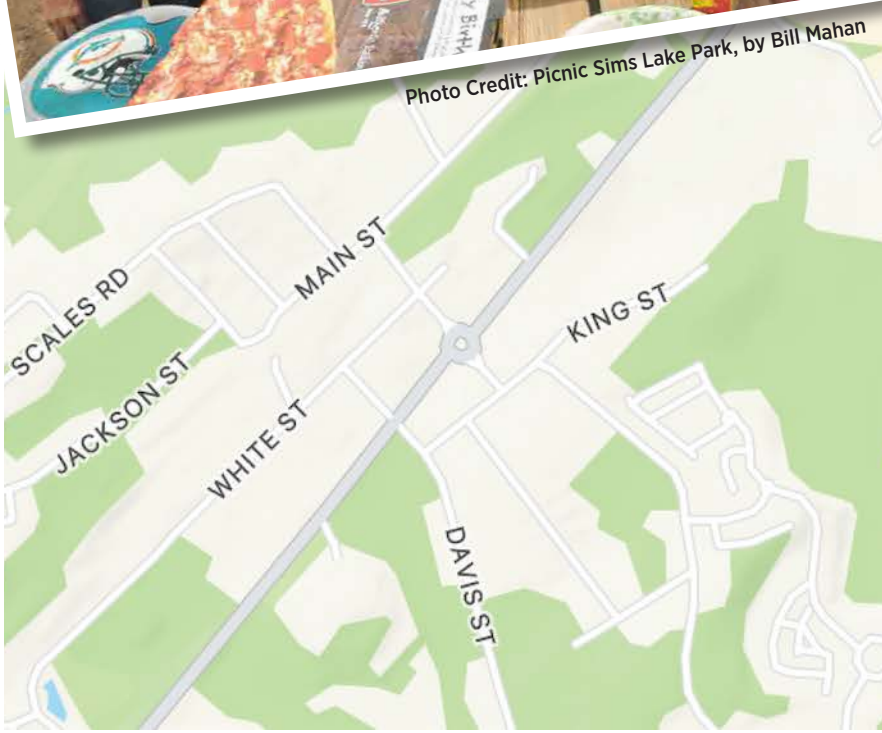
Recap of FY 2026 adopted General Fund Budget

- Maintained **the same millage rate** as FY 2025 of **4.93 mills**.
- **7% increase** in **operating revenues** as compared to FY 2025 final budget.
- **Property tax revenues** were anticipated to **increase** by **9%**.
- **8% increase** in **operating expenditures** as compared to FY 2025 final budget.
- **128 full-time** and **7 part-time** employees.
- **Position requests, $462,170** (includes salary, benefits, and equipment costs):
  1. **Communications Specialist part-time to full-time, $48,200**
  2. **IT Network Administrator/Engineer, $92,450**
  3. **Benefits Administrator, $92,350**
  4. **Two Crew Members, $148,400**
  5. **Dispatcher, $80,770**
- **13.5% Group health insurance renewal,** approximately **$365,000 increase**.
- **Continued electric vehicle transition, $50,000** (1 administrative fleet vehicle).
- Implementation of the **Classification and compensation plan, $811,000.**
- **Facilities landscaping and right-of-way maintenance, $650,000.**
- **Vehicle, parks, and building repairs, $314,000.**
- **Capital Funding, $606,000.**

FY 2026 Adopted Budget	**$ 20,809,900**
Budget adjustments:	
Public Works Software Subscription	119,000
Chief Executive Professional Services	20,000
Municipal Court Salaries	141,000
Tax Allocation District (TAD) Transfer	2,000
3rd Quarter Capital Transfers	1,700,000
FY 2026 Final Budget	**$ 22,791,900**



Photo Credit: Picnic Sims Lake Park, by Bill Mahan



BUDGET HIGHLIGHTS



Total Adopted FY 2027 Budget	$	**22,557,130**
Final FY 2026 Budget	$	**22,791,900**
Difference	$	(234,770)
Percent of Change		-1%

Adopted City Manager's FY 2027 General Fund Budget

Financial Status

- Current **millage is 4.93 mills.**
- Current **fund balance** is **$11,388,147.**

Adopted FY 2027 Budget Highlights

- **6.9% increase** in **operating revenues** as compared to FY 2026 final budget.
- The budget is **balanced without using any budgeted fund balance.**
- **Property tax revenues** are anticipated to **increase** by **6%**.
- **6.5% increase** in **operating expenditures** as compared to FY 2026 final budget.

General Information

- **126 full-time** and **7 part-time** employees.
  (Note: 3 positions removed from authorized personnel listing)
- **11.4% Group health insurance renewal,** approximately **$195,000 increase**.
- Cyber security & new backup system **$120,000.**
- **New Parking Management, $19,000.**
- **Website redesign and ADA compliance, $40,000.**
- **New Financial Software upgrade, $205,000.**
- **Facilities landscaping and right-of-way maintenance, $625,000.**
- **Vehicle, parks, and building repairs, $404,000**.

Capital Funding, $1,284,800.

- **IT replacement** of computers, server upgrades, and consolidating contracts, **$342,000.**
- Public Works **small equipment** (mowers, aeration equipment, gator vehicles), **$55,000.**
- Public Works **vehicle** (replacement), **$75,800**.
- Police 3 additional vehicles (replacement), **$210,000**.
- **Police and dispatch software fees (CAD), $269,000.**
- **Police officer safety plan** software, equipment, and cloud storage, **$213,000.**
- Police equipment and **Flock cameras (total 18, adding 2), $120,000.**

Transfers to other funds, $515,000

- Tax Allocation District **$510,000**.
- White Street Park/Harvest Farm **$5,000**.

Review of Assumptions and Budget Elements

I. FY 2027 budget proposes to use $0 in budgeted fund balance to balance the proposed budget

The proposed FY 2027 budget does not use fund balance to achieve balance. The City's total fund balance is $11,388,147, representing approximately six months of reserves. Of this amount, $7,519,043 (four months) is designated for stabilization in accordance with the City's fund balance policy, leaving $3,869,104 (two months) unassigned.

The proposed FY 2027 Capital Improvement Program (CIP) includes third-quarter transfers of $1,700,000 from FY 2026 General Fund operations. It is anticipated that the FY 2026 General Fund, inclusive of these transfers, will not require the use of fund balance at year-end.

II. Georgia House Bill 581

Georgia House Bill 581, also known as the "Save the Homes Act" introduces a statewide floating homestead exemption aimed at stabilizing property tax assessments for homeowners.

- **Inflation-Based Cap on Taxable Value Increase**: For homeowners with a homestead exemption, the assessed taxable value of their property can increase annually only by the rate of inflation, as determined by the Georgia Department of Revenue. This limits the growth of taxable property values. **The inflation rate set for the 2026 tax billing is 2.7%**.
- **Exemption Value Calculation:** The exemption amount is calculated as the difference between the property's current fair market value and its adjusted base year (the initial assessed 2024 value plus annual inflation adjustments). This approach ensures that homeowners are taxed on a value that reflects inflationary growth instead of market growth.
- **Automatic Application and Non-Transferability**: Homeowners who already have a homestead exemption will automatically receive this floating homestead exemption. However, this exemption does not transfer if the homeowner sells the property.
- **FY 2026 effect of HB 581 $419,913.**

III. Georgia Senate Bill 33

Georgia Senate Bill 33, also known as The Homeownership Opportunity and Market Equalization Act of 2026.

- **Allows for a new LHOST to be levied as an alternative to the FLOST.** This provision does not increase the amount of sales tax which may be levied in a jurisdiction.
- **Provision for the New LHOST.**
  - o Funds dollar-for-dollar tax relief based on local homestead exemptions, and if available, proportional reductions in applicable millage rates.
  - o Rate of 1 percent. The tax may run for up to ten years before renewal.
  - o Counties and cities are eligible, if they levy and collect property taxes and have the local act in place that grants the LHOST homestead exemption.
  - o To enact the LHOST it requires voter approval from the county of a local homestead exemption that authorizes the LHOST.
- **The funds are collected by the state revenue commissioner** along with other sales taxes and are remitted on a regular basis to the county.
- **Mandates HB 581 Statewide, removes the opt-out option.**
- **Effective date waiting on Governor's Signature**

IV. Property tax revenues are anticipated to increase by $647,020, 6.0%.

Most of this increase is in real and personal property taxes $604,020. FY 2027 projections included a 2.7% increase in residential homestead property values (the allowable 581 increase), commercial values were projected to increase 5%, Solis Pilot program 10% value added $16,161 (total at 20%, $32,301), and new construction value $64,500 was added.

FY 2027 value of one mill is $2,520,000 whereas FY 2026 value of one mill was $2,420,000. This growth in the value of one mill allows the millage rate associated with bonded debt to be decreased (.86 to .81) and millage rate for operations to increase (4.07 to 4.12). This shifting of the millage rate values for operating and debt service is a component of the increase projected above.

The millage rate is proposed to stay the same at 4.93 mills.

V. Revenue changes compared to FY 2026

Most revenue assumptions used the past three-year rolling average, current economic conditions, or planned development growth. In total **operating revenues are increasing by $1,465,230, 6.9%**. This increase includes the property tax revenue increases noted above, $647,020 (44% of the increase). Please note that some of the decreases noted below are decreases when they are compared to the FY 2026 amended budget, not necessarily trend decreases when compared to FY 2026 ending projections.

- **Franchise taxes are predicted to increase by 507,000, 24.3%.**

Franchise tax revenues are projected to increase by $507,000, or 24%, from original budget and $212,040 (10%) from projected ending for FY 2026. The largest category is electric franchise fees which are proposing to increase by $210,743 (10%) which is the two-year average of increase.

Projected FY 2026 Ending	**$2,381,960**
Original FY 2026 Budget	$2,087,000
Amended FY 2026 Budget	$2,087,000
FY 2027 Proposed	**$2,594,000**

REVIEW OF ASSUMPTIONS

- **Alcohol Beverage and Local Option Mixed Drink excises taxes are projected to decrease by ($29,000)**

Alcoholic beverage and local option mixed drink excise taxes are projected to decrease by ($29,000) (-3.1%) from FY 2026 original budget. The majority of this decrease is from excise taxes paid by the wholesalers. The trend line for this revenue has shown a decline from FY 2022 to present. The projected revenue for FY 2027 uses the FY 2026 projected ending.

Projected FY 2026 Ending	**$890,085**
Original FY 2026 Budget	$934,000
Amended FY 2026 Budget	$934,000
FY 2027 Proposed	**$905,000**

- **Business taxes are projected to increase by $240,000.**

Business taxes are composed of business license fees, insurance premiums (received by the state), and financial institutions license fees. **Business taxes are projected to increase by $240,000 (6.1%) from FY 2026 amended budget.** Most of this increase is from the estimated increase in insurance premium taxes. The three-year change was used as the basis for the FY 2027 estimate.

Projected FY 2026 Ending	**$3,998,280**
Original FY 2026 Budget	$3,772,000
Amended FY 2026 Budget	$3,935,000
FY 2027 Proposed	**$4,175,000**

- **License and permit fees are projected to increase by $10,510.**

Licenses and permit fees include collections from alcoholic beverage privilege licenses, peddler licenses, insurance license fees for companies operating within the City, and various planning-related application fees such as zoning amendments, site plan reviews, special use permits, variances, and sign permits. This category also includes regulatory fees for building permits and inspections. Collectively, these revenues account for approximately 3% of the total FY 2027 General Fund revenues.

Revenue projections are based on anticipated development activity expected to be permitted over the next 12 months. Due to Suwanee's relatively small size, a single large project—or a lack thereof—can significantly impact year-over-year comparisons. For FY 2027, building permit revenues are projected at $311,510, similar to FY 2026 ($300,000).

Projected FY 2026 Ending	**$608,595**
Original FY 2026 Budget	$684,800
Amended FY 2026 Budget	$684,800
FY 2027 Proposed	**$695,310**

- **Intergovernmental grants are projected to decrease by ($7,000).**

This category includes the annual negotiated settlement from Gwinnett County for E-911 services provided by the City. This category represents 2% of the total FY 2027 General Fund revenues.

- **Charges for services is expected to decrease by ($12,800).**

Charge for services includes charges for special services for police and event staff, other rental of property charges, development plan reviews, background checks, and other small charges for services provided. This category represents 1% of the total FY 2027 General Fund revenues, $199,300.

- **Municipal Court revenues are projecting to increase by $252,000.**

Court fines tend to fluctuate based on police staffing, police focus, and the economy. During FY 2026, police staffing was at 100% for most of the period. Volume of court tickets has increased and is projected to continue in FY 2027. FY 2026 revenues are projected to be $1,246,627. This ending balance was used as the basis for the FY 2027 projection.

Projected FY 2026 Ending	**$1,246,627**
Original FY 2026 Budget	$1,048,000
Amended FY 2026 Budget	$1,048,000
FY 2027 Proposed	**$1,300,000**

- **Investment income is anticipated to decrease by ($30,000).**

Investment income is based on cash balances on hand and current market investment rates. Currently we have money market rates for six months at 3.65% and current CD rate of 4.25%. These rates are lower than FY 2026. The projection for FY 2027 uses $87,500 a quarter.

VI. **No new positions proposed for FY 2027.**

VII. **Removing three positions from the authorized position listing.**

- Not funding and removing the **vacant Capital Project Manager** position from the authorized personnel listing.
- Not funding and removing the **vacant Building Inspector** position from the authorized personnel listing.
- Not funding and removing the **vacant Senior Planner** position from the authorized personnel listing.

VIII. **Group Health Insurance Renewal, 11.4% rate increase $195,000 budget impact.**

CIGNA, our current provider, provided a first quote with a 58% rate renewal increase. The city had several large claims in the last plan year, which resulted in this large initial proposed increase.

REVIEW OF ASSUMPTIONS

Our broker obtained market quotes and was able to negotiate with CIGNA to an 11.4% renewal increase with small changes to the plan noted below.

- HMO Plan – Deductible increased individual from $2,000 to $2,500 and family from $4,500 to $5,000.
- High-Deductible Health Plan Core – Deductible increased individual from $3,300 to $4,000 and family from $6,600 to $8,000.
- High-Deductible Health Plan 5k – Coinsurance after the deductible decreased from 100% to 90%. The out-of-pocket maximum individual increased from $6,000 to $7,500 and family increased from $12,000 to $15,000.

IX. Items of note in the budget:

- Maintaining Pension Funding at 6%.
- Maintaining 2% retirement matching program.
- **Medical insurance 11.4% renewal rate and dental insurance 10% renewal rate** increase, overall budget increase $195,000.
- Wellness program, $20,000.
- Park Ambassador program, $5,000.
- SYL funding, $20,000.
- Strategic Plan, $10,000 in the general fund for administrative costs.
- Economic Development Marketplace Dataset (Placer Labs and Costar), $16,000.
- Design, production and mailing cost for the Newsletter, $110,000.
- Annual audit, $70,000.
- Human Resources professional services, $36,000 (pre-employment screenings, drug tests, employment postings, benefits consultants).
- Facilities landscaping and right-of-way maintenance, $625,000.
- Street trees and landscaping management program, $300,000 (included in the facilities enhancement fund).
- Public Works small equipment (mowers, aeration equipment, gator vehicles), $50,000.
- Public Works one vehicle (replacement), $75,800.
- Public Works equipment, $300,000. (included in facilities enhancement fund)
- Police Co-Responder Program, $90,000.
- Police equipment (laptops, radios, computers, rapid fingerprint scanner, vest and other protective gear), $174,000. (included in the facilities enhancement fund)
- Police vehicles (replacement), $210,000.
- Police specialized software (investigations, training, data analysis), $71,000.
- 18 Flock cameras, $45,000.
- Fleet and officer safety plan software, equipment, and cloud storage (Axon), $238,000.
- Dispatch Equipment computer aided dispatch (CAD), $133,000.
- Vehicles, parks, and building repairs, $360,000.
- General facilities maintenance, $307,500. (included in the facilities maintenance parks & buildings fund)
- Park Maintenance, $356,000. (included in the facilities maintenance parks & buildings fund)
- Suwanee Greenway maintenance, $261,000. (included in the facilities maintenance parks & buildings fund)
- Planning and Inspections professional services, $140,000.
- Contracted IT services, $58,000.
- Cyber security & new backup system $120,000.
- Cost of special election (homestead ballot question) $17,000.
- Tax Allocation District (TAD) transfer, $510,000.
- Full event season funding, $274,000 general fund and $300,000 Vehicle Excise Tax Fund.
- Existing Private/Public Partnerships, $322,500.
  - North Gwinnett Arts Association (NGAA), $72,000 (funding provided by the Hotel/Motel Tax Fund).
  - Gwinnett Municipal Association (GwMA), $22,000.
  - Georgia Municipal Association (GMA), $8,000.
  - Gwinnett Convention and Visitors Bureau (GCVB), $183,500 (funding provided by the Hotel/Motel Tax Fund).
  - Partnership Gwinnett, $20,000.
  - Create Gwinnett, $5,000.
  - Geek Space Gwinnett Corporate Membership, $12,000.

X. Items of note removed from the budget, $137,650.

- Proposed Administrative Operations Assistant, $77,650.
- Police proposed new drone equipment, $60,000.




AMAZING
USA

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 twelve main sections separated by tabs: Executive Summary, General Fund, Special Revenue Funds, Debt Service Fund, Enterprise/Stormwater Utility Fund, Custodial Fund, Capital Improvement Program, Downtown Development Authority, Short Term Work Program, Strategic Plan, 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 chart, 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:

- Community Arts
- Confiscated Assets
- Community Garden
- Hotel/Motel Tax
- Rental Vehicle Excise Tax

A statement of service for each fund has been provided to help the reader understand the function of each special revenue 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, the refunded 2015 Urban Redevelopment Authority (URA) revenue bonds for the construction of the New City Hall, and the URA 2017 revenue bonds for the Town Center on Main park, transportation improvements, and administrative facilities.

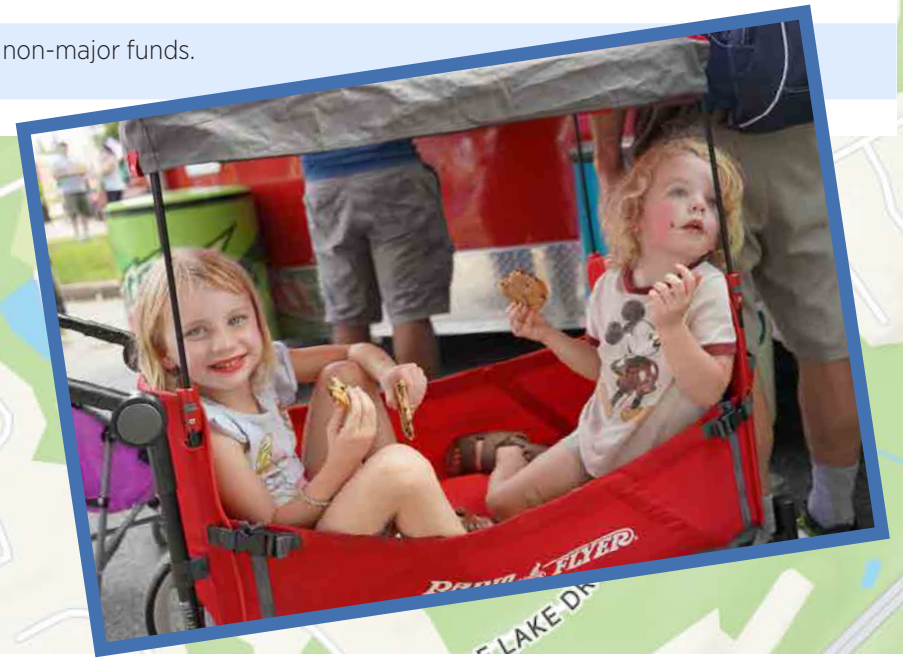
ENTERPRISE/ STORMWATER UTILITY FUND: The purpose of the enterprise stormwater utility fund is to generate revenue specifically for stormwater management, separate from general tax funds or other sources of municipal revenue. This dedicated funding source is generated through a stormwater utility fee. This fee is based on the amount of impervious surface area on a property, such as rooftops, driveways, and parking lots, which contribute to increased stormwater runoff. The fee structure ensures that those who generate more stormwater runoff, and therefore place a greater demand on the stormwater management system, pay a proportionate share of the costs. The fees collected are used to finance a range of stormwater management activities, including maintenance and stormwater infrastructure improvements, erosion control measures, and compliance stormwater regulations.

CUSTODIAL FUND: The City maintains one custodial 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.

BUDGET GUIDE

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. The budgets for capital projects are included in the CIP.
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.
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.
STRATEGIC PLAN:	The Strategic Plan is the comprehensive plan focused on managing growth, programs, services, and other aspects of the community.
SUPPLEMENTAL INFORMATION:	The Supplemental Information section includes economic and demographic information.
GLOSSARY:	Alphabetical list of terms used throughout this document and their definitions an an alphabetical list of acronyms.

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



BUDGET POLICIES & PROCEDURES

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

Budget Preparation

The City of Suwanee operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below with a detailed schedule on page 39.

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.

Open Budget for Budget Monitoring

Open Budget is an online application designed to enhance transparency and accountability by allowing individuals to review current budgets against actual expenditures. Open Budget is accessible to all stakeholders, including staff, council members, and the general public and is located on Suwanee's website (suwanee.com). Quarterly budget adjustments are prepared for Council's approval. These reports will be in a format appropriate to enable the Council to understand the 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 have a balanced budget. Where 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.

BUDGET POLICIES & PROCEDURES

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 Stormwater Utility Fund.

Custodial Funds

Custodial 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. Custodial 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 custodial 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.

CITY OF SUWANEE, GA

BUDGET POLICIES & PROCEDURES

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

DECEMBER
- City Manager and Department Directors attend Planning Retreat.

FEBRUARY
- City Council, City Manager, and Department Directors attend Council Planning Retreat.

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

2026

DECEMBER 11 (2025)	Department Head Retreat
DECEMBER 11 (2025)	Proposed Budget Schedule Distributed to Department Directors
JANUARY 8-10	City Council Retreat
FEBRUARY 3	Finance Department Pre-Budget Meeting
FEBRUARY 11	City Clerk Pre-Budget Meeting
FEBRUARY 12	Planning Department Pre-Budget Meeting
FEBRUARY 18	Public Works Department Pre-Budget Meeting
FEBRUARY 18	Police Department Pre-Budget Meeting
FEBRUARY 19	Economic Development Department Pre-Budget Meeting
MARCH 9	Department Directors' Requests Due to City Manager
MARCH 16	Capital Improvements Budget Projections Due to City Manager
MARCH 23	Revenue Forecasts Complete
APRIL 13	City Manager to Complete Review of All Expenditure Requests
APRIL 13	Operating Budget Meeting - City Manager and Finance Department
APRIL 20	Capital Budget Meeting - City Manager and Finance Department
APRIL 23	Special Workshop: Operating Budget Review @ 5:30 pm
APRIL 28	First Draft Presented to City Council for Review

(continued)

CITY OF SUWANEE, GA

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.

2026

APRIL 30	Special Workshop: Operating and Capital Improvement Program Budget Review @ 5:30 pm
MAY 26	Presentation of Proposed Budget Document and Capital Improvement Program to City Council (Regular Council Meeting)
MAY 27	Budget Available for Public Review
MAY 29	Departmental Function Sheets (goals, objectives, measures) Due
JUNE 11	1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)
JUNE 23	2ND Public Hearing on Budget and CIP @ 6:30 pm Scheduled Adoption of Budget @ 6:30 pm (Regular June Council Meeting)
JULY 1	Begin Fiscal Year 2026 - 2027



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 $20,000. Projects may not be combined to meet the minimum standard unless they are dependent upon each other. Items that are operating expenses, such as maintenance agreements and personal computer software upgrades, will not be considered within the CIP.

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

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

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



DEBT MANAGEMENT POLICY

I. Purpose

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

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

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

II. Creditworthiness objectives

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

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

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

III. Debt affordability measures

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

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

IV. Purpose and uses of debt

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

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

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

V. Debt standards and structure

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

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

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

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

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

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

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

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

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



VI. Debt administration and process

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

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

B. **Bond Fund:** All payment of general obligation debt service shall be from the Bond Interest and Redemption Fund. This Fund shall act as a clearing account for debt service and will not itself be used as a final source of debt payment. The Financial Services Department shall make debt service payments out of the Bond Fund by transferring the amounts from the accounts specified in the "Sources, Uses, and Payments" memo.

C. **Investment of Bond Proceeds:** All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless otherwise specified by the bond legislation or by the City Manager or the Financial Services Director. Investments will be consistent with those authorized by existing City and State law and by the City's investment policies.

D. **Costs and Fees:** All costs and fees related to issuance of bonds will be paid out of bond proceeds or by sources identified by the City Manager.

E. **Call Provision:** Call provisions for bond issues shall be made as short as possible consistent with the lowest interest costs to the City. When possible, all bonds shall be callable only at par.

F. **Competitive Sale:** In general, City debt will be issued through a competitive bidding process. Bids will be awarded on a true interest cost basis, providing other bidding requirements are satisfied.

G. **Negotiated Sale:** Negotiated sales of debt will be considered when the complexity of the issue requires specialized expertise, when a change of underwriter may result in losses, when the negotiated sale would result in substantial savings in time or money, or when market conditions or City credit are unusually volatile or uncertain.

H. **Underwriters:** For all competitive and negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance. The criteria used to select an underwriter in a competitive sale shall be the true interest cost. In a negotiated sale, the underwriter may be selected through a request for proposals (RFP). The criteria used to select an underwriter in a negotiated sale should include the following:

- Overall experience
- Market philosophy
- Capability
- Financial statement
- Public finance team and resources
- Breakdown of underwriter's discount

I. **Financial Advisor:** The City will retain an external independent financial advisor, to be selected for a term of up to four years, through a process administered by the City's Financial Services Department. The utilization of the financial advisor for particular bond sales will be at the discretion of the City Manager on a case-by-case basis and pursuant to the financial advisory services contract. The selection process for financial advisors will require comprehensive municipal debt experience, experience with diverse financial structuring requirements and pricing of municipal securities. Upon expiration of a four-year contract, the City has the option, after a full competitive process, of signing a new contract with the existing financial advisor. For each City bond sale, the financial advisor will provide the City information on pricing and underwriting fees for comparable sales by other issuers.

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

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

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.



INVESTMENT POLICY

1. Scope

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

2. Objectives

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

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

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

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

3. Delegation of Authority

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

4. Prudence

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

5. Standards and Procedures

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

6. Ethics and Conflicts of Interest

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

7. Internal Controls

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

8. Reporting

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

9. Authorized Investment Instruments

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

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

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

B. Obligations issued by the United States government;

INVESTMENT POLICY

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.



CITY OF SUWANEE, GA

FUND BALANCE POLICY

Background

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

Purpose

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

Components of Fund Balance

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

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

Policy

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

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

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

Utilization

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

Restoration

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

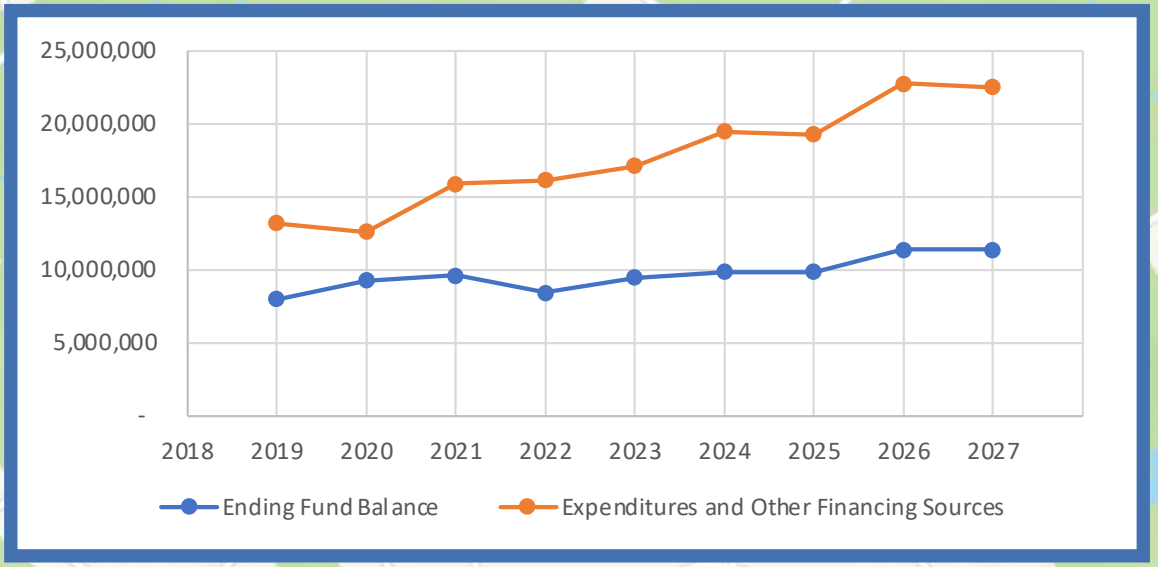
ANALYSIS OF GENERAL FUND BALANCE

FISCAL YEAR	ENDING FUND BALANCE	EXPENDITURES AND OTHER FINANCING SOURCES	FUND BALANCE AS A PERCENTAGE	MONTHS OF FUND BALANCE RESERVES	ACCOUNT			MONTHS OF FUND BALANCE		
					STABILIZATION	ASSIGNED	UNASSIGNED	STABILIZATION	ASSIGNED	UNASSIGNED
2021[1]	$ 9,638,837	$ 15,917,511	60.55%	7.27	$ 5,305,837	$ -	$ 4,333,000	4.00	-	3.27
2022[2]	8,459,389	16,178,490	52.29%	6.27	5,392,830	-	3,066,559	4.00	-	2.27
2023[3]	9,514,155	17,128,448	55.55%	6.67	5,709,483	-	3,804,672	4.00	-	2.67
2024[4]	9,872,869	19,475,977	50.69%	6.08	6,491,992	-	3,380,877	4.00	-	2.08
2025[5]	9,872,869	19,319,010	51.10%	6.13	6,439,670	-	3,433,199	4.00	-	2.13
2026	11,388,147	22,791,900	49.97%	6.00	7,597,300	-	3,790,847	4.00	-	2.00
2027	11,388,147	22,557,130	50.49%	6.06	7,519,043		3,869,104	4.00	-	2.06

(1) FY 2021 expenditures include $2,747,059 in CARES Act expenditures that were reimbursed from Gwinnett County. FY 2021 expenditures also include $2,228,470 in capital transfers. These transfers include the transfers that would have been made in FY 2020 ($1,008,670) and the 4th quarter capital transfer for FY 2021 ($1,060,000) per the City's Capital Improvement Program approved for FY 2020 before the pandemic.
(2) FY 2022 expenditures include $1,753,700 in 4th quarter capital transfers to pre-fund our Capital Improvement Program (CIP).
(3) FY 2023 expenditures include $1,500,000 in 4th quarter capital transfers to pre-fund our Capital Improvement Program (CIP).
(4) FY 2024 expenditures include $1,785,000 in 4th quarter capital transfers to pre-fund our Capital Improvement Program (CIP).
(5) FY 2025 expenditures include $1,700,000 in 4th quarter capital transfers to pre-fund our Capital Improvement Program (CIP).
(6) FY 2026 expenditure include $1,700,000 in third quarter capital transfers to pre-fund our Capital Improvement Program (CIP). Based on current revenue and expenditure projections, ending fund balance for FY 2025 should not be reduced.

Pre-funding the general fund capital contributions aligns with the City's plan for pay-as-you-go financing for ongoing capital needs.

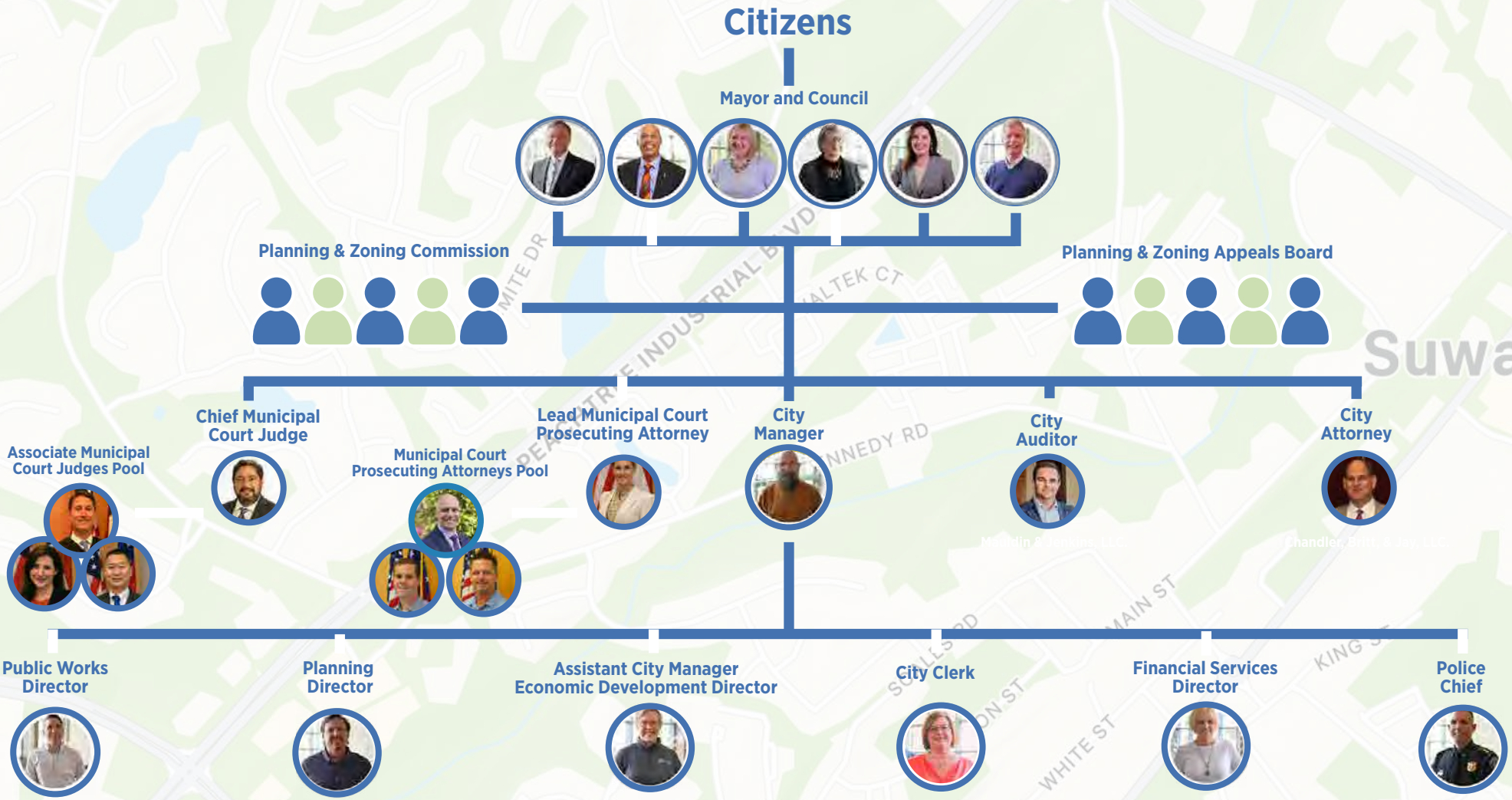
City's fund balance policy includes funding for a stabilization account which consists of four months of general fund budgeted expenditures and transfers.



CITY OF SUWANEE, GA

ORGANIZATION CHART

EFFECTIVE DATE 7/1/2026



*The organizational chart shows the City structure at the Department Director level.
For a more detailed organizational chart for the City's departments, please refer to the individual department's sections.

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2024		FY 2025		FY 2026		FY 2027	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
COUNCIL & CHIEF EXECUTIVE[1]									
City Manager	Appointed	1		1		1		1	
City Clerk	119	1		1		1		1	
Capital Projects Manager[2]	114	1		1		1			
Court Administrator[3]	115					1		1	
Assistant to the City Manager	113	1		1		1		1	
Clerk of Court[4]	113	1		1					
Chief Deputy Court Clerk[5]	112					1		1	
Deputy Court Clerk[6]	106/110	3		3		3		3	
Bailiff Pool	106		1		1		1		1
Chief Judge	Appointed		1		1		1		1
Associate Judges Pool	Appointed		1		1		1		1
Lead Prosecuting Attorney	Appointed		1		1		1		1
Prosecuting Attorneys Pool	Appointed		1		1		1		1
TOTAL COUNCIL & CHIEF EXECUTIVE		**8**	**5**	**8**	**5**	**9**	**5**	**8**	**5**
ECONOMIC DEVELOPMENT									
Assistant City Manager	120	1		1		1		1	
Events & Outreach Division Director	115	1		1		1		1	
Communications & Marketing Manager	114	1		1		1		1	
Economic Development Manager	114	1		1		1		1	
IT Systems Manager	114	1		1		1		1	
Special Projects Manager[7]	113			1		1		1	
IT Network Administrator/Engineer[8]	112					1		1	
Events Coordinator	111	1		1		1		1	
Creative Marketing Designer	110	1		1		1		1	
Communications Specialist[9]	107		1		1	1		1	
Special Projects Coordinator[7]	106	1							
Event Staff Pooled[10]	101		1		1		1		1
TOTAL ECONOMIC DEVELOPMENT		**8**	**2**	**8**	**2**	**10**	**1**	**10**	**1**
FINANCIAL SERVICES									
Financial Services Director	119	1		1		1		1	
Human Resources Division Director	117	1		1		1		1	
Accounting Division Director[11]	115			1		1		1	
Business Services Division Director	115	1		1		1		1	
Business Services Manager[11]	113	1							
Financial Planning & Reporting Manager[11]	113	1							
Accounting Analyst II[11]	112			1		1		1	

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2024		FY 2025		FY 2026		FY 2027	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
Benefits Administrator[12]	112					1		1	
Senior Accounting Analyst[11]	112	1							
Budget Analyst	111	1		1		1		1	
Accounting Analyst I[11]	110			1		1		1	
Business Services Specialist[13]	106/110	3		3		3		3	
Human Resource Generalist	110	1		1		1		1	
Special Projects Analyst	110	1		1		1		1	
Administrative Assistant/Lead Bailiff	107	1		1		1		1	
TOTAL FINANCIAL SERVICES		**13**	**-**	**13**	**-**	**14**	**-**	**14**	**-**
PARKS & PUBLIC WORKS									
Public Works Director	119	1		1		1		1	
Infrastructure Division Director[14]	115			1		1		1	
Operations Division Director[15]	115			1		1		1	
Assistant to the Public Works Director[15]	114	1							
City Engineer[14]	114	1							
Public Works Superintendent	114	1		1		1		1	
Field Services Manager	112	1		1		1		1	
Environmental Services Manager	110	1		1		1		1	
Special Projects Supervisor[16]	110	1		1					
Crew Leader[13]	108	2		2		3		3	
Facilities Technician	108	1		1		1		1	
Administrative Coordinator	106	1		1		1		1	
Crew Member[17]	104	18		19		21		21	
TOTAL PARKS & PUBLIC WORKS		**29**	**-**	**30**	**-**	**32**	**-**	**32**	**-**
PLANNING & INSPECTIONS									
Planning Director	119	1		1		1		1	
Planning Division Director	115	1		1		1		1	
Building Official	115	1		1		1		1	
Senior Planner[18]	112	1		1		1			
Building Inspector	111	1		1		1		1	
Development Inspector[19]	111	1		1		1			
Code Enforcement Officer	110		1		1		1		1
Planner I	110	1		1		1		1	
Development Coordinator	107	1		1		1		1	
Inspections Coordinator	106	1		1		1		1	
Administrative Secretary	102	1		1		1		1	
TOTAL PLANNING		**10**	**1**	**10**	**1**	**10**	**1**	**8**	**1**

AUTHORIZED PERSONNEL

	POSITION GRADE	FY 2024		FY 2025		FY 2026		FY 2027	
		FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME	FULL TIME	PART-TIME
POLICE									
Police Chief	120	1		1		1		1	
Police Captain	117	2		2		2		2	
Police Lieutenant	115	5		5		5		5	
Police Sergeant	114	6		6		6		6	
Police Corporal	112	6		6		6		6	
Communications Supervisor	111	1		1		1		1	
Police Detective	110	4		4		4		4	
Police Officer	110	16		16		16		16	
Communications Assistant Supervisor	109	1		1		1		1	
Crime Analyst	109	1		1		1		1	
Office Administrator	108	1		1		1		1	
Communications Officer[20]	107	6		7		8		8	
Administrative Assistant	104	1		1		1		1	
Records & Evidence Technician	104	1		1		1		1	
TOTAL POLICE		**52**	**-**	**53**	**-**	**54**	**-**	**54**	**-**
TOTAL		**120**	**8**	**122**	**8**	**129**	**7**	**126**	**7**

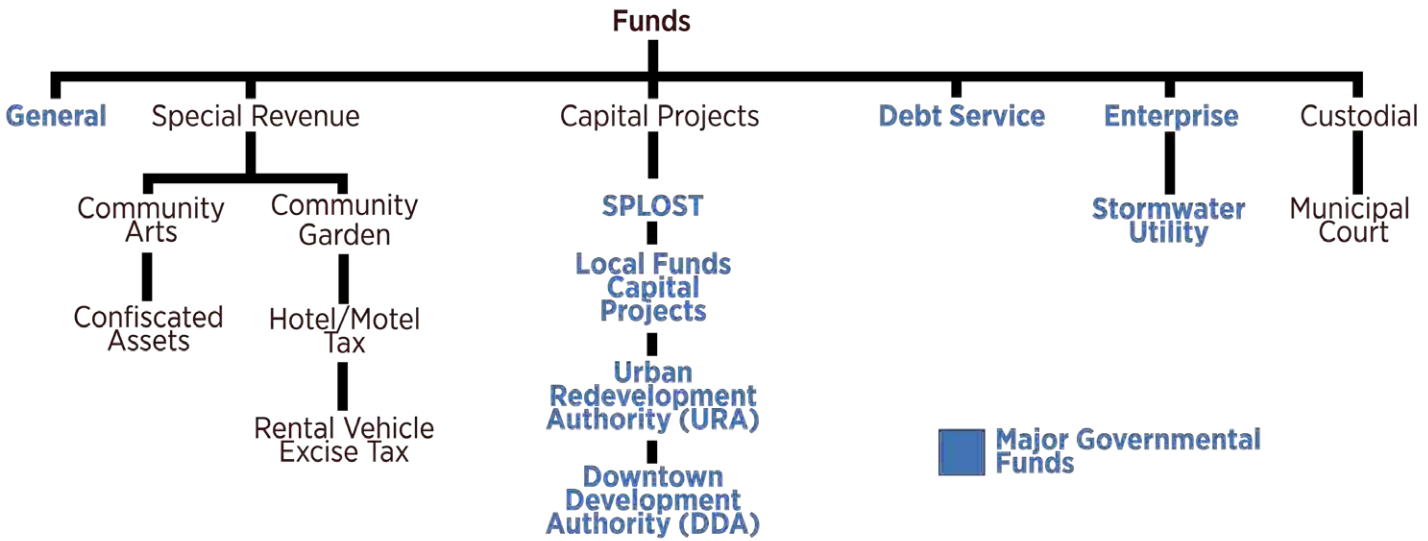
(1) In fiscal year 2026 the Municipal Court function was moved from Financial Services to Chief Executive, however, for understandability and clarity on the chart above it is represented under Chief Executive for all years.
(2) In fiscal year 2027 the Capital Projects Manager was eliminated.
(3) In fiscal year 2026 the Court Administrator was added.
(4) In fiscal year 2026 the Clerk of Court was eliminated.
(5) In fiscal year 2026 the Chief Deputy Court Clerk was added.
(6) The Deputy Court Clerk Position has two levels: Deputy Court Clerk I is a position grade 106 and Deputy Court Clerk II is a position grade 110.
(7) In fiscal year 2025, the Special Projects Coordinator position was eliminated and a Special Projects Manager was added.
(8) In fiscal year 2026, the IT Network Administrator/Engineer was added.
(9) In fiscal year 2026, the part-time Communications Specialist was changed to full-time.
(10) The Event Staff Pool is comprised of a group of temporary staffing that provides 2,400 hours of pooled labor a year.
(11) In fiscal year 2025, the Accounting Division Director, Accounting Analyst II, and the Accounting Analyst were added and the Business Services Manager, Financial Planning and Reporting Manager, and Senior Accounting Analyst were eliminated as part of a restructuring in Financial Services.
(12) In fiscal year 2026, the Benefits Administrator position was added.
(13) The Business Service Specialist Position has two levels: Business Service Specialist I is a position grade 106 and Business Service Specialist is a position grade 110.
(14) In fiscal year 2025, the City Engineer was eliminated and the Infrastructure Division Director was added as part of a restructuring in the Public Works Department.
(15) In fiscal year 2025, the Assistant to the Public Works Director was eliminated and the Operations Division Director was added as part of restructuring in the Public Works Department.
(16) In fiscal year 2026 the Special Projects Supervisor was eliminated and a Crew Leader was added.
(17) In fiscal year 2025 one Crew Member was added and in fiscal year 2026 two crew members were added.
(18) In fiscal year 2027 the Senior Planner position was eliminated.
(19) In fiscal year 2027 the Development Inspector position was eliminated.
(20) In fiscal year 2025, and fiscal year 2026, one Communications Officer was added each year.

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 Custodial 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.
- **Custodial Funds** are used to account for revenues that belong to parties other than the City. The Court is our only Custodial Fund.



SUMMARY OF DEPARTMENTS BY FUND

DEPARTMENTS	GENERAL	SPECIAL REVENUE	CAPITAL PROJECTS	DEBT SERVICE	STORMWATER UTILITY	CUSTODIAL
Council & Chief Executive	✓		✓		✓	✓
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, for overseeing the day-to-day operations, and the function of the City Clerk.
	2650	Municipal Court	Processes all citations handled through the Court, provides assistance to the Judge, attorneys, solicitors, and defendants.
ECONOMIC DEVELOPMENT	**1570**	Public Information	Efforts serve to help create an informed and involved citizenry.
	6190	Special Facilities & Activities	To provide the funding of production costs of event related activities for the City.
	7510	Economic Development	Oversees all marketing efforts for the City, manages the tourism dollars, manages all City economic development activities including business retention and recruitment, and provides public art to the community with a range of artistic styles.
	7520	Downtown Suwanee	Enables the Downtown district to become the social, economic, and cultural heart of Suwanee through redevelopment and historic preservation.
FINANCIAL SERVICES	**1511**	Financial Administration	Responsible for the accounting and financial reporting of all City operations. This includes the maintenance of all financial records including payroll, accounts payable, capital assets, risk management, cash and investments, and budgets. This function also includes Human Resources.
	1590	Business Services	This function focuses on providing customer services for taxes, business licenses, water services, and alcohol licenses.
PARKS & PUBLIC WORKS	**4100**	Public Works Administration	Maintains safe and functional City buildings, infrastructure, traffic signage, street, stormwater system, parks, Suwanee Greenway, and City vehicles.
	4110	Environmental Division	Provides focus on landscaping for the City's properties and right-of-way, litter control, tree maintenance, and other projects to improve aesthetics in Suwanee.
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.

ADMINISTRATIVE FUNCTIONS

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 requests 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 one fund to a different fund. Or use of fund reserves.


CITY OF
SUWANEE, GA
TENCH RD
1005
1007
1114

BUDGET COMPARISON BY FUND

FUND	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET	AMOUNT OF CHANGE	% CHANGE
General Fund	$ 19,475,977	$ 19,319,010	$ 22,791,900	$ 22,557,130	$ (234,770)	-1.0%
Special Revenue Funds:	-	-	-			
Community Arts[2]	155,308	88,978	1,300,000	1,575,000	275,000	21.2%
Confiscated Assets	7,576	148,089	250,000	250,000	-	n/a
Community Garden	4,486	50,991	15,000	15,000	-	n/a
Hotel/Motel Tax	668,007	580,583	706,000	919,000	213,000	30.2%
Rental Vehicle Excise Tax [1]	108,970	294,046	330,000	331,000	1,000	0.3%
Debt Service	2,907,643	2,912,282	2,915,000	2,907,000	(8,000)	-0.3%
Stormwater Utility	137,876	189,581	2,370,000	2,445,000	75,000	3.2%

(1) The FY 2024 , 2025, and 2026 Community Arts budget includes a public capital campaign for an iconic public art piece as well as several smaller projects at the new Town Center on Main Park.



CITY OF SUWANEE, GA

GOVERNMENTAL & PROPRIETY FUND TYPES COMBINING STATEMENT

	FY 2024 ACTUAL			FY 2025 ACTUAL		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 11,365,588		$ 11,365,588	$ 12,754,658		$ 12,754,658
Franchise Taxes	1,999,893		1,999,893	2,134,252		2,134,252
Alcoholic Beverage Taxes	919,264		919,264	876,919		876,919
Business Taxes	3,346,706		3,346,706	3,590,476		3,590,476
Hotel/Motel Taxes	703,287		703,287	605,438		605,438
Other Taxes	166,207		166,207	209,631		209,631
Licenses and Permits	1,644,277		1,644,277	881,721		881,721
Intergovernmental Grants	799,158		799,158	500,550		500,550
Charge for Services	149,123		149,123	217,749		217,749
Stormwater Utility Fee		$ 1,495,272	1,495,272		$ 1,571,059	1,571,059
Court Fines	1,120,417		1,120,417	1,234,072		1,234,072
Investment Income	612,574	5,345	617,919	619,650	11,206	630,856
Rental Income	384,599		384,599	402,002		402,002
Donations	322,714		322,714	325,511		325,511
Miscellaneous Revenues	30,873		30,873	81,214		81,214
TOTAL REVENUES	**23,564,680**	**1,500,617**	**25,065,297**	**24,433,843**	**1,582,265**	**26,016,108**
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	1,337,931		1,337,931	1,469,828		1,469,828
Economic Development	2,310,015		2,310,015	2,378,251		2,378,251
Financial Services	1,520,022		1,520,022	1,629,863		1,629,863
Parks & Public Works	4,309,669	137,876	4,447,545	4,513,960	189,581	4,703,541
Planning	1,028,243		1,028,243	1,039,985		1,039,985
Police	5,943,266		5,943,266	6,215,555		6,215,555
Non-Departmental	628,428		628,428	500,500		500,500
Capital Outlay	2,617,837		2,617,837			
Debt Service	3,357,022		3,357,022	3,367,160		3,367,160
TOTAL EXPENDITURES/EXPENSES & OTHER USES	**23,052,433**	**137,876**	**23,190,309**	**21,115,102**	**189,581**	**21,304,683**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**512,247**	**1,362,741**	**1,874,988**	**3,318,741**	**1,392,684**	**4,711,425**
Other Financing Sources (Uses)						
Sale of Capital Asset	26,031		26,031	13,196		13,196
Transfers In	930,764		930,764	935,371		935,371
Transfers Out	(2,875,954)		(2,875,954)	(2,427,874)		(2,427,874)
Issuance of Subscription Obligation	902,042		902,042			
TOTAL OTHER FINANCING SOURCES	**(1,017,117)**	**-**	**(1,017,117)**	**(1,479,307)**	**-**	**(1,479,307)**
Net change in fund balance/net position	(504,870)	1,362,741	857,871	1,839,434	1,392,684	3,232,118
Fund Balances/Net Position, beginning of year	**14,482,447**	**1,482,145**	**15,964,592**	**13,977,577**	**2,844,886**	**16,822,463**
Fund Balances/Net Position, end of year	**$ 13,977,577**	**$ 2,844,886**	**$ 16,822,463**	**$ 15,817,011**	**$ 4,237,570**	**$ 20,054,581**

**Capital project major and non-major funds are not included in the following presentation. Please note that capital budgets are project based budgets. Capital projects budgets are presented on pages 281-286.*

** Chart spans two pages*

GOVERNMENTAL & PROPRIETY FUND TYPES COMBINING STATEMENT

	FY 2026 BUDGET			FY 2027 BUDGET		
	Governmental	Proprietary[2]	Total	Governmental	Proprietary	Total
Revenues						
Property Taxes	$ 12,957,500		$ 12,957,500	$ 13,598,120		$ 13,598,120
Franchise Taxes	2,087,000		2,087,000	2,594,000		2,594,000
Alcoholic Beverage Taxes	934,000		934,000	905,000		905,000
Business Taxes	3,935,000		3,935,000	4,175,000		4,175,000
Hotel/Motel Taxes	646,400		646,400	638,000		638,000
Other Taxes	189,500		189,500	200,500		200,500
Licenses and Permits	684,800		684,800	695,310		695,310
Intergovernmental Grants	517,000		517,000	510,000		510,000
Charge for Services	212,100		212,100	199,300		199,300
Stormwater Utility Fee		$ 1,550,000	1,550,000		$ 1,550,000	1,550,000
Court Fines	1,293,000		1,293,000	1,545,000		1,545,000
Investment Income	472,000	10,000	482,000	454,000	20,000	474,000
Rental Income	456,000		456,000	535,000		535,000
Donations	945,000		945,000	1,080,000		1,080,000
Miscellaneous Revenues	110,000		110,000	110,000		110,000
TOTAL REVENUES	**25,439,300**	**1,560,000**	**26,999,300**	**27,239,230**	**1,570,000**	**28,809,230**
Expenditures/Expenses and Other Uses:						
Council & Chief Executive	1,761,050		1,761,050	1,863,450		1,863,450
Economic Development	4,613,600		4,613,600	6,308,800		6,308,800
Financial Services	1,848,800		1,848,800	1,934,190		1,934,190
Parks & Public Works	5,516,450	2,370,000	7,886,450	5,598,430	2,445,000	8,043,430
Planning	1,221,550		1,221,550	1,148,700		1,148,700
Police	7,519,350		7,519,350	8,070,860		8,070,860
Non-Departmental	674,800		674,800	1,142,700		1,142,700
Capital Outlay	1,119,000		1,119,000			
Debt Service	3,257,800		3,257,800	3,505,000		3,505,000
TOTAL EXPENDITURES/EXPENSES & OTHER USES	**27,532,400**	**2,370,000**	**29,902,400**	**29,572,130**	**2,445,000**	**32,017,130**
EXCESS (deficiency) OF REVENUES OVER (under) EXPENDITURES	**(2,093,100)**	**(810,000)**	**(2,903,100)**	**(2,332,900)**	**(875,000)**	**(3,207,900)**
Other Financing Sources (Uses)						
Sale of Capital Asset	17,000		17,000	17,000		17,000
Transfers In	963,000		963,000	957,900		957,900
Transfers Out	(2,390,500)		(2,390,500)	(715,000)		(715,000)
Issuance of Subscription Obligation	119,000		119,000			
TOTAL OTHER FINANCING SOURCES	**(1,291,500)**	**-**	**(1,291,500)**	**259,900**		**259,900**
Net change in fund balance/net position	(3,384,600)	(810,000)	(4,194,600)	(2,073,000)	(875,000)	(2,948,000)
Fund Balances/Net Position, beginning of year	**15,817,011**	**4,237,570**	**20,054,581**	**12,432,411**	**3,427,570**	**15,859,981**
Fund Balances/Net Position, end of year[1]	**$ 12,432,411**	**$ 3,427,570**	**$ 15,859,981**	**$ 10,359,411**	**$ 2,552,570**	**$ 12,911,981**

(1) The large decrease in fund balance in FY 2024 and 2025 is due to the construction of the new park, Town Center on Main. For additional information about this new park are located on pages 277 & 281 in the CIP.
(2) The large decrease in FY 2025 for stormwater net position, is due to planned stormwater system repairs.
***Capital project major and non-major funds are not included in the following presentation. Please note that capital budgets are project based budgets. Capital projects budgets are presented on pages 281 -286.*

CITY OF SUWANEE, GA

APPROPRIATIONS RESOLUTION

A resolution to adopt the fiscal year 2026-2027 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 2026-2027 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 2026-2027; 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 2026-2027 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 23rd day of June 2026.



General Fund

REVENUES AND OTHER SOURCES	
Property Taxes	$ 14,466,020
Franchise Taxes	2,594,000
Alcoholic Beverage Taxes	905,000
Business Taxes	4,175,000
Other Taxes Penalties	55,500
Licenses & Permits	695,310
Intergovernmental Revenues	510,000
Charge for Services	199,300
Fines & Forfeitures	1,300,000
Investment Income	350,000
Miscellaneous Revenue	110,000
Sale of Capital Assets	17,000
Other Financing Sources	180,000
TOTAL REVENUES AND OTHER SOURCES	**$ 22,557,130**
EXPENDITURES AND OTHER USES	
Council & Chief Executive	$ 1,863,450
Economic Development	2,018,800
Financial Services	1,934,190
Parks & Public Works	5,583,430
Planning	1,148,700
Police	7,820,860
Non-Departmental	1,142,700
SBITA's	530,000
Transfers-Capital	515,000
TOTAL EXPENDITURES AND OTHER USES	**$ 22,557,130**
FUND BALANCE	
STABILIZATION ACCOUNT 4 MONTHS OF RESERVES COMMITTED	**$ 7,519,043**

Special Revenue Funds

COMMUNITY ARTS FUND		
Revenues and Other Sources		
Contributions and Donations	$	885,000
Rental Income		35,000
Investment Income		5,000
Other Financing Sources		650,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**1,575,000**
Expenditures and Other Uses		
Culture and Recreation	$	1,575,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**1,575,000**

CONFISCATED ASSETS FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	245,000
Investment Income		5,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**250,000**
Expenditures and Other Uses		
Patrol	$	250,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**250,000**

COMMUNITY GARDEN FUND		
Revenues and Other Sources		
Contributions and Donations	$	10,000
Other Financing Sources		5,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**15,000**
Expenditures and Other Uses		
Culture and Recreation	$	15,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**15,000**

HOTEL/MOTEL TAX FUND		
Revenues and Other Sources		
Selective Sales and Use Taxes	$	638,000
Investment Income		3,000
Other Financing Sources		278,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**919,000**
Expenditures and Other Uses		
Tourism	$	719,000
Other Financing Uses		200,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**919,000**

RENTAL VEHICLE EXCISE TAX FUND		
Revenues and Other Sources		
Investment Income	$	1,000
Contributions and Donations - Suwanee Fest		185,000
Selective Sales and Use Taxes		145,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**331,000**
Expenditures and Other Uses		
Tourism	$	331,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**331,000**



Other Funds

DEBT SERVICE FUND		
Revenues and Other Sources		
General Property Taxes	$	2,132,100
Investment Income		2,000
Other Financing Sources		772,900
TOTAL REVENUES AND OTHER SOURCES	**$**	**2,907,000**
Expenditures and Other Uses		
Debt Service	$	2,907,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**2,907,000**

STORMWATER UTILITY FUND		
Revenues and Other Sources		
Stormwater Utility Fee	$	1,550,000
Investment Income		20,000
Other Financing Sources		875,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**2,445,000**
Expenditures and Other Uses		
Stormwater System Maintenance and Repair	$	2,445,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**2,445,000**

Stormwater Utility Reserve		
Assigned Cash Balance (10-14 months of fees collected)	**$**	**1,571,059**

MUNICIPAL COURT FUND		
Revenues and Other Sources		
Fines and Forfeitures	$	1,847,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**1,847,000**
Expenditures and Other Uses		
Municipal Court	$	547,000
Other Financing Uses		1,300,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**1,847,000**

COMPONENT UNIT		
Revenues and Other Sources		
Investment Income	$	88,000
Rental Income and CAM		500,000
Other Financing Sources		1,145,000
TOTAL REVENUES AND OTHER SOURCES	**$**	**1,733,000**
Expenditures and Other Uses		
Economic Development	$	1,733,000
TOTAL EXPENDITURES AND OTHER USES	**$**	**1,733,000**



CITY OF SUWANEE, GEORGIA
AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2026-2027.

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year 2026-2027 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 2026-2027; 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
City Clerk	119
Court Administrator	115
Assistant to the City Manager	113
Chief Deputy Court Clerk	112
Deputy Court Clerk (3)	106/110
Bailiffs (Pool)	106
Chief Judge	Appointed
Associate Judges (Pool)	Appointed
Lead Prosecuting Attorney	Appointed
Prosecuting Attorneys (Pool)	Appointed
ECONOMIC DEVELOPMENT	
Assistant City Manager	120
Events & Outreach Division Director	115
Communications & Marketing Manager	114
Economic Development Manager	114
Information Technology Manager	114
Special Projects Manager	113
Information Technology Network Administrator/Engineer	112
Events Coordinator	111
Creative Marketing Designer	110
Communications Specialist	107
Events Staff (Pool)	101
FINANCIAL SERVICES	
Financial Services Director	119
Human Resource Division Director	117
Accounting Division Director	115
Business Services Division Director	115
Accounting Analyst II	112
Benefits Administrator	112
Budget Analyst	111
Accounting Analyst I	110
Human Resource Generalist	110
Special Projects Analyst	110
Administrative Assistant/Lead Bailiff	107
Business Services Specialist (3)	106/110
PARKS & PUBLIC WORKS	
Public Works Director	119
Infrastructure Division Director	115
Operations Division Director	115
Public Works Superintendent	114
Field Services Manager	112
Environmental Manager	110
Crew Leader (4)	108
Facilities Technician	108
Administrative Coordinator	106
Crew Member (20)	104

AUTHORIZED POSITION RESOLUTION

	SALARY GRADE
PLANNING & INSPECTIONS	
Planning & Inspections Director	119
Building Official	115
Planning Division Director	115
Building Inspector	111
Code Enforcement Officer (PT)	110
Planner I	110
Development Coordinator	107
Inspections Coordinator	106
Administrative Secretary	102
POLICE	
Police Chief	120
Police Captain (2)	117
Communications Supervisor	115
Police Lieutenant (5)	115
Police Sergeant (6)	114
Police Corporal (6)	112
Police Detective (4)	110
Police Officer (16)	110
Assistant Communications Supervisor	109
Crime Analyst	109
Office Administrator	108
Communications Officer (8)	107
Administrative Assistant	104
Records & Evidence Technician	104

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 Bolton USA, city's the Human Resources Policies and Procedures, 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. In accordance with Bolton USA's recommendation to adjust pay market-based compensation structure, the City Manager has the discretion to adjust pay ranges by increasing the beginning and ending salary rates by 2% annually, based on the 2025 Classification and Compensation Study.

APPROVED and ADOPTED this 23rd day of June 2026.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION



FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM RESOLUTION

A RESOLUTION TO ADOPT THE FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2027 TO 2031

WHEREAS, the City of Suwanee has prepared a Five-Year Capital Improvement Program (CIP) which sets forth a funding strategy for proposed capital projects; and

WHEREAS, the CIP is a planning tool that identifies anticipated capital improvements for fiscal years 2027 to 2031; and

WHEREAS, the CIP also identifies the funding sources to finance the capital improvements proposed to be undertaken in the next five fiscal years and includes recommended time schedules and costs estimates of the various capital improvements projects; and

WHEREAS, the expenditures shown for the first year of the CIP comprise the Capital budget starting in fiscal year 2027. Subsequent years are also included in the CIP, although these "future years" are subject to change due to more detailed engineering analysis becoming available, possible changes in the project priorities, updates or revisions to anticipated revenues, and possible changes in cost and funding projections; and

WHEREAS, the CIP is anticipated to be updated annually, as a whole, and amendments can be considered by the City Council at any time.

NOW, THEREFORE, BE IT RESOLVED THAT the City Council of the City of Suwanee Georgia adopts the Five-Year Capital Improvement Program, Attachment "A" attached hereto and by reference made a part of this resolution, for fiscal years 2027 to 2031; and

BE IT FURTHER RESOLVED that as part of this adoption, the capital budgets by project category are also adopted; and

BE IT FURTHER RESOLVED that the capital expenditures shall not exceed the appropriations authorized by this Five-Year Capital Improvement Program or amendments thereto provided; and

BE IT FURTHER RESOLVED that this Five-Year Capital Improvement Program contains appropriations for Intergovernmental agreements, and that the City Council authorizes the City Manager to execute such agreements.

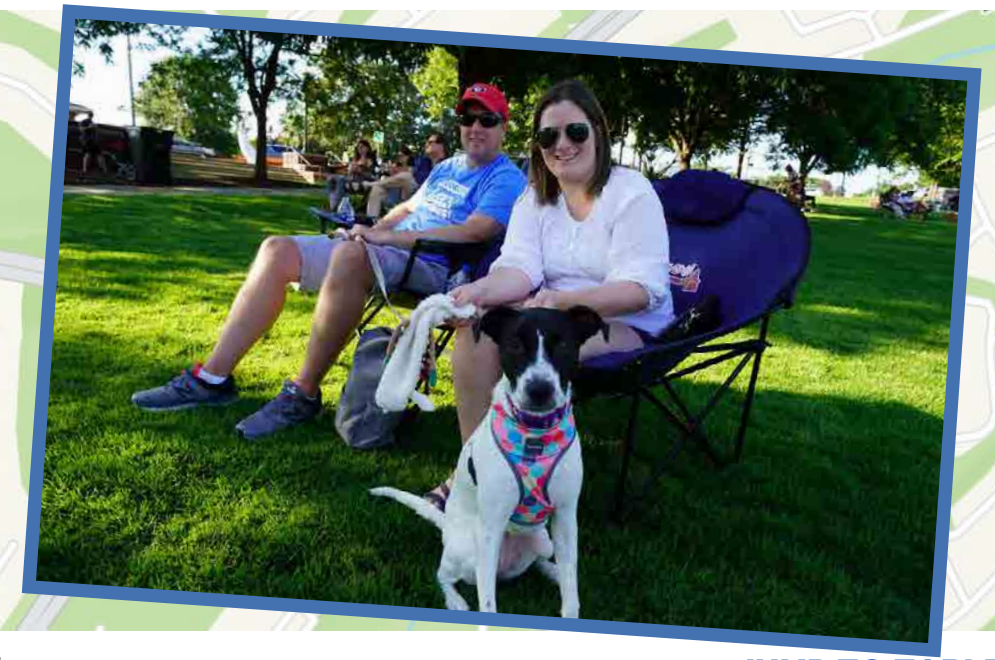
SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION
APPROVED AND ADOPTED THIS 23rd DAY OF JUNE, 2026

ATTACHMENT A

PROJECT	FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
EQUIPMENT & VEHICLES						
City Vehicles-Replacement	$ -	$ 60,000	$ -	$ -	$ 64,000	$ 124,000
Financial Software Implementation	100,000	-	-	-	-	100,000
IT Infrastructure Management (New)	250,000	250,000	-	-	-	500,000
Public Safety/Police Projects Equipment	145,000	125,000	125,000	125,000	125,000	645,000
Public Safety/Police Vehicle Replacement	200,000	307,500	315,000	322,800	330,900	1,476,200
Public Works Equipment	300,000	300,000	300,000	300,000	300,000	1,500,000
Public Works Vehicle Replacement	75,800	77,700	79,700	81,700	83,800	398,700
TOTAL	**$ 1,070,800**	**$ 1,120,200**	**$ 819,700**	**$ 829,500**	**$ 903,700**	**$ 4,743,900**
PARKS & FACILITIES						
Citywide Signage/Visual Communications	$ 150,000	$ 99,619	$ -	$ -	$ -	$ 249,619
Comprehensive Plan	100,000	100,000	-	-	-	200,000
Facilities Enhancement Parks & Facilities - Electric Charging Stations	42,000	-	-	-	-	42,000
Facility Maintenance Parks & Buildings						
General Facilities Maintenance	307,500	315,000	323,000	331,080	339,000	1,615,580
Park Maintenance	356,000	262,000	268,000	275,000	282,000	1,443,000
Police Training Center Range Maintenance	30,000	30,750	31,250	32,000	33,000	157,000
Suwanee Greenway Maintenance	261,000	300,000	300,000	300,000	300,000	1,461,000
Main Street Art/Welcome Center (New)	1,100,000	500,000	-	-	-	1,600,000
Public Safety New Facility	10,000,000	7,957,850	-	-	-	17,957,850
Recreational Enhancement: Misc. SPLOST & Local Projects (TBD)	671,063	316,250	316,250	316,250	-	1,619,813
Street Tree & Landscaping Management Program	300,000	300,000	300,000	300,000	300,000	1,500,000
Suwanee Gateway Improvement Projects (TBD)	-	1,000,000	-	-	1,000,000	2,000,000
Suwanee Gateway Landscape & Litter Control	100,000	100,000	100,000	100,000	100,000	500,000
Town Center on Main & Delay Nature Park Projects	718,000	-	-	-	-	718,000
TOTAL	**14,135,563**	**11,281,469**	**1,638,500**	**1,654,330**	**2,354,000**	**31,063,862**

ATTACHMENT A

PROJECT	FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
TRANSPORTATION						
Safe Streets 4 All Action Plan	$ 125,000	$ 125,000	$ -	$ -	$ -	$ 250,000
Sidewalk Maintenance	413,418	310,000	315,000	320,000	325,000	1,683,418
Sidewalks - Pedestrian Bicycle Plan						
Martin Farm Road - Project Section 1 - Suwanee Green to King Street	671,000	-	-	-	-	671,000
Pedestrian Bicycle Plan - Future Construction Projects (TBD)	200,000	200,000	200,000	255,000	-	855,000
Stormwater Rehabilitation Projects	2,612,000	2,250,000	1,775,000	1,800,000	1,825,000	10,262,000
Street Maintenance & Resurfacing	1,579,016	1,286,000	1,305,000	1,325,000	1,246,000	6,741,016
Street Sign Replacement Program	50,000	50,000	50,000	28,697	-	178,697
Suwanee Greenway - Rerouting at Martin Farm Road	546,505	-	-	-	-	546,505
Suwanee Loop						
Phase I Design & Engineering (Underway)	576,145	383,600	383,600	383,600	-	1,726,945
Right-of-Way Land Acquisition (Future)	-	290,000	290,000	290,000	1,505,000	2,375,000
Traffic Calming	50,000	-	-	-	-	50,000
Transportation Enhancements: Misc. SPLOST Projects (TBD)	229,000	250,000	250,000	250,000	250,000	1,229,000
TOTAL	**$ 7,052,084**	**$ 5,144,600**	**$ 4,568,600**	**$ 4,652,297**	**$ 5,151,000**	**$ 26,568,581**
ANNUAL TOTALS	**$ 22,258,447**	**$ 17,546,269**	**$ 7,026,800**	**$ 7,136,127**	**$ 8,408,700**	**$ 62,376,343**



SCHEDULE OF INTERFUND TRANSFERS

The composition of interfund transfers for the budget year ending June 30, 2026 is as follows:

FUND	TRANSFER IN	FUND	TRANSFER OUT	AMOUNT
100	General	745	Municipal Court	$ 1,300,000
100	General	275	Hotel/Motel	180,000
220	Community Garden	100	General	5,000
346	Master Plan Implementation	275	Hotel/Motel	200,000
349	Urban Redevelopment Agency	410	Debt Service	772,900
361	Tax Allocation District	100	General	510,000
				$ 2,967,900




CITY OF
SUWANEE, GA
TENCH RD

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.

Sims Lake Park



JUMP TO TABLE OF CONTENTS

SUMMARY OF GENERAL FUND REVENUES





Summary of General Fund Revenues

Description	Actual FY 2024	Actual FY 2025	FY 2026 Final Budget[1]	FY 2027 Adopted Budget	FY 2027 Change Amount	FY 2027 Change %
Property Taxes	$ 9,135,655	$ 10,634,416	$ 10,819,000	$ 11,466,020	$ 647,020	6.0%
Franchise Taxes	1,999,893	2,134,252	2,087,000	2,594,000	507,000	24.3%
Alcoholic Beverage Taxes	919,264	876,919	934,000	905,000	(29,000)	-3.1%
Business Taxes	3,346,706	3,590,476	3,935,000	4,175,000	240,000	6.1%
Other Taxes & Penalties	38,055	62,891	45,500	55,500	10,000	22.0%
Licenses & Permits[2]	1,644,277	881,721	684,800	695,310	10,510	1.5%
Intergovernmental Revenues	799,158	500,550	517,000	510,000	(7,000)	-1.4%
Charges for Services	149,123	217,749	212,100	199,300	(12,800)	-6.0%
Court Fines	1,010,319	1,176,863	1,048,000	1,300,000	252,000	24.0%
Investment Income	467,077	483,677	380,000	350,000	(30,000)	-7.9%
Miscellaneous Revenues	94,485	81,214	110,000	110,000	-	0.0%
Sale of Capital Items	21,413	13,196	17,000	17,000	-	0.0%
SBITA's [3]	-	-	119,000	-	(119,000)	n/a
Transfer In	209,261	180,371	183,500	180,000	(3,500)	-1.9%
Total Revenues	**19,834,686**	**20,834,295**	**21,091,900**	**22,557,130**	**1,465,230**	**6.9%**
Other Financing Sources						
Budgeted Fund Balance	-	-	1,700,000	-	(1,700,000)	n/a
Total Other Financing Sources	-	-	1,700,000	-	(1,700,000)	n/a
Total Revenues and Other Financing Sources	**$ 19,834,686**	**$ 20,834,295**	**$ 22,791,900**	**$ 22,557,130**	**$ (234,770)**	**-1.0%**

(1) FY 2026 column includes 3rd quarter capital transfers ($1,700,000) for the annual CIP funding from the general fund.
(2) FY 2024 included a large permit fee. Based on Suwanee's size, one large permit can cause large differences when comparing different periods.
(3) FY 2026 SBITA (subscription based technology arrangement) is the present value of new subscriptions entered into in FY 2026.

CITY OF SUWANEE, GA

SUMMARY OF GENERAL FUND REVENUES



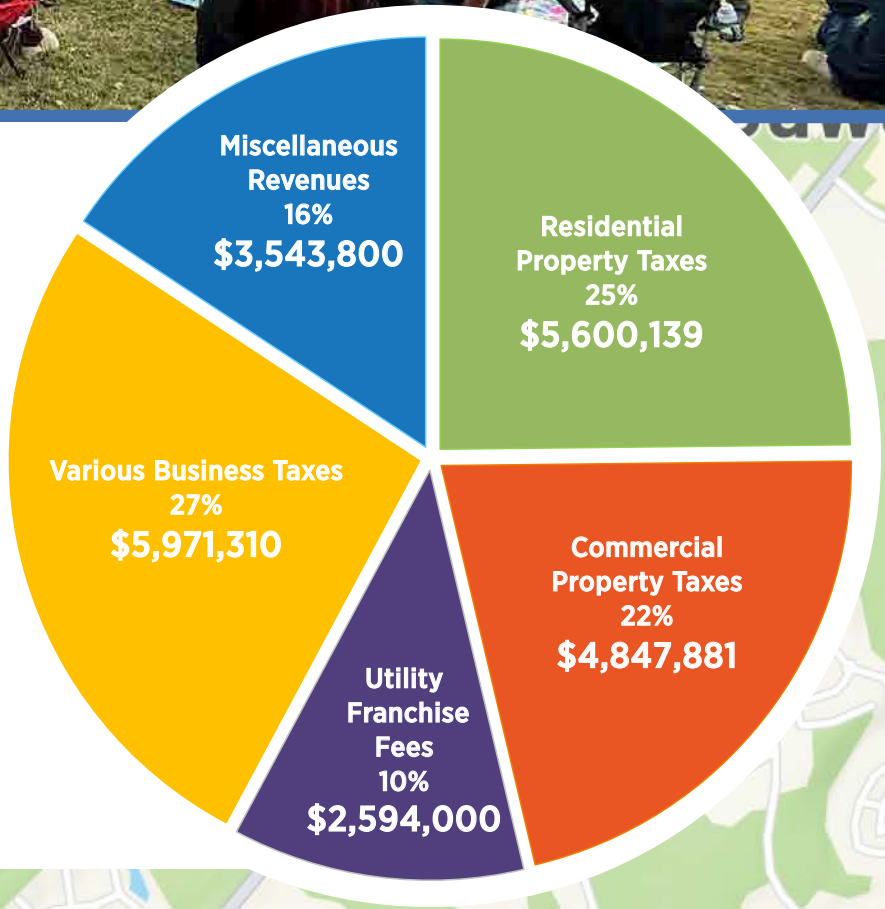
FY 2027 General Fund Revenues

Various Business Taxes include:

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

Miscellaneous Revenues include:

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



GENERAL FUND EXPENDITURES







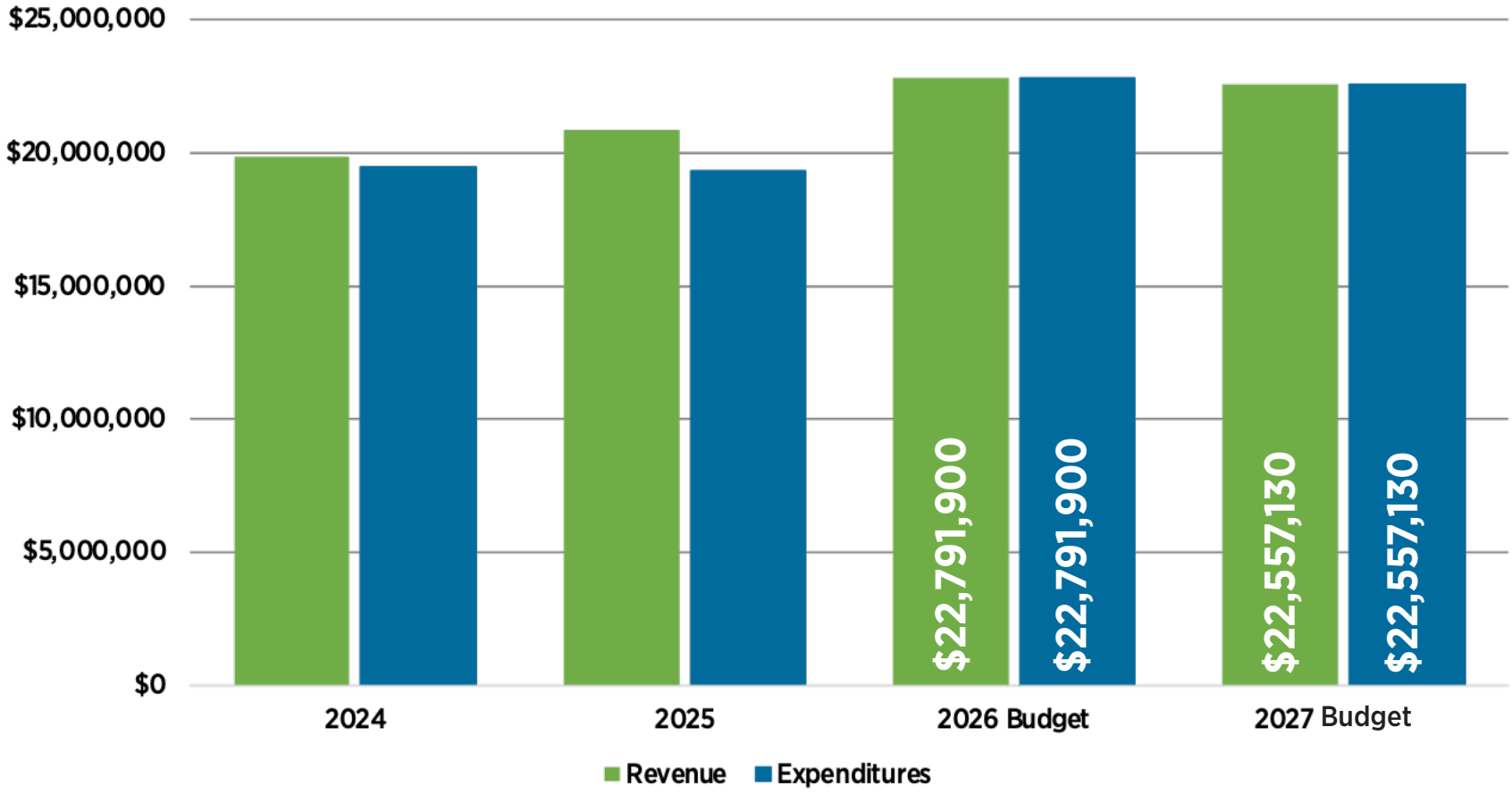
General Fund Expenditures by Department

Description	Actual FY 2024	Actual FY 2025	FY 2026 Budget Original	FY 2026 Budget Final[1]	FY 2027 Adopted Budget	FY 2027 Change Amount	FY 2027 Change %
Council & Chief Executive[2]	$ 1,337,931	$ 1,469,828	$ 1,600,050	$ 1,761,050	$ 1,863,450	$ 102,400	5.8%
Economic Development	1,467,736	1,513,616	1,914,100	1,914,100	2,018,800	104,700	5.5%
Financial Services[2]	1,520,022	1,629,863	1,848,800	1,848,800	1,934,190	85,390	4.6%
Parks & Public Works	4,305,186	4,462,969	5,404,450	5,501,450	5,583,430	81,980	1.5%
Planning	1,028,243	1,039,985	1,221,550	1,221,550	1,148,700	(72,850)	-6.0%
Police	5,935,690	6,067,460	7,641,150	7,269,350	7,820,860	551,510	7.6%
Non-Departmental	628,428	500,500	674,800	674,800	1,142,700	467,900	69.3%
Total Operating	**16,223,236**	**16,684,221**	**20,304,900**	**20,191,100**	**21,512,130**	**1,321,030**	**6.5%**
SBITA's	381,787	387,286		393,800	530,000	136,200	34.6%
Capital Transfers	2,870,954	2,247,503	505,000	2,207,000	515,000	(1,692,000)	-76.7%
Total Expenditures & Transfers	**$ 19,475,977**	**$ 19,319,010**	**$ 20,809,900**	**$ 22,791,900**	**$ 22,557,130**	**$ (234,770)**	**-1.0%**

(1) FY 2026 capital transfers include 3rd quarter capital transfer of $1,700,000 for FY 2027 capital improvement program pre-funding. Pre-funding the capital improvement program allows for pay-as-you-go financing for capital projects.

(2) During FY 2025, the Municipal Court function was moved from Financial Services to Council & Chief Executive. For budgetary purposes, this presentation restates FY 2024 and FY 2025 to include the transfer of the Municipal Court functions.

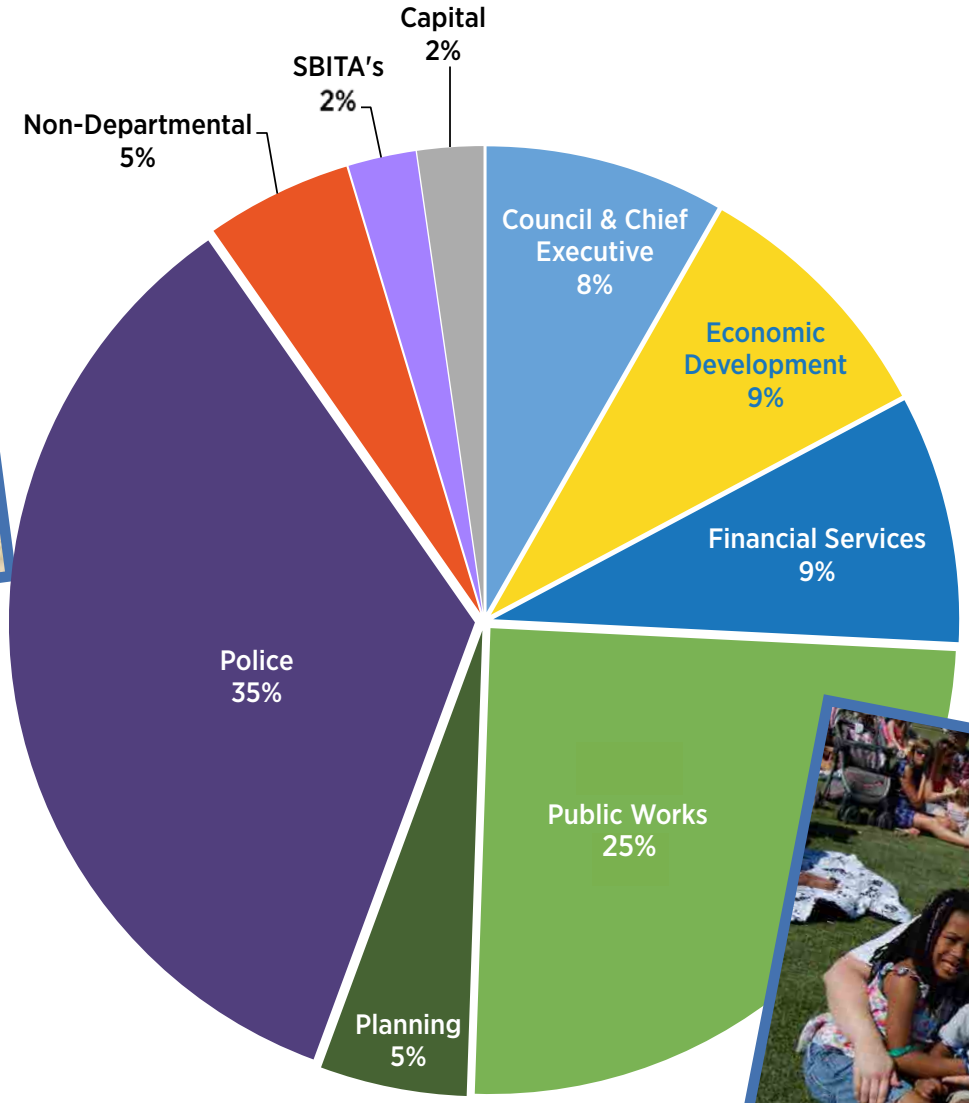
SUMMARY OF REVENUES AND EXPENDITURES BY YEAR



GENERAL FUND EXPENDITURES



Department % of Budget



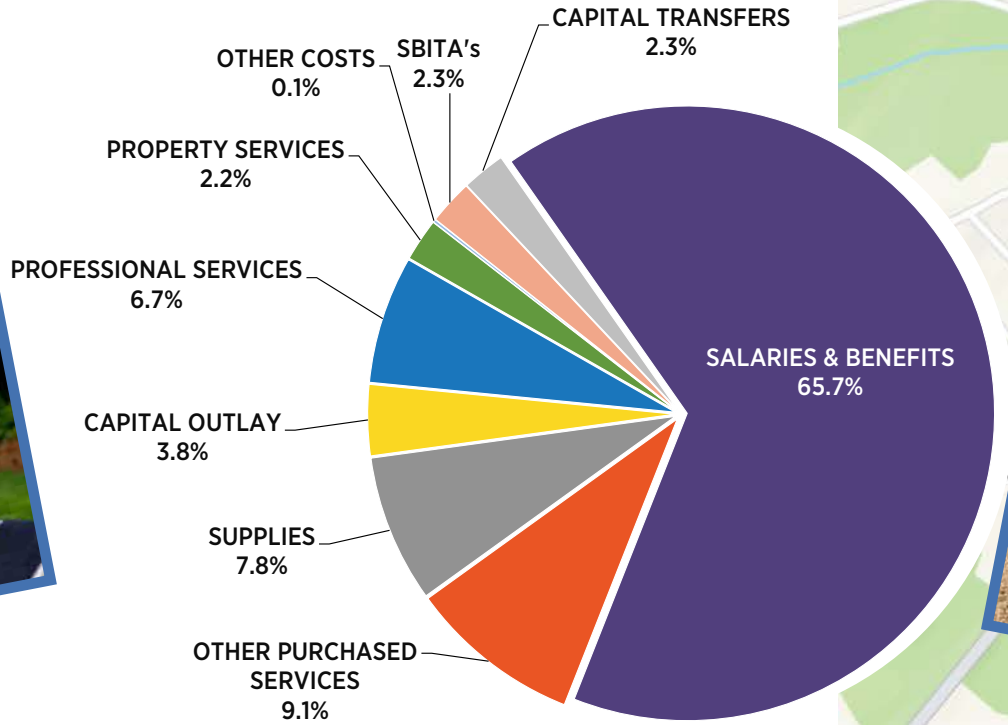


GENERAL FUND EXPENDITURES

General Fund Expenditures by Category

Description	Actual FY 2024	Actual FY 2025	FY 2026 Budget Original	FY 2026 Budget Final	FY 2027 Adopted Budget	FY 2027 Change Amount	FY 2027 Change %
Salaries & Benefits	$ 11,383,981	$ 11,925,266	$ 14,230,600	$ 14,256,350	$ 14,823,730	$ 567,380	4.0%
Other Purchased Services	1,362,369	1,605,546	1,958,250	1,960,450	2,047,500	87,050	4.4%
Supplies	1,358,438	1,534,919	1,645,650	1,663,650	1,749,700	86,050	5.2%
Capital Outlay	467,966	232,823	772,700	584,950	840,000	255,050	43.6%
Professional Services	1,050,851	969,098	1,314,700	1,323,700	1,513,700	190,000	14.4%
Property Services	420,752	395,639	355,000	374,000	504,500	130,500	34.9%
Other Costs	178,879	20,930	28,000	28,000	33,000	5,000	17.9%
SBITA's	381,787	387,286	-	393,800	530,000	136,200	34.6%
Capital Transfers[1]	2,870,954	2,247,503	505,000	2,207,000	515,000	(1,692,000)	-76.7%
Total	**$ 19,475,977**	**$ 19,319,010**	**$ 20,809,900**	**$ 22,791,900**	**$ 22,557,130**	**$ (234,770)**	**-1.0%**









REVENUE DEFINITIONS & ASSUMPTIONS

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

REVENUE DEFINITIONS & ASSUMPTIONS

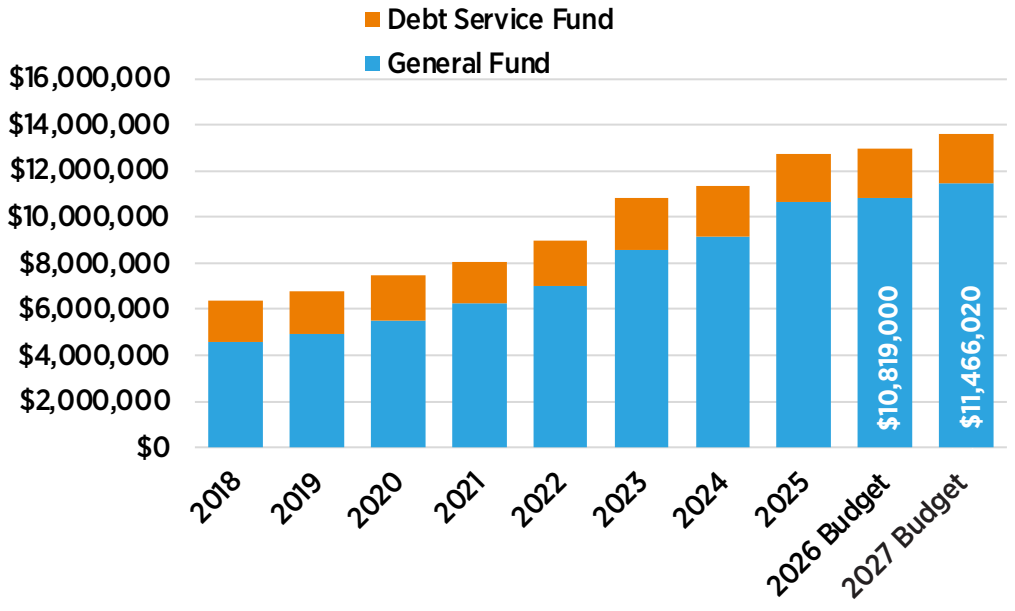
Property Taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 51% of the total FY 2027 budgeted general fund revenues. For fiscal year 2027 budget, we are anticipating a 6% growth from projected collections of FY 2026. This estimate is based on preliminary data received from Gwinnett County. The actual millage rate will be set in August 2026, once we have obtained the billable digest.

Real estate transfer tax revenues were projected using FY 2025 actual and FY 2026 projected. Based on the current economic conditions, property transfers have shown a stable outlook. Motor vehicle used the lowest monthly collection value to predict a twelve-month value. Title tax, included in other taxes and penalties, but combined with property taxes for budget analysis, used the past 12 months collections to determine FY 2027 value. Motor vehicle taxes will continue to decline as new vehicles are purchased and the title tax is applied. In total motor vehicle revenues from title tax and ad valorem are increasing by $19,000 from the FY 2026 budget amounts.



Projected **FY 2026** Property Tax Revenues **$11,049,012**
Original **FY 2026** Budget **$10,819,000**
Final **FY 2026** Budget **$10,819,000**
FY 2027 Adopted Budget **$11,466,020**
FY 2027 Budget is a **6% increase** from **FY 2026 Original Budget**

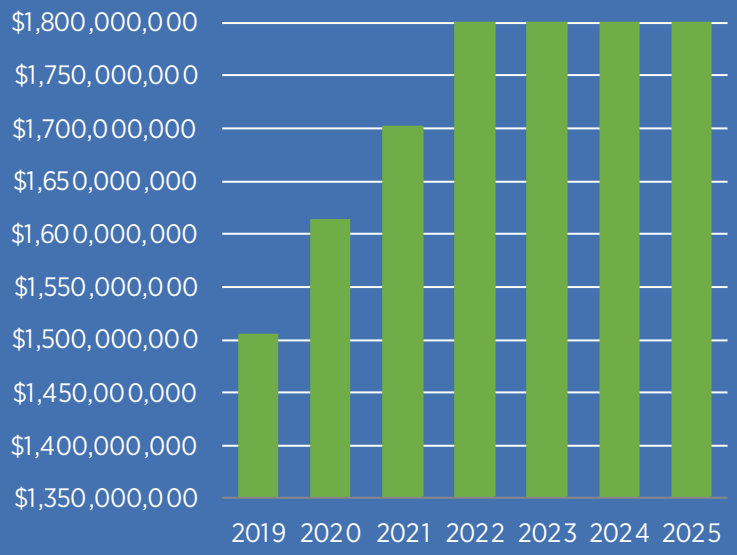


REVENUE DEFINITIONS & ASSUMPTIONS

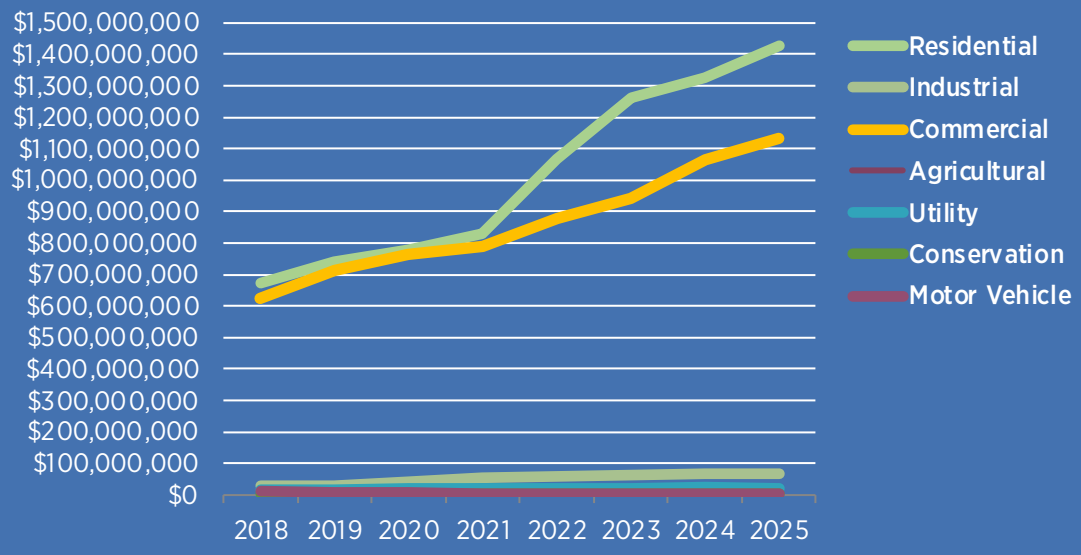
Assessed Values by Year

	2018	2019	2020	2021	2022	2023	2024	2025
Residential	$ 674,053,390	$ 738,319,230	$ 780,574,696	$ 830,961,130	$ 1,067,798,500	$ 1,260,143,280	$ 1,326,750,914	$ 1,425,153,898
Industrial	27,120,090	27,690,480	41,905,940	55,091,540	57,567,140	61,436,840	68,822,580	68,534,370
Commercial	622,455,670	711,788,760	762,744,456	788,232,000	878,621,660	904,930,640	1,065,254,100	1,133,685,826
Agricultural	615,640	685,520	835,040	1,031,080	1,341,280	1,627,440	1,627,440	1,627,440
Utility	16,855,960	16,681,520	18,774,400	18,774,400	19,797,840	21,976,840	26,325,000	22,435,560
Conservation	2,005,200	1,915,680	2,487,800	2,597,560	2,615,160	4,684,840	4,662,160	4,692,600
Motor Vehicle	11,511,254	9,037,085	6,882,340	5,469,709	4,755,460	4,797,450	4,013,710	3,555,280
TOTAL	**$ 1,354,617,204**	**$ 1,506,118,275**	**$ 1,614,204,672**	**$ 1,702,157,419**	**$ 2,032,497,040**	**$ 2,295,597,330**	**$ 2,497,455,904**	**$ 2,659,684,974**

Assessed Values by Year



Assessed Values by Type



REVENUE DEFINITIONS & ASSUMPTIONS

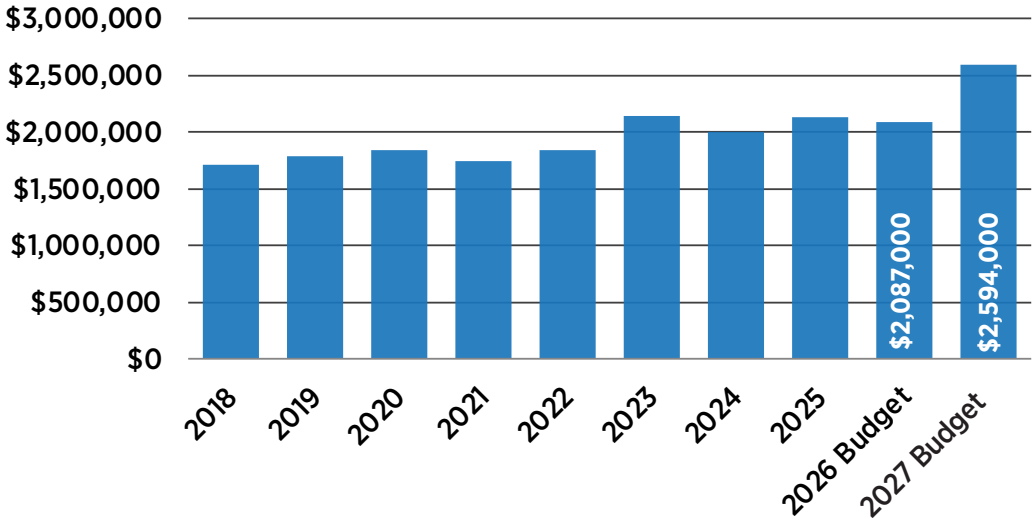


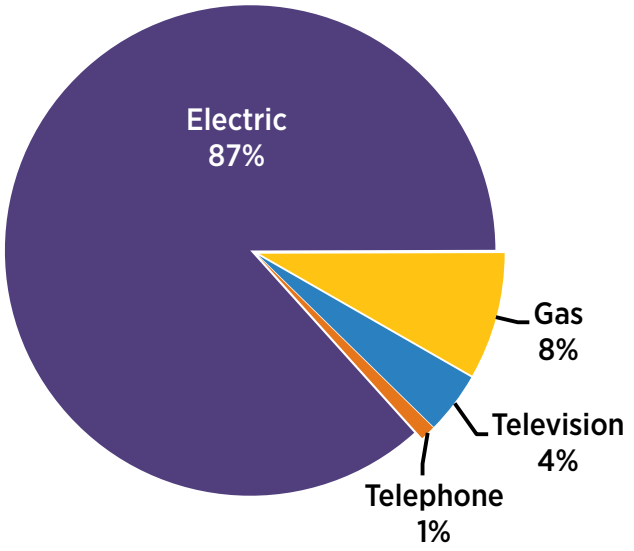
Utility Franchise Fees

Franchise taxes are the fees charged to utility companies for use of City streets and rights-of-way to conduct their private business of delivering electric, natural gas, telephone, cable television, and other fiber optics cable services. This category represents 11% of the total FY 2027 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 2026** Franchise Fees **$2,381,960**
Original **FY 2026** Budget **$2,087,000**
Final **FY 2026** Budget **$2,087,000**
FY 2027 Adopted Budget **$2,594,000**
FY 2027 Budget is a **24% increase** from **FY 2026 Original Budget**





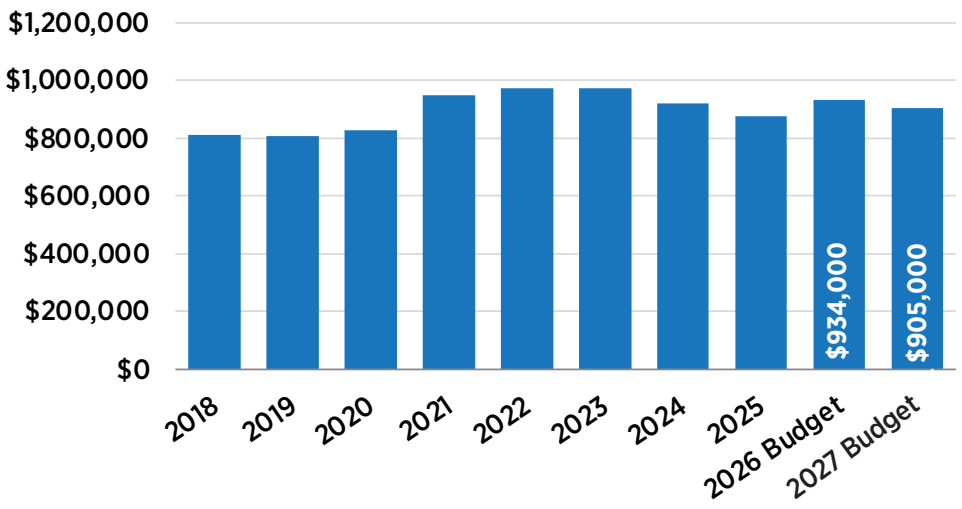
REVENUE DEFINITIONS & ASSUMPTIONS

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 4% of the total FY 2027 general fund revenues. Revenue projections are based on historical trends in conjunction with current economic indicators. A rolling two-year average was used in this projection.

Projected **FY 2026** Alcoholic Beverage Taxes **$890,085**
Original **FY 2026** Budget **$934,000**
Final **FY 2026** Budget **$934,000**
FY 2027 Adopted Budget **$905,000**
FY 2027 Budget is a **3% decrease** from **FY 2026 Original Budget**





REVENUE DEFINITIONS & ASSUMPTIONS



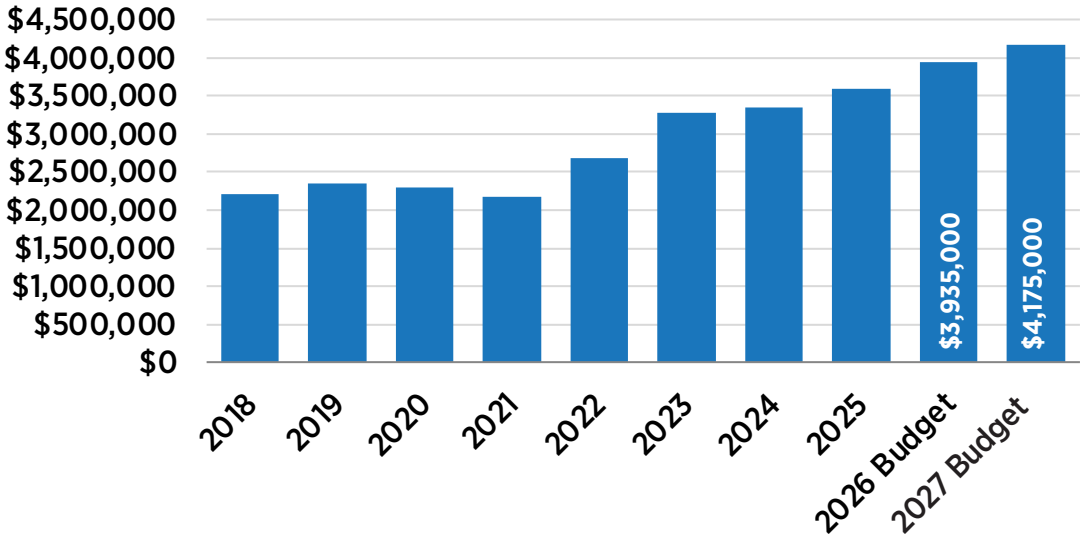
Business Taxes

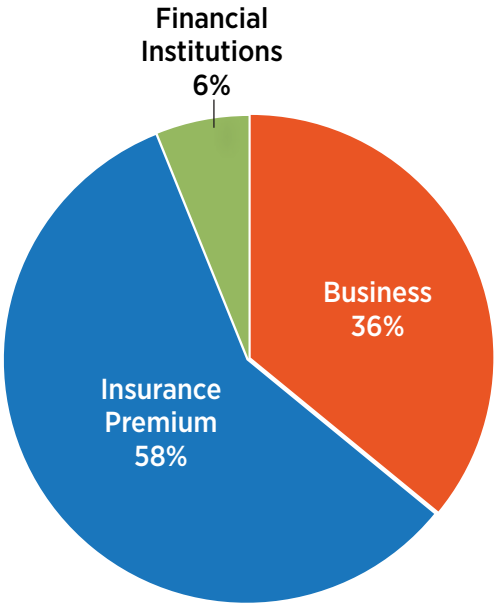
This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums collected by the State. During FY 2025, the maximum business tax was increased to $20,000 from the previous maximum of $12,500.

This category represents 18% of the total FY 2027 general fund revenues. Projections are based on historical trend analysis and economic indicators. Current estimates for business and financial institutions' occupational licenses assume a 1.23% growth based on projected FY 2026 collections.

Excise taxes on insurance premiums written by insurance companies are allocated from the State to local governments based on current census data. Official Census data is updated every ten years. FY 2023 was the last update. This tax will grow at a modest rate until the next official census.

Projected **FY 2026** Business Taxes Revenue **$3,998,280**
Original **FY 2026** Budget **$3,772,000**
Final **FY 2026** Budget **$3,935,000**
FY 2027 Adopted Budget **$4,175,000**
FY 2027 Budget is an **11% increase** from **FY 2026 Original Budget**





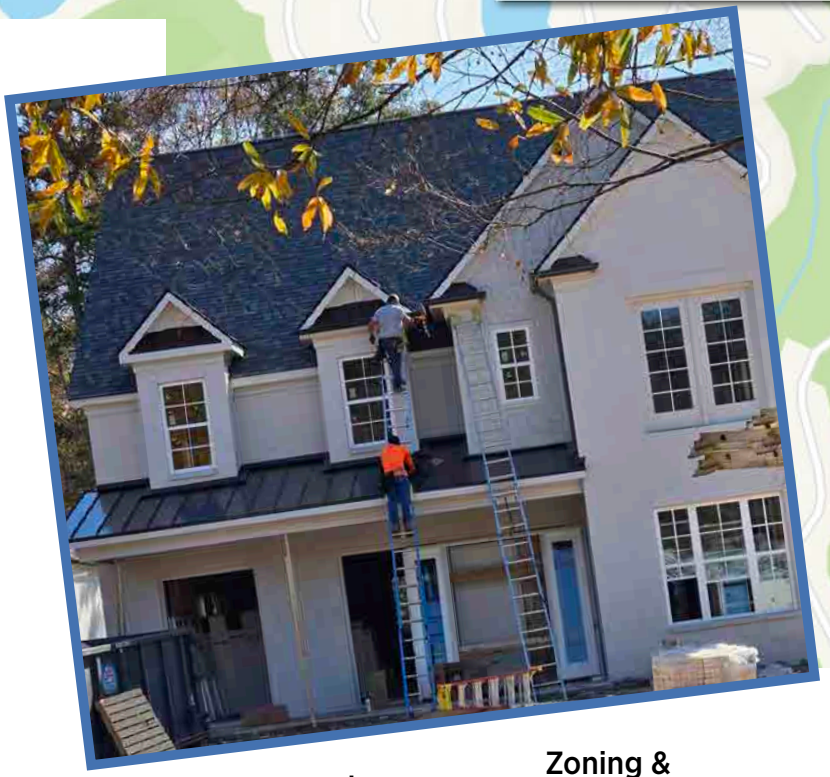
JUMP TO TABLE OF CONTENTS

REVENUE DEFINITIONS & ASSUMPTIONS

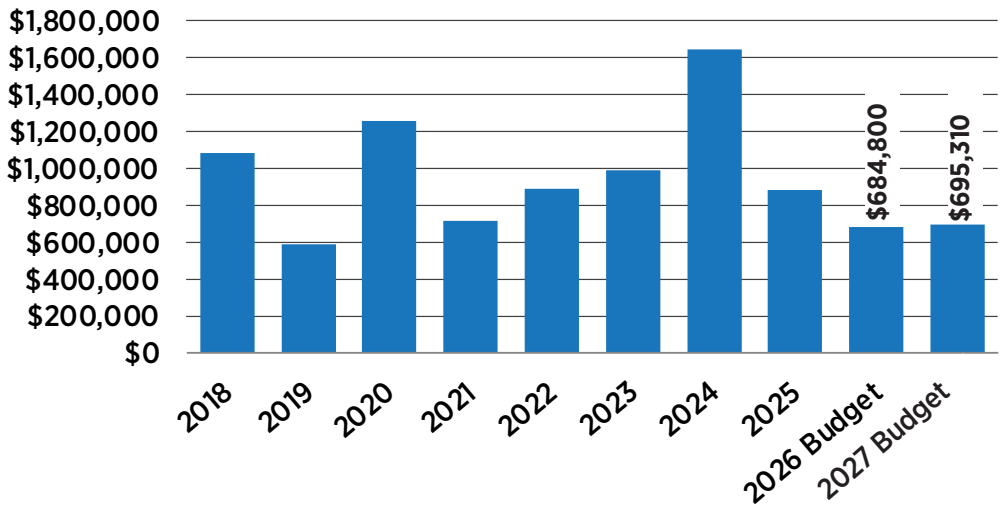
Licenses and Permits

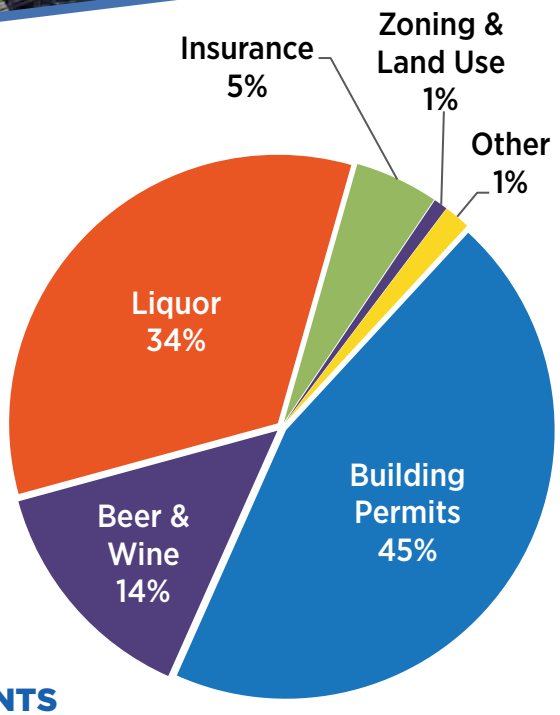
Licenses and permit fees include revenues realized from alcoholic privilege licenses, peddler license fees, fees for issuance of licenses to insurance companies that sell policies within the City, fees received from applications for zoning amendments, site plan reviews, special use and variance, and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

Regulatory fees charged for building permits and inspections also are included in this section. These revenue projections are based on known development growth that should be permitted in the next twelve months. Building permit revenues vary from year to year based on the economic environment and size of planned developments. We are predicting a slowing in development for FY 2027. Due to fluctuations in development activity from year to year, this revenue category experiences significant increases and decreases. As shown in the table below, FY 2024 reflects a notable spike resulting from one major development project. This category represents 3% of the total FY 2027 general fund revenues.



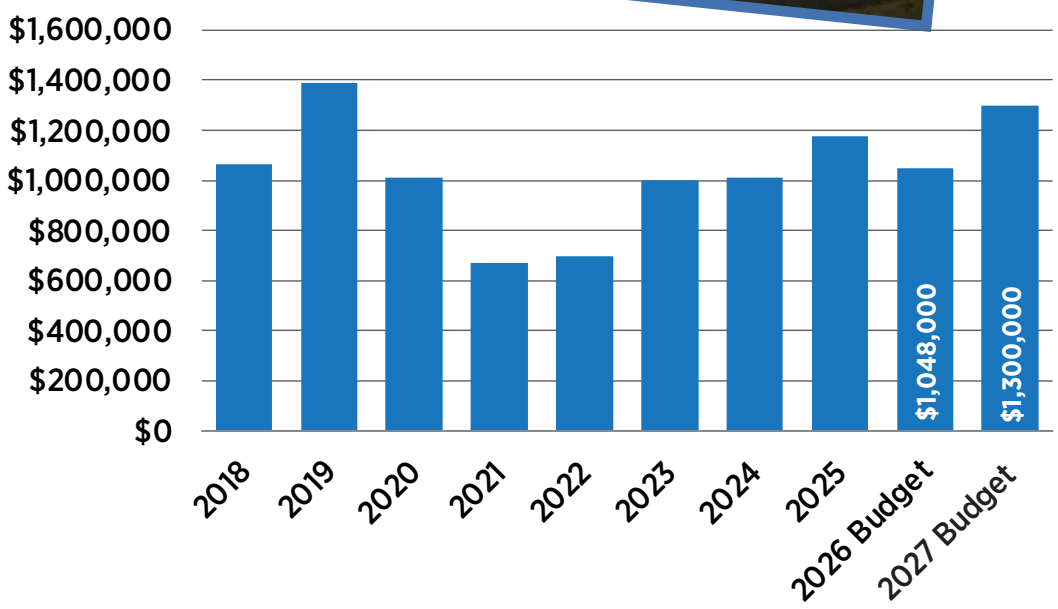
Projected **FY 2026** Licenses and Permits Revenues **$608,595**
Original **FY 2026** Budget **$684,800**
Final **FY 2026** Budget **$684,800**
FY 2027 Adopted Budget **$695,310**
FY 2027 Budget is a **1.5% increase** from **FY 2026 Original Budget**





REVENUE DEFINITIONS & ASSUMPTIONS





Intergovernmental

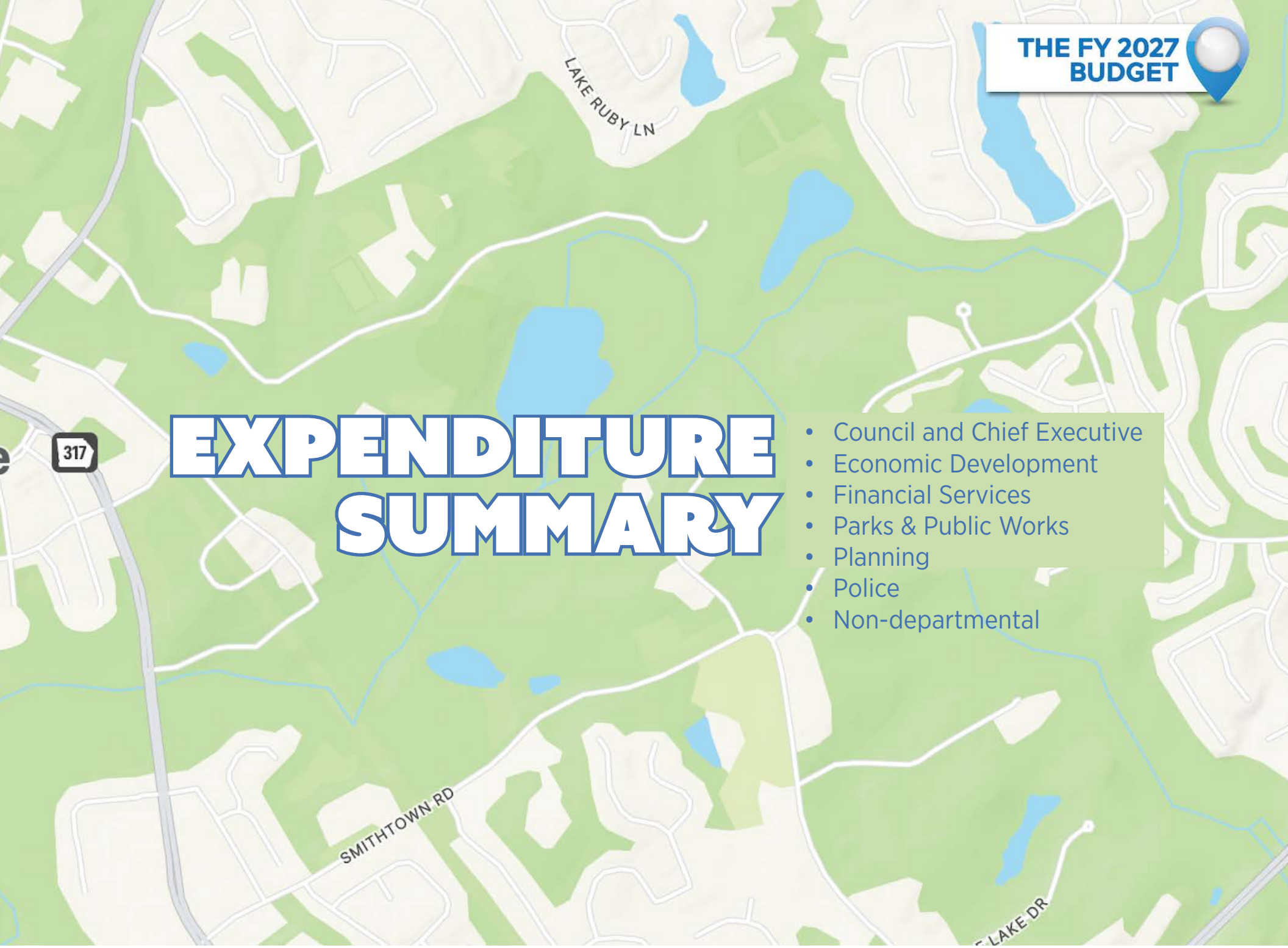
This category includes the annual negotiated settlement from Gwinnett County regarding service delivery. These payments are annual payments and will continue until calendar year 2070. FY 2027 estimates are based on the agreed upon revenue share agreement with Gwinnett County. For FY 2027 this amount is $510,000, the same allocation as FY 2026. This category represents 2% of the total FY 2027 general fund revenues.

Court Fines

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 6% of the total FY 2027 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 current economic conditions.

Fiscal year 2027 projections are based on the actual monthly collections for October 2025 thru March 2026 annualized.

Projected **FY 2026** Court Fines **$1,246,627**
Original **FY 2026** Budget **$1,048,000**
Final **FY 2026** Budget **$1,048,000**
FY 2027 Adopted Budget **$1,300,000**
FY 2027 Budget is a **24% increase** from **FY 2026 Original Budget**



EXPENDITURE SUMMARY

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

CITY OF SUWANEE, GA

COMMUNICATIONS & ENGAGEMENT:

ECONOMIC DEVELOPMENT:

PUBLIC SAFETY:

PLANNING:

COMMUNITY:

COMMUNITY CULTURE:

PARKS + OPEN SPACE:

TRANSPORTATION:

GOVERNANCE:

GENERAL SUWANEE:

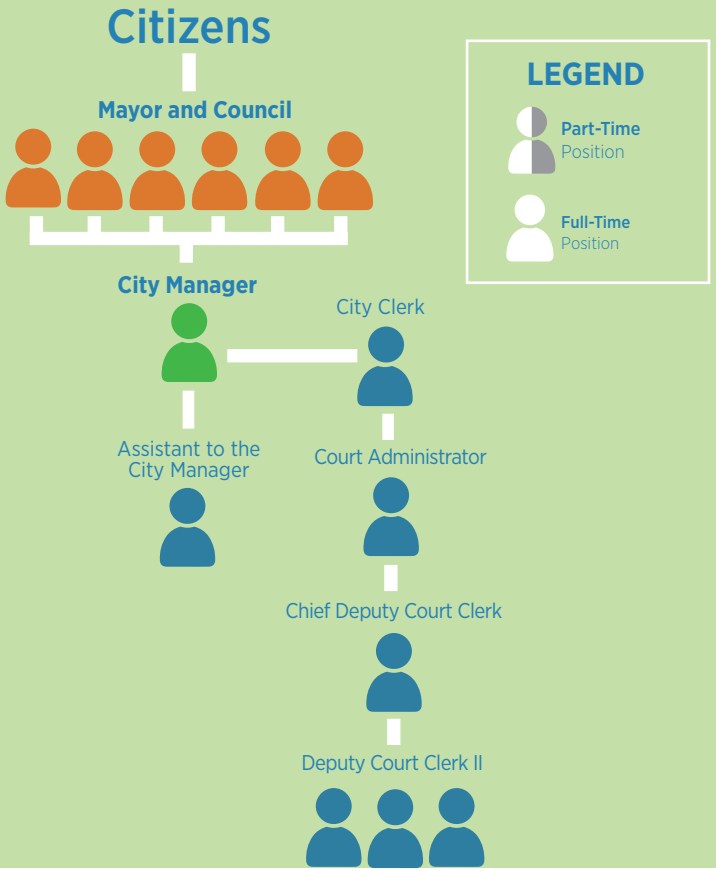
DEPARTMENTAL ACCOMPLISHMENTS:

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. To the left please find the reference key to the accomplishment icons:

COUNCIL & CHIEF EXECUTIVE



Functions	Includes the operations of the Governing Body, Chief Executive, and Municipal Court.
Positions	8 full-time and 6 City Council members.
Role	This office is tasked with implementing the policy decisions of the City Council, providing vision and leadership for the organization, and managing daily operations. It also encompasses the responsibilities of the City Clerk and Municipal Court.
Notable FY 2027 Budget Items	Funding for possible fall homestead ballot question $17,000. Strategic Plan administrative costs $10,000. Annual performance compensation 4% and health insurance renewal 11.4%. Annual membership dues and training for Council and staff. Replacing/upgrading the court audio and visual equipment $17,000.
Final FY 2026 Budget	$1,761,050
Adopted FY 2027 Budget	$1,863,450
Change from PY Budget	$102,400 (6%)
Reason for Change	Funding for annual performance raises (up to 4%) and a full 12 months funding for the Court Administrator position that was created during FY 2026, total increase $70,600. Health insurance renewal at 11.4%, $32,000. The Capital Project Manager position has been removed from the authorized position listing.



BUDGET OVERVIEW

COUNCIL

1. **Salary & Benefits** – **no change**
2. **Travel** – increased by **$3,000**. Requested increase is based on council's travel for board/committee appointments and meetings. (Note: this is similar to FY 2025 actual)
3. **Dues & Fees** – this line item includes funding for GwMA ($22,500), GMA ($8,900), chamber meetings, and conference fees ($20,600). Total same as prior year **$52,000**.
4. **Education & Training** – no change **$15,000**. Education and training for council.
5. **Liability Bond** – no change **$900**. Separate fidelity bond for Mayor.
6. **General Supplies** – increased by **$500**, same as FY 2025 actual. Supplies for meetings.
7. **Food** – no change **$10,000**. Food for meetings.



CHIEF EXECUTIVE

1. **Salaries & Overtime** – increased by $21,050.
   - **4%** projected salary increases.
   - Includes **$13,000** for Poll Workers (special election) same as prior period.
2. **Group Health** – increased by **$8,500**. Increase due to renewal rate increase **11.4%.**
3. **Social Security** – increases by **$1,100** due to 4% projected salary increases
4. **Medicare** – increased by **$700** due to 4% projected salary increases.
5. **Retirement** – increased by **$1,600** due to 4% projected salary increases.
6. **Workers Compensation** – increased by **$0**.
7. **Other Benefits** – maintained current funding level **$4,000**. (short term, long term, and life insurance)
8. **Communications** – no change **$500** (mailing).
9. **Advertising** – reduced by **50%**. Advertising for elections included in elections line item.
10. **Printing** – reduced by **50%** to **$2,500**. Prior periods show low amounts.
11. **Travel** – no change **$12,500**.
12. **Dues & Fees** – no change $**23,250**. Includes Geek Space $12,000, ICMA dues $1,200, and other fees $10,250. (Georgia Municipal Association, Gwinnett Chamber, and other monthly subscriptions).

BUDGET OVERVIEW (continued)

CHIEF EXECUTIVE (continued)

13. **Education & Training** – no change **$5,000**. Amount should cover the additional employee request. Prior amounts were under $2,000.
14. **Liability Bond** – no change **$900**. Separate fidelity bond for City Manager.
15. **Elections** - **$4,000** Reduction. Current estimate of $9,000 maintains one special election for homestead vote.
16. **Contracted Services** – no change **$15,000** from adopted FY 2026 budget but is an increase of $4,000 from current FY 2026 budget. This line item includes funding for special council-related requests.
17. **Strategic Plan** – reduced by **$20,000**. Current funding $10,000 would provide funding for printing and other related items for the strategic plan.
18. **Employee Appreciation Program** – name changed from Employee Award Program to Employee Appreciation Program. Same budget as prior year, **$10,000**.
19. **General Supplies** - **$2,000** increase to **$10,000**. This increase is based on FY 2025 & 2024 actual.
20. An additional **$2,500** funding provided for computer replacement for the department. Total budget request $5,000.
21. **Professional Services** - **$25,000** in funding provided for council requested professional services. This is a decrease of $20,000 from the current FY 2026 budget but is the same as the adopted FY 2026 budget. FY 2026 included the design for the proposed new Art Center.

MUNICIPAL COURT

1. **Salaries & Overtime** – Increased by **$49,500** (8%). This is due to 4% projected salary increases, changes in staffing that occurred during FY 2026, and a projected increase in number of solicitors working during court sessions.
2. **Group Health Insurance** – Increased by **$24,000** (39%). The increase is based on projected increases in Group health (11.4% health and 10% dental) and changes in the number of staffing that occurred in FY 2026 along with benefit enrollment changes.
3. **Social Security** – Increased by **$3,500** (10%) based on compensation changes noted above.
4. **Medicare** – Increased by **$500** (5%) based on compensation changes noted above.
5. **Retirement** – Increased by **$9,500** (6%) based on compensation changes noted above.
6. **Workers Compensation** – decreased by **$50** (-10%) based on compensation changes noted above along with a projected 10% increase in renewal premiums.
7. **Other Benefits** – increased by **$400** (11%) based on compensation changes and staff demographics. (short-term, long-term, and life insurance)
8. **Insurance** – property risk insurance is projected to increase by 10%, **$1,200**.
9. **Communication** – increased by **$7,000** (38%). Increase is due to projected increase in interpreter's contract and the number of sessions that will need an interpreter presence. This line includes interpreters, Quadient court services, Georgia Technology Authority, and AT&T.
10. **Printing** – no change, **$500** total budget.
11. **Travel** – no change, **$8,500**. This line item includes travel for the Court Administration, Clerk of Court, and the Judges.

BUDGET OVERVIEW (continued)

MUNICIPAL COURT (CONTINUED)

12. **Dues & Fees** – no change, **$1,500**. (professional memberships)
13. **Education & Training** - no change, **$5,000**. Includes Georgia Council of Court Administrations registration, TAC Conference, and annual training for the Judges.
14. **Stormwater Utility** – no change, **$700**.
15. **Contracted Services** – **$2,000** reduction. This line item includes language line, interpreter services, and the finger printing machine.
16. **Supplies** – increased by 10%, **$600.** Additional supply request based on additional staffing in the court services.
17. **Water & Sewer** – increased by **$1,000**. This line item also includes lawn irrigation.
18. **Food** – increased by **$1,000**. Increase is based on actual FY 2025. This line item includes food for the quarterly court meetings and court staff.
19. **Small Equipment** – increased by **$10,250** from current budget but the same as the adopted FY 2026 budget. Total funding is $17,000. Request includes replacing/upgrading the court audio and visual equipment along with computer replacements.
20. **Attorney Fees** – no change from current FY 2026 budget, **$10,000** ($5,000 increase from adopted budget). This line item includes payments to attorneys for defendant representation.
21. **Rental** - **$1,500** reduction from prior year adopted budget, $5,000 total. This line item includes funding for the copier and postage machines.



Mayor Burnette with the North Gwinnett High School GSHL AA Hockey Team

COUNCIL & CHIEF EXECUTIVE

ACCOMPLISHMENTS

- Gwinnett's unemployment rate (3.0%) is approximately 1.1 points below the U.S. rate and 0.7 points below the Georgia rate (as of December 2024)
- Negotiated licensing agreement with Suwanee Circle representatives
- Continued working with and financially supported Partnership Gwinnett to facilitate jobs center presence

- Town Center on Main & DeLay Nature Park opened including Veterans Memorial Greater Good

- Maintained Open Budget, a platform for transparency in spending
- Provided City Hall space for 2nd Town Hall meeting for two Gwinnett County Commissioners
- Hosted Georgia Cities Foundation's annual Heart & Soul Tour in Suwanee, attended by 64 statewide elected officials, 14 GMA staff members, as well as Suwanee staff
- Hosted Election Officials luncheon to discuss recent law changes; attended the State of Georgia Election Director, two state Election Liaisons, one Gwinnett County Election representative, and 28 area City Clerks and Assistant City Clerks
- Resumed the monthly Foreign Language Court to enhance accessibility and inclusivity for non-English-speaking participants
- Contracted with 8A Interpretation Services to provide in-person court interpreter services
- Used audio Language Line to translate at 14 languages

- Continued joint SPLOST projects with Gwinnett County
- Adopted the 5-year Comprehensive Plan update
- Completed and adopted Roundabout masterplan
- Purchased four electric vehicles for patrol, public works, and administrative use
- Had level two charging stations installed at the Public Works Building and the Police Department

- Maintained the millage rate at 4.93 mills for last 12 consecutive years
- Millage rate has remained same or reduced for last 22 years
- Processed a total of 1,648 Open Record requests: City Hall – 111 requests, Court – 288 requests, and Police Dept – 1,249 requests

- Successfully negotiated health benefits renewal rate at 3% increase when originally quoted 12% increase with no plan changes
- City Clerk became Department Director for Municipal Court
- Maintained ongoing balance of Court Cash Bond
- Continued with implementation/adjustments of new Courtware software for both Municipal Court and Police
- Municipal Court handled 11,448 cases.
- Developed and implemented a streamlined process to conduct 48-hour court hearings, in compliance with the requirements of Senate Bill 63.
- Upon GDOT's request, City Clerk successfully completed and submitted documentation for compliance with federal Title VI of the 1964 Civil Rights Act Non-Discrimination Program; this request was in addition to GDOT's annual report requirements
- Incorporated the City's SCOPE Program into the new hire orientation; SCOPE stands for Suwanee's Culture/Operations/People/Experience
- Used cutting edge technologies to battle cybersecurity threats
- Continued Cyber security program for all employees
- Held multiple food drives to support North Gwinnett Co-op to assist families in need
- Council and staff attended and participated in the annual Council planning retreat
- Six Councilmembers, City Manager, and City Clerk attended the annual Georgia Municipal Association (GMA) convention, acquiring hours of continuing education
- Staff actively participated in Gwinnett Young Professionals 5 Voices presentation panel, along with Mayor and a Councilmember
- City Clerk completed UGA's Carl Vinson Institute's Masters Education Management Development program; certification recognition in February 2025
- All three Deputy Ourt Clerks completed Municipal Clerks Certification Training as well as Terminal Agency Coordinator (TAC) certification
- Held Employee Recognition Event acknowledging employees for both City and Police awards; recipients recognized by Council at a Council meeting

1110 GOVERNING BODY

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2027

- 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.

These are to be used in concert with the city's 2040 Comprehensive Plan Vision Statement. "Suwanee 2040 will be a safe, fun, attractive, inclusive, evolving city with a unique, vibrant downtown that is well-connected to established neighborhoods and commercial/employment opportunities..."

"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, finance documents, city beautification, SculpTour, Suwanee Youth Leaders Program, CALEA

REMARKABLE – bold risky, quirky, artsy, cool, different, innovative. Attracting attention by being special, unusual or extraordinary. Worthy of remarks from others, both supportive and critical. We push the limits of the status quo.

Examples: City Hall design, City Hall art, organizational culture, marketing campaigns, Art for All Campaign, Annual Report, Community Orchard

VISIONARY - lasting beyond those who make decisions.

Examples: Suwanee Town Center, Suwanee Creek Greenway, Buford Highway reconstruction, land use, Public Art Initiative

1110 GOVERNING BODY

COUNCIL CODE OF CONDUCT

WHAT WE COMMIT TO EACH OTHER...

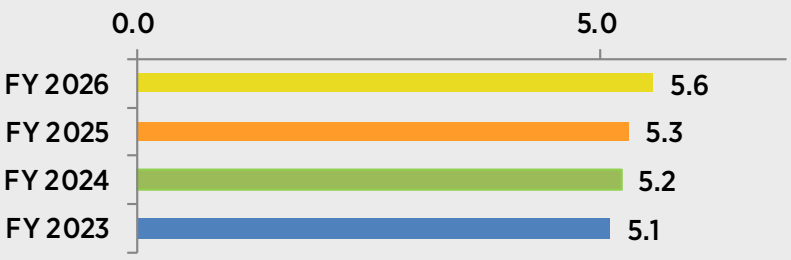
- We will listen to each other objectively and openly.
- We will seek to communicate with clarity, with the goal of minimizing misunderstanding.
- We will be informed prior to our debate.
- We will disagree with passion and respect.
- We will stay focused on the overall and long range good of the City.
- We will take our action, lay aside our differences, and move forward.
- We will support the actions of the Council even though we may continue to disagree.
- We will seek to build a culture of trust.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Council Meetings	12	12	12	12	12	12
Work Sessions	13	13	13	13	13	13
Council Called Meetings	5	7	5	5	4	5
Public Hearings*	25	25	25	23	19	23
Community Recognitions	13	16	13	17	13	17
Executive Sessions	8	5	8	5	4	5
Mayor and Council Training Hours**	93	63	93	95	75***	95
Council Work Retreat	1	1	1	2	1	1

**each Agenda item under Public Hearing is considered a separate hearing*
***training held by GA Municipal Institute through Carl Vinson Institute of Gov't, Univ of GA*
****January 2026 training at GMA's Cities United Summit was cancelled due to inclement weather*

PERFORMANCE MEASUREMENT DATA

Average Number of Employees for Every 1,000 of Population





COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

The National Citizen Survey is a statistically valid survey tool used by more than 500 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, Polco, and the International City/County Management Association (ICMA).

The report provides the opinions of a representative sample of 268 residents of the City of Suwanee, from the 2,883 randomly selected households which received mailings beginning June 27 to August 8,2025. The 5% margin of error for all respondents is within the 95% traditional confidence interval, while the response rate for the 2025 survey was 9%.

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:	**2014**	**2017**	**2022**	**2025**	**NATIONAL RANK**
Opportunities to participate in community matters	79%	80%	77%	82%	4th
The value of services for the taxes paid to Suwanee	77%	70%	71%	70%	20th
The overall direction that Suwanee is taking	91%	82%	66%	73%	26th
The job Suwanee government does at welcoming citizen involvement	81%	80%	74%	78%	7th
Overall image or reputation of Suwanee	94%	96%	93%	94%	10th
Suwanee as a place to live	98%	95%	95%	98%	17th
Overall quality of life in Suwanee	96%	92%	92%	93%	27th
Services provided by City of Suwanee	92%	92%	85%	87%	3rd
Recommend living in Suwanee to someone who asks	96%	97%	92%	94%	38th
Remain in Suwanee for the next five years	92%	89%	80%	85%	154th
% of citizens surveyed that have attended a meeting of local elected officials or other local public meeting	27%	28%	29%	24%	92nd
Ease of public parking	70%	68%	65%	63%	106th
Overall confidence in Suwanee government	83%	75%	70%	79%	7th
Generally acting in the best interest of the community	86%	78%	66%	78%	10th
Being honest	85%	80%	73%	84%	3rd
Treating all residents fairly	83%	79%	76%	85%	1st
Contacted Suwanee elected officials (in person, phone, email or web) to express your opinion	9%	13%	15%	13%	230th
Ease of walking in Suwanee	67%	68%	63%	64%	131st
Ease of bicycle travel in Suwanee	65%	60%	50%	56%	157th
Ease of car travel in Suwanee	72%	72%	66%	62%	225th
Quality of K-12 Education	95%	92%	88%	95%	5th
Public places where people want to spend time	88%	87%	84%	87%	2nd
Walked or biked instead of driving (at least 2-4 times per month)	49%	51%	57%	59%	154th

1110 GOVERNING BODY

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

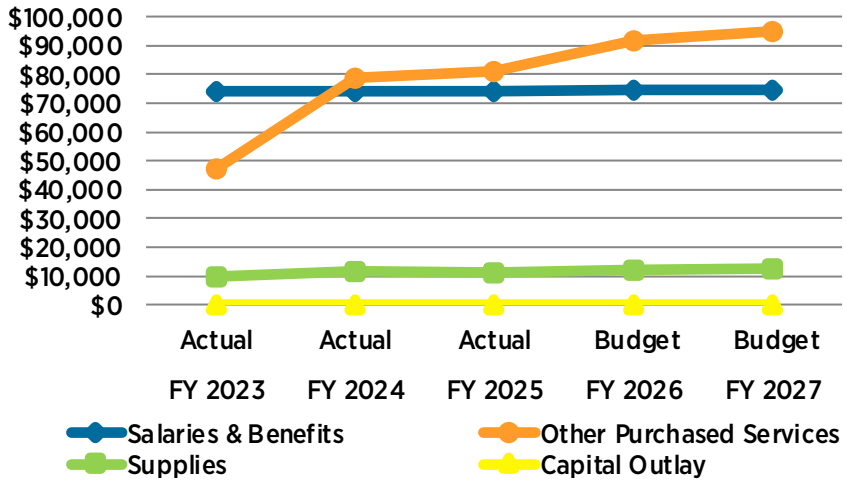
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Value of services for the taxes paid to Suwanee	2025	70%	20	371	94
	2022	71%	40	405	90
	2017	70%	17	368	95
	2014	77%	9	352	97
The overall direction that Suwanee is taking	2025	73%	26	347	92
	2022	66%	91	353	74
	2017	82%	4	293	99
	2014	91%	2	277	99
The overall image or reputation of Suwanee	2025	94%	10	360	97
	2022	93%	34	379	91
	2017	96%	10	321	97
	2014	94%	7	297	98
Job Suwanee government does at welcoming citizen involvement	2025	78%	7	340	98
	2022	74%	9	347	97
	2017	80%	1	294	99
	2014	81%	1	265	99
Services provided by the City of Suwanee	2025	87%	3	360	99
	2022	85%	33	402	92
	2017	92%	8	403	98
	2014	92%	7	377	98
Overall confidence in Suwanee Government	2025	79%	7	323	98
	2022	70%	25	308	92
	2017	75%	4	208	98
	2014	83%	1	87	99
Generally acting in the best interest of the community	2025	78%	10	326	97
	2022	66%	44	311	86
	2017	78%	1	208	99
	2014	86%	1	85	99
Being honest	2025	84%	3	318	99
	2022	73%	21	301	93
	2017	80%	1	201	99
	2014	85%	1	84	99
Treating all residents fairly	2025	85%	1	325	100
	2022	76%	9	308	97
	2017	79%	2	206	99
	2014	83%	1	85	99

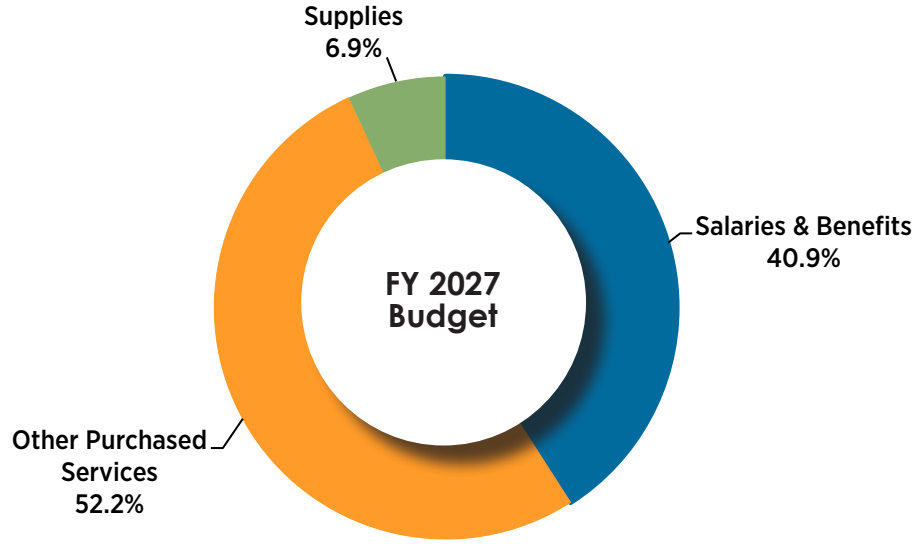
Almost all residents **(87%)** reported being satisfied with the services provided by the City of Suwanee.

1110 GOVERNING BODY

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 74,214	$ 74,214	$ 74,214	$ 74,400	$ 74,400
Other Purchased Services	47,364	78,795	80,873	91,900	94,900
Supplies	9,680	11,623	11,373	12,000	12,500
TOTAL	$ 131,258	$ 164,632	$ 166,460	$ 178,300	$ 181,800





1320 CHIEF EXECUTIVE

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 Clerk is under the Chief Executive function and part of the City Manager's office.

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 -City Manager

1. Implement the goals of the Mayor and Council.
   - ***STWP, Action with Defined Dates: Strategic Plan Implementation (2026-2027), page 294***
   - ***STWP, Ongoing: Comprehensive Plan, page 298***
   - ***STWP, Ongoing: Strategic Plan Implementation, page 300***
   - ***STWP, Policy Statement: Strategic Anchor Points, City Services, page 304***
2. Ensure smooth day-to-day operations of the City.
3. Maintain high quality staff and high morale.
   - ***STWP, Policy Statement: City Services, Staffing, Strategic Anchor Points, page 304***
4. Provide adequate maintenance to existing capital facilities.
   - ***STWP, Ongoing: Facility Maintenance, page 298***
   - ***CIP, Facility Enhancement Parks & Buildings, page 275***
5. Provide staff with direction and assistance in implementation of their duties, assignments, and projects.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***
6. Manage annual and capital budgets.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***
7. Continue to work to provide quality services to citizens, residents, business operators, property owners, visitors, and others within fiscal constraints.
   - ***STWP, Policy Statement: City Services, Staffing, Strategic Anchor Points, page 304***
8. Respond to Council's day-to-day needs.
   - ***STWP, Policy Statement: City Services, Staffing, Strategic Anchor Point, page 304***
9. Reinforce City's culture. Empower employees to make decisions and be creative.
   - ***STWP, Policy Statement: City Services, Staffing, Strategic Anchor Point, page 304***
   - ***STWP, Ongoing: Strategic Plan Implementation, page 300***
10. Remain a regional leader.
    - ***STWP, Policy Statement: Strategic Anchor Points, Board Training, City Services, page 304***
    - ***STWP, Ongoing: Citizen Engagement, Hometown Connection, page 298***
    - ***STWP, Policy Statement: Awards, page 302***
    - ***STWP, Action with Defined Dates: National Citizen Survey (2027), page 292***
    - ***STWP, Ongoing: Comprehensive Plan, page 298***

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.

OBJECTIVES FOR FISCAL YEAR 2027 - City Manager

1. Reconfigure Suwanee Creek Greenway to align with Martin Farm Bridge replacement.
   - ***STWP, Action with Defined Dates: Suwanee Creek Greenway (2026-2027), page 292***
   - ***CIP, Transportation: Suwanee Greenway Rerouting at Martin Farm Road, page 280***
2. Transition some city fleet to electric vehicles over time, as appropriate.
   - ***STWP, Action with Defined Dates: City Fleet (2027- 2029), page 292***
3. Evaluate city EV charging stations' usage and revisit next year.
   - ***STWP, Action with Defined Dates: EV Charging Stations (2026-2027), page 292***
4. Undertake National Citizen Survey.
   - ***STWP, Action with Defined Dates: National Citizen Survey (2027), page 292***
5. Continue partnership in the hilltop area on Town Center on Main, partnering with private entity to operate.
   - ***STWP, Action with Defined Dates: Town Center on Main Hilltop Area (2026-2030), page 292***
6. Proceed with Roundabout Property project and partner with DDA.
   - ***STWP, Action with Defined Dates: Roundabout Property (2026-2028), page 292***
7. Build new Police Headquarters.
   - ***STWP, Action with Defined Dates: Police Headquarters (2026-2030), page 292***
   - ***CIP, Public Safety/Police: Police Safety New Facility, page 278***
8. Hold an in-depth training session on planning and zoning. Explore online opportunities as appropriate.
   - ***STWP, Action with Defined Dates: Planning and Zoning Training Sessions (2027, & 2029), page 292***
9. Explore enhancements to Town Center on Main Park as appropriate.
   - ***STWP, Action with Defined Dates: Town Center on Main (2026-2027), page 292***
10. Implement Public Art Program.
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
11. Determine preferred approach to partner with Suwanee Arts Center to locate Arts Facility.
    - ***STWP, Action with Defined Dates: Suwanee Public Arts Center (2026-2027), page 292***
    - ***CIP, Main Street Art/Welcome Center, page 277***
12. Undertake comprehensive wayfinding signage approach.
    - ***STWP, Action with Defined Dates: Parks Wayfinding Signage (2026-2027), page 292***
    - ***CIP, Citywide Signage/Visual Communications, page 275***
13. Review current city approach to solid waste management and compare with the county.
    - ***STWP, Action with Defined Dates: Solid Waste Management (2026-2030), page 292***
14. Update Solid Waste Management Plan in conjunction with Gwinnett County.
    - ***STWP, Action with Defined Dates: Solid Waste Plan (2026-2027), page 292***
15. Monitor E911 and seek input through a 911 Council. Reconstitute if necessary and continue public education.
    - ***STWP, Action with Defined Dates: Monitor E911 (2026-2030), page 292***
16. Evaluate options and opportunities for Boutique Hotel downtown with DDA taking the lead.
    - ***STWP, Action with Defined Dates: Boutique Hotel (2026-2028), page 294***
17. Develop a traffic calming policy with the traffic calming committee.
    - ***STWP, Action with Defined Dates: Traffic Calming Committee, (2026-2027), page 294***
    - ***CIP, Transportation: Traffic Calming, page 280***
18. Maintain contact with Gwinnett County and consider if an opportunity arises for Suwanee Avenue Extension North.
    - ***STWP, Action with Defined Dates: Suwanee Avenue Extension North (2026-2027), page 294***
19. Undertake the Strategic Plan in 2025/2026.
    - ***STWP, Action with Defined Dates: Strategic Plan, (2026-2027), page 294***
20. Complete a Safe Street 4 All Action Plan.
    - ***STWP, Action with Defined Dates: Safe Streets 4 All (2026-2028), page 294***
    - ***CIP, Transportation: Safe Streets 4 All Action Plan, page 279***

OBJECTIVES FOR FISCAL YEAR 2027 - City Manager (continued)

21. Explore tree shade structures for Cheers spot behind City Hall.
    - ***STWP, Action with Defined Dates: Town Center Park Cheers Spot (2026-2027), page 294***
22. Evaluate options for tree lighting at Town Center Park where needed.
    - ***STWP, Action with Defined Dates: Town Center Lighting Enhancements (2026-2027), page 294***
23. Develop annual update on Stormwater Utility Program to Council.
    - ***STWP, Action with Defined Dates: Stormwater Utility Program Report (2026-2030), page 294***
24. Host a volunteer Board member "after hours" event on an annual basis or when appropriate.
    - ***STWP, Action with Defined Dates: Volunteer Board After Hours Event (2026-2030), page 294***
25. Evaluate taking a proactive role in recruiting and partnering with a higher education institution.
    - ***STWP, Action with Defined Dates: Higher Education Recruitment (2026-2029), page 294***
26. Pursue Martin Farm Road and King Street connector sidewalk.
    - ***STWP, Action with Defined Dates: Martin Farm Road Sidewalk (2026-2027), page 294***
    - ***CIP, Transportation: Sidewalks: Martin Farm Road, page 279***
27. Explore Everett's Barn Connection enhanced partnerships as appropriate, with DDA being the lead.
    - ***STWP, Action with Defined Dates: Everett's Barn Connection (2026-2027), page 294***
28. Improve the Brushy Creek Greenway trail corridor through enhanced maintenance project.
    - ***STWP, Action with Defined Dates: Brushy Creek Greenway (2026-2027), page 294***
29. Review newly issued Regulatory Road Signs report.
    - ***STWP, Action with Defined Dates: Regulatory Signs (2026-2027), page 294***
30. Undertake design and engineering of Suwanee Loop Project 1: White Street from Harvest Farm to Russell Street; Project F: Stonecypher Road shared path Main Street to Eva Kennedy; Project G: Russell Street Phase II - Cross the railroad tracks; Project E: Main Street Sidewalk; and Project B: PIB Pedestrian Bridge.
    - ***STWP, Action with Defined Dates: Suwanee Loop Project (2026-2030), page 296***
    - ***CIP, Transportation: Suwanee Loop, Phase 1-Design & Engineering, page 280***
31. Evaluate Loop Pedestrian Bridge design and fencing plus review sidewalk widths.
    - ***STWP, Action with Defined Dates: Loop Pedestrian Project (2026-2028), page 296***
32. Study citywide sidewalk width regulations.
    - ***STWP, Action with Defined Dates: City Sidewalk Width Regulations (2026-2028), page 296***
33. Explore opportunities for a parking deck at Town Center.
    - ***STWP, Action with Defined Dates: Town Center Parking Deck (2026-2027), page 296***
34. Encourage construction of Smithtown Road/Sawmill Drive overpass at I-85.
    - ***STWP, Action with Defined Dates: Smithtown Road/Sawmill Drive Overpass (2026-2030), page 296***
35. Develop Municipal Court Operations policy and procedures.
    - ***STWP, Action with Defined Dates: Court Operations and Procedures (2026-2027), page 296***
36. Enhance city's mental health and public service information resources online.
    - ***STWP, Action with Defined Dates: Mental Health and Other Public Services Information (2026-2027), page 296***
37. Beautify the roundabout.
    - ***STWP, Action with Defined Dates: Roundabout Beautification (2026-2027), page 296***
38. Explore refinancing the 2017 URA Bond.
    - ***STWP, Action with Defined Dates: 2017 URA Bond (2026-2027), page 294***
39. Evaluate parking behind Pierce's Corner with DDA taking the lead.
    - ***STWP, Action with Defined Dates: Pierce's Corner Parking (2026-2028), page 296***

1320 CHIEF EXECUTIVE

WORKLOAD MEASURES - City Manager	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Council Agenda Packages	25	25	25	26	25	25
Department Head Meetings	12	12	12	12	12	12
Staff Meetings	12	11	12	12	11	12
Staff Work Retreat	1	1	1	1	1	1
Agenda Requests Reviewed	168	151	168	150	139	150

	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 - 2025 National Citizen Survey

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Overall customer service by Suwanee employees	86%	86%	91%	89%	21st
Contacted Suwanee (in person, phone, email or web) for help or information	32%	31%	36%	31%	324th

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

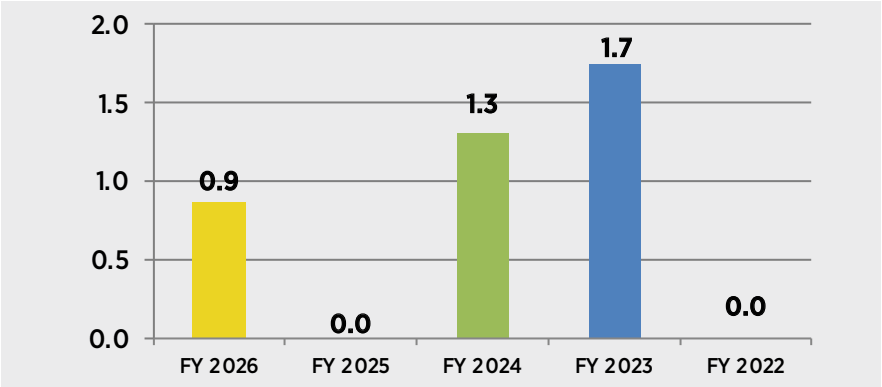
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Suwanee as a place to live	2025	98%	17	366	95
	2022	94%	44	399	89
	2017	95%	35	367	90
	2014	98%	18	338	95
Suwanee as a place to raise kids	2025	97%	15	370	96
	2022	96%	19	401	95
	2017	95%	18	354	95
	2014	97%	14	328	96
Suwanee as a place to retire	2025	64%	132	364	62
	2022	66%	169	386	56
	2017	75%	60	329	82
	2014	78%	56	311	82
Overall appearance of Suwanee	2025	94%	8	339	97
	2022	88%	56	368	85
	2017	94%	17	322	95
	2014	94%	10	308	97

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. **64%** rated Suwanee as an excellent or good place to retire.

98% rated the City as an excellent or good place to live

PERFORMANCE MEASUREMENT DATA

Number of General Liability Claims per 10,000 of Population





STATEMENT OF SERVICE- City Clerk

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 oversees Municipal Court operations, 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 - City Clerk

1. Continue to maintain a high level of customer service with internal and external customers in conjunction with Open Records Requests, day-to-day operations, etc.
   - ***STWP, Policy Statement: City Services, Strategic Anchor Points, page 304***
2. Act as the City System Alien Verification Entitlement (SAVE) Contact
   - ***STWP, Policy Statement: City Services, page 304***

   Title II ADA (American with Disabilities Act) Compliance and Title VI Compliance.
   - ***STWP, Policy Statement: City Services, page 304***
3. DOAA Annual Reporting for Public Benefits (Immigration Reporting)
   - ***STWP, Policy Statement: City Services, page 304***
4. Continue training through UGA Carl Vinson Institute and the International Institute of Municipal Clerks to maintain Municipal Clerk certification.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
5. Maintain knowledge of election laws and procedures, and continually obtain bi-annual Municipal Election Official recertification.
   - ***STWP, Policy Statement: City Services, page 304***

OBJECTIVES FOR FISCAL YEAR 2027- 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.
   - ***STWP, Policy Statement: City Services, page 304***
2. Maintain and oversee updates to the City of Suwanee Code of Ordinances.
   - ***STWP, Policy Statement: City Services, page 304***
3. To provide quality customer service in a timely manner to the Council, City staff, other governmental agencies, and the general public.
   - ***STWP, Policy Statement: City Services Strategic Anchor Points, page 304***
4. Provide election services in accordance with State election laws and the City Charter.
   - ***STWP, Policy Statement: City Services, page 304***
5. Respond to Open Records Requests for City documents promptly in compliance with the Open Records Act.
   - ***STWP, Policy Statement: City Services, page 304***
6. Coordinate review of ethics complaints in accordance with City Ordinance.
7. Conduct duties of the City Clerk with excellence, professionalism, and integrity.
   - ***STWP, Policy Statement: City Services, Strategic Anchor Points, page 304***

1320 CHIEF EXECUTIVE

WORKLOAD MEASURES - City Clerk	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Council Work Sessions attended	12	12	12	12	12	12
Council Meetings attended	12	12	12	12	12	12
Council Called Meetings attended	5	7	5	5	3	4
Council Executive Sessions attended	7	5	8	4	4	4
Action Minutes prepared within 3 days*	17	19	17	17	15	16
Council Minutes transcribed within two weeks (includes workshops, regular meetings, called meetings, and exeutive sessions)	36	31	29	34	31	32
Council Work Retreats attended	1	1	1	1	1	1
Open Records requests processed	992**	1,535***	1,648****	1,500	1,991*****	1,950
Ethics complaints received	0	0	0	0	0	0
General Election, Special Elections, and Run-Off Elections conducted	1	0	1	0	2	1

** includes regular and called meetings*
***our tracking software includes Police Dept-836, in addition to City Hall-136, & Municipal Court-20*
****our tracking software includes Police Dept-1,128, in addition to City Hall-134, and Municipal Court-273*
*****our tracking software includes Police Dept-1,249, in addition to City Hall-111, and Municipal Court-288*
******our tracking software includes Police Dept-1,448, in addition to City Hall-175, and Municipal Court-368*

PRODUCTIVITY MEASURES - City Clerk	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of Council minutes transcribed within two weeks	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 open records requests for information responded to within 3 days of receipt	100%	100%	100%	100%	100%	100%
Citizen inquiries responded to within 48 hours	100%	100%	100%	100%	100%	100%

MISSION: **City Clerk: Record and transcribe Council Action Minutes within 3 days; Council Minutes within 2 weeks; and Conduct Municipal Elections.**

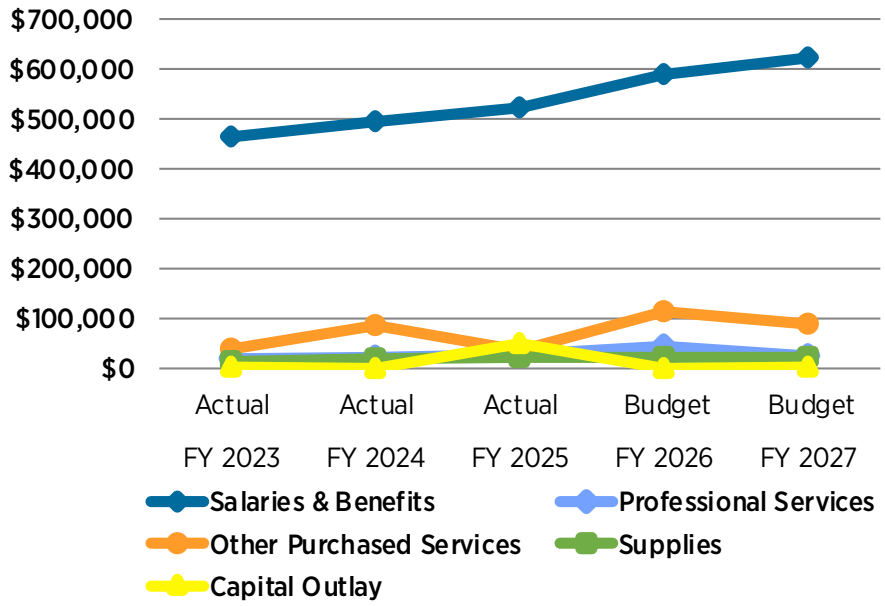
INPUTS	• City Clerk • City Council	• Mayor • Municipal Court	• Secretary of State • State Ethics Commission	
ACTIVITIES	• Training for knowledge of local, state and federal employment regulations • Ensure compliance with local, state and federal mandates and regulations • Gather appropriate signatures for ordinances and resolutions • Conduct Municipal Elections in accordance with State statutes			• Attend all Council meetings, Council Called Meetings, and Executive Sessions • Record and take notes • Certify documents
OUTPUTS	• Typed minutes produced per number of Council meetings • Codification of City Ordinances • Qualify Candidates			• Attests signatures of Mayor and Council • Approved minutes posted on City website • Keeper of City Seal
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			

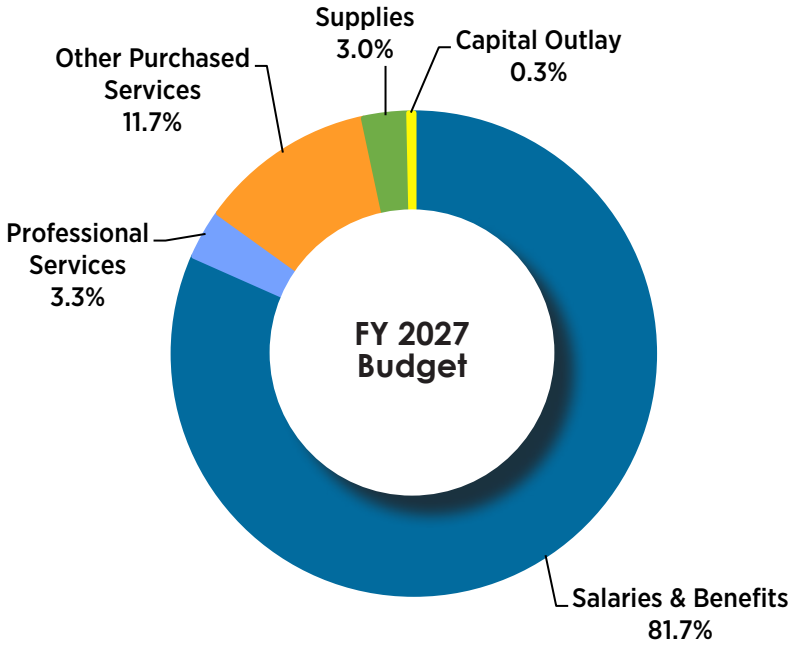
1320 CHIEF EXECUTIVE

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
City Manager	Appointed	1	1	1	1	1
City Clerk	115	1	1	1	1	1
Capital Projects Manager(1)	114	0	1	1	1	0
Assistant to the City Manager	113	1	1	1	1	1
TOTAL		3	3	4	4	3

(1) In fiscal year 2024 the Capital Projects Manager was added and in fiscal year 2027 it was eliminated.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 462,584	$ 494,469	$ 522,770	$ 588,600	$ 621,050
Other Purchased Services	37,226	85,423	36,823	112,150	89,150
Supplies	13,685	18,996	21,131	21,000	23,000
Capital Outlay	1,759	-	50,521	-	2,500
Professional Service	19,845	22,170	26,190	45,000	25,000
TOTAL	$ 535,099	$ 621,058	$ 657,435	$ 766,750	$ 760,700





2650 MUNICIPAL COURT

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. Create a calendar workflow for what is required daily, monthly, and yearly for all Court operations.
   - ***STWP, Policy Statement: Staffing, page 304***
2. Increase the number of tickets scheduled for each court session..
3. Create a how-to manual for the Courtware software.
4. Create a standard operating procedure (SOP) for all Court operations and update annually.
   - **STWP, Policy Statement*: Staffing, City Services, page 304***
   - **STWP, Action with Defined Dates*: Court Operations and Procedures, page 296***
5. Maintain an accurate and current reconciliation of cash bonds.
   - **STWP, Policy Statement*: City Services, page 304***
6. Evaluate and adjust the training program for new Municipal Court employees.
   - **STWP, Policy Statement*: Staffing, Learning Opportunities page 304***
7. Research new statewide case management system.
8. Research cases with outstanding balances to determine status. Schedule qualifying cases to a court calendar for resolution.
9. Begin researching old, open court cases determining status and work with prosecutor to close cases.
   - **STWP, Policy Statement*: Staffing, City Services, page 304***
10. Go from paper-light to paper-less.
11. Work toward work from home ability for inclement weather days.
    - **STWP, Policy Statement*: Staffing, City Services, page 304***
12. Potential Zoom court sessions for specific cases – defendants who live out of state, attorney's not in area, etc. i.e. Virtual Court, like a Foreign Language Court.
    - ***STWP, Policy Statement: City Services, page 304***
13. Continue monthly court staff meetings.
14. Staff Development: Court Administrator to attend the Georgia Council of Court Administrators Conference; two Deputy Clerks to attend the annual Terminal Agency Coordinator conference; and Chief Deputy Clerk to attend the Georgia Municipal Court Clerk Council conference for recertification.
    - **STWP, Policy Statement*: Staffing, Learning Opportunities page 304***

OBJECTIVES FOR FISCAL YEAR 2027

1. Oversee the daily operations and management of Suwanee Municipal Court.
   - ***STWP, Policy Statement: City Services, page 304***
2. Implementation of Judges' recommendations for court sessions.
   - ***STWP, Policy Statement: City Services, page 304***
3. Collaborate with the Solicitor's Office to ensure the quality of justice.
   - ***STWP, Policy Statement: City Services, page 304***
4. Successful processing and adjudication of misdemeanor traffic tickets within city limits.
   - ***STWP, Policy Statement: City Services, page 304***
5. Ongoing management of HOPE Court for youth defendants.
   - ***STWP, Policy Statement: City Services, page 304***

2650 MUNICIPAL COURT

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of court sessions (arraignments)	108	108	114	114	135	160
Number of HOPE court sessions	12	12	12	12	12	12
Number of defendants per arraignment session	65	90	115	135	74	112
Number of tickets scheduled per session	26	28	77	85	125	150
Average number of cases on probation per month	*	117	50	115	76	95
Warrants recalled (paid the bond)	59	59	30	45	27	30
Warrants outstanding (active warrants)	271	327	372	300	439	475
Fine and fee payments collected	$1,432,933	$1,506,305	$1,697,235	$1,561,000	$1,790,000	$1,847,000
Number of online payments	864**	5,058	2,911	3,500	4,919	5,500
Total of community service hours ordered by the court	4,646***	5,007	4,500	5,000	8,342	8,500
Number of warrants issued	*	*	*	*	229	360
Number of virtual court hearings	*	*	*	*	5	75
Number of counter/in-person payments	*	*	*	*	3,260	3,800

*new measure
**online services were down for five months; clerks took 3,201 credit card payments by phone and at the window
***increase in both shoplifting cases and DUI cases; shoplifting sentence includes 20 community service hours while DUI cases sentencing includes 40 hours

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Length of court docket (hours)	2.0	2.0	2.5	2.5	2.0	3.0
Cases processed	7,939	8,499	9,226	10,000	13,222	14,500
New Cases filed	7,732	10,088	11,384	12,500	13,472	14,831



2650 MUNICIPAL COURT

	MISSION:	**Process all City citations handled through Municipal Court.**			
	INPUTS	• Staff • Judge • Prosecutors	• Officers • Defendants • Attorneys	• Citizens • Other Agencies • Probation	• Jail • Bonding Companies
	ACTIVITIES	• Receive citations from Police Department, City code enforcement officers, and other agencies (animal control and state patrol) • Assist Judge, Prosecutors, Attorneys, interpreters and defendants • Schedule and hold court sessions • Process fines and fees • Provide electronic fingerprint services		• 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 • Receive and process bonds	
	OUTPUTS	• Record disposition of each case • Number of citations processed • Bind over to State Court • Probation. TVIP class (Traffic Violations Impact Program) • AOC reports (Admin. Office of the Court) • Arrest Record Restrict request	• Failure to appear drivers' license suspensions • Warrants • Funds Reports • Bank deposits • Arrest expungement request • Pre-Trial Diversion • Subpoena letters • Jail time	• Driver's license release forms • Open records requests • Refund requests • Community service hours • 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	• Expand public access to court services, information, and proceedings • Justice is served to protect the safety of the Citizens of Suwanee. • Improve case flow management to ensure timely and efficient case resolution.			

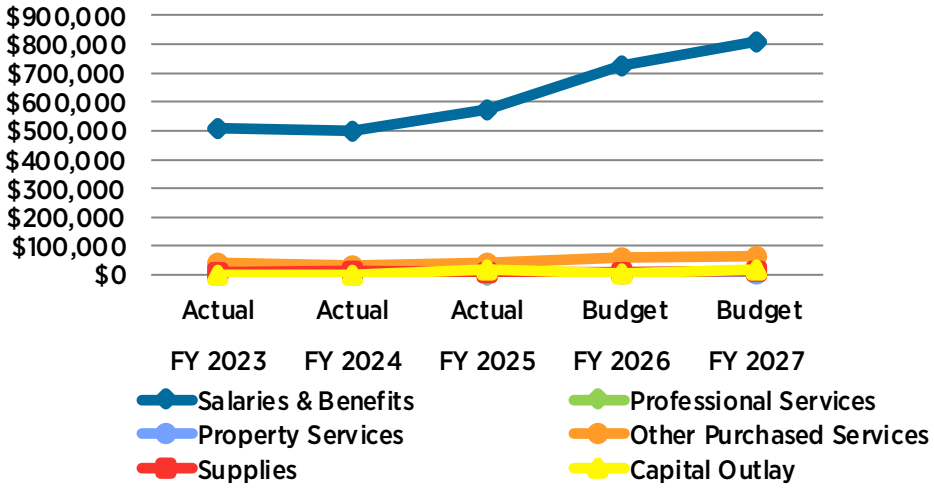
**The HOPE Program was started in October 2015 to identify 1st time offenders under 21, and give them a 2nd chance to avoid adverse consequences to their driving or criminal record. Participation in this program is voluntary.*

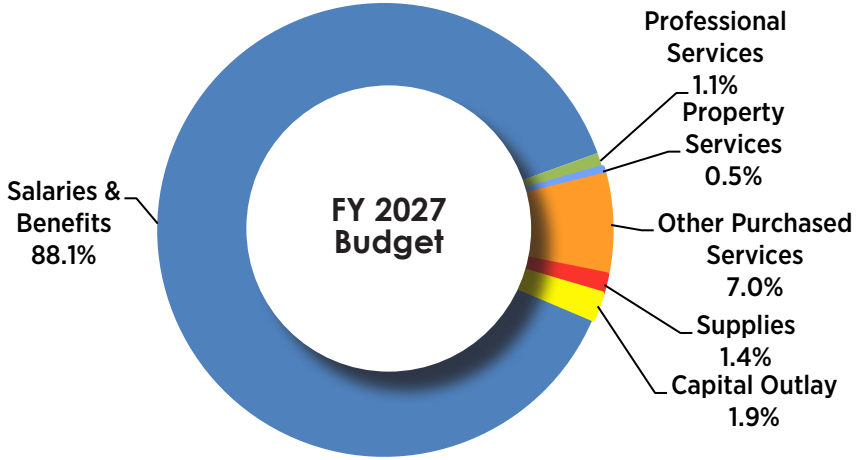
2650 MUNICIPAL COURT

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Chief Judge	Appointed	1	1	1	1	1
Associate Judges Pool	Appointed	1	1	1	1	1
Lead Prosecuting Attorney	Appointed	1	1	1	1	1
Prosecuting Attorneys Pool	Appointed	1	1	1	1	1
Court Administrator(1)	115	0	0	0	1	1
Clerk of Court(1)	113	1	1	1	0	0
Chief Deputy Court Clerk(2)	112	0	0	0	1	1
Deputy Court Clerk	110/106	3	3	3	3	3
Bailiff Pool	PT-106	1	1	1	1	1
TOTAL		**9**	**9**	**9**	**10**	**10**

(1) In fiscal year 2026 the Clerk of Court position was eliminated and the Court Administrator was added.
(2) In fiscal year 2026 the Chief Deputy Court Clerk was added.

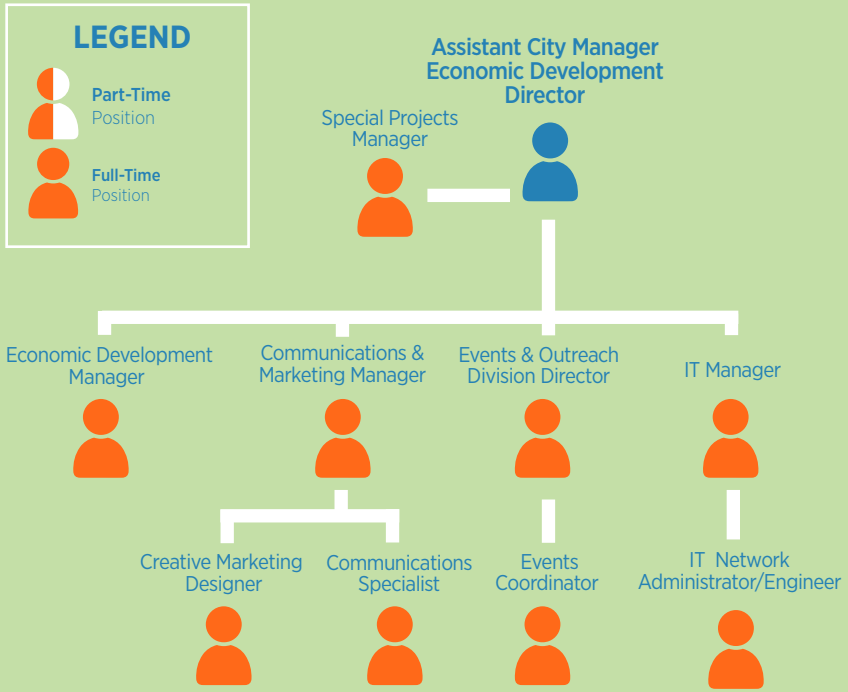
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 508,173	$ 497,506	$ 573,534	$ 724,050	$ 811,450
Other Purchased Services	42,817	32,422	41,587	58,700	64,900
Supplies	7,401	13,033	8,803	10,000	12,600
Capital Outlay	1,518	951	16,386	6,750	17,000
Professional Services	2,087	2,551	2,305	10,000	10,000
Property Services	5,816	5,778	3,318	6,500	5,000
TOTAL	**$ 567,812**	**$ 552,241**	**$ 645,933**	**$ 816,000**	**$ 920,950**





ECONOMIC DEVELOPMENT





Functions	Includes the operations of Public Information, IT Support, Special Facilities & Activities, Economic Development, and Downtown Suwanee.
Positions	10 full-time.
Role	This department provides information for citizens and business owners, promotes Suwanee's brand, manages the farmers market and events, and provides support to the Public Arts Commission and the Downtown Development Authority. This department also provides IT support to all departments.
Notable FY 2027 Budget Items	Newsletter design and printing $133,000. Website redesign and ADA compliance $40,000. Event funding $275,000. Support for economic initiatives $85,000 (public art, volunteer program, park ambassador program, and the Suwanee Youth Leaders (SYL) program).
Final FY 2026 Budget	$1,914,100
Adopted FY 2027 Budget	$2,018,800
Change from PY Budget	$104,700 (5%)
Reason for Change	Funding for annual performance raises (up to 4%) $37,000. New funding request for Create Gwinnett $5,000. New parking management $19,000. Redesign and ADA compliance for the city's website $40,000.

BUDGET OVERVIEW

PUBLIC INFORMATION

1. **Salaries & Overtime** – increased by **$7,500** based on projected 4% salary increase.
2. **Group Health** – decreased by **($14,300)**. This is a combination of projected 11.4% Health and 10% dental renewals along with changes in employee enrollment.
3. **Social Security** – increases by **$500** based on projected salary increases.
4. **Medicare** – no increase.
5. **Retirement** – increased by **$500** based on projected salary increases.
6. **Workers Compensation** – decreased by **($50)** based on policy renewal projection.
7. **Other Benefits** – increased by **$300**. This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – requesting same budget as prior period, **$133,000**. Included in this area in newsletter design ($110,000), printing ($14,000), Travel ($3,000), dues & fees ($3,000), and education & training ($3,000).
9. **Supplies** – requesting same budget as prior period, **$4,000**.
10. **Small Equipment** – requesting **$8,000** for specialize equipment, same as prior year.
11. **Professional Services** – increase of **$40,000** for website redesign. Total budget $50,000. This line item also includes the website hosting fee.

EVENTS

1. **Salaries & Benefits** – **($5,200)** decrease proposed. Current funding, $48,700 for pooled staff for events.
2. **Other Purchased Services** – maintaining current FY 2026 funding level. Total funding **$181,000**. Note: This is a **$1,000** increase from the adopted FY 2026 budget.
3. **Supplies** – increased by **$15,000** for a total of **$35,000**. The additional funding request is to replace the full mascot (Parker) costume.
4. **Small Equipment** – no increase requested. Current funding, **$10,000**, includes replacement of tents and other small equipment needed for events.

ECONOMIC DEVELOPMENT

1. **Salaries & Overtime** – increased by **$31,000** (5%) combination of 4% projected salary increase, Farmers Market Manager rate per market increase, **$75 to $125** and change in personnel during the period which changed budgeted salaries.
2. **Group Health** - decreased by **($7,700)**, -6%. This is a combination of projected 11.4% Health and 10% dental renewals along with changes in employee enrollment.
3. **Payroll Taxes (SS & Medicare)** - increased by **$2,500** (5%) based on payroll changes noted above.
4. **Retirement** - increased by **$2,600** (5%) based on payroll changes noted above.
5. **Workers Compensation** - no increased, **$1,500**.

BUDGET OVERVIEW (continued)

ECONOMIC DEVELOPMENT (continued)

6. **Other Benefits** – decreased by **($200)**. This line item includes short-term, long-term, and life insurance.
7. **Travel** – increased by **$3,000** (50%), total $9,000. This increase is based on FY 2024 and FY 2025 actual.
8. **Small Equipment**- no increase requested.
9. **Professional Services** – decreased by **($10,000)**, total $59,000. This decrease is based on the $11,000 reduction in the Park Ambassador Program. Professional services included in this area Mind Your Business 4 part series ($10,000), concept plan with parking for the four Main Street properties ($15,000), public art professional consulting for new developments ($5,000), volunteer program ($6,000), SYL ($20,000), SYL projects ($3,000).
10. **Payments to Others** – **$20,000** for Partnership Gwinnett and $5,000 for Create Gwinnett (new request).

DOWNTOWN SUWANEE

1. **Salaries** – increased by **$3,500** (4%). This increase is based on the projected 4% performance raises.
2. **Group Health Insurance** – increased by **$3,500** (11%). This increase is due to the projected 11.4% health and 10% dental renewal increases.
3. **Retirement** – increased by **$500** (7%) based on the salary projections noted above.
4. **Workers Compensation** – decreased by **($250)**.
5. **Other Benefits** – increased by **$100** (8%). This line item includes short term, long term, and life insurance.
6. **Education** – increased by **$1,000** for a total of $4,000. Training also includes training for the DDA board members.
7. **Stormwater Utility** – this fee increased by **$2,000** for a total of $7,000. This increase is due to the additions of the parcels on Main Street.
8. **Water & Sewer** – increased by **$400** based on current water expenditures for Pierce's Corner.
9. **Downtown Parking Rental** (Methodist Church) – These expenditures in FY 2026 were included in Chief Executive. Proposing to move this cost to Downtown Suwanee function. Annual cost **$5,000**.
10. **Park Management Program** – new item **$19,000**. Proposed contract: 12 months $1,400 plus a one time fee for signs $2,000.

ACCOMPLISHMENTS

- Suwanee Youth Leaders (SYL) program selected for second year to present at National School Redesign Showcase last April at Johns Hopkins University, Washington D.C.
- Inducted largest-ever SYL Class in Fall 2025
- SYL completed annual Cheers project – a U-Rock Garden (positivity) at Sims Lake Park, hosted successful "Suwanee Camp Day" at Town Center on Main, organized inaugural Scarecrow decorating competition amongst Town Center businesses including online voting as well as organized activities for Trick or Treat, and attended a State Capitol tour
- Created a pilot high school internship program at the City with North Gwinnett High School CHARGE North. An offer was made to high school senior at NGHS, with opportunity to earn HS credit for their internship
- Created Parker's "Bark Ranger" park passport activity book and "dog tag" for kids
- Created new patch for Scout recognition at City Council meetings
- Earned the Georgia Exceptional Main Street (GEMS) designation from the Georgia Dept of Community Affairs; Suwanee is 1 of only 2 cities in the State of Georgia recognized this year
- Over 100 media mentions and coverage
- Highline Criterium marketed to an extensive southeast regional audience.
- Filmed artist interviews with staff for future Explore Gwinnett project.
- New merchandise added to Suwanee SWAG: park posters, postcards, stickers, several shirt designs, hats, key chains and 5th in ornament series.
- Pierce's Corner mural Futurist featured on cover of Explore Gwinnett's Gwinnett Magazine.
- Promoted social media campaigns: Food Fight, farmer Features, Park Highlights, Weekly "What's Happening", and Snap Suwanee
- Kiosk project ongoing with graphic design and informational content
- Improved social media posts with stronger and clearer direction on platforms

- Instagram growth in postings, traffic/engagement, and followers increased by 22%; 26% growth on Facebook presence
- City project information disseminated via newsletter, e-newsletter, website, press releases, and social media campaigns
- Published Annual Report and five Connects newsletters.
- Updated brochures for Suwanee Youth Leaders, Public Art for All, and Sculptour
- Kept website and communications up-to-date
- Relaunched Bike Share program; signage created
- Increased communications presence at events, resulting in better follow-up coverage
- Developed logo and brand guidelines including typography, appropriate use, and color selection.
- School communications included sending home flyers in Spring for new SculpTour installation, and distributing e-flyer and digital download in the Fall for new Parker's "Bark Ranger" parks booklet
- Created and branded Sustainable Suwanee campaign

- Support DDA and Downtown Development; onboarded new DDA members
- Continued working with and financially supporting Partnership Gwinnett to facilitate jobs center presence
- Actively supported Partnership Gwinnett activities, as Partnership Gwinnett is our primary traditional economic development recruiting organization.
- Semi-finalist at annual Metro Atlanta Redevelopment Summit (MARS)
- Participated in Gwinnett Chamber of Commerce Strategic Leadership Visit to explore peer communities nationwide
- Commercial properties listings went live on suwanee.com
- Created a new H.R. recruitment video
- Catered many events to young professionals such as Summer Porch Jam, Suwanee Beer Fest, August Concert, and Suwanee Wine Fest
- Created a new H.R. recruitment video

ACCOMPLISHMENTS (continued)

- Partnered with Gwinnett Chamber Foundation and Verizon to launch the "Mind Your Business Series" to offer tools and knowledge for local small business owners
- Suwanee Circle business officially operational (soft opening) at Town Center on Main; created agreement with DDA to manage lease
- Expanded vendor list for weekly Farmers Market event May through October, and bi-weekly Winter Market; created Farmers Market SWAG for vendors as goodwill outreach
- Received a Small Business Saturday grant through American Express

- Operated event schedule for 2025 with 48 events, including fourth year of Suwanee Racing Series, and the addition of inaugural Highline Criterium on Town Center on Main
- Suwanee Fest 2025, Jurassic Fest, featured dinosaur-themed activities, parade, entertainment and nearly 200 talented artists
- Hosted walking tours and artist reception for SculpTour launch last spring
- Conducted unveiling event for Bookshelf and debuted Donor Wall mural at TC on Main bridge; event also recognized Art for All campaign donors
- Approximately ten events were hosted at Town Center on Main, some in collaboration with Suwanee Circle handling food vending such as Movie nights, touch-a-truck with Police and Public Works held during Public Works Week, SYL event, part of "Mimosas & a Matinee" art event, Shakespeare and silent disco pop-ups
- Embarked on Main Street house redevelopment in partnership with Suwanee Arts Center and DDA, with staff oversight. Created architectural plans, drafted preliminary budget, met with Wellspring consultants for possible grant and fund-raising opportunities, and earned $5,000 grant from Norfolk Southern for Main Street house project
- Veterans Memorial Greater Good installed 40 new plaques
- Continually hosting city tours and educating several cities about Public Art
- Installed largest SculpTour exhibition with 24 pieces across three parks; created Ottocast audio tour
- Issued RFQ for Mural project at Reading Grotto near library, selected MI artist from nearly 80 entrants; completed 3-wall Bookshelf mural in October; mural showcased in full-page Gwinnett Daily Post article, plus Suwanee Magazine feature
- Created plan and drawings for Placemaking Project at Reading Grotto Explore Gwinnett $12,500 grant secured

- Relocated SculpTour's "Mommy" sculpture for PlayTown Suwanee entrance.
- Maintenance completed on several sculpture pieces such as Eggworks and Court mural, as well as created a "punch list" of repair items to keep public art looking great
- Completed Donor Wall project at Suwanee Circle in TC on Main
- Updated Art map and website listing of developer, permanent and temporary art pieces.
- Collaborated with Aurora Theatre to provide stage entertainment during Sculptour launch, plus Contemporary Classics Shakespeare at Town Center on Main
- Staff including the Planning department acted as liaison between PAC and developers to encourage public art on private property
- The city continues to support NGAA with Welcome Center partnership

- Art on a Limb celebrated 21-year anniversary with 62 free "Finders-Keepers" items placed by staff volunteers.
- Installed "artsy" screen, Farmers Market design, to hide electrical boxes at Town Center on Main
- Suwanee Fest 2025 featured Jurassic Fest activities, parade, entertainment and nearly 200 talented artists at Town Center Park
- Commissioned artist to complete second "stage wing" mural project
- Added ambient holiday music throughout Town Center Park as well as added more decorative mini-lights in trees at Town Center Park, and along Buford Hwy and Lawrenceville-Suwanee Road

- Final artist team selected for pedestrian tunnel project, site visit conducted and final design created Coordinated "Friends of Suwanee" events at August Concert and holiday luncheon, which included volunteer recognition component
- Completed 4 blood drives and earned Red Cross recognition award

ACCOMPLISHMENTS (continued)

- Onboarded two new PAC members and two affiliate members
- Created new Veterans recognition pin for presentation at City Council meetings
- Library mural supported by $14,000 Gwinnett Creativity Fund grant
- Explore Gwinnett's $12,500 grant secured for Placemaking Project at Reading Grotto
- Raised over $100,000 for Suwanee Fest
- Staff member joined Gwinnett Young Professionals
- Two staff members completed Glance Gwinnett
- Economic Development Manager graduated from UGA's CVIOG
- Economic Development Manager represented Suwanee at GA Downtown Conference, Georgia Main Street's annual assessment, Johns Hopkins University with SYL, Partnership Gwinnett's annual peer tour GA Economic Developers Assn Spring Workshop, GCCMA's New Manager Bootcamp, and acted as Principal for the Day at Collins Hill high school.
- Events & Outreach Division Director presented at Southeast Tourism Society Marketing College and at Southeast Festivals & Events Assn two learning days plus attended Conference
- Three staff members presented at Georgia Main Street Conference
- Special Projects Manager completed Year Two of Marketing College with Southeast Tourism Society.
- Two staff members attended CODAworx public art conference
- Events Coordinator completed DDA 101 training and attended his first SFEA conference.
- Onboarded three new Suwanee Fest Committee Chairs, and several new members.
- Economic Development staff toured Braselton and attended learning session.
- Headshots taken for all new staff and updated Police Department photos.
- Mentored summer intern
- Saved $3000/month by renegotiating phone line circuit contracts and service contracts that were expiring.
- Negotiated and deployed enterprise grade Adobe products to replace Foxit and its security issues with our current versions. Streamlined the procurement of Adobe products to one singular entity
- Worked with vendors on cutting over from older copper/POTS lines to digital lines for elevator, alarm, and fax

- Acquired and deployed network monitoring tool for network mapping and better trouble shooting connections, and adding visibility to our network environment
- Maintained 99.9% network and systems uptime
- Successful conversion and deployment of Public Works conference room to a video Conference room
- Re-evaluated scope of Town Center on Main Camera system and Wi-Fi criteria
- Performed site evaluation for Town Center on Main to better fit re-evaluated criteria
- Repaired/ Replaced inoperable or outdated technical devices including but not limited to: Printers, Workstations, peripheral devices, network devices, Scanners, Mitel VOIP phones, SIP phones, UPS Units/Batteries, monitors, and server hardware
- Reviewed and updated Email rules for phishing, scam, and compromised email sources via Microsoft 365 admin page
- Updated 95% of end users and workstations to Windows 11 to comply with security standards and the deprecation of Windows 10
- Continued cybersecurity training for end users, including in-house employee phishing campaign.
- Partnered with SHI, Dell, Fortinet to discuss future network hardware upgrade endeavors
- Completed the design phase of VOIP phone upgrades
- Created, updated, and maintained IT Helpdesk/ Cybersecurity playbooks
- Performed Windows updates for all Windows Servers
- Completed the design phase of Disaster Recovery Plan
- Renegotiated internet speed contracts to get faster speeds for what the city is paying
- Used cutting edge technologies to battle cybersecurity threats

1570 PUBLIC INFORMATION

STATEMENT OF SERVICE

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

Responsibilities of the public information officer include:

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

GOALS

1. Manage City's overall message and image-related items to external audiences:
   - Create existing publications (including newsletter, event postcard, downtown brochure, annual report, etc.).
   - Manage all media relations.
   - Manage social media efforts (Facebook, Instagram, YouTube & LinkedIn).
   - Manage City-related websites (Suwanee.com and Suwanee Fest.com).
   - Manage advertising messages, design, and placement.
   - Manage photo database and video projects.
   - ***STWP, Policy Statement: City Services, page 304***
   - ***STWP, Ongoing: Citizen Engagement, City Project Information Distribution, page 298***
2. Handle citizen inquiries.
   - ***STWP, Policy Statement: City Services, page 304***
3. Complete website "major refresh" (look, content, navigation, etc.) bring in compliance with new ADA requirements.
   - ***STWP, Policy Statement: City Services, page 304***
4. Create and implement brand/logo guidelines city-wide.
5. Update media, advertising placement, and publication/brochure "inventory" list (to better track placements, costs, etc.).
6. Update media contacts; enhance media exposure to better tell Suwanee's story.
   - ***STWP, Policy Statement: Downtown Promotions, Special Events, page 302***
7. Conduct website content audit.
8. Conduct monthly social media analytics and make adjustments as needed.
9. Promote Suwanee's cultural assets, parks, and SculpTour across social media platforms.
   - ***STWP, Policy Statement: Downtown Promotions, page 302***
10. Refresh/update all event-based logos as needed.
11. Continue fostering local relationships and sharing city information with local influencers/partner entities.
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Policy Statement: Economic Development, page 302***
12. Update social media policy
13. Continue more intentional use of marketing videos/reels (rather than static photos; for increased engagement).
    - ***STWP, Ongoing: Citizen Engagement, page 298***
14. Update publications including the Visitors Guide (combine with downtown brochure), event postcard, rack card for downtown, and historic brochure (with new Pierce's Corner and Bluegrass Barn information).
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Policy Statement: Downtown Promotions, page 302***
    - ***STWP, Ongoing: Citizen Engagement, page 298***



1570 PUBLIC INFORMATION

GOALS (continued)

15. Continue outreach for GCPS Friday folders approximately two times per year.
16. Advertising – Ongoing evaluation and maintenance of advertising efforts. Create new major ad for annual publication and new GDP banner ad.
    - ***STWP, Policy Statement: Downtown Promotions, page 302***
17. Continue use of project management tool (monday.com) and evaluate/change if needed.
18. Evaluate and complete (if desired) existing video projects - downtown video, ED video, SYL, 3- minute general city video, and 30 second promotional video.
    - ***STWP, Policy Statement: City Services, page 304***
19. Continue SNAP Suwanee photo contest changing up categories.
    - ***STWP, Ongoing: Citizen Engagement, page 298***

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of newsletter editions published each year	6	6	5	5	5	5
Number of newsletters distributed	55,000	55,000	55,000	55,000	55,000	55,000
Number of press releases generated	24	26	20	22	18	20
Number of e-newsletters	21	26	20	24	24	24
E-mail audience	3,518	3,700	5,200	5,600	5,600	6,000
Number of publications produced	11	11	11	12	11	11
Average number of website visitors per day	650	760	835	900	802	900
Number of Facebook posts	888	828	545**	550**	489	500
Number of Facebook followers	27,406	28,900	35,500	39,000	40,500	44,000
Number of Instagram posts	928	828	505**	500**	489	500
Number of Instagram followers	10,100	11,600	16,500	19,500	19,100	22,000
Number of LinkedIn Posts	*	40	35	50	74	75
Number of LinkedIn Followers	*	334	900	1,200	1,300	1,600

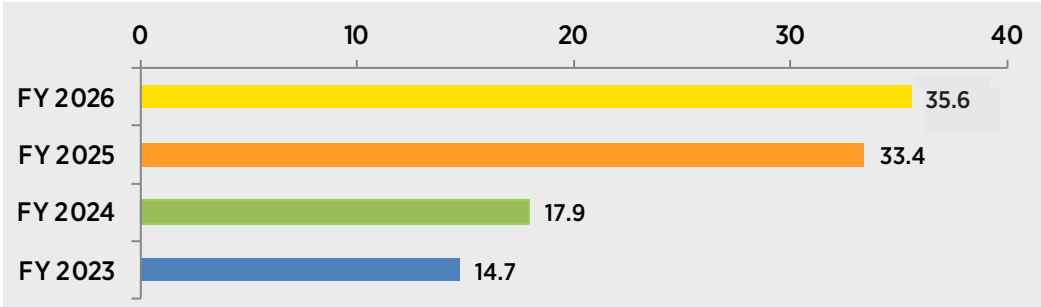
** new measure*

***as the platforms have changed, so have our targeting efforts*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Media inquiries responded to within 24 hrs	98%	100%	100%	98%	95%	100%

PERFORMANCE MEASUREMENT DATA

Average Number Visits to City Website, per capita



1570 PUBLIC INFORMATION

	MISSION:	**Create an Informed and Involved Citizenry**		
	INPUTS	• Citizens • City Council • Staff	• Funding • Facilities	
	ACTIVITIES	• Conduct Research • Distribute Information • Meet with Staff	• Create printed electronic materials • Attend City and Community Functions • Become familiar with all City Services	• Maintain List Serves • Take Photos • Listen attentively
	OUTPUTS	• Newsletter • Press Releases • Photos	• 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 - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2014**	**2017**	**2022**	**2025**	**NATIONAL RANK**
Public information services	84%	83%	79%	77%	28th
CITIZENS SURVEYED RATED THE FOLLOWING AS YES:					
Contacted Suwanee (in person, phone, email or web) for help or information	32%	31%	36%	31%	324th
Voted in last local election	47%	39%	61%	69%	Not Ranked
THE FOLLOWING ARE A SOURCE FOR OBTAINING CITY INFORMATION:					
City newsletter (Connects)	89%	84%	85%	88%	-
City website (suwanee.com)	83%	89%	90%	84%	-
Brochures	72%	55%	51%	44%	-
Local media	70%	73%	58%	49%	-
Public meetings	53%	45%	58%	55%	-
The City's Facebook Page	41%	55%	63%	60%	-
The City's Instagram	25%	37%	50%	54%	-

**new measure*

1570 PUBLIC INFORMATION

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	2025	82%	9	345	97
	2022	79%	21	334	94
	2017	80%	11	288	96
	2014	86%	10	261	96
Opportunities to participate in community matters	2025	82%	4	322	99
	2022	77%	14	304	95
	2017	80%	4	250	98
	2014	79%	6	225	97
Opportunities to volunteer	2025	78%	27	326	91
	2022	83%	27	300	91
	2017	82%	38	243	84
	2014	83%	18	222	92
Public information services	2025	77%	28	334	91
	2022	79%	42	322	87
	2017	83%	3	263	99
	2014	84%	17	243	93

Most residents **(78%)** felt that the volunteer opportunities in the City were excellent or good. Survey participants rated the local sense of community favorably. Suwanee residents showed the largest amount of civic engagement in the area of electoral participation. **77%** rated the City's public information services as excellent or good.

Nearly 8 in 10 residents felt the sense of community in the City was excellent or good

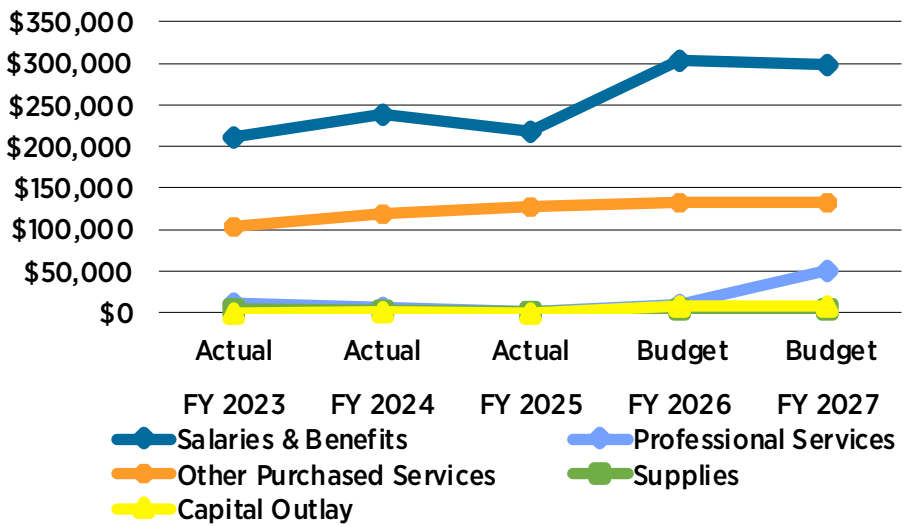


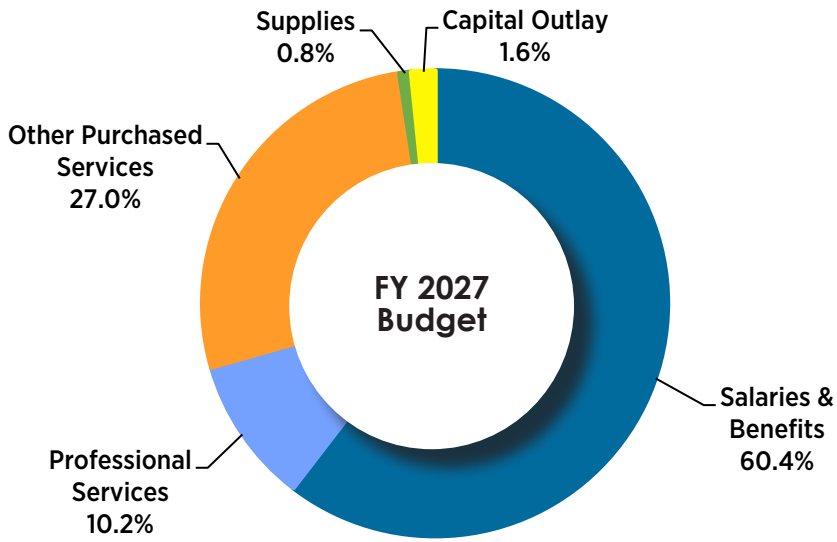
1570 PUBLIC INFORMATION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Communications & Marketing Manager	114	1	1	1	1	1
Creative Marketing Designer	110	1	1	1	1	1
Communication Specialist(1)	107	0	0	0	1	1
Communication Specialist(1)	PT-106	1	1	1	0	0
TOTAL		3	3	3	3	3

(1) In FY 2026 the part-time Communication Specialist position was upgraded to full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 211,334	$ 237,943	$ 217,670	$ 303,400	$ 297,850
Other Purchased Services	103,806	119,055	127,790	133,000	133,000
Supplies	5,196	2,582	1,734	4,000	4,000
Capital Outlay	-	1,838	83	8,000	8,000
Professional Services	11,023	6,349	940	10,000	50,000
TOTAL	$ 331,359	$ 367,767	$ 348,217	$ 458,400	$ 492,850





CITY OF SUWANEE, GA

6190 SPECIAL FACILITIES & ACTIVITIES

STATEMENT OF SERVICE

Special facilities and activities focus is on:

- Planning and implementing a wide variety of free events for the greater Suwanee area, Gwinnett County, and metro Atlanta.
- Engaging volunteers to help plan and execute quality events.
- Building relationships with media partners to help leverage costs to produce events and to help build the City's image in metro Atlanta.
- Build volunteer program; City directed.
- 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. Continue programming for Town Center on Main including the Farmers Market. Evaluate as needed.
   - ***STWP, Policy Statement: Special Events, page 302***
   - ***STWP, Ongoing: Citizen Engagement, page 298***
2. Evaluate balance of events between Town Center Park and TC/Main (consider Suwanee Circle business).
3. Host second High Line Criterium event in TC/Main. Evaluate for future years.
   - ***STWP, Policy Statement: Special Events, page 302***
4. Create new event with "Celebrate America 250" theme (in partnership with radio station 101.5.
   - ***STWP, Policy Statement: Special Events, page 302***
5. Continue use of Eventeny for vendors and sponsors. Promote to private event users as needed.
6. 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, Policy Statement: City Services, Staffing, page 304***
   - ***STWP, Policy Statement: Special Events, page 302***
7. Seek outside organizations to bring culturally diverse events to Suwanee.
   - ***STWP, Policy Statement: Special Events, page 302***
8. 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, Policy Statement: Special Events, page 302***
9. Refine "Suwanee Running Series" in cooperation with Big Peach.
   - ***STWP, Policy Statement: Special Events, page 302***
10. Create and distribute explanation of in-kind City participation for co-sponsored events (put a value to what the City donates).
    - ***STWP, Policy Statement: Special Events, page 302***
11. Evaluate private events in order to leverage City resources; coordinate annual meeting for organizations hosting private events at Town Center Park.
    - ***STWP, Policy Statement: Special Events, page 302***
    - ***STWP, Ongoing: Citizen Engagement, page 298***
12. Continue poster for businesses for events (annually).

OBJECTIVES FOR FISCAL YEAR 2027

- 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.
- Implement city-wide volunteer program, website, tracking brochure.

2026 CALENDAR OF EVENTS (*private event)

MONTH	DATE	DAY	TIME	EVENT
February	7	Sat	9 am	Suwanee Sweetheart Sprint 5K*
February	15	Sun	7:30 am	Suwanee Half Marathon 10 K & Old Town 5K
February	28	Sat	8 am	Care for Cops 5K*
March	7	Sat	11 am	Suwanee Beer Chaser 5K*
March	14	Sat	noon	Taste of Suwanee*
March	21	Sat	8 am	Kiwanis Shamrock 5K*
March	21	Sat	noon	Suwanee Beer Fest*
March	28	Sat	7 am	Heart & Soul of Gwinnett 5K*
April	4	Sat	8 am	Race to Cure Sarcoma Atlanta 5K*
April	5	Sun	7 am	Easter Community Sunrise Service*
April	11/12	Sat/Sun	10 am/noon	Suwanee Arts Festival
April	17	Fri/Sat	5 pm/2 pm	International Night Market & Glow in the Park
April	25	Sat	4 pm	Relay 4 Life Gwinnett*
May	2	Sat	noon	High Line Criterium
May	8	Fri	6 pm	Max's Moon Run*
May	9	Sat	9 am	Pump Up and Jam 5K*
May	16	Sat	8:30 am	Great Strides Atlanta*
May	17	Sun	10 am	Atlanta British Motorcar Day*
May	21	Thur	4 pm	Touch a Truck
May	22	Fri	7 pm	Red, White, Bluegrass, & Bach Concert
May	30	Sat	3:30 pm	Jazz, Blues, and BBQ
June	6	Sat	noon	Suwanee Asian Festival*
June	12	Fri	6 pm	Summer Porch Jam
June	27	Sat	10 am	Find Your Fire 5K*
June	27	Sat	7 pm	Kick It In the Nett Watch Party
July	11	Sat	4 pm	Suwanee Celebrates America 250 Concert
July	24/25	Fri/Sat	7 pm	Broadway in the Park
Aug	8	Sat	6 pm	August Concert
Aug	22	Sat	6 pm	Suwanee-oke: Live Band Karaoke
Aug	29	Sat	8 am	The Extra Mile 5K Walk/Run*
September	11	Fri	6 pm	9/11 Memorial Event
September	12	Sat	8 am	PCOM Georgia BLAZE 5K
September	19/20	Sat/Sun	9 am/noon	Suwanee Fest
September	29	Tue	6 pm	Motul Petit le Mans Kickoff Party*

6190 SPECIAL FACILITIES & ACTIVITIES

2026 CALENDAR OF EVENTS (*private event) (continued)

MONTH	DATE	DAY	TIME	EVENT
October	3	Sat	noon	African American Arts & Culture Festival*
October	17	Sat	11 am	Spooky Spirits 5K*
October	24	Sat	5 pm	Dinner and a BOOvie
October	31	Sat	8:30 am	Walk to End Alzheimer's*
November	7	Sat	noon	Suwanee Wine Fest*
November	8	Sun	10 am	Suwanee Classic Car Show*
November	17	Sat	9 am	Art on the Run - Suwanee Turkey Trot 5K
December	4	Fri	6 pm	Jolly Holly Days
December	5	Sat	9 am	HappyFeat: Run, Run, Rudolph 5K*
December	12	Sat	6 PM	Swapna Vijayam - Nutcracker Ballet*



Photo Credit: Lawn Jam on Main Street by Marni Smith

6190 SPECIAL FACILITIES & ACTIVITIES



6190 SPECIAL FACILITIES & ACTIVITIES

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of annual City-sponsored and co-sponsored events	18	17	14	20	18	18
Number of annual non-City sponsored events	27	30	26	25	26	25
Suwanee Fest attendance	50,000	47,000	45,000	50,000	45,000	48,000
Suwanee Fest Booths/Vendors	190/177	186/171	190/175	185/165	192/180	190/180
City event attendees (not including Suwanee Fest)	93,000	97,000	110,000	100,000	120,000	120,000
Number of volunteer sign-ups	171	2,203*	365	400	630	600
Estimated volunteer hours for City (excluding Suwanee Fest)	1,354	2,481*	2,680	2,800	1,964	2,000

*includes PlayTown Suwanee rebuild

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percentage increase in sponsorship for Suwanee Fest	10%	-20%	8%	10%	0%	0%
Volunteer hours generated for Suwanee Fest	1,220	1,090	950	1,000	792	750
Suwanee Fest revenue from booth rentals, fees, and sales, etc. (non-sponsorships)	62,000	53,000	51,300	48,000	51,900	50,000

5 COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Opportunities to participate in social events and activities	82%	86%	83%	88%	2nd
Opportunities to attend cultural activities	75%	79%	76%	89%	6th
Opportunities to volunteer	83%	82%	83%	78%	27th
Opportunities to attend special events and festivals	*	*	91%	94%	1st
Volunteered your time to some group or activity in Suwanee	28%	29%	31%	32%	151st
Quality of recreation programs or classes	79%	89%	78%	86%	27th

*new measure

6190 SPECIAL FACILITIES & ACTIVITIES

COMMUNITY CULTURE: WHAT MAKES US INTERESTING

WHY THIS MATTERS FOR SUWANEE: BE UNIQUE

	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Opportunities to attend cultural activities	2025	89%	6	339	98
	2022	76%	45	320	86
	2017	79%	31	273	89
	2014	75%	37	250	85
Acceptance towards people of diverse backgrounds	2025	88%	2	336	99
	2022	82%	4	328	99
	2017	80%	5	269	98
	2014	88%	5	244	98
Opportunities to participate in social events	2025	88%	2	326	99
	2022	83%	6	303	98
	2017	86%	3	236	99
	2014	82%	5	211	98
Opportunities to attend special events and festivals*	2025	94%	1	322	100
	2022	91%	4	310	99

Opportunities to attend cultural activities were rated as excellent or good by **89%** of respondents. **88%** of respondents felt the City was open and accepting towards people of diverse backgrounds. At least **9 in 10** respondents noted that they had opportunities to attend special events and festivals.

**New survey question added by the National Research Center in 2022.*

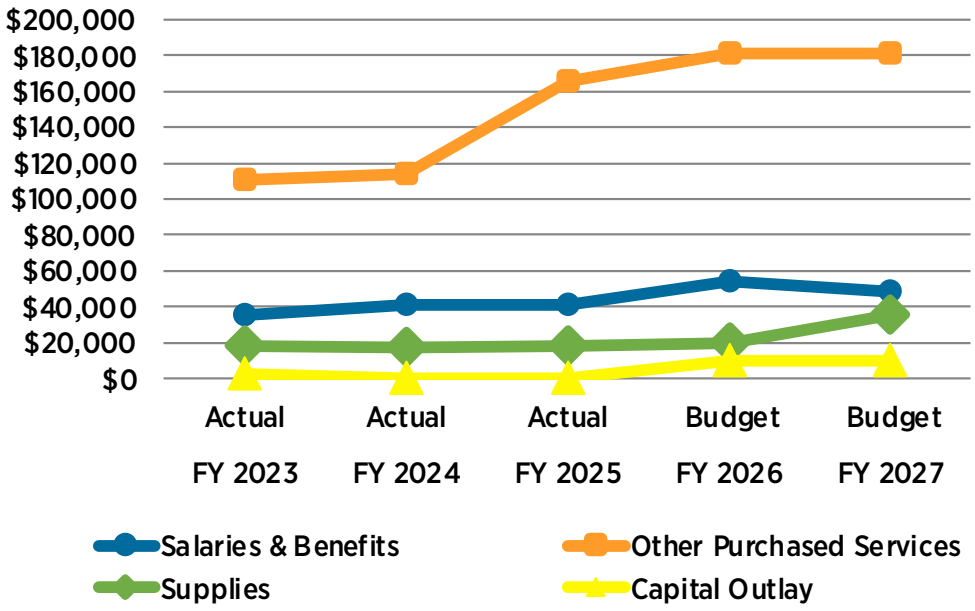
88% rated opportunities to participate in social events as excellent or good

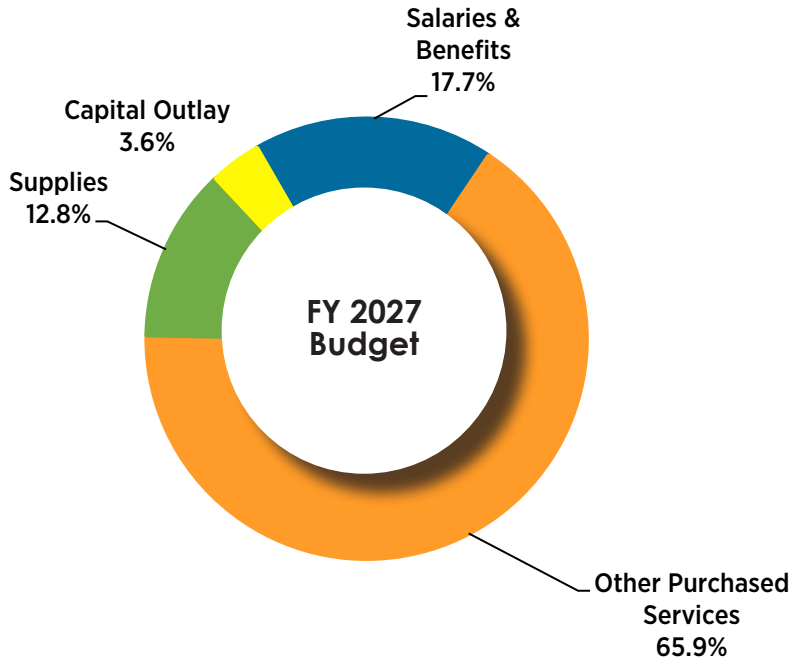


6190 SPECIAL FACILITIES & ACTIVITIES

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Events Staff Pool	PT-101	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 35,783	$ 40,966	$ 40,786	$ 53,900	$ 48,700
Other Purchased Services	110,644	113,590	165,747	181,000	181,000
Supplies	18,424	17,024	18,588	20,000	35,000
Capital Outlay	2,749	-	-	10,000	10,000
TOTAL	$ 167,600	$ 171,580	$ 255,121	$ 264,900	$ 274,700





7510 ECONOMIC DEVELOPMENT

STATEMENT OF SERVICE

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

Specific responsibilities of Economic and Community Development include:

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

GOALS

1. Manage general Economic and Community Development Activities.
   - ***STWP, Policy Statement: City Services, page 304***
2. Manage DDA, URA and other downtown initiatives.
   - ***STWP, Policy Statement: City Services, page 304***
   - ***STWP, Policy Statement: Downtown Promotions, page 302***
3. Manage hotel fund expenditures.
4. Produce and manage City and non-City events best utilizing City resources.
   - ***STWP, Policy Statement: Special Events, page 302***
5. Continue participation in various community and state-wide activities and organizations.
   - ***STWP, Policy Statement: Neighborhood Engagement, page 302***
   - ***STWP, Ongoing: Citizen Engagement, page 298***
6. Evaluate, prioritize and implement Strategic Plan initiatives that come out of the 2026 Council Retreat.
   - ***STWP, Ongoing: Strategic Plan Implementation, page 300***
7. Continue redefining ED department structure considering individual strengths (70/30) concept), needs of the City and department capacity.
   - ***STWP, Policy Statement: Staffing, page 304***
8. Continue to support Partnership Gwinnett activities (staff currently serves on the Redevelopment Council); Partnership Gwinnett is our primary traditional economic development recruiting organization.
   - ***STWP, Policy Statement: Partnership Gwinnett, Economic Development, page 302***
9. Continue to support Explore Gwinnett activities. Consider specific requests for support and collaboration.
10. Continue to develop relationships with area colleges (GGC, PCOM, and Gwinnett Tech) and high schools (NGHS, PRHS, CHHS, and GSMST) as needed.
    - ***STWP, Policy Statement: Higher Education Recruitment, page 302***
11. Strategize and work to "claim" PCOM as "Suwanee's college", strengthen relationships with faculty and students. (through events and other activities)
    - ***STWP, Policy Statement: Higher Education Recruitment, page 302***
12. Support City Welcome Center located in Town Center/Suwanee Arts Center.
    - ***STWP, Policy Statement: Cultural Arts Center, City Services, page 304***
    - ***STWP, Ongoing: Citizen Engagement, page 298***
    - ***STWP, Action with Defined Dates: Suwanee Arts Center (2026-2027), page 292***
13. Continue to redefine "Welcome Center" organization incorporating regular training for volunteers and employees in cooperation with the SAC (Suwanee Arts Center/NGAA).
    - ***STWP, Policy Statement: Cultural Arts Center, City Services, page 304***
    - ***STWP, Ongoing: Citizen Engagement, page 302***
14. Continue monthly communication with SAC regarding Welcome Center activities; obtain reports on SWAG and other Welcome Center activities (monthly sales reports).
    - ***STWP, Action Items with Defined Dates: Suwanee Arts Center (2026-2027), page 292***
15. Support SAC in the coordination of events which they organize and oversee.
    - ***STWP, Policy Statement: Local Business Involvement, Special Events, Downtown Promotions, page 302***
16. Create creative/fun/artsy "Suwanee wear" and Suwanee "SWAG" in cooperation with the SAC as part of the new Welcome Center.

GOALS (continued)

17. Evaluate and construct (if feasible) display window for SWAG at City Hall.
18. Work with SAC to better utilize volunteers referred to Welcome Center/Arts/Center.
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Ongoing: Citizen Engagement, page 298***
19. Continue use of commercial property database (Co-star); share with other departments as needed and train individual users.
20. Coordinate "Team Suwanee" tent at the August concert for City to host sponsors, partners, and volunteers of City initiatives.
    - ***STWP, Policy Statement: Special Events, page 302***
21. Coordinate employee recognition event.
22. Coordinate Friends of Suwanee annual event.
23. Evaluate "Mind Your Business" series (in cooperation with Gwinnett Chamber Foundation) and implement if feasible.
24. Incorporate "local shop" messages in promotional materials as appropriate.
25. Review Economic Development pages on Suwanee.com and make changes as appropriate.
26. Coordinate Film productions in the City. Update Film Policy as needed.
27. Continue use of Giant tools within department (enhancing teamwork, communication, leadership, and productivity).
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
28. City-wide- Continue on-boarding session with new employees incorporating 5-Voices and City culture.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
29. Support Suwanee Gateway initiative.
    - ***STWP, Ongoing: Suwanee Gateway, page 300***
    - ***CIP: Suwanee Gateway: Suwanee Gateway Improvement Projects, page 279***
30. Evaluate potential projects in area to visually improve Suwanee's "front door"
    - ***STWP, Policy Statement: Community Aesthetics, page 302***
    - ***STWP, Ongoing: Suwanee Gateway, page 300***
    - ***CIP: Suwanee Gateway: Suwanee Gateway Improvement Projects, page 279***
31. Continue to monitor TAD in area.
32. Meet with and continue dialogue with Partnership Gwinnett staff, Metro Atlanta Chamber, and other partners regarding the city's long-term vision for the Gateway area. (specifically the "Opus" site)
    - ***STWP, Ongoing: Suwanee Gateway, page 300***
    - ***CIP: Suwanee Gateway: Suwanee Gateway Improvement Projects, page 279***
33. Participate in Partnership Gwinnett's MARS (Metro Atlanta Redevelopment Summit); sponsored event 2010-2025.
    - ***STWP, Policy Statement: Partnership Gwinnett, page 302***
34. Continue responding to inquiries for former May Queen property; communicate City's desires for development in area.
    - ***STWP, Policy Statement: Community Aesthetics, page 302***
    - ***STWP, Ongoing: Suwanee Gateway, page 300***
35. Manage Suwanee Youth Leader (SYL) Program.
    - ***STWP, Ongoing: Youth Engagement, page 298***
36. Manage public arts initiative.
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
    - ***STWP, Policy Statement: Public Art, page 304***
37. Implement initial Art for All Projects per draft schedule.
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
38. Continue regular donor touch-points/recognition for Art for All participants/donors.
39. Redefine timeline and plan to move forward on 2 or 3 art pieces for Town Center on Main.
    - ***STWP, Policy Statement: Public Art, page 304***
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
40. Complete installation of Tunnel artwork
    - ***STWP, Policy Statement: Public Art, page 304***
41. Complete RFQ process for signature piece at Town Center on Main.
    - ***STWP, Policy Statement: Public Art, page 304***
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
42. Continue promotion of 8th SculpTour exhibit.
    - ***STWP, Action with Defined Dates: SculpTour (2026, 2028 & 2030), page 292***

GOALS (continued)

43. Create list city's permanent art collection and maintenance needs for each; do at least once/year "check-up".
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
44. Evaluate grant opportunities (including Creativity Fund through Explore Gwinnett) for art-related projects.
45. Continue refining developer component of the public arts initiative; promote private investment in public art. Develop a way to showcase private initiatives.
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
    - ***STWP, Policy Statement: Public Art, page 304***
46. Complete "Ultimate Participation Trophy" documentary video.
47. Work with the SAC (Suwanee Arts Center) to create community art project (ex: donated street piano).
    - ***STWP, Policy Statement: Public Art, page 304***
48. Evaluate program to encourage existing businesses to incorporate public art (may or may not include monetary assistance).
    - ***STWP, Policy Statement: Public Art, page 304***
49. Review goals and priorities for arts initiative based on Public Art Master Plan; complete PAC goals update.
    - ***STWP, Policy Statement: Public Art, page 304***
50. Evaluate updating Public Art Master Plan in 2027/28.
    - ***STWP, Policy Statement: Public Art, page 304***
51. Assure that event/park-rental proceeds are allocated appropriately to public art initiative.
    - ***STWP, Action with Defined Dates: Public Art Program (2026-2027), page 292***
52. Support and provide guidance to the Public Arts Commission (PAC).
53. Participate in Explore Gwinnett's "Artober" initiative during the month of October.
54. Manage volunteer program and connect citizens to outside organizations as appropriate.
    - ***STWP, Ongoing: Citizen Engagement, page 298***
55. Continue informal "volunteer awards" program (associate with "Friends of Suwanee" holiday luncheon).
56. Continue to develop and implement volunteer initiative to train internal program managers.
    - ***STWP, Ongoing: Joint Meetings, Citizen Engagement, page 298***
57. Continue to refine system/database (Galaxy) to track volunteers and volunteer hours.
    - ***STWP, Ongoing: Citizen Engagement, page 298***
58. Manage all city-wide IT related programs and initiatives.
    - ***CIP, IT Infrastructure Management, page 276***
59. Re-organize Network Subnets and VLANs to facilitate more usable IP addresses and help silo access to strengthen security standing.
    - ***CIP, IT Infrastructure Management, page 276***
60. Replace Training Center firewall.
    - ***CIP, IT Infrastructure Management, page 276***
61. Evaluate more efficient backup solutions and security solutions.
    - ***CIP, IT Infrastructure Management, page 276***
62. Evaluate Microsoft Teams as our primary communication tool city-wide (to replace Slack/Zoom/other). IT staff to conduct/provide training
63. Consider moving from on-premise file storage (H-drives, I-drives, and P-drives) to cloud storage.
    - ***CIP, IT Infrastructure Management, page 276***
64. Evaluate options for E-Fax solution.
65. Identify ways to simplify and streamline documentation of IT systems.
66. Research paperless tickets for Police; to alleviate Court's need to scan-in the physically signed tickets.
67. Implement Town Center on Main Cameras and Wi-Fi System.
68. Conduct cybersecurity penetration test.
    - ***CIP, IT Infrastructure Management, page 276***
69. Continue use of KnowB4 cyber security awareness training with all employees.
    - ***CIP, IT Infrastructure Management, page 276***
70. Continue to upgrade networking hardware as needed.
    - ***CIP, IT Infrastructure Management, page 276***

7510 ECONOMIC DEVELOPMENT

OBJECTIVES FOR FISCAL YEAR 2027

- Complete railroad underpass Art For All artwork.
- Complete RFQ for Art For All signature piece artwork.
- Complete full re-work of Developer Guide.
- Conduct quarterly meetings with Suwanee Art Center (Welcome Center) staff.
- Complete Main Street Park basketball court mural.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Attend/participate in local business association meetings	60	56	53	40	45	40
Attend/participate in Regional/County/State Government associations	24	29	21	20	15	12
Attend/participate in Public Arts Commission (PAC) meetings	8	5	6	8	8	8
Presentations given by staff to outside groups/communities	10	11	14	10	15	10

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of identified objective completed	100%	100%	100%	100%	83%	100%

COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Overall appearance of Suwanee	94%	94%	88%	94%	8th
Employment opportunities	52%	53%	66%	57%	40th
Shopping opportunities	61%	60%	56%	51%	155th
Suwanee as a place to work	83%	72%	78%	79%	34th
Overall quality of business and service establishments in Suwanee	81%	78%	83%	86%	38th
Sense of community	86%	80%	79%	82%	9th
Suwanee as a place to raise children	97%	95%	96%	97%	15th
Suwanee as a place to retire	78%	75%	66%	64%	132nd
Economic development	83%	83%	75%	75%	17th
Overall economic health of Suwanee	89%	86%	95%	93%	6th
Cost of living in Suwanee	67%	52%	50%	49%	46th
Suwanee as a place to visit	79%	78%	76%	74%	93rd
SOMEWHAT OR VERY POSITIVE:					
Positive impact of economy on household income	50%	48%	36%	36%	14th

7510 ECONOMIC DEVELOPMENT

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	2025	93%	27	380	92
	2022	92%	52	442	88
	2017	92%	45	423	89
	2014	96%	29	391	93
Employment opportunities	2025	57%	40	343	88
	2022	66%	32	338	91
	2017	53%	49	288	83
	2014	52%	35	265	87
Shopping opportunities	2025	51%	155	331	53
	2022	56%	151	324	53
	2017	54%	124	271	60
	2014	61%	96	247	61
Economic development	2025	75%	17	324	95
	2022	75%	32	313	90
	2017	83%	2	264	99
	2014	83%	3	240	99



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 **93%** of respondents. **93%** of respondents rated Suwanee's overall economic health as excellent or good.

93% of residents rated Suwanee's overall quality of life in Suwanee as excellent or good

OBJECTIVES FOR FISCAL YEAR 2027 - Information Technology Support

- 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.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Workstations supported - LAN (local area network)	139	156	151	160	160	165
Email addresses under management	154	153	229*	235**	266*	270*
Servers - (Hardware) under management LAN	4	4	4	4	4	4
Virtual Servers Hosted	24	23	24	24	24	26
Educational Seminars	4	4	1	1	0	4
Office Space Coverage/sq ft	53,000	53,000	53,000	53,000	53,000	53,000

** now includes email addresses for automated department emails*

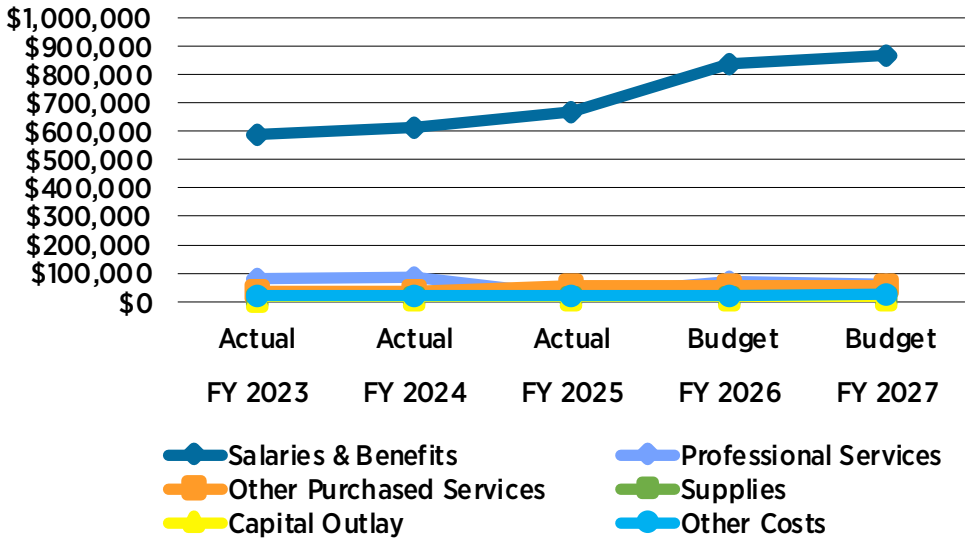
PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Enterprise Server Uptime	99.98%	99.98%	99.99%	99.99%	99.98%	99.99%
Average hours staff on site per month	173	173	160	160	170	170
Average number of hours spent on server maintenance	40	42	30	30	40	40
Unplanned Service hours required after 5pm per month	1	1	1	1	1	3

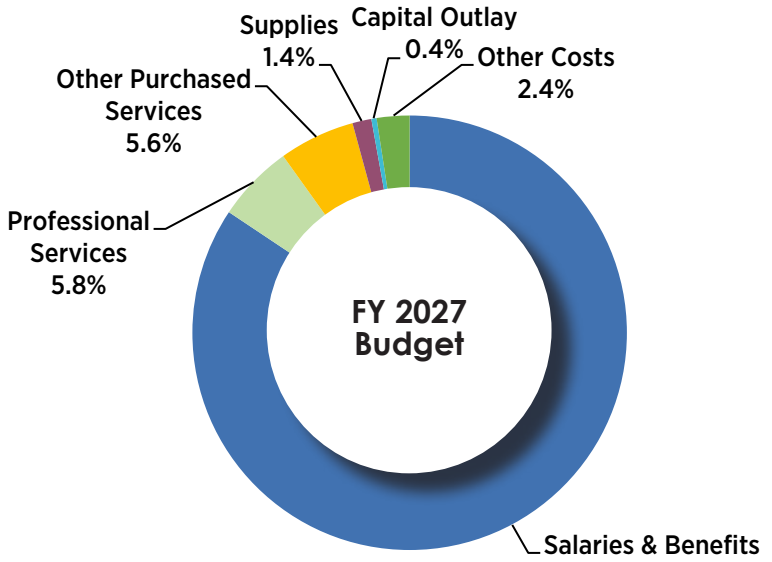
7510 ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Assistant City Manager	120	1	1	1	1	1
Events and Outreach Divison Director	115	1	1	1	1	1
IT Manager	114	1	1	1	1	1
Special Projects Manager[1]	113	0	0	1	1	1
Information Technology Network Administrator/Engineer[2]	112	0	0	0	1	1
Events Coordintor	111	1	1	1	1	1
Special Projects Coordinator[1]	106	1	1	0	0	0
TOTAL		5	5	5	6	6

(1) In fiscal year 2025 the Special Projects Coordinator was upgraded to Special Projects Manager.
(1) In fiscal year 2026 the Information Technology Network Administrator/Engineer was added.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 590,469	$ 614,598	$ 668,275	$ 837,900	$ 866,100
Other Purchased Services	37,870	36,390	57,214	55,000	58,000
Supplies	10,912	16,399	14,872	14,500	14,500
Capital Outlay	2,230	3,971	4,108	4,000	4,000
Professional Services	79,670	83,236	22,378	69,000	59,000
Other Costs	20,000	20,000	20,000	20,000	25,000
TOTAL	$ 741,151	$ 774,594	$ 786,847	$ 1,000,400	$ 1,026,600





7520 DOWNTOWN SUWANEE

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2027

- 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. Analyze cash flow from DDA properties; evaluate opportunities for DDA to leverage funds for smaller downtown area projects.
   - ***STWP, Policy Statement: Downtown Promotions, page 302***
2. Initiate renovations of Main Street House in cooperation with Suwanee Arts Center.
   - ***STWP, Action with Defined Dates: Suwanee Arts Center (2026-2027), page 292***
   - ***CIP, Main Street Art/Welcome Center, page 277***
3. Activate Pierce's Corner with a restaurant (pub-style burger place).
4. Evaluate replacing entryway signs to historic district once Pierces Corner is activated.
5. Evaluate feasibility of paid parking system in certain areas of downtown (begin with deck behind Siena apartments).
   - ***STWP, Action with Defined Dates: Pierce's Corner Parking (2026-2028), page 296***
6. Evaluate potential new areas for parking in Old Town area.
   - ***STWP, Action with Defined Dates: Pierce's Corner Parking (2026-2028), page 296***
7. Evaluate options for hotel in downtown (locations, partnerships, etc.).
   - ***STWP, Action with Defined Dates: Boutique Hotel (2026-2028), page 294***
8. Continue to evaluate and implement options to capitalize on National historic Register District Designation.
9. Review and evaluate "experimental audit" completed by Todd Vaught and develop plan to implement projects as desired
10. Coordinate meetings with downtown merchants at least quarterly and before major events for a minimum of 4 per year.
    - ***STWP, Policy Statement: Downtown Promotions, page 302***
    - ***STWP, Policy Statement: Local Business Involvement, page 302***
11. Program regular ambient music in Town Center Park using existing system.
12. Create and distribute quarterly (or every other month) written updates to Town Center merchants on events (to include event details, road closures, and other important information).
    - ***STWP, Ongoing: City Project Information Distribution, page 298***
    - ***STWP, Policy Statement: Downtown Promotions, page 302***
13. Continue regular communication with Town Center commercial property owner as it relates to tenant recruitment, tenant retention, and property maintenance.
    - ***STWP, Policy Statement: Local Business Involvement, page 302***
    - ***STWP, Policy Statement: Economic Development, page 302***

GOALS (continued)

14. Maintain a list of key available properties for lease or sale specifically in the downtown area. Personally, meet and understand nuances of each property to be able to market appropriately.
    - ***STWP, Policy Statement: Economic Development, Downtown Promotions, page 302***
15. Continue to keep communications open with representatives for the school property on Buford Highway.
16. Explore ways to assist with relocation of Metal Products Company facility.
17. Visit/benchmark other cities 2 to 3 times a year.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Monthly DDA meetings	12	12	20	10	12	12
Other organizational meetings (Local, Civic, Business)	120	100	138	100	126	120
Number of funding applications submitted	1	2	1	1	0	2
Number of regional meetings and trainings attended (GDA, GEDA, PG)	20	65	33	24	41	35
Number of meetings with Downtown stakeholders	100	82	42	24	83	75

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Lease Pierce's Corner	*	*	0%	100%	0%	100%
Completion design on Main Street house for use with Suwanee Arts Center	*	*	100%	100%	0%	100%
Completion percentage of Phase II Suwanee Circle activated - construction complete	*	*	100%	100%	0%	100%
Construction of parking area on Pierce's Corner site in Old Town	*	*	*	*	*	100%
Construction of sanitary sewer for recently acquired DDA properties**	*	*	*	*	*	100%

**new measure*

***647, 659, and 667 Main Street*

COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

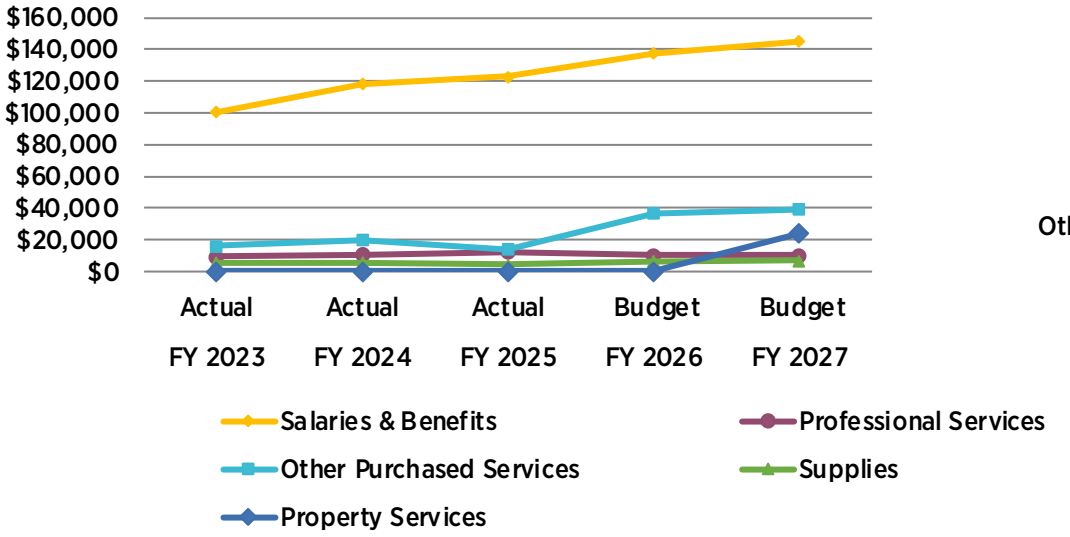
MEASUREMENT OF OUTCOMES- Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Vibrant downtown/commercial area	81%	80%	83%	87%	12th

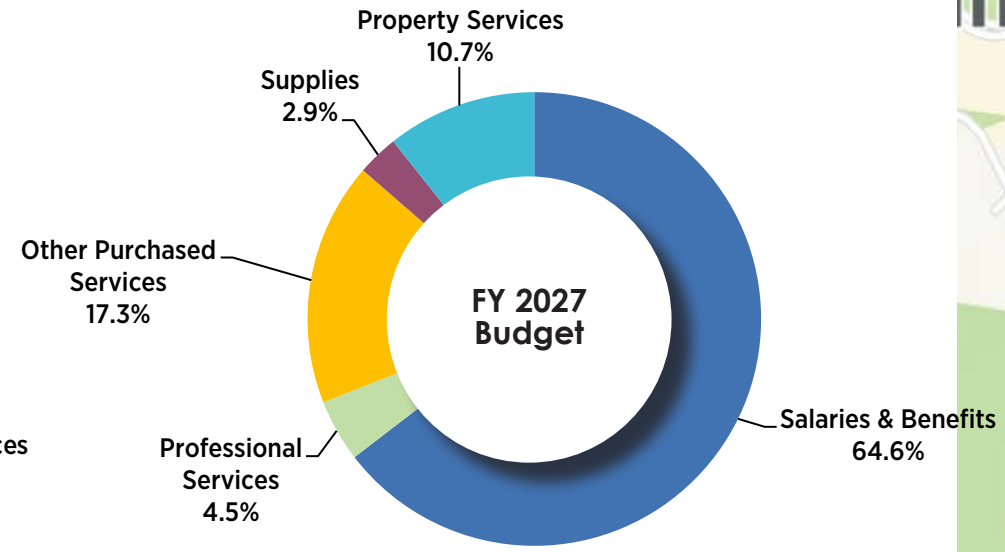
**new measure*

7520 DOWNTOWN SUWANEE

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Economic Development Manager	114	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 100,515	$ 118,403	$ 122,832	$ 137,700	$ 145,050
Other Purchased Services	16,073	19,688	14,131	36,500	39,000
Supplies	5,436	5,314	4,157	6,200	6,600
Property Services	-	-	-	-	24,000
Professional Services	9,221	10,390	12,311	10,000	10,000
TOTAL	$ 131,245	$ 153,795	$ 153,431	$ 190,400	$ 224,650





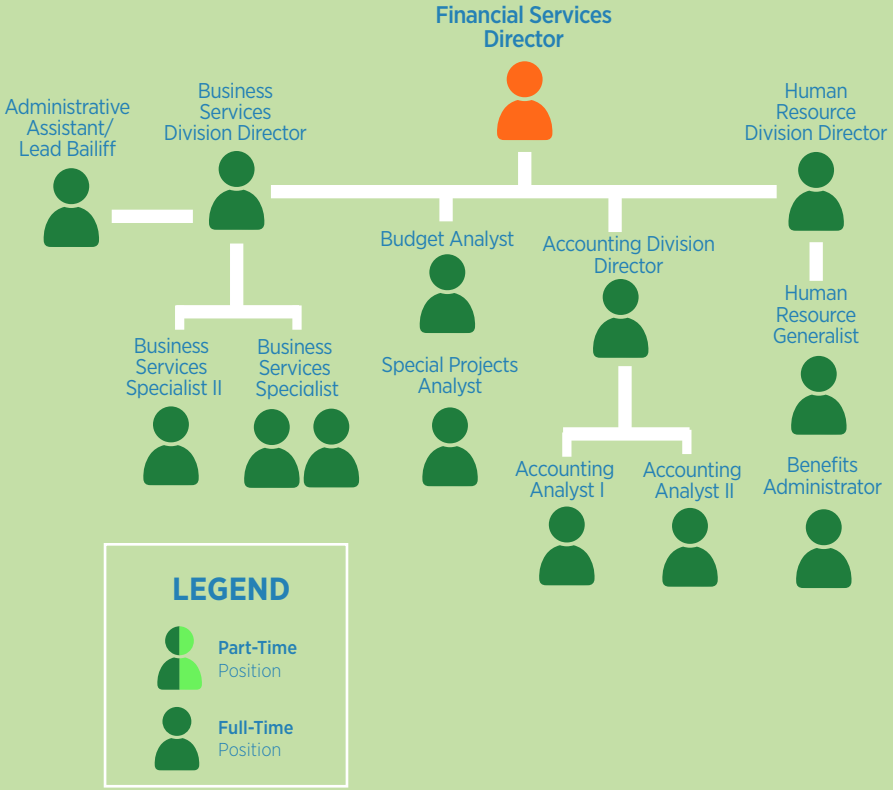
FINANCIAL SERVICES







Functions	Includes the operations of Financial Administration, Human Resources, and Business Services.
Positions	14 full-time.
Role	This department provides the accounting and financial reporting for all City operations, accounts payable, payroll, human resources, issuance of debt, fixed assets, business license, alcohol licenses, tax collections, and risk management.
Notable FY 2027 Budget Items	The budget includes allocation $70,000 for the annual audit; $20,000 for the city-wide wellness program; and $40,000 to cover drug screenings, background checks, language line services, and legal support. Business Services includes contracted services for printing and mailing of property tax bills, $8,000
Final FY 2026 Budget	$1,848,800
Adopted FY 2027 Budget	$1,934,190
Change from PY Budget	$85,390 (5%)
Reason for Change	Funding for annual performance raises (up to 4%) $58,000 and projected 11.4% health insurance renewal, $6,500.



BUDGET OVERVIEW

FINANCE

1. **Salaries & Overtime** – increased by **$45,000** (6%) based on projected 4% salary increase. Additional increases are related to changes in personnel.
2. **Group Health** – decreased by **($2,000)** (-1%). Combination of projected 11.4% Health and 10% dental renewals along with changes in employee enrollment.
3. **Social Security** – increased by **$3,000** (6%) based on projected salary increases.
4. **Medicare** – increased by **$1,000** (9%) based on projected salary increases.
5. **Retirement** – increased by **$3,500** (6%) based on projected salary increases.
6. **Workers Compensation** – decreased by **($300)** based on policy renewal.
7. **Other Benefits** – increased by **$800** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – small reduction of **($1,500)** from FY 2026 current budget. These include:
    a. **Postage** ($10,000), required advertisements ($6,500)
    b. **Printing documents** and check stock ($14,000)
    c. **Staff travel** for 9 team members ($10,000)
    d. **Dues & fees** ($25,000) which include GMA Telecommunication & right-of-way fees ($10,000) along with arbitrage calculations and professional membership fees.
    e. **Education & training** ($11,000) for 9 staff members
    f. **City-wide wellness program** ($20,000)
    g. **Separate fidelity bond** for Finance Director ($900)
9. **Supplies** – requesting same budget as prior period, **$13,000**. This includes $8,000 for office supplies, copier paper, tax forms and HR supplies. $3,000 for food (this also includes food for HR meetings and lunch-n-learns). $2,000 for books and other learning materials.
10. **Small equipment** – requesting same budget as prior period, **$3,000**. Replacement of printers, scanners, shredders, and computers for finance and HR.
11. **Professional Services** – requesting the same budget as prior period, **$126,000**. This includes:
    a. **Annual audit** and SPLOST audit services, $70,000
    b. **Design services**, $16,000
    c. **HR employment screening** and drug testing, $40,000

BUSINESS SERVICES

1. **Salaries & Overtime** – increased by **$13,000**. This increase is based on the projected 4% performance raises.
2. **Group Health** - increased by **$8,500** (11%). This is a combination of projected 11.4% health and 10% dental renewals.
3. **Social Security** – increased by **$1,500** (8%) based on projected salary increases.

BUDGET OVERVIEW (continued)

BUSINESS SERVICES (CONTINUED)

4. **Medicare** – increased by **$500** (11%) based on projected salary increases.
5. **Retirement** – increased by **$1,000** (4%) based on projected salary increases.
6. **Workers Compensation** – decreased by **($150)** based on policy renewal projections.
7. **Other Benefits** – increased by $540 (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – increased by **$8,000**, (18%). Most of this increase is for contracted services to print and mail property tax bills.
9. **Supplies** – requesting same funding as FY 2026 adopted budget, **$6,000**.
10. **Small Equipmen**t – requesting $5,000 for printers, scanners, and computers. Total request is **$3,000** higher than current FY 2026 budget.

ACCOMPLISHMENTS



- Maintained Open Budget, a platform for transparency in spending
- Created and published FY 2025 Annual Comprehensive Financial Report (ACFR); FY 2026 Budget Document; the FY 2026 Citizens Operating Budget; the 2024 Popular Annual Financial Report
- Produced the 2024 Performeter
- Updated instructive forms and/or brochures for millage rate information, understanding your property tax bill, 2025 Occupational Tax Certificate, 2025 Beverage License Certificate and 2025 Property Tax bills
- Conducted 2025 National Citizen Survey™ to assess resident satisfaction with community amenities and government services
- Staff member participated in Rotary Club activities



- Supported Suwanee Business Alliance



- Maintained the millage rate at 4.93 mills for last 13 consecutive years
- Millage rate has remained same or reduced for last 23 years
- Maintained AAA bond rating from Standard & Poor's for eleven consecutive years
- 3 Clean Annual audits (Financial, E911, and SPLOST/capital) - no management findings, no past adjustments, and no comments
- Completed State and Federal filing requirements



- Completed State and Federal filing requirements
- Implemented House Bill 581 "Save the Homes Act"
- Completed State and Federal filing requirements
- ACH, W-2s, G-4s and 1099s processed timely and accurately
- • Experienced smooth payroll and accounts payable processing, including ACHs and electronic tax reporting of year end W-2s, G-4s, and 1099s
- Employees and vendors paid on time
- Successfully implemented one new Governmental Accounting Standards Board (GASB) mandatory standard
- Met arbitrage compliance standards regarding outstanding bonds
- Prepared monthly, quarterly, and annual cash flow analysis for two SPLOST programs and one URA bond issue
- Updated Accounts Payable Purchasing Policy
- Held productive surplus sale
- Successfully reconciled all bank accounts within a 0.000% - 0.003% variance
- Provided support for contract management, capital budget funding, and resource allocation to various departments
- Successfully submitted requests for reimbursement along with proper documentation of expenditures for co-projects with GDOT, ARC, and Gwinnett County in a timely manner

ACCOMPLISHMENTS (continued)

- Finance Department reorganized and onboarded two new team members
- Annual workers' compensation policy was renewed with an overall premium decrease of 4%
- Received over $20,000 credit in wellness funding from Cigna
- Completed the 2024-2025 Employee Classification and Compensation study
- HR facilitated 33 training events with 495.5 contact hours
- Human Resources conducted annual Drug Free Workplace training, Unlawful Harassment & Discrimination training for all employees
- H.R. conducted and completed annual Open Enrollment employee benefits event with a follow-up audit of all three carriers and eight lines of coverage to ensure accuracy in enrollment and payroll deductions for 110 employees.
- Updating HR Guides for continuity of operations, if needed, on a regular basis and as procedures change
- Held successful annual Health & Wellness Fair for staff
- Maintained a relationship with Mission Square Retirement Specialist to provide consistent educational opportunities for employees as individuals or in group settings
- Continued to drive city's SWELL wellness program through holistic offerings.
- Staff participated over 5 weeks and completed Suwanee Get Fit Walk Challenge
- Maintained on-site monthly health coaching for employees to discuss variety of health related topics one-on-one
  - o 64 appointments offered; 48 appointments filled
- Continuing to partner with hiring managers/department heads to equip them with necessary tools and resources to identify and recruit top talent as well a promote those employees who are ready into open roles
- Human Resources reviewed 903 job applications/resumes, interviewed 152 candidates, and hired 35 employees
  - o 17% of applicants interviewed
  - o 23% of those interviewed hired
  - o 3.9% of all applicants hired

- Created recruitment flyers for Police Department
- Created H.R. Hiring video
- H.R. held three of the five sessions looking deeper into each individual voice in the 5 Voices program
- HR established consistent participation of new hires in SCOPE (Suwanee's Culture|Operations|People|Experience) Program for city culture assimilation
- Processed 6 promotions
- 1,444 business licenses renewed on time
- 99.4% of 2025 property taxes collected!
- 100% completion of Hotel/Motel excise tax audit
- Completed fee structure studies of Occupational Tax Certificates
- Finance personnel attended payroll, financial reporting, and accounting update courses through participation in American Payroll Association (APA) annual year end class, Governmental Accounting Standards Board (GASB) update and financial presentation techniques class, and various state and national government finance conferences
- Finance department personnel maintained continued education requirements for certifications, such as CPA and Local Finance Officer Certification
- The H.R. Generalist and the H.R. Division Director both maintained their Certified Workers' Compensation Professional cert
- Both H.R. Generalist and H.R. Division Director began coursework to obtain Certified Human Resources Manager (CHRM) through Georgia Local Government Personnel Association (GLGPA) in collaboration with Carl Vinson Institute of Government. H.R. Generalist attended GLGPA annual Conference.
- Business Services Specialists attended Georgia Association of Business Tax Officials (GABTO) annual conference
- Finance staff served as Georgia Governmental Finance Officer Association (GGFOA) Secretary
- 100% backup cross training for day-to-day operations in Finance

1511 FINANCIAL ADMINISTRATION

STATEMENT OF SERVICE

The mission of Financial Administration is to provide superior and quality services with a focus on integrity and transparency.

RESPONSIBILITIES

Financial Administration is responsible for the following items:

1. The accounting and financial reporting of all City operations. This includes the maintenance of all financial records including payroll, accounts payable, capital assets, risk management, cash and investments, and the development of annual financial reports.
   - ***STWP, Policy Statement: City Services, page 304***
2. Coordinates, monitors, analyzes, produces, and executes the City's budget, including operating and capital budgets.
3. Issues debt and manages the City's debt repayment, arbitrage calculations, and credit ratings.
   - ***STWP, Ongoing: Bond Restructuring, page 304***
   - ***STWP, Action with Defined Dates: 2017 URA Bond, (2026-2027), page 294***
4. Ensures all practices, procedures, systems, and internal controls are embedded throughout the City's financial and administrative operations.
5. Manages annual audits including E911, SPLOST, Financial, and other compliance audits.
6. Ensures compliance with Federal/State laws and regulations for all employee related manners.
7. Works in collaboration with Department Directors, Division Directors, Managers, and Supervisors for the recruitment of top candidates and for financial support.
   - ***STWP, Policy Statement, Staffing, page 304***
8. Assists Supervisors with employee relations and personnel issues.
   - ***STWP, Policy Statement, Staffing, page 304***
9. Works with Benefits Broker to obtain maximum benefit options, choices, and optimum rates.
10. Manages property tax billing and collections, stormwater billing & collections, business licenses, hotel/motel and alcohol tax collection, and vehicle excise tax.
    - ***STWP, Policy Statement: City Services, page 304***

TEAM COMMITMENT

Being courageous, creative, bold, responsive, dedicated, and responsible team players who are committed to providing excellence in services both internally and externally.

OBJECTIVES FOR FISCAL YEAR 2027

1. Report the financial position and economic condition of the City in an accurate, timely, consistent, reliable manner, leading to the publication of an Annual Comprehensive Financial Report (ACFR) that receives an unmodified audit opinion and the Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association (GFOA).
   - ***STWP, Policy Statement: City Services, page 304***
   - ***STWP, Policy Statement: Strategic Anchor Points, page 304***
2. Maintain Suwanee's AAA bond rating from Standard and Poor's.
3. Provide the accounting structure, planning, and funding for sustainability of City operations, facilities, capital assets, and infrastructure.
4. Remain informed regarding current Federal and State filing regulations, reporting requirements and deadlines.
5. Issue timely and accurate payments to vendors for goods and services delivered.
   - ***STWP, Policy Statement: City Services, page 304***
6. Calculate and distribute payroll payments to employees and ensure that payroll tax liabilities are paid in a timely manner.
7. Respond efficiently to requests by elected officials, Suwanee team members, and external customers for information.
8. Provide technical support to Gwinnett Municipal Association (GwMA).

1511 FINANCIAL ADMINISTRATION

OBJECTIVES (continued)

9. Review, enhance, and implement operational internal controls, processes, and policies.
10. Strive for a diverse and inclusive working environment.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
11. Continue staff professional and technical development.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
12. Cross-train department staff to provide assistance, back up coverage, and enhanced support for daily operations.
    - ***STWP, Policy Statement: City Services, Staffing, Learning Opportunities, page 304***
13. Provide excellent customer service both internally and externally.
    - ***STWP, Policy Statement: City Services, Staffing, page 304***

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.
    - ***STWP, Policy Statement: City Services, page 304***
2. Ensure the integrity of departmental work products and the continued use of best practices through the professional development of team members.
    - ***STWP, Policy Statement: City Services, Staffing, page 304***
3. Focus on long-term financial planning, which includes preparation of ten-year projections of general fund revenues and expenditures.
4. Remain informed of new GASB (Governmental Accounting Standards Board) statements, standards, and the implementation dates for each. Implement as appropriate or required.
5. Continue operating to best practice standards and gauge success by receiving awards of excellence from the GFOA for Annual Comprehensive Financial Report (ACFR) and the Budget document.
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Policy Statement: Awards, page 302***
6. Enhance the use of performance and program measurements in the budget and in the operational decision-making process.
7. Keep updated on Federal and State filing requirements for payroll taxes.
8. 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.
    - ***STWP, Policy Statement: City Services, page 304***
9. Review SBITAs (subscription-based information technology arrangements) quarterly in conjunction with capital assets.
10. Communicate the National Citizen Survey results, which provide a means to measure Council and departmental goal outcomes and to provide a benchmark/score for Suwanee's performance.
    - ***STWP, Action with Defined Dates: National Citizen Survey (2027), page 292***
11. Continuing implementing Suwanee's Anchor Points of Suwanee Quality, Remarkable, and Visionary in all documents and publications.
    - ***STWP, Policy Statement: Strategic Anchor Points, page 304***
12. Review and update Human Resource policies and procedures.
    - ***STWP, Policy Statement: City Services, Staffing, page 304***
13. Manage the employee review process.
14. Complete the transition to the new broker of record with current carriers.
15. Continue to facilitate Drug Free Workplace Training and Harassment, Diversity, Inclusivity, and Equity Training for non-supervisory and supervisory employees.
    - ***STWP, Policy Statement: City Services, Staffing, page 304***
16. Review and update the complete Human Resources guides/how to manuals.
    - ***STWP, Policy Statement: City Services, Staffing, page 304***
17. Be within 2% of the industry average for insurance renewal and within 5% of other local municipalities.
18. Continue to enhance and develop the City's Wellness Program to offer a more robust and holistic program for all employees. Re-evaluate the five-year plan for the wellness program, making adjustments as needed.
19. Attend three job fairs at three different locations.
    - ***STWP, Policy Statement: Staffing, page 304***

1511 FINANCIAL ADMINISTRATION

GOALS (continued)

20. Continue to work with the City Manager and Assistant City Manager to facilitate the City Culture Program employees in an effort to purposefully develop and maintain the City's culture in all areas of the organization.
21. Develop and launch Employee Personal Development Series and prepare for launch in FY 2027.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
22. Continue with Supervisor Training Series: Hire to Retire.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
23. Continue to implement the Human Resources Strategic Plan while being flexible to the City's operational needs. organizational needs.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
24. Work with the health insurance carrier to qualify for a wellness reimbursement in the amount of at least $20,000 in order to continue to fund city wellness initiatives.
25. Human Resources staff will continue their coursework to obtain their Certified Human Resources Manager (CHRM) through Georgia Local Government Personnel Association (GLGPA) in collaboration with Carl Vinson Institute of Government.
    - ***STWP, Policy Statement: Learning Opportunities, page 304***
26. Staff will maintain their Certified Workers Compensation Professional (CWCP) designation.
    - ***STWP, Policy Statement: Learning Opportunities, page 304***
27. Obtain Cigna's Gold Level Healthy Workforce designation for calendar year 2026.
28. Assess the existing Human Resources Information System (HRIS) in parallel with the Finance Department's RFP process for a new ERP solution. If a new ERP provider is selected, determine whether it includes an integrated HRIS module or identify a compatible HRIS that can seamlessly integrate with the chosen ERP system.
29. Continue engaging with the Suwanee Business Alliance by joining and attending monthly meetings.
    - ***STWP, Policy Statement: Local Business Involvement, page 302***
30. Begin fee structure studies for Alcohol Licenses.
31. Review and update Business and Occupational Tax Ordinance.
32. Perform one third of all alcohol audits.
33. Review Occupational Tax Certificate database after renewals and look into status of those that did not renew. Bring into compliance those that are still operating.



1511 FINANCIAL ADMINISTRATION

TASKS

FINANCIAL ADMINISTRATION

1. Continue to process year and file the end W-2s, G-4s, 1099s, and Affordable Care Act reporting (ACA) electronically.
   - ***STWP, Policy Statement: City Services, page 304***
2. Continue to process accounts payable in a timely manner and accurate manner.
   - ***STWP, Policy Statement: City Services, page 304***
3. Monitor cash flows and transfers for all accounts.
   - ***STWP, Policy Statement: City Services, page 304***
4. Update cash flow reports for bond issue, as well as the two SPLOST accounts.
5. Provide monthly report on SPLOST and other capital project balances to the City Manager and department heads in a timely manner.
6. Complete applicable bank reconciliations in a timely and accurate manner.
7. Continue to monitor the capital improvement program, including categories, expenditures, contracts, and budget allocation.
8. Assist with development and implementation of the City's five-year Capital Improvement Program (CIP).
9. Continue to maintain capital asset database and schedules.
10. Confer with arbitrage consultant to provide necessary data for the annual arbitrage calculations.
11. Assist with various projects and reports as needed within the City Manager's office.
12. Continue to manage the Risk Management function and insurance renewal process.
    - ***STWP, Policy Statement: City Services, page 304***



HUMAN RESOURCES

1. Continue recruiting top candidates for open positions through advertising and job fairs.
   - ***STWP, Policy Statement: Staffing, page 304***
2. Provide counseling for employees as needed.
   - ***STWP, Policy Statement: City Services, page 304***
3. Conduct exit interviews with employees leaving the City.
4. Process benefit changes for current employees.
5. Assist new employees with benefit enrollment.
   - ***STWP, Policy Statement: Staffing, page 304***
6. Negotiate health insurance rates; maximizing options at the best rate.
7. Plan open enrollment, health fairs, and lunch and learns.
8. Manage FLMA (Family Medical Leave Act), short-term disability, and long-term disability claims.
9. Update job descriptions.
10. Maintain recognition of employee anniversaries.
11. Continue to do quarterly random drug screening and bi-annual lead/zinc testing.
12. Complete annual Department of Community Affairs (DCA) Salary Report.
13. Complete annual Georgia Municipal Association (GMA) Census Report.
14. Process worker's compensation claims. Work with employees and providers to coordinate return to work as soon as the employee is able to do so.
15. Negotiate worker's compensation insurance renewal.
16. Provide training opportunities for employees.
    - ***STWP, Policy Statement: Staffing, Learning Opportunities, page 304***
17. Provide wellness opportunities and challenges to encourage healthy lifestyle habits and engagement with the City.
18. Maintain the HRIS for accuracy.
19. Coordinate the annual performance evaluation process and probationary period evaluations.
20. Ensure accurate retention of employee files.
21. Ensure newly hired and separating employees' files are processed appropriately and within legal requirements and city policies.

1511 FINANCIAL ADMINISTRATION

TASKS (continued)

BUSINESS SERVICES

1. Manage property tax billing and collections.
   - ***STWP, Policy Statement: City Services, page 304***
2. Manage business licenses - new and renewal applications.
   - ***STWP, Policy Statement: City Services, page 304***
3. Oversee issuance of new and renewal of alcohol beverage licenses .
   - ***STWP, Policy Statement: City Services, page 304***
4. Collect and audit alcohol excise taxes.
5. Collect and audit hotel/motel excise taxes.
6. File and maintain a current FIFA (lien) list.
7. Issue summons for delinquent occupational tax certificates.
8. Provide backup for court cashiers for court sessions as needed.
   - ***STWP, Policy Statement: Staffing, page 304***

FINANCIAL DOCUMENTS

1. Revise the Purchasing Policy.
2. Update the Coin-Operated Amusement Machines and Amusement Game Room Policy.
3. Review and continue to enhance the general fund budget sections.
4. Work on the capital budget section for the budget document. Expand, summarize, delete, and modify as needed. Follow up with department heads on maintaining accurate summaries of project descriptions and balances.
5. Continue succession planning by beginning to work on "how to" manuals for major job functions for cross training, expanding roles, and planning for future staffing needs.
   - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
6. Continue to refine and streamline the workflow process for all major documents.
7. Review and update, as needed internal controls and financial processes as changes are made and new procedures are established.
8. Maintain the organization of the finance filing cabinets and two storage rooms including the annual rotation of financial documents and destruction of certain documents per the State of Georgia Archives Local Government Record Retention Schedules.

STAFF DEVELOPMENT

1. Continuing professional development by attending a variety of training, including classes, conferences, and webinars to learn changes in law, accounting updates, and new topics, and to maintain certification.
   - ***STWP, Policy Statement: Learning Opportunities, Staffing page 304***
2. Continue to improve knowledge of efficiency and effectiveness metrics, and governmental financial reporting by attending at least 3: GFOA, GGFOA, ICMA, or AICPA training over the next two years.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
3. Three Financial Services team members to begin preparing for Carl Vinson Institute of Government Financial Management Training.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
4. Maintain Certified Workers Compensation Professional (CWCP) credentialing in Human Resources.
5. Business Service employees to attend GABTO conferences.
6. Develop cross training with one new team member.
   - ***STWP, Policy Statement: Learning Opportunities, Staffing page 304***
7. Continue to maintain the CPP (Certified Payroll Professional) designation.
8. Staff development quarterly: Emotional Intelligence, Ethics, Performance Management for Employees, Buddy to Boss, Informal Leadership, and 5 Voices Series.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
9. Provide mentoring opportunities for interns.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***



1511 FINANCIAL ADMINISTRATION

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Accounts payable checks issued	3,479	3,908	3,865	3,900	3,707	3,750
Payroll checks issued	3,382	3,622	3,827	3,850	3,934	3,935
W-2's issued	183	190	196	200	200	200
1099's issued	55	63	65	80	69	72
Documents produced and published	5	6	5	5	6	5
At least 1 surplus sale each fiscal year	1	1	1	1	1	1
Bank reconciliations completed within 30 days	11	12	12	12	12	12
Quarterly tax returns completed on time	4	4	4	4	4	4

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of vendor invoices processed within 30 days	99%	99%	99%	99%	99%	99%
Percent of monthly general operating bank reconciliations completed within 30 days of month end	92%	92%	100%	100%	100%	100%
Annual audit fieldwork completed within state law guidelines	09-14-2022	09-08-2023	08-28-2024	10-01-2025	09-15-2025	10-01-2026
Published financial information no later than 180 days after fiscal year end as required by law	12-19-2022	12-19-2023	12-18-2024	12-31-2025	12-18-2025	12-31-2026

MISSION:	**To ensure all financial 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 • Capital asset software
	ACTIVITIES	• Annual physical inventory of capital assets • Prepare capital asset documentation notebook • Reconcile monthly bank statements to financial system		• Process additions to capital assets • Process deletions to capital 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 ACFR award from GFOA		
	LONG-TERM	City is able to maintain favorable bond credit rating City financial resources are properly recorded		

STATEMENT OF SERVICE - HUMAN RESOURCES

Human Resources core values are fundamental to success: support; integrity; professionalism; employee advocacy; staff development; and service delivery.

The mission of the Human Resources Division 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, managing 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 and inclusive, healthy and safe work environment for all employees.

	MISSION:	**Human Resources: Provide support and guidance in: employment life cycle, performance management, safety, competitive compensation, wellness engagement, and benefits.**			
	INPUTS	• Staff Directors • City Council • Open Positions	• Online Applications • Selection Process • New Hire Onboarding	• Resumes • Brokers	• HR Network • Proper Documentation • Safety procedures • Diverse and inclusive workplace
	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			• Compensation study every 3 years • Timely response to employee relations • Safety Committee • Wellness Events with SWELL • Maintaining a diverse and inclusive workplace
	OUTPUTS	• Recruitment process (job descriptions, postings, interviews, hiring) • Market and fair compensation plans • Training for Staff Directors on performance appraisals • Follow up & through on Employee Relations			• Safety awareness • Participation in SWELL • Benefits (Open-enrollment) • New Hire Introduction/Welcoming
OUTCOMES	**INITIAL**	Compliance with local, state and federal employment regulations in regards to all HR practices.			
	INTERMEDIATE	The City of Suwanee will have employees to be admired, become the City to work for and citizens to serve. Public confidence in City as a result of consistent and fair 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			

1511 FINANCIAL ADMINISTRATION

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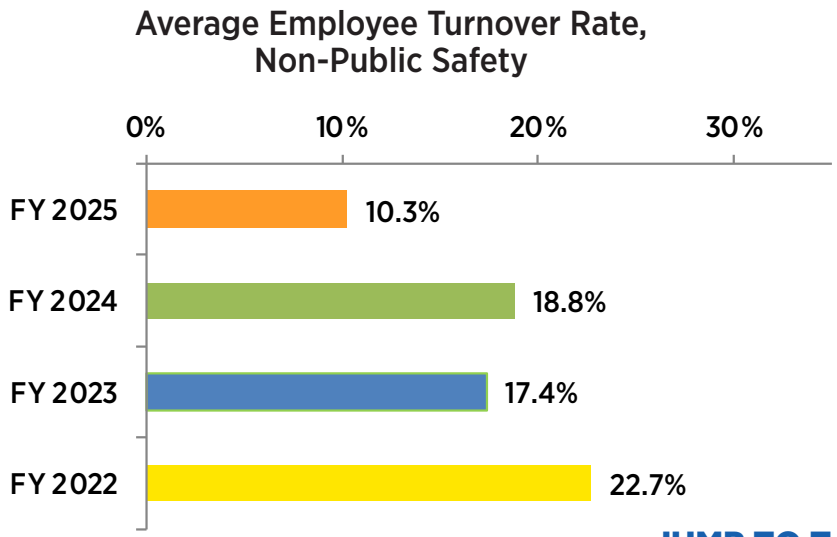
WORKLOAD MEASURES - Human Resources	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Applications/resumes processed	881	887	927	750	1,227	900
Positions filled	35	30	39	30	48	30
Employee separations	18	29	22	15	35	15
Employee drug tests conducted (potential new hires, randoms, workers comp)	109	98	159	145	109	130
Employee training workshops conducted (hours) (sexual harassment, diversity)	10	21	23.5	25	52.5**	30
Supervisory training conducted (hours) sexual harassment, diversity and performance appraisal)	11	2	12	5	0***	15
Number of training opportunities offered to employees	*	21	38	30	39	20
SWELL initiatives participation (Biometrics, Maintain Don't Gain, Angioscreenings, etc.)	125	125	143	150	216	150****

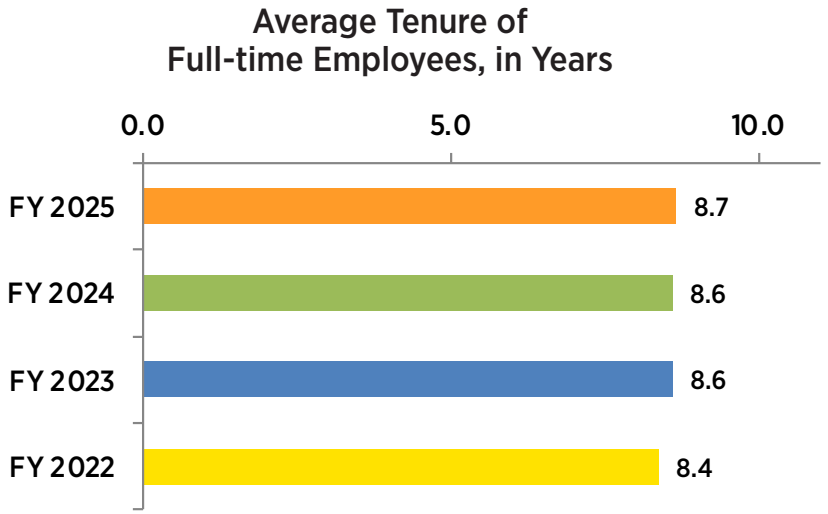
**new measure*
***includes extra one-time training workshops not expected to be repeated*
****most supervisory training is every other year*
*****transitioning to a new wellness support provider*

PRODUCTIVITY MEASURES - Human Resources	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Turnover rate (excluding seasonal) /sworn	15.4%/16.5%	14.6%/7.8%	12.6%/32%	12%/12%	11.7%/12.5%	12%/12%
Average days job posted to offer made (non-sworn/sworn)	46/61	36/65	22/47	22/45	29/43	22/45
Average days from job offer to new employee starts (non-sworn/sworn)	19/46*	17/37	21/39	21/40	18/41	20/40

**usually more days for sworn employees due to extensive background checks, finishing school, and/or relocation after offer made*

PERFORMANCE MEASUREMENT DATA





1511 FINANCIAL ADMINISTRATION

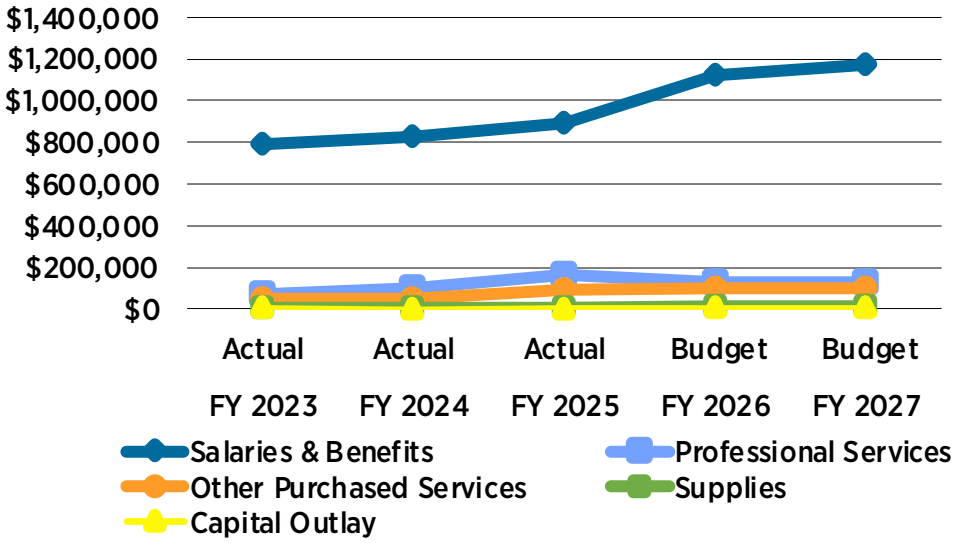
AUTHORIZED POSITIONS[1]	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Financial Services Director	119	1	1	1	1	1
Human Resources Division Director	117	1	1	1	1	1
Accounting Division Director	115	0	0	1	1	1
Financial Planning & Reporting Manager	113	1	1	0	0	0
Accounting Analyst II	112	0	0	1	1	1
Benefits Administrator[2]	112	0	0	0	1	1
Senior Accounting Analyst	112	1	1	0	0	0
Budget Analyst	111	1	1	1	1	1
Accounting Analyst	110	0	0	1	1	1
Human Resource Generalist	110	1	1	1	1	1
Special Projects Analyst	110	1	1	1	1	1
TOTAL		7	7	8	9	9

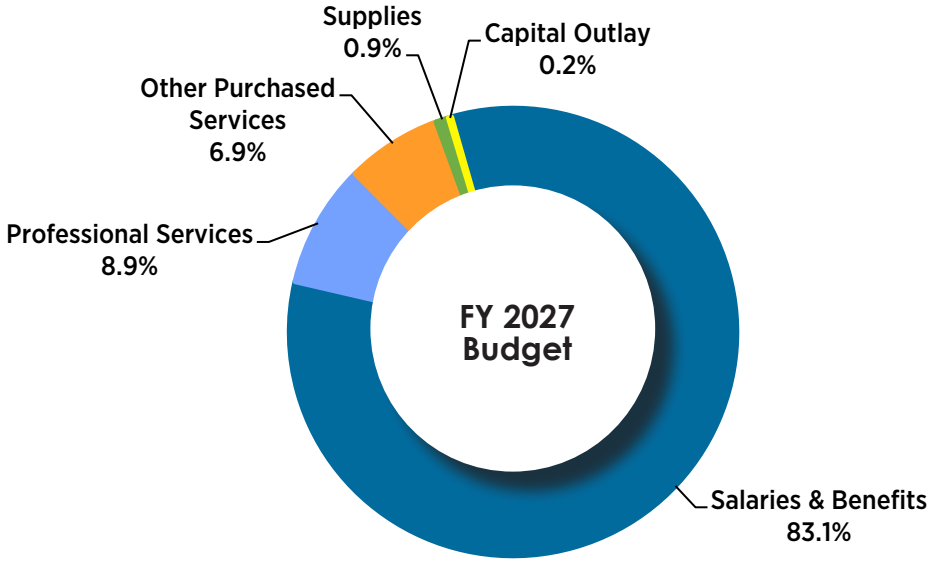
(1) in fiscal year 2025 as part of a restructuring in the Financial Services Department, which includes 1511 Financial Administration and 1590 Business Services, the Senior Accounting Analyst was upgraded to Accounting Division Director, the Financial Planning & Reporting Manager was reclassified to Accounting Analyst I and the Business Services Manager was reclassified to Accounting Analyst II.
(2) In fiscal year 2026 a Benefits Administrator was added.



1511 FINANCIAL ADMINISTRATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 792,865	$ 825,261	$ 894,173	$ 1,123,500	$ 1,174,500
Other Purchased Services	49,035	46,606	90,259	98,900	97,400
Supplies	9,092	9,605	9,369	13,000	13,000
Capital Outlay	2,682	2,198	2,266	3,000	3,000
Professional Services	67,831	97,470	164,096	126,000	126,000
TOTAL	$ 921,505	$ 981,140	$ 1,160,163	$ 1,364,400	$ 1,413,900





THE PERFORMETER®

The Performeter® was developed by *Crawford & Associates* to provide a "plain English" evaluation of a government's financial information. It uses ratios of a government's financial statements to provide a numerical value representing financial health and level of performance.

The value of the rating is based on a 10-point scale, with 10 representing excellent health, five represents satisfactory and zero indicates poor financial health and performance. The Performeter is not intended as a replacement of the annual financial statements, but as a useful supplement to the statements.

The financial ratios evaluated in the Performeter can be summarized into three categories:

FINANCIAL POSITION: "point-in-time" measures of the government's financial status, solvency, and liquidity as of the fiscal year end.

FINANCIAL PERFORMANCE: "look-back" measures as to whether the government's financial position has been improving, deteriorating, or remaining steady.

FINANCIAL CAPABILITY: "look-forward" measures of the government's ability to obtain resources in the form of revenues or borrowing in order to finance future services.

SUWANEE'S 2025 PERFORMETER® SCORE 8.9

The overall score of 8.9 indicates that Suwanee's overall financial health and success remains well above the satisfactory level.

SCORE BY CATEGORY

Financial Position	9.5
Financial Performance	8.9
Financial Capability	7.5
Performeter Overall	8.9

9.5 FINANCIAL POSITION

UNRESTRICTED NET POSITION	How do our total rainy day funds look?
GENERAL FUND UNASSIGNED FUND BALANCE	How does our General Fund unassigned fund balance carryover position look?
CAPITAL ASSET CONDITION	How much life do we still have left in our capital assets?
PENSION PLAN FUNDING	Will our employees be happy with us when they retire?
DEBT TO ASSETS	Who really owns the City?
CURRENT RATIO	Will our employees and vendors be pleased with our ability to pay them on time?
QUICK RATIO	How is our short-term cash position?

Level of Unrestricted Net Position



Suwanee's total unrestricted net position was approximately $23.2 million, or 70.2% of annual total revenues.

This exceeds the model's desired excellent ratio of 50% and is considered excellent.

Level of General Fund Unassigned Fund Balance



The unassigned fund balance of the General Fund amounted to $4.5 million or 21.6% of annual General Fund revenues.

It represents an improvement in the ratio when compared to the prior period, the ratio remains well above satisfactory.

Capital Asset Condition



At June 30, 2025, the City's depreciable capital assets amounted to $140 million while accumulated depreciation totaled $51 million.

This indicates that, on average, the City's capital assets have well over half (63%) of their useful lives remaining. This remains a well above satisfactory financial indicator in the model.

Employee Pension Plan Funding Ratio



The City's pension plan net position was 184% of the total pension liability, indicating the plan was over one and four-fifths funded, from an actuarial perspective at the last valuation date.

This ratio improved when compared with the ratio of the prior period and remains an excellent ratio.

Debt to Assets



A little less than one-fifth (17.5%) of the City's $165 million of total assets were funded with debt or other obligations.

This is considered a very favorable financial indicator and indicates that for each dollar of City assets owned, it owes approximately 17.5 cents of that dollar to others.

Current Ratio



Suwanee's government-wide ratio of current assets to current liabilities was 9.25 to 1.

This indicates that the City had nine and one-fourth times the amount of current assets needed to pay current liabilities. This is considered an excellent indicator of liquidity.

Quick Ratio



At June 30, 2025, the government-wide ratio of cash and cash equivalents to current operating liabilities was 6.85 to 1.

This indicates that the City had approximately six and four-fifths times the minimum amount of cash and cash equivalents needed to pay short-term operating obligations at year end. This is considered an excellent indicator of liquidity.

155

8.9 FINANCIAL PERFORMANCE

CHANGE IN NET POSITION	Did our overall financial condition improve, decline, or remain steady from the past year?
INTERPERIOD EQUITY	Who paid for the costs of current year services: current, past, or future tax and rate payers?
PROPERTY TAX GROWTH	What is the state of our local economy?
CAPITAL ASSET SUSTAINABILITY	How willing are we to maintain our investment in capital assets?

Change in Net Position



For the year ended June 30, 2025, total net position increased by $2.6 million, or 2.0% from the prior year beginning net position.

Interperiod Equity



For the year ended June 30, 2025, the City's total costs were fully funded by current year tax and rate payers, with current year revenues, excluding fund balance carryovers, generating revenues at a level of 108% of current year costs.

Property Tax Growth



For the year ended June 30, 2025, the City experienced an increase in property tax revenue in the amount of $1,296,883 or 12.2% from the prior year.

The increase in property tax was primarily due to the increased assessed values of properties within the City.

Capital Asset Sustainability



Suwanee expended $12 million of its own resources on capital assets, while depreciation on such capital assets totaled $3.2 million.

This indicates that the City replaced capital assets that are depreciating at a ratio of 3.7 to 1. The main reason for the increase in the ratio was the completion of the Town Center on Main Park in the previous year. This is considered an excellent financial indicator in the model.

THE PERFORMETER









7.5 FINANCIAL CAPABILITY

REVENUE DISPERSION	How much of our revenue is beyond our direct control?
DEBT SERVICE LOAD	How heavily is our budget loaded with payments to retire long-term debt?
BONDED DEBT PER CAPITA	What is the debt burden on our property tax payers?
LEGAL DEBT LIMIT REMAINING	Will we be legally able to issue more long-term debt, if needed?
PROPERTY TAXES PER CAPITA	Will our citizens be willing to accept property tax increases, if needed?

Revenue Dispersion



For the year ended June 30, 2025, the City had direct control over approximately 49% (service charges and property taxes) of its revenues.

This ratio indicates the City has limited exposure, as do most cities, to financial difficulties due to reliance (51%) on taxes that are capped or require voter approval, or on grants, contributions, and other revenue.

Debt Service Load



Suwanee's total non-capital expenditures amounted to $22.2 million, of which $3.4 million (or 15.2%), were payments for principal and interest on annual long-term debt.

In the model, this is an above satisfactory financial indicator and indicates that for every dollar the City spent on non-capital items, 15.2 cents of that dollar was used for debt service.

Bonded Debt Per Capita



For the year ended June 30, 2025, the City had a general bonded debt per capital ratio of $112.

In the model, this represents a lower-than-average bonded debt per capita, which scores very well in the model. This was the lowest per capita burden of the last nine years.

Legal Debt Limit Remaining



Suwanee had approximately $2.6 million of general obligation debt applicable to the legal debt limit.

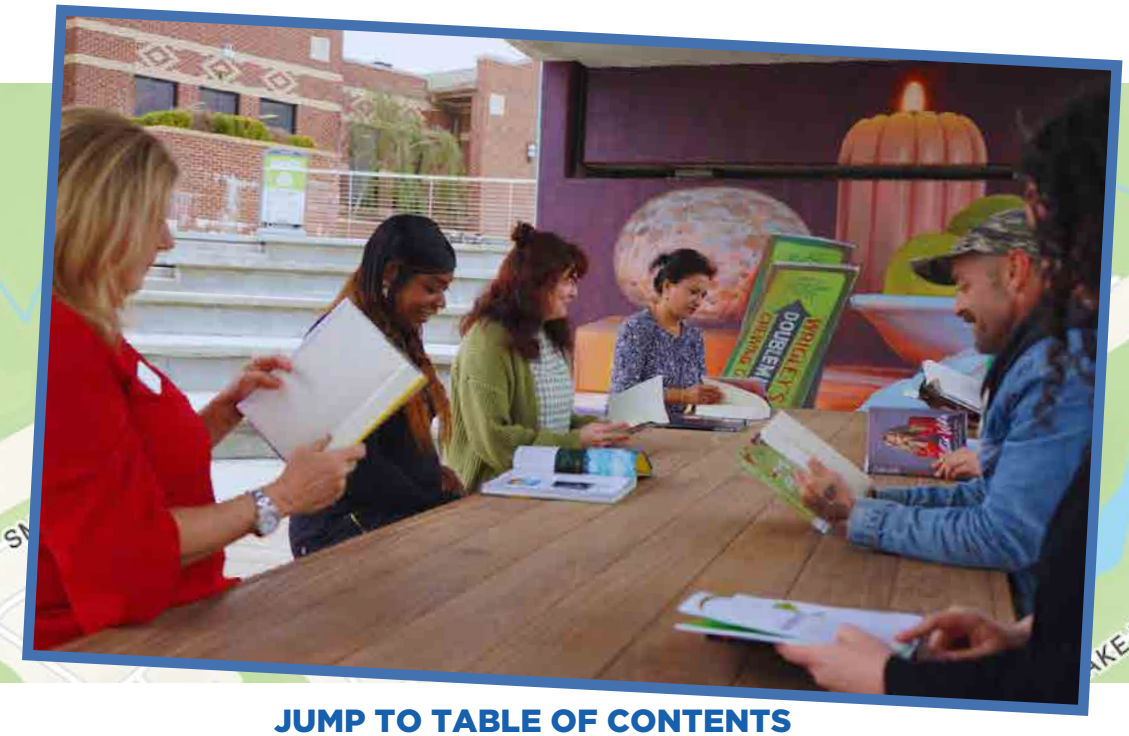
This means that at June 30, 2025, the City had a little over $256 million, or 99% of its general bonded debt legal limit remaining.

Property Taxes Per Capita



For the year ended June 30, 2025, the City had a property tax per capita ratio of approximately $517.

This is an above satisfactory ratio in the model and a slight increase in the taxes per capita from the prior year, due primarily to the increase in the assessed values of properties.



1590 BUSINESS SERVICES

STATEMENT OF SERVICE

The mission of the Business Services Department is to serve the community by delivering exceptional customer service, fostering strong relationships with residents, businesses, and stakeholders, and ensuring a responsive and efficient service environment. The department is committed to developing and implementing innovative processes that enhance customer convenience, streamline operations, and improve overall service delivery.

Business Services strives to maintain accuracy, transparency, and accountability in all functions, while continuously evaluating and improving internal procedures to meet the evolving needs of the community. Through a focus on operational efficiency and effective communication, the department supports economic activity and contributes to the overall success and sustainability of the organization.

GOALS

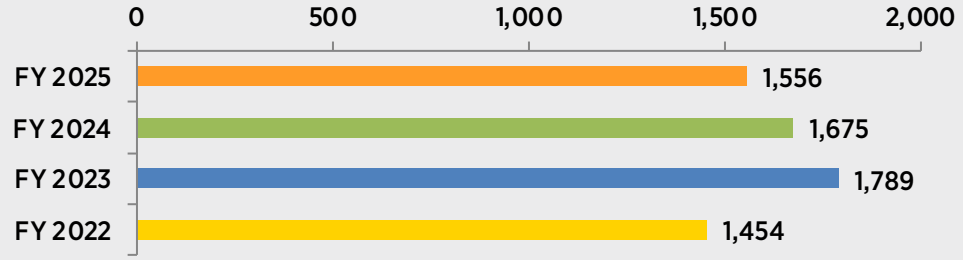
1. Business Services employees to continue taking courses for Local Government Finance Officer Certification.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
2. Work on implementing an online business license renewal system.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***
3. Create training program for new employees.
   - ***STWP, Policy Statement: Staffing, Learning Opportunities, page 304***
4. Create SOPs for Business Services.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***

OBJECTIVES FOR FISCAL YEAR 2027

1. Manage property taxes billing and collection.
   - ***STWP, Policy Statement: City Services, page 304***
2. Manage business licenses – new and renewal applications
   - ***STWP, Policy Statement: City Services, page 304***
3. Oversee issuance of new and renewal alcohol beverage licenses.
   - ***STWP, Policy Statement: City Services, page 304***
4. Collect and audit alcohol excise taxes.
   - ***STWP, Policy Statement: City Services, page 304***
5. Collect and audit hotel/motel excise taxes.
   - ***STWP, Policy Statement: City Services, page 304***
6. Manage billing and collections of billing for Suwanee stormwater.
   - ***STWP, Policy Statement: City Services, page 304***
7. Update alcohol policies.
8. Update business license policies.
9. Create new city ordinances based off new Georgia laws.
   - ***STWP, Policy Statement: City Services, page 304***
10. Create succession planning by having manual to perform all major job tasks to assist in cross training and new staff members.
    - ***STWP, Policy Statement: Learning Opportunities, page 304***
11. Have staff attend training, including classes, conferences, and conventions to learn changes to laws, policies, and procedures.
    - ***STWP, Policy Statement: Learning Opportunities, page 304***

PERFORMANCE MEASUREMENT DATA

Number of Occupational Tax Certificates Processed



1590 BUSINESS SERVICES

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Commercial property tax bills processed annually	1,981	2,038	2,161	2,187	2,085	2,050
Residential property tax bills processed annually	7,467	7,543	7,565	7,650	7,608	7,700
Commercial business license applications processed annually	1,166	1,264	1,281	1,300	1,281	1,250
Home business license applications processed annually	234	292	312	340	260	230
Alcohol licenses issued	88	100	99	103	101	104
Compliance audits for hotels/motels	0*	8	8	8	8	8
Compliance audits for alcohol excise taxes	0*	38	0*	45	37	40
Continuing education classes attended per employee	2	2	4	5	5	8

*conducted every other year

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of property tax accounts collected	99%	99%	99%	99%	99%	99%
Percent of stormwater fees collected	98*	95%	95%	95%	95%	95%
Percent of tax penalties assessed	1%	1%	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%	100%	100%	100%	100%	100%
Percent of business license renewal payments collected by June 30	100%	100%	100%	100%	100%	100%

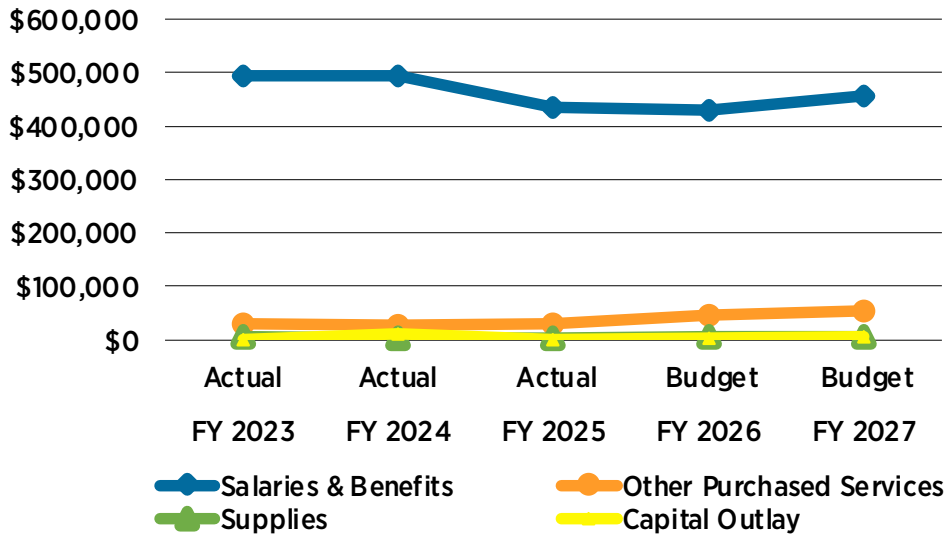
	MISSION:	**To properly receipt and record all financial resources received by the City.**		
	Inputs	• Staff • Bank accounts	• Cash receipts from customers funding • Cash received from other departments	• Accounting software • Deposit slips
	Activities	• Enter cash receipts into the financial system • Verify proper customer account is credited for funds received • Balance cash on hand to daily system receipts reports		• Prepare deposit slips for bank deposits • Reconcile monthly bank statements to financial system
	Outputs	• Number of deposit slips • Number of accounts receivable bills processed	• Number of bank accounts reconciled • Number of journal entries required to correct receipt posting errors	
Outcomes	**Initial**	Cash receipts are recorded accurately Audit trail provided for annual audit Citizens are assured that payments are being properly applied to their accounts		
	Intermediate	Citizens are assured that City finances are properly managed Clean audit opinion on annual financial report		
	Long-term	City financial resources are properly recorded		

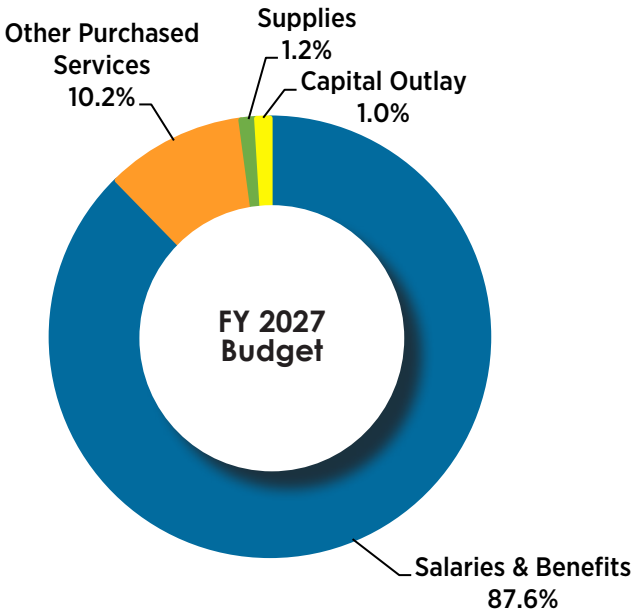
1590 BUSINESS SERVICES

AUTHORIZED POSITIONS[1]	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Business Services Division Director	115	1	1	1	1	1
Business Services Manager	113	1	1	0	0	0
Business Services Specialist	110/106	3	3	3	3	3
Administrative Assistant/Lead Bailiff	107	1	1	1	1	1
TOTAL		6	6	6	5	5

(1) in fiscal year 2025 as part of a restructuring in the Financial Services Department, which includes 1511 Financial Administration and 1590 Business Services, the Senior Accounting Analyst was upgraded to Accounting Division Director, the Financial Planning & Reporting Manager was reclassified to Accounting Analyst I and the Business Services Manager was reclassified to Accounting Analyst II.

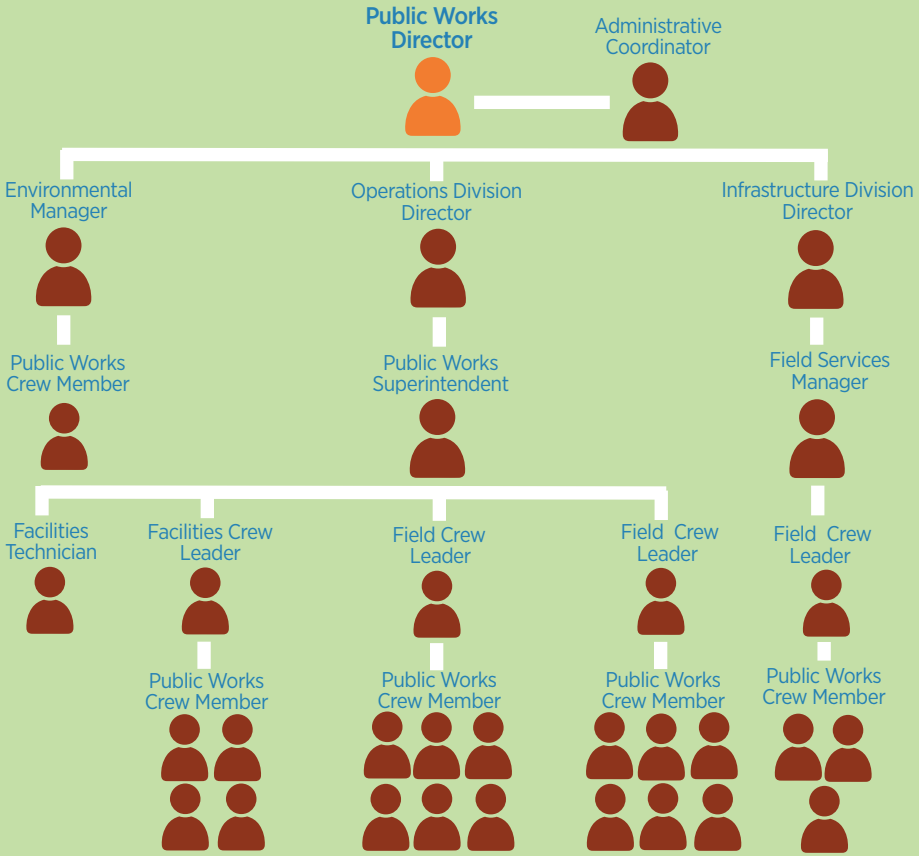
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 495,076	$ 495,903	$ 434,255	$ 431,400	$ 456,290
Other Purchased Services	30,080	27,607	30,319	45,000	53,000
Supplies	4,936	3,653	3,324	6,000	6,000
Capital Outlay	391	11,719	1,802	2,000	5,000
TOTAL	$ 530,483	$ 538,882	$ 469,700	$ 484,400	$ 520,290





PARKS & PUBLIC WORKS





Functions	Includes the operations of Public Works Administration, Environmental, Storm Drainage, and Park Areas.
Positions	32 full-time.
Role	Provides maintenance and repair of City-owned facilities, parks, grounds, and infrastructure, including the City's rights-of-way.
Notable FY 2027 Budget Items	Building and vehicle repairs, $240,000. Park repairs $50,000. Utilities (including outdoor lighting and park water usage) $716,000. Facilities, medians, and right-of-way maintenance and landscaping, $625,000. One vehicle replacement at $75,800.
Final FY 2026 Budget	$5,501,450
Adopted FY 2027 Budget	$5,583,430
Change from PY Budget	$81,980 (1.5%)
Reason for Change	Funding for annual performance raises (up to 4%) $22,000 and projected 11.4% health insurance renewal $89,000.

LEGEND

Part-Time Position

Full-Time Position

BUDGET OVERVIEW

PUBLIC WORKS

1. **Salaries & Overtime** – increased by **$33,000** (2%) based on projected 4% salary increase and changes in personnel. (employee retirements and newly hired employees)
2. **Group Health** – increased by **$97,000** (25%). This is a combination of projected 11.4% Health and 10% dental renewals along with changes in employee enrollment.
3. **Social Security** – increased by **$2,000** (2%) based on projected salary increases.
4. **Medicare** – increased by **$500** (2%) based on projected salary increases.
5. **Retirement** – increased by **$2,500** (2%) based on projected salary increases.
6. **Workers Compensation** – decreased by **(10,500)** based on policy renewal projection along with FY 2027 projected salaries.
7. **Other Benefits** – increased by **$2,100** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – increased by **$16,500** (4%) from FY 2026 current budget. Total increases include:
    a. **Insurance** increased by **$10,000** based on projected renewals.
    b. **Communications** decreased by **($8,000)** based on team members phone stipends.
    c. **Staff travel** increased by **$6,000**
    d. **Training** increased by **$8,500** to pay for enhanced training and state and local conferences for management team.
9. **Supplies** – increased by **$52,000** (5%). Part of this increase is a reclassification of expense from environmental function. These increases include:
    a. **General supplies** increased by **$20,000** (11%).
    b. **Food increased** by **$2,000** (25%).
    c. **Electricity** increased by **$20,000** (4%) due to outdoor lighting in proposed annexation area.
    d. **Gasoline** increased by **$10,000** due to the current gasoline pricing.
10. **Capital outlay** decreased by **($170,200)** due to the one-time payment for software set up and implementation along with the software annual scription expenses. The software subscription payments have been moved to debt service function.
11. **Property services** increased by **$101,000** for city-wide maintenance of facilities and public works vehicle repairs.

BUDGET OVERVIEW (continued)

ENVIRONMENTAL

1. **Salaries & Overtime** – decreased by **($11,000)**. This decrease is based on the projected 4% performance raises along with change of staffing in this function.
2. **Employee benefits** decreased by **($8,000)**. This decrease is based on change of staffing in this function.
3. **Other Purchased Services** – increased by **$850**. Most of this increase is for staff training.
4. **Supplies** – increased by **$2,500** (8%). This increase is due to the current increase in gas prices.
5. **Professional services** – decreased by **($25,000)** due to reclassification of expenses to the public works function.







ACCOMPLISHMENTS

- Completed monthly National Pollutant Discharge Elimination System (NPDES) reports
- Suwanee partnered with several Scouting troops, ROTC from North Gwinnett High School, and the community for 2025 National Arbor Day

- Continued glass recycling program, housed at public works building
- Continued litter control, street sweeping, maintenance refreshing, and landscaping along corridor
- Applied for and maintained Tree City USA designation through Arbor Day Foundation
- Newly designated as a Bee City USA; in addition, City Council passed resolution affirming dedication to protecting pollinators and building sustainable, biodiverse community
- Saved 11 four-inch trees displaced by new sidewalk at Town Center on Main, transplanting them to various locations at the park
- Installed 6 new EV chargers for public use at Town Center (2) and Town Center on Main (4), creating a City-administered EV utility. Installed one EV charger for City use at City Hall
- Added an EV to the City Administration fleet
- Designed, organized, and supervised the Suwanee 2025 National Arbor Day event at Town Center on Main with several Scout troops, ROTC from North Gwinnett High School, and community volunteers. Fifty trees, fourteen shrubs, and one hundred-eighty groundcover pieces were planted by forty volunteers.
- Public Works scheduled frequent street sweeping, cleaning storm inlet catch basins, and R.O.W. litter removal to reduce contaminate runoff into nearby streams within city

- Conducted 10 horticultural-vegetable-growing seminars for Harvest Farm gardeners
- Completed first full year of maintenance at Town Center on Main, including water features
- Partnered with volunteers to maintain and refurbish Suwanee Creek disc golf course
- Held ribbon cutting at Harvest Farm for the expansion of 47 plots

- Expanded parking lot at PlayTown to add parking spaces
- Renovated Sims Lake cabin
- Designed and supervised “Orchard Hands Days” to include pruning, planting trees, blackberry and blueberry vines in the Harvest Farm Orchard
- Public Works assumed role of project management at Harvest Farm
- Installed 20 additional trash cans, a crosswalk, pedestrian warning signs, three kiosks, railing, stairs from church parking lot, and additional sidewalk at Town Center on Main
- Designed and project managed 30 volunteers for “Sweep the Hooch,” removing tires, metal posts and 30 large bags of trash from Suwanee Creek
- Designed and installed rock check dams for erosion control at Town Center on Main along steep bank, planted eight-hundred 4” pots of Liriope ground cover to abate erosion
- Designated pollination areas at Harvest Farm Butterfly Garden, Town Center on Main as well as Bee (Mason) Box locations, in conjunction with designation as a Bee City USA
- Multiple boardwalk structures were repaired to increase safety, including the replacement of all boards on Greenway bridge over Suwanee Creek at Lawrenceville-Suwanee Road
- Repaired and repainted handrail on zig-zag section of Greenway
- Initiated an ongoing project to install grip paint on sections of boardwalk
- Created new alternative certified 5K course utilizing Town Center on Main, thus avoiding floodplain area.
- Replaced trail information signs and repainted poles
- Replaced distance markers on Suwanee Creek Greenway
- Public Works continued to remove litter
- Purchased portable generator and welder to allow for in-place repairs in hard to access trail locations.
- Maintained the Interactive Fountain, passing all water quality inspection.
- Replaced decorative railroad ties at parking lots in Suwanee Creek Park
- Installed 5,000 square feet of sod at Town Center Park
- Renovated bathrooms and behind-stage rooms

ACCOMPLISHMENTS (continued)

- Applied for and received LMIG and LRA grants from GDOT, based upon road repaving priority list.
- Completed 1.478 miles of paving throughout city on Bernice Court, Walford Court, Aldenham Court, Nicholson Court, Eryn Circle, Willow Glen Trail, and Morning Top Place
- Purchased street sweeper; transitioned street sweeping program to in-house performance
- Designed, installed and maintained new landscape along guardrails at McGinnis Ferry Road and Buford Highway
- Limbed up trees on Smithtown Rd. and in Baxley Point and Village Grove subdivisions, removing overhanging limbs to increase clearance for large vehicles such as school buses

- Sponsored Bring One to the Chipper for citizens; resulting mulch spread amongst all city parks
- Received $224,000 GaDOT 2025 LMIG Resurfacing Program grant
- Public Works accomplished 155 cubic yards of concrete repair to include subdivisions Baxley Point, Old Suwanee, McGinnis Reserve, Highland Station, Park Pointe, and Village Grove
- Hired contractor to complete remaining repairs in Village Grove
- Completed multiple patches and preventive maintenance around city, including sinkhole on Shawnee North Drive
- Relined aging stormwater pipes at 16 locations throughout city
- Completed 19 work orders/citizen complaints, 3 emergency jobs, and 3 projects including curb and gutter on Calaboose Street and Stonecypher at Main Street to improve drainage and failing roadway shoulder
- Used jetter to clear blocked drains and pipes
- Completed annual MS4 report which included pond inspections
- Successfully completed Metropolitan North Georgia Water Planning District audit by Georgia EPD
- Completed replacement of HVAC at Police Training Center

- Public Works installed 32 pieces of art around city, including making concrete bases for multiple art pieces
- Repaired foundation issue at City Hall
- Installed new pallet racking in storage under Courthouse
- Responded to two winter storms, staging essential equipment and materials ahead of the storms and plowing/salting/placing sand on roads throughout the city
- Replaced over 900 regulatory signs throughout the city
- Consolidated and rebid landscaping contracts throughout the city
- Public Works helped organize 49 events
- Installed decorative lights on trees at Town Center Park
- Designed and managed Eagle Scout project for the new landscape at the Mommy Statue at PlayTown
- Hosted first annual Touch-a-Truck event
- 24 staff members completed Chainsaw Training
- 2 staff attended erosion control pipe installation and GDOT flagging courses
- Implemented new Public Works software – PSD Citywide
- 1 staff member received pesticide application license
- 4 staff completed Georgia Soil and water Conservation Commission Level 1A certification
- Staff attended the Georgia Public Works Association Conference and the Annual Gwinnett Couunty & Cities Water Resources Coordination Meeting
- 4 staff completed pool and spa certification
- Public Works Director selected for Leadership Gwinnett



4100 PUBLIC WORKS ADMINISTRATION

STATEMENT OF SERVICE

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

- Infrastructure such as the stormwater system, streets, and signs.
- Public Facilities including municipal buildings, parking lots, sidewalks, cemeteries.
- 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. Continue to maintain good customer service by monitoring and addressing service requests and work orders in a timely manner and strive to improve communications and customer service.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***
2. Direct, supervise and coordinate the operations of the Public Works Department to ensure that responsibilities and projects are performed in the most efficient, practical, and cost effective manner.
   - ***STWP, Policy Statement: City Services, Staffing, page 304***
3. 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, Policy Statement: City Services, Staffing, page 304***
4. Continue a yearly Stormwater Conditional Assessment Study. An on-site camera recording study of existing corrugated metal pipes (CMP), helping with prioritization of drainage infrastructure for replacement or relining projects at identified locations as needed.
   - ***CIP, Public Works: Stormwater Rehabilitation Projects, page 278***
5. 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, Ongoing: Facility Maintenance, page 298***
   - ***STWP, Ongoing: Park Enhancements, page 300***
   - ***CIP, Facilities Enhancements Parks & Buildings, page 275***
6. Continue to monitor and make proactive 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 with an improved experience for the citizens.
   - ***STWP, Ongoing: Facility Maintenance, page 298***
   - ***STWP, Ongoing: Park Enhancements, page 300***
   - ***STWP, Policy Statement: City Services, page 304***
   - ***CIP, Facilities Enhancements Parks & Buildings, page 275***
7. Manage maintenance and monitor 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, back flow inspections, etc.
   - ***STWP, Ongoing: Facility Maintenance, page 298***
   - ***CIP, Facilities Enhancements Parks & Buildings, page 275***
8. Continue to saw, demo, and re-pour sidewalk sections to correct and eliminate unlevel sidewalk sections along with identifying uneven surfaces on trails to manage potential trip hazards.
   - ***CIP, Transportation: Sidewalk Maintenance, page 279***
9. Prepare traffic safety resolutions such as Speed Zones, No Parking, No Thru Trucks, One Way, etc. and maintain proper street signage to ensure safe travel on City streets.
   - ***STWP, Action with Defined Dates: Safe Streets 4 All (2026-2028), page 294***
   - ***STWP, Action with Defined Dates: Traffic Calming Committee (2026-2027), page 294***
   - ***CIP, Transportation: Traffic Calming, page 280***
   - ***CIP, Transportation: Safe Streets 4 All Action Plan, page 279***

4100 PUBLIC WORKS ADMINISTRATION

GOALS (continued)

10. Monitor and revise the City's properties map and inventory list as appropriate.
11. Evaluate staffing needs for new additional work requirements, increased public art maintenance, increasing stormwater needs, increasing contract management and project coordination, more complex event management coordination, Buford Highway improvements, Town Center on Main, and submit budget accordingly.
    - ***STWP, Policy Statement: Staffing, page 304***
12. Acquire full staffing levels and promote development and growth of the staff members of Public Works Department through training, knowledge, and abilities in tasks and work areas that they normally have not or do not handle.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
13. Continue training programs, certification, licensing, and/or recertification for CDL, pool operator, back flow device license, soil erosion and sedimentation control, stormwater, pesticide applicators, professional turf grass, etc. for Public Works staff.
    - ***STWP, Policy Statement: Learning Opportunities, Staffing, page 304***
14. 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, pipe jetting equipment, pipe camera equipment, computers, paving, and other types of equipment.
    - ***CIP, Public Works: Equipment, page 278***
15. Provide maintenance activities for the existing Public Art exhibits.
    - ***STWP, Policy Statement: Public Art, page 304***
16. Make adjustments to the Public Works Department storage and operations as needed to support additional City assets.
    - ***STWP, Ongoing: Facility Maintenance, page 298***
    - ***CIP, Facilities Enhancements Parks & Buildings, page 275***
17. Budget and implement necessary steps to improve the functionality of the Swiftwater Park Drive Public Works Facility.
    - ***STWP, Ongoing: Facility Maintenance, page 298***
    - ***CIP, Facility Enhancements Parks & Buildings, page 275***
18. Continue efforts to maximize efficiency and effectiveness of community service workers.
19. In the fight against Zika, West Nile Virus, and other mosquito borne viruses, continue the developed program of distribution of Altosid Larvicides XR Briquettes in catch basins to reduce mosquito populations.
20. Complete implementation and management of the second phase recommendations as outlined in the Preservation Assessment for Three Suwanee, Georgia Cemeteries Master Planning Document.
21. Complete 2025 LMIG (Local Maintenance Improvement Grant) resurfacing program through punch list and GDOT audit process.
    - ***STWP, Ongoing: Road Maintenance, page 300***
    - ***CIP, Transportation: Street Maintenance & Resurfacing, page 280***
22. Bid, recommend award of contract and complete 2026 LMIG resurfacing program of various City streets along with completion of GDOT audit process.
    - ***STWP, Ongoing: Road Maintenance, page 300***
    - ***CIP, Transportation: Street Maintenance & Resurfacing, page 280***
23. Develop 2027 LMIG resurfacing priority list and submit to GDOT, receive GDOT approval and LMIG funding.
    - ***STWP, Ongoing: Road Maintenance, page 300***
    - ***CIP, Transportation: Street Maintenance & Resurfacing, page 280***
24. Implement a technology-based solution to road ratings to modernize City's road condition analysis and pavement management system and use that solution to rate roads for future repaving.
    - ***STWP, Ongoing: Road Maintenance, page 300***
    - ***CIP, Transportation: Street Maintenance & Resurfacing, page 280***
25. 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, Citywide Signage/Visual Communications, page 275***
    - ***CIP, Transportation: Transportation Enhancements, page 275***
    - ***CIP, Public Works: Street Sign Replacement Program, page 278***
26. 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, Ongoing: MS4 Operating Permit, page 300***
    - ***CIP, Public Works: Stormwater Rehabilitation Projects, pages 278***

4100 PUBLIC WORKS ADMINISTRATION

GOALS (continued)

27. 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 prompted with the June 11, 2024 re-issuance of the NPDES MS4 Permit.
    - ***STWP, Ongoing: MS4 Operating Permit, page 300***
    - ***CIP, Public Works: Stormwater Rehabilitation Projects, pages 278***
28. Continue TMDL (Total Maximum Daily Load) Monitoring and Evaluation Plan for six 305 (b) 303 (d) listed stream segments.
    - ***STWP, Ongoing: MS4 Operating Permit, page 300***
    - ***CIP, Public Works: Stormwater Rehabilitation Projects, pages 278***
29. 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.
30. Successfully submit a Georgia EPD MS4 permit report.
31. Seek and acquire a MOA or MOU with Gwinnett County to comply with ARC's Water Resource Management Plan items for long-term ambient trend monitoring and macroinvertebrate bioassessment in our water ways.
32. Administer city-managed public EV charging utility and seek opportunities for expansion to other City parks and facilities as appropriate.
    - ***STWP, Action with Defined Dates: EV Charging Station (2026-2027), page 292***
33. Continue to work with Volunteers/Scouts to implement small community enrichment improvement projects in our parks/greenway.
    - ***STWP, Ongoing: Citizen Engagement, page 298***
    - ***STWP, Ongoing: Park Enhancements, page 300***
    - ***STWP, Policy Statement: Community Aesthetics, page 302***
34. Ensure Public Works Department staff maintains and operates Town Center Park, Town Center on Main, Sims Lake Park, and other City parks and Suwanee Greenways so as to achieve a high level of user satisfaction.
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Ongoing: Park Enhancements, page 300***
    - ***STWP, Policy Statement: Environmental Stewardship & Sustainability, Community Aesthetics, page 302***
    - ***CIP, Facility Enhancements Parks and Buildings, pages 275***
35. Continue inspections and material replacement when needed on boardwalk areas of the Suwanee Creek Greenway.
    - ***STWP, Ongoing: Park Enhancements, page 300***
    - ***CIP, Facilities Enhancements Parks & Buildings, Park Maintenance, page 275***
36. Manage operations and maintenance of the Big Splash Interactive Fountain to provide a safe environment for users and continue to investigate operational options to minimize potential challenges of the interactive fountain as issues may arise.
    - ***STWP, Policy Statement: City Services, page 304***
    - ***STWP, Ongoing: Park Enhancements, page 300***
    - ***CIP, Facility Enhancements Parks & Buildings, Park Maintenance, page 275***
37. 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, Policy Statement: Environmental Stewardship & Sustainability, Community Aesthetics, page 302***
    - ***STWP, Ongoing: Park Enhancements, page 300***
    - ***CIP, Facility Enhancements Parks & Buildings, Park Maintenance, page 275***



4100 PUBLIC WORKS ADMINISTRATION

OBJECTIVES FOR FISCAL YEAR 2027

- Construction management of various capital improvement projects.
- Maintenance of streets, parks, greenways, playgrounds, buildings, and grounds.
- Resurface streets as pavement conditions warrant.
- Keep City right-of-way and medians landscaped and litter controlled.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of work orders completed	4,998	5,045	5,280	5,300	5,500	5,800
Number of times parks are mowed during the growing season	36	21*	30	30	30	30
Number of work orders completed on playground equipment	11	11	26	26	26	26
Number of work orders completed for City buildings	1,405	1,475	1,855	1,900	1,900	1,920
Hours of litter pick-up services provided	500	250**	200	250	1,560****	1,560
Number of street lights maintained	1,312	1,312	1,339	1,340	1,339	1,340
Number of special events requiring special detail services	43	45	49	49	48	48
Acres of City-owned open space	372	372	397	397	397	397
Number of hours spent on greenway and trail maintenance	920	1,920***	2,200***	2,500	2,000	2,020
Street repair work orders completed	35	35	45	50	45	45
Pothole repair work orders completed	5	5	150	200	170	175
Street overlay (lane miles)	5.6	6.6	2.9	3.0	2.9	2.9
Number of damaged or missing street signs replaced	40	48	45	48	1,250*****	50
Number of citizen's drainage complaints and requests for service	45	40	60	80	75	80
Annual NPDES report	1	1	1	1	1	1

**contracted out White Street/Harvest Farm Park*

***contracted out some litter pickup*

****hours increased due to Greenway rip rap project*

*****hours increased due to city use of street sweeper*

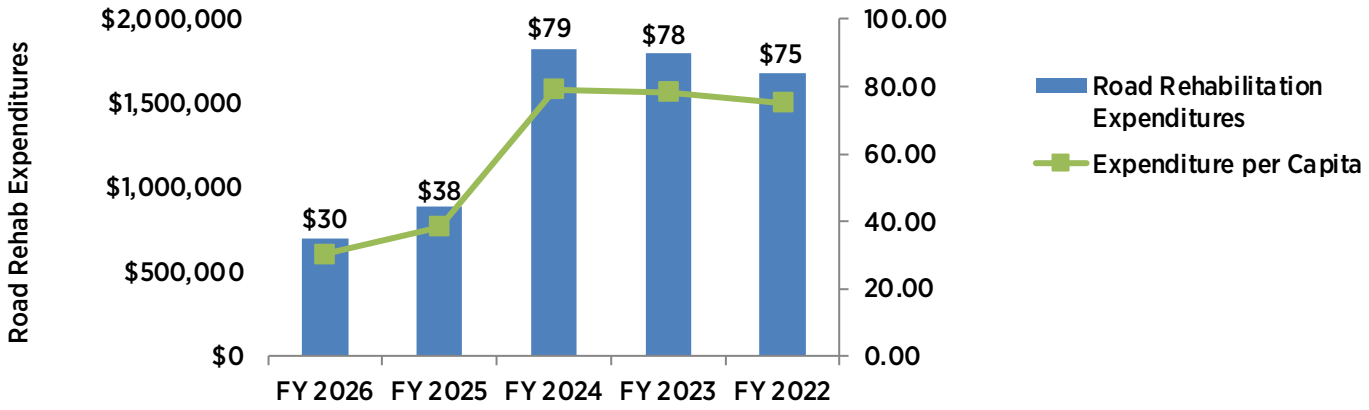
******project undertaken to replace non-reflective street signs to comply with GDOT*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percentage of work orders completed in 30 days	99%	99%	99%	99%	99%	99%
Work orders completed per FTE	255	275	290	295	310	325
Percent of potholes repaired within 30 days of receipt	100%	100%	100%	100%	100%	100%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	90%	90%	90%	90%	90%
Percent of complaints or requests responded to within 48 hours	96%	100%	100%	100%	100%	100%
Inspection of storm drainage system during or just after significant rainfall events	90%	90%	90%	90%	90%	90%

4100 PUBLIC WORKS ADMINISTRATION

	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		

PERFORMANCE MEASUREMENT DATA





COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Cleanliness of Suwanee	94%	91%	93%	94%	14th
Drinking water	83%	80%	85%	87%	25th
Air quality	90%	88%	89%	87%	106th
Street lighting	79%	70%	75%	77%	16th
Snow removal	53%	76%	71%	73%	84th
Street repairs	68%	68%	67%	66%	24th
Street cleaning	80%	76%	80%	79%	24th
Sidewalk maintenance	73%	79%	73%	75%	11th
Traffic flow on major streets	48%	40%	34%	34%	267th
Stormwater management	78%	79%	79%	84%	41st
City parks	96%	97%	95%	96%	2nd
Quality of overall natural environment in Suwanee	94%	94%	90%	88%	44th
Recreational opportunities	86%	86%	84%	82%	40th
Availability of paths and walking trails	85%	86%	91%	95%	13th



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	2025	88%	44	334	87
	2022	90%	41	311	87
	2017	94%	25	252	90
	2014	94%	5	234	98
Preservation of natural areas such as open space	2025	77%	42	322	87
	2022	73%	45	295	85
	2017	80%	9	232	96
	2014	84%	4	219	99
Recreation opportunities	2025	82%	40	336	88
	2022	84%	46	323	86
	2017	86%	15	277	95
	2014	86%	13	259	95
City Parks	2025	96%	2	346	99
	2022	95%	8	340	98
	2017	97%	2	306	99
	2014	96%	2	275	99

88% rated the quality of overall natural environment as excellent or good

The overall quality of the natural environment was rated as excellent or good by **88%** of survey respondents. Recreation opportunities in Suwanee were rated positively as were services related to parks and recreation.

4100 PUBLIC WORKS ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Public Works Director	119	1	1	1	1	1
Infrastructure Division Director[1]	115	0	0	1	1	1
Operations Division Director[2]	115	0	0	1	1	1
Assistant to the Public Works Director[2]	114	1	1	0	0	0
City Engineer[1]	114	1	1	0	0	0
Public Works Superintendent	114	1	1	1	1	1
Field Services Manager	112	1	1	1	1	1
Special Projects Supervisor[3]	110	1	1	1	0	0
Facilities Technician	108	1	1	1	1	1
Public Works Crew Leader[3]	108	2	2	2	3	3
Administrative Coordinator	106	1	1	1	1	1
Public Works Crew Member[3][4]	104	15	17	18	20	20
TOTAL		**25**	**27**	**28**	**30**	**30**

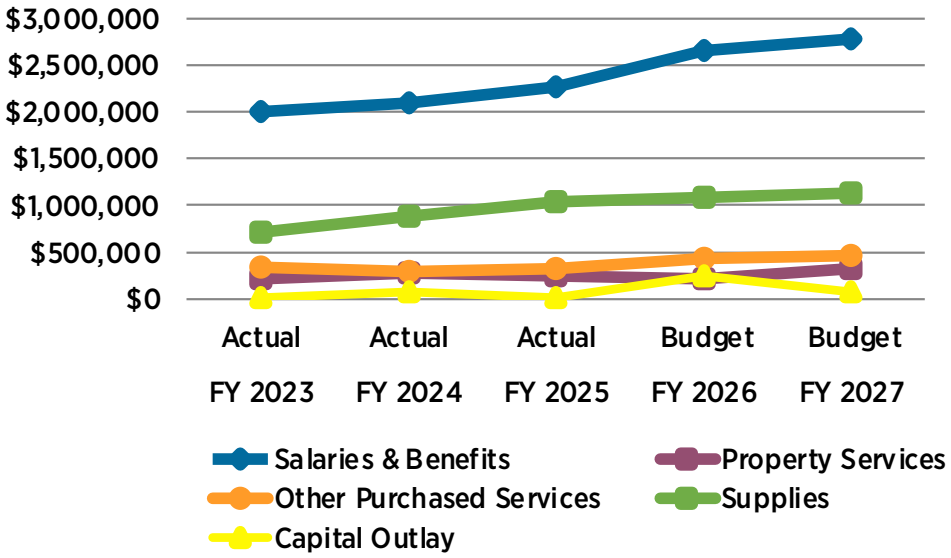
(1) In fiscal year 2025 due to a reorganization of the Public Works Department, the City Engineer position which was added in fiscal year 2022 was upgraded to Infrastructure Division Director.
(2) In fiscal year 2025 due to a reorganization of the Public Works Department, the Assistant to the Public Works Director as upgraded to Operations Division Director.
(3) In fiscal year 2026, the Special Projects Supervisor was eliminated and a Crew Leader position was added.
(4) In fiscal year 2024, two Public Works Crew Members were added, in FY 2025 one Crew Member was added, and in FY 2026 two Crew Members were added..

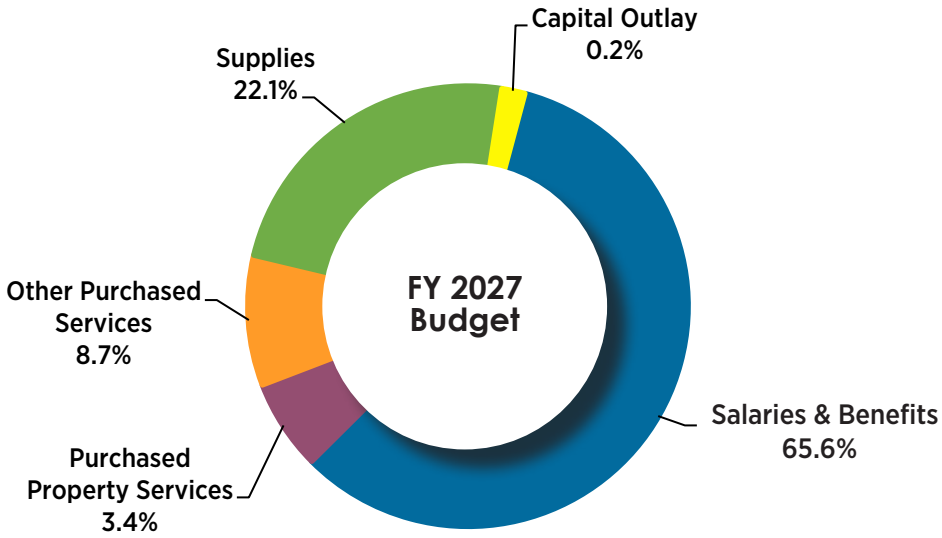




4100 PUBLIC WORKS ADMINISTRATION

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 2,002,362	$ 2,089,005	$ 2.256,274	$ 2,749,500	$ 2,776,100
Other Purchased Services	331,877	293,873	320,728	437,500	454,000
Supplies	714,875	884,778	1,040,869	1,077,000	1,129,000
Capital Outlay	16,420	78,204	5,569	251000	80,800
Property Services	216,229	282,628	249,857	214,000	315,000
TOTAL	$ 3,281,763	$ 3,628,488	$ 3,873,297	$ 4,629,000	$ 4,754,900





4110 ENVIRONMENTAL

STATEMENT OF SERVICE

The Environmental Function of Public Works provides focus on landscape design, installation and landscape beautification for the City's properties and rights-of-way. This includes horticultural health and maintenance of trees, shrubs and turf care, focusing on correct plant-tree varieties for the geographic area. Serving as the city's certified arborist, this division assesses tree risk management, HOA, public and private tree health, recommendations and replacements for city trees and other projects to improve aesthetics in Suwanee. Arbor Day is selected, coordinated and executed by the Environmental Division, involving the local community each year. The Environmental division works hand in hand with the planning department, landscape architects, developers, and landscape contractors to ensure new standards of beauty and excellence are achieved.

GOALS

1. Implement aesthetic appealing landscape beautification projects to improve visual experiences of park users and motorists.
   - ***STWP, Policy Statement: Community Aesthetics, Environmental Stewardship & Sustainability, page 302***
   - ***STWP, Ongoing: Park Enhancements, City Facility Plantings, page 302***
2. Continue managing maintenance contracts for Town Center Park and Town Center on Main grounds, Buford Highway, Peachtree Industrial Boulevard, I-85/Lawrenceville-Suwanee Road Gateway areas, and other ROW's throughout the City.
   - ***STWP, Ongoing: Park Enhancements, page 300***
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
3. Continue litter control programs including the refinement of street sweeping policies and approaches for the City-owned street sweeper and the continued use of contracted ROW litter removal.
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
4. Implement TAD (Tax Allocation District) funded or other funded roadway or beautification improvement projects in the Suwanee Gateway, as they are approved. Increased efforts include litter control, improved landscaping, and other opportunities that would enhance the Suwanee Gateway.
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
   - ***CIP, Transportation: Suwanee Gateway Landscape & Litter Control, page 279***
5. Seek Tree City USA designation from the Arbor Day Foundation.
6. Continue the Tree Limb up Program to reduce ROW tree overgrowth.
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
   - ***CIP, Public Works: Street Tree and Landscaping Management Program, page 278***
7. Monitor the Meyer Zoysia turf grass to Bermuda turf grass in pedestrian high use areas of Town Center Park and continue with sod replacement in needed maintenance areas.
   - ***STWP, Ongoing: Park Enhancements, page 300***
8. Seek additional opportunities to plant pollinator gardens like those at Town Center on Main/Delay Nature Park and McGinnis Ferry greenway parking lot.

OBJECTIVES FOR FISCAL YEAR 2027

- Promote improved quality of life through aesthetically pleasing landscape beautification around City buildings, along City rights-of-ways, and various City parks, greenways, and grounds
- Provide heightened oversight of contractual landscape maintenance of Town Center Park, Gateway area, and along Peachtree Industrial Boulevard.
- Provide maintenance and replacements of street trees and those around City buildings and in the various City parks and greenways.
- Establish pollinator wildflower area at Town Center on Main and Suwanee Greenway sidewalk near Playtown Suwanee
- Design new selection of annual flowers to be more drought tolerant
- Design project manager "sheet erosion" for Town Center on Main Park
- Annually promote and manage "Sweep the Hooch" clean up of trash along Suwanee Creek via community volunteers
- Improve communication and education with Harvest Farm Board and gardeners for a higher degree of horticultural knowledge and crop production

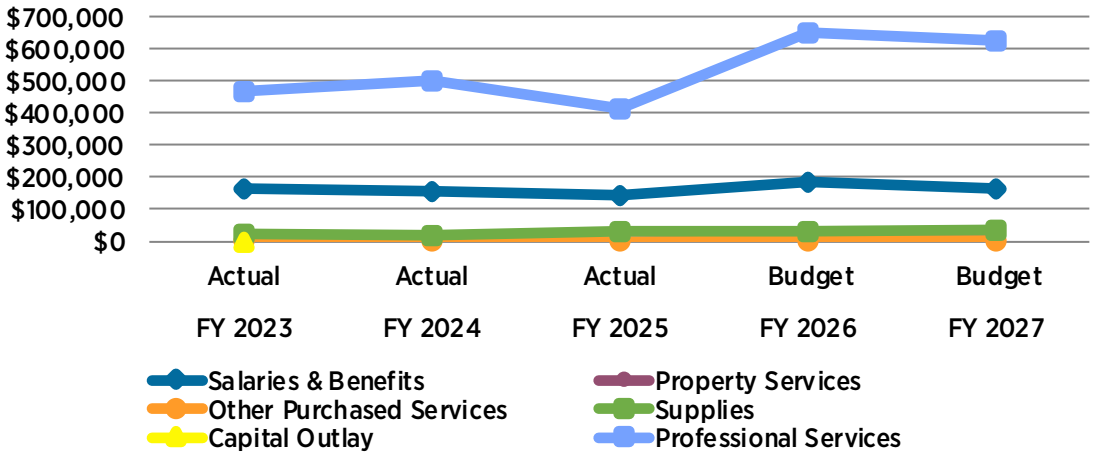
4110 ENVIRONMENTAL

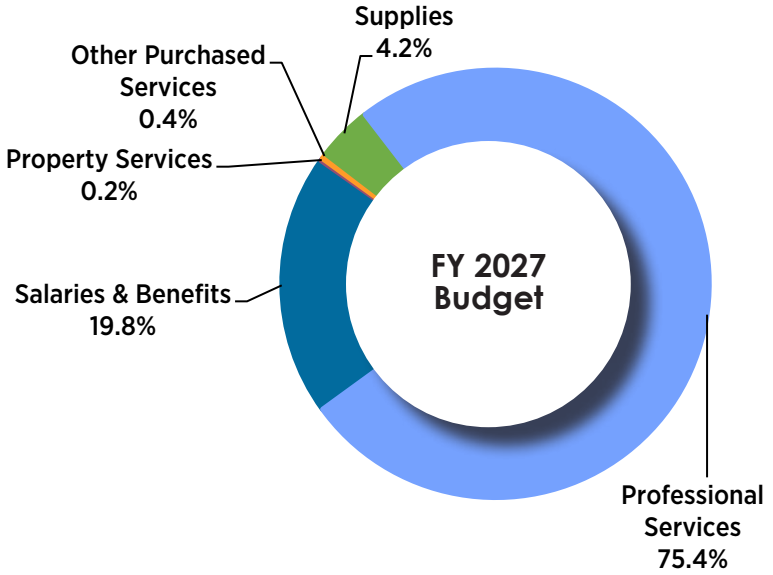
WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	FY 2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of tree replacements	54	104	134	140	41*	50

*aggressively replaced diseased or root-concrete damaged trees prior two years: currently stable

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Environmental Manager	110	1	1	1	1	1
Crew Member	104	1	1	1	1	1
TOTAL		2	2	2	2	2

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 164,691	$ 155,781	$ 142,788	$ 186,300	$ 164,030
Other Purchased Services	567	575	413	2,650	3,500
Supplies	21,217	19,462	32,148	32,000	34,500
Professional Services	469,679	500,880	414,323	650,000	625,000
Property Services	3,629	-	-	1,500	1,500
TOTAL	$ 659,783	$ 676,698	$ 589,672	$ 872,450	$ 828,530





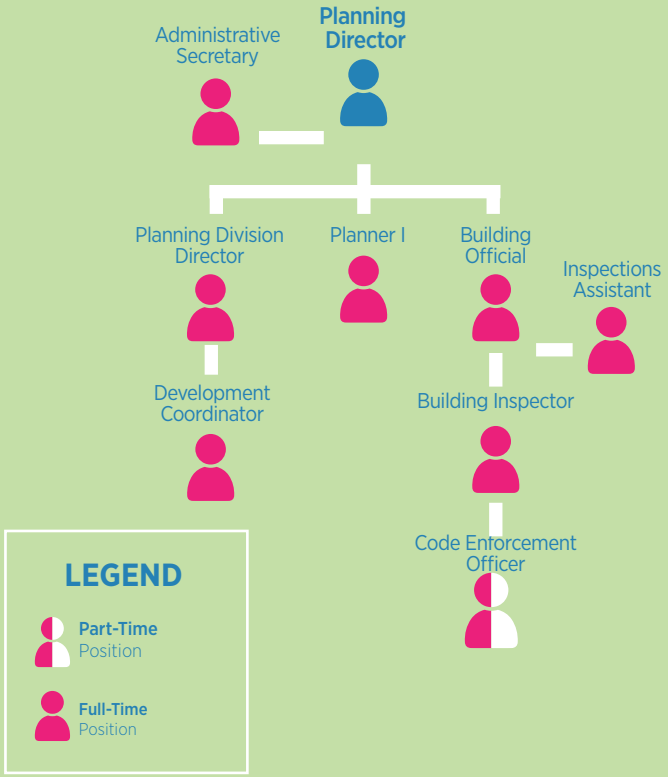
CITY OF SUWANEE, GA



PLANNING



Functions	Includes the operations of Protective Inspection Administration, Planning & Zoning, and Code Enforcement.
Positions	8 full-time and 1 part-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 2027 Budget Items	Engineering, architecture, surveying, and planning professional services, $140,000. Funding for code enforcement $48,000.
Final FY 2026 Budget	$1,221,550
Adopted FY 2027 Budget	$1,148,700
Change from PY Budget	($72,850) (-6%)
Reason for Change	The majority of the decrease is due to not filling and removing the Senior Planner position. Both the Senior Planner position and the vacant Development Inspector position have been removed from the authorized position listing.



BUDGET OVERVIEW

LEGISLATIVE COMMITTEES - **No change** requested. Total funding **$7,250.**

INSPECTIONS

1. **Salaries & Overtime** – increased by **$10,000** (4%) based on projected 4% salary increase.
2. **Total Employee Benefits** – decreased by **($7,700)** (-7%). This is a combination of projected 11.4% Health and 10% dental renewals along with changes in employee enrollment.
3. **Other Purchased Services** – **no requested changes** from FY 2026 current budget. These include:
    a. **Postage** and **required advertisements ($1,000)**
    b. **Printing** of documents and forms **($3,000)**
    c. **Staff travel** for four staff members **($3,000)**
    d. **Dues & fees ($2,000)** professional membership fees
    e. **Education & training ($6,000)**
4. **Supplies** – requesting same budget as prior period, **$16,000**. This includes $5,000 for office supplies and other supplies. $7,000 for gasoline. $4,000 for small equipment.
5. **Professional Services** – requesting the same budget as prior period, **$60,000**. This request is based on not filling the open Senior Planner position.

PLANNING

1. **Salaries & Overtime** – decreased by **($49,500)**, (-11%). This decrease is based on the projected 4% performance raises for current staff and not funding the vacant Senior Planner position.
2. **Employee Benefits** – decreased by **($26,800)**, (18%). This is a combination of projected 11.4% Health and 10% dental renewals and with removing the benefit funding for the vacant Senior Planner position.
3. **Other Purchased Services** – requesting the same funding as FY 2026 adopted budget, **$15,050**. The largest line item is education and training $6,000.
4. **Supplies** – requesting same funding as FY 2026 adopted budget, **$9,500**.
5. **Professional Services** – requesting the same amount **$80,000**. This request is based on not filling the open Senior Planner position. Instead, the request was to move part of the salary for the Senior Planner position between the Inspections professional services and Planning professional services. This is a continuation of FY 2026 funding.

CODE ENFORCEMENT

1. **Salaries & Overtime** – increased by **$1,500** (4%) based on projected 4% salary increase.
2. **Total Employee Benefits** – decreased by **($350)**.

ACCOMPLISHMENTS

- Planning hosted a Public Information Open House in the Council Chambers to share information about City projects: Suwanee Loop Trail, Roundabout Master Plan, Main Street Park Renovation, and the Suwanee Greenway Realignment
- Convened six Planning Commission meetings to hear rezoning requests and five Zoning Board of Appeals meetings
- Started the V.A.P. (Visible Address Program) in 2024, continued it in 2025 and will continue into 2026. This is a program identification initiative that assists police, fire, medical units and any city or state agencies locate property within city limits
- Planning Staff provided instruction for GMA/Municipal Training Institute regarding implementation of Comprehensive Plans, provided instruction for Growth Management Class, and served on Review Jury for Architecture Studios at GA Tech and KSU.
- Maintained city GIS information online
- Maintained city website regarding information about active rezoning, variance, SUP requests, and current development
- Adopted Zoning Ordinance Amendment to allow Electronic Interstate Signs

- Main Street Park design, developed by Planning staff, has been approved and renovation is underway
- Project for the reconfiguration of Suwanee Creek Greenway to align with Martin Farm Bridge replacement is underway.
- Managed engineering of Tier II projects: Segments B, E, F, G, and 1 of Suwanee Loop, a continuous loop for pedestrians and bicycles which will connect to Suwanee Parks, and will connect to regional trails
- Completed Suwanee Loop Trail Concept Report

- Provided development and building inspections for Suwanee Urban Retail Center in the Gateway
- Managed procurement of design consultant and construction manager for new Police Headquarters.
- Oversaw alterations at Town Center on Main & DeLay Nature Park.

- Developed several designs for Buford Highway Gateway
- Completed Boundary and Annexation Census survey (BAS) for DCA
- Reviewed and improved architecture for new construction: Echo Park neighborhood, Suwanee Avenue single family homes, Scales Street and Calaboose Street single family homes, Suwanee Urban Retail in the Terraces of Suwanee Gateway, and Turtle Car Wash
- Provided permitting and building inspections for Echo Park neighborhood, as well as for expansions of QTS data centers
- Reviewed plans for new sewer extensions: Cherokee Trail, Scales Road
- Provided development and building inspections for Mesun Senior Living cottages
- Completed development and building inspections for 17,847 square foot Industrial building on Old Peachtree Road
- Reviewed plans for new sewer extensions: Cherokee Trail, Scales Road.
- Issued 9 Development Permits
- Approved 5 plats (reviewed seven total).
- Completed 1,878 building inspections.
- Issued 336 building permits.
- Issued 87 Right-of-Way permits (Utility).
- Issued 71 permanent sign permits and 55 temporary sign permits.
- Issued 4 Backyard Chicken permits.
- Completed 578 erosion and MS4 inspections.
- Navigated 4 Rezoning requests.
- Processed 2 Administrative Variance requests.
- Reviewed 4 Variance requests.
- Processed 2 Waiver requests.
- Navigated 1 Alternative Architectural Review.
- Processed 1 annexation.
- Completed 21 Zoning certification letters.
- Processed 1 Special Use permit request.

ACCOMPLISHMENTS (continued)

- Instrumental collaborating with Gwinnett County resulting in traffic light at McGinnis Ferry Road and Northolt Parkway
- Completed required GDOT training to maintain City's Local Administered Project (LAP) certification applications to maintain eligibility for federal funds for transportation projects
- Designed and completed new sidewalk on Martin Farm Road from King Street to the Suwanee Green neighborhood (Tier 2 project in Pedestrian and Bicycle Plan.)
- Continued to monitor GDOT progress on Martin Farm Road Bridge project
- Managed engineering of Tier II projects: Segments B, E, F, G, and 1 of Suwanee Loop Trail and completed concept report

- Economic Indicators report compiled quarterly
- Created maps for various Departments
- Reduced permit approval turnaround time by implementing electronic permitting.
- Code enforcement staff rigidly enforced sign ordinances by removing all (temporary) signs from road right of ways (as many as 79 in one day.)
- Addressed 317 Code violations, resolving majority without involving court services.
- Completed pond inspections and contributed to annual MS4 report
- Completed monthly NPDES reports
- Obtained an additional $140,000 of funding from the Atlanta Regional Commission for the design of the Suwanee Loop Trail for a total grant of $1.8 M.
- Staff including the Planning department acted as liaison between PAC and developers to encourage public art on private property.
- Planning staff created maps for various departments, updated GIS data for Central Square PD Dispatch and crime mapping, updated Master Street List for Citizens Survey, generated monthly sales activity reports for Economic Development's Main Street report (DCA), verified zoning for business licenses, addressed 83 Open Records requests, and completed monthly NPDES reports.

- Worked with Gwinnett County fire marshal's office to help obtain C.O.'s, facilitating the cabinet shops at 3550 Lawrenceville Suwanee Rd. to obtain business licenses (still in progress)
- Successfully completed and submitted Title VI Non-Discrimination Program Annual Report to GDOT
- Planning Director and Planning Division Director provided instruction for GMA/ MTI for Growth Management Class as well as attended Georgia Planning Association Conference.
- Planning Director provided instruction for GMA Municipal Training Institute (MTI) regarding the implementation of Comprehensive Plans
- Planning Division Director maintained AICP certification.
- Planning Division Director attended monthly ARC Land Use Coordinating Committee meetings, participated in SYL
- Planning Division Director served on Review Jury for Architecture Studios at GA Tech and KSU; participated in ARC's Regional Housing Task Force, ARC's Regional Plan planning sessions and Gwinnett Trails Master Plan planning process; attended ARC's Land Use Coordinating Committee meetings, and participated in SYL Planning Day
- Planner I obtained GSWCC Level II Certification
- Building Official, maintained 43 International Code Council (ICC) certifications
- Building Official 2025 Building Officials Association of Georgia (BOAG) Conference and instructed course at same
- Development Inspector obtained additional CSI and MS4 certifications, maintained MS4 certification, and attended 2025 Georgia Assn of Code Enforcement (GACE) Conference.
- Inspections Assistant achieved her ICC Permit Technician certification
- Inspections staff recertified for GSWCC Red Card Level 1B and GSWCC Gray Card Level II
- Code enforcement staff attended monthly meetings with Court services, solicitors, and judges

1120 LEGISLATIVE COMMITTEES

STATEMENT OF SERVICE

Legislative committees consist of two boards, the Planning and Zoning Commission and the Planning and Zoning Appeals Board.

The Planning and Zoning Commission serves as a technical review committee for planning issues that are then passed along to City Council for action. The Planning and Zoning Commission:

- Hears all planning and zoning matters, including all rezoning and special use permit requests.
- Makes recommendations to City Council regarding rezoning and special use permit requests.
- Serves as an ad hoc committee that studies, researches, and presents recommendations to City Council on a variety of development issues, such as buffer, landscape, and tree requirements for developers; telecommunications tower regulations; and guidelines for extended stay hotels.

The Planning and Zoning Appeals Board considers and rules on all variance requests submitted to the City. A variance request is needed when someone desires to do something not ordinarily allowed by the City's zoning ordinances or when the City's zoning ordinances create a hardship.

GOALS

1. Enhance Training for appointed Board Members or incorporate training into the Community Planning Academy.
   - ***STWP, Policy Statement: Board Training, page 304***
   - ***STWP, Ongoing: Joint Meetings, page 298***
   - ***STWP, Action Items with Defined Dates: Planning & Zoning Training Session (2027, & 2029), page 292***

OBJECTIVES FOR FISCAL YEAR 2027

- 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Planning Commission meetings	9	3	3	6	6	6
Zoning Board of Appeals meetings	4	6	4	4	6	6

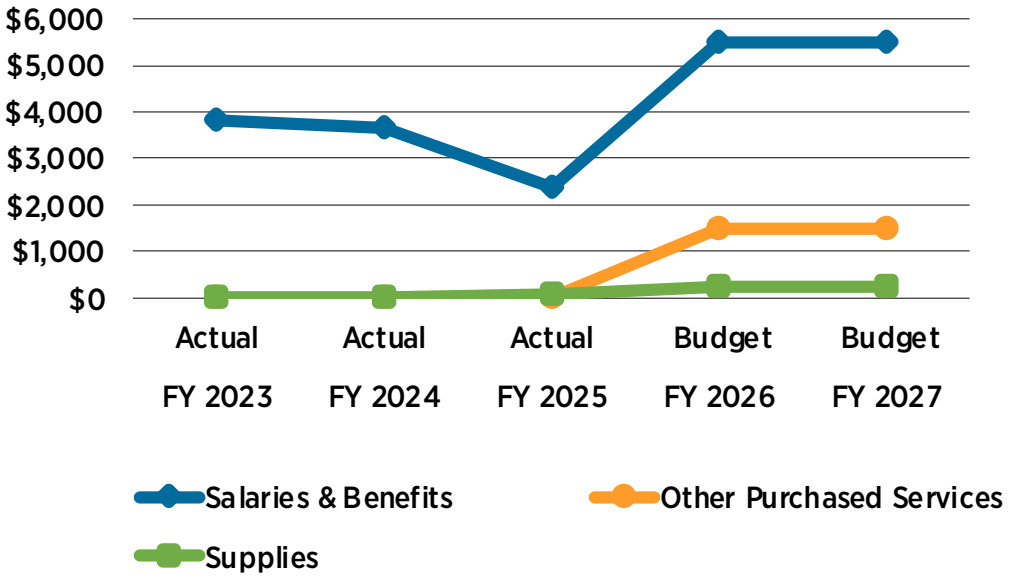
COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

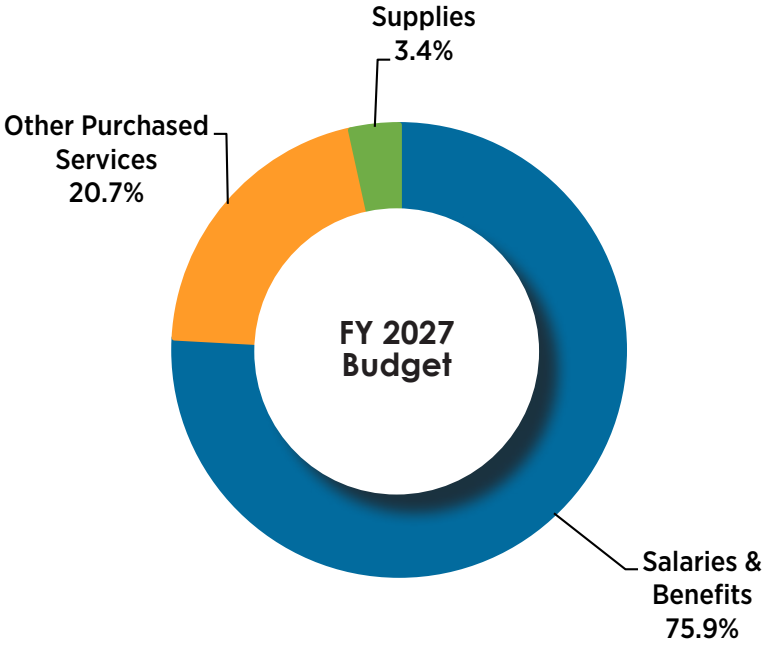
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Overall opportunities for education & enrichment	81%	83%	82%	89%	6th
Adult educational opportunities	62%	68%	58%	67%	57th

1120 LEGISLATIVE COMMITTEES

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 3,812	$ 3,653	$ 2,364	$ 5,500	$ 5,500
Other Purchased Services	-	-	-	1,500	1,500
Supplies	-	30	68	250	250
TOTAL	$ 3,812	$ 3,683	$ 2,432	$ 7,250	$ 7,250





7200 PROTECTIVE INSPECTION ADMINISTRATION

STATEMENT OF SERVICE

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

GOALS

1. Successfully undertake the department's daily activities.
   - Enforce development regulations.
   - Conduct daily inspections.
   - Conduct plan review for commercial projects.
   - Conduct erosion control inspections.
   - Address service requests.
   - Implement special projects as directed.
   - ***STWP, Policy Statement: City Services, page 304***
2. Take part in available code training opportunities and obtain ICC certifications in building inspection trades.
   - ***STWP, Policy Statement: Staffing, Learning Opportunities, page 304***
3. Keep up with scanning electronic files.
   - ***STWP, Policy Statement: City Services, page 304***
4. Select new permitting software and transition to new system.
5. Make permit submission process move smoothly to reduce approval turnaround time and increase accuracy on permit submission.
   - ***STWP, Policy Statement: City Services, page 304***
6. Participate in the selection of permitting software and train team members on use of the new software.
   - ***STWP, Policy Statement: Learning Opportunities, City Services, page 304***
7. Development Inspector to obtain IPMC certification.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
8. Inspections Assistant to obtain IPMC certification.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
9. Building Official to obtain 13D certification.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***
10. Play active role in Code Enforcement efforts.
    - ***STWP, Policy Statement: Code Enforcement, page 302***

OBJECTIVES FOR FISCAL YEAR 2027

- 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of building permits issued	454	294	347	275	274	275
Number of calls for inspections	5,621*	2,488	2,152	2,400	2,602	2,600

**larger prior year permitted projects still generating multiple calls for inspection*

7200 PROTECTIVE INSPECTION ADMINISTRATION

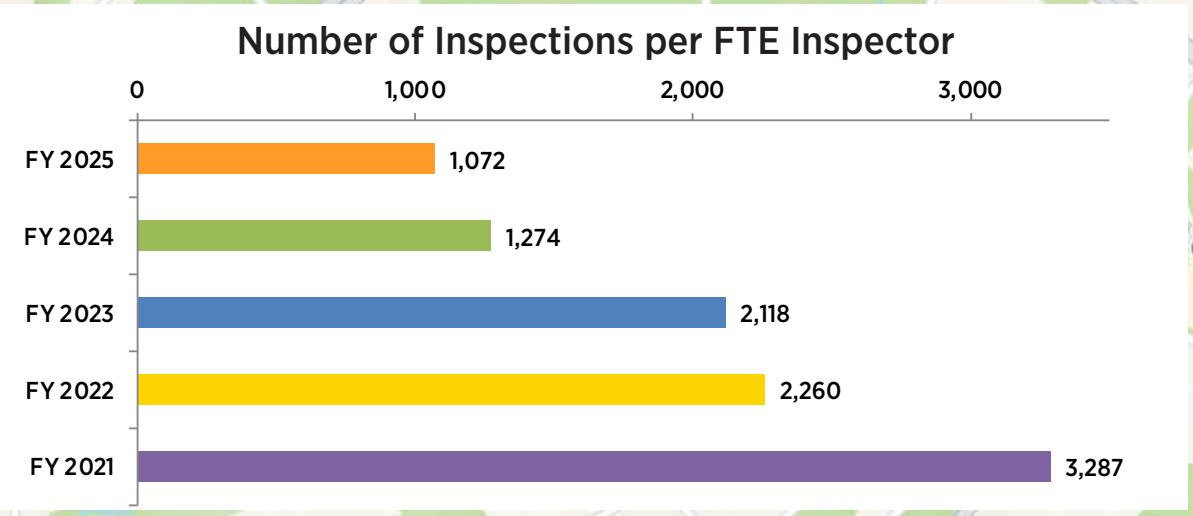
COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

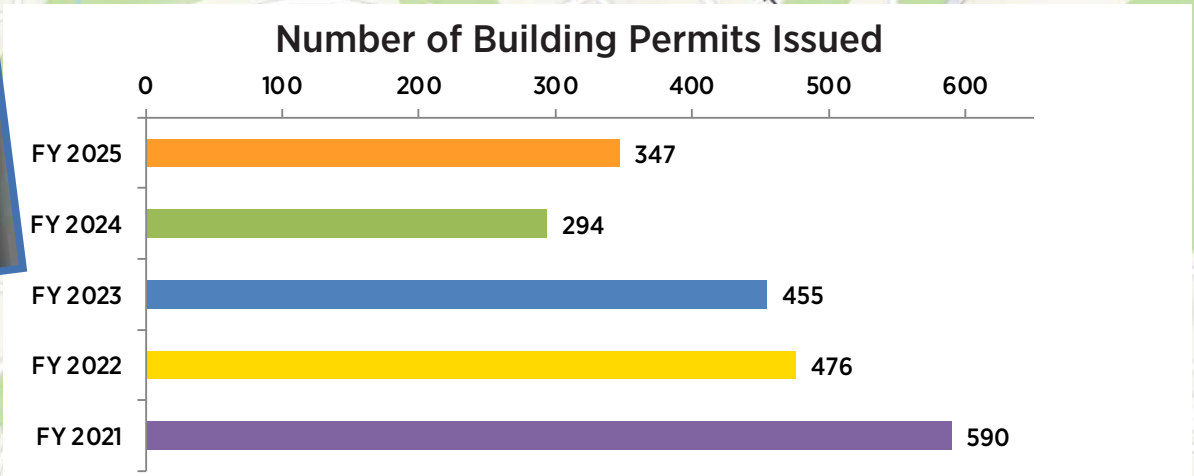
MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Overall quality of new development in Suwanee	81%	82%	61%	64%	27th

64% rated overall quality of new development as excellent or good



PERFORMANCE MEASUREMENT DATA



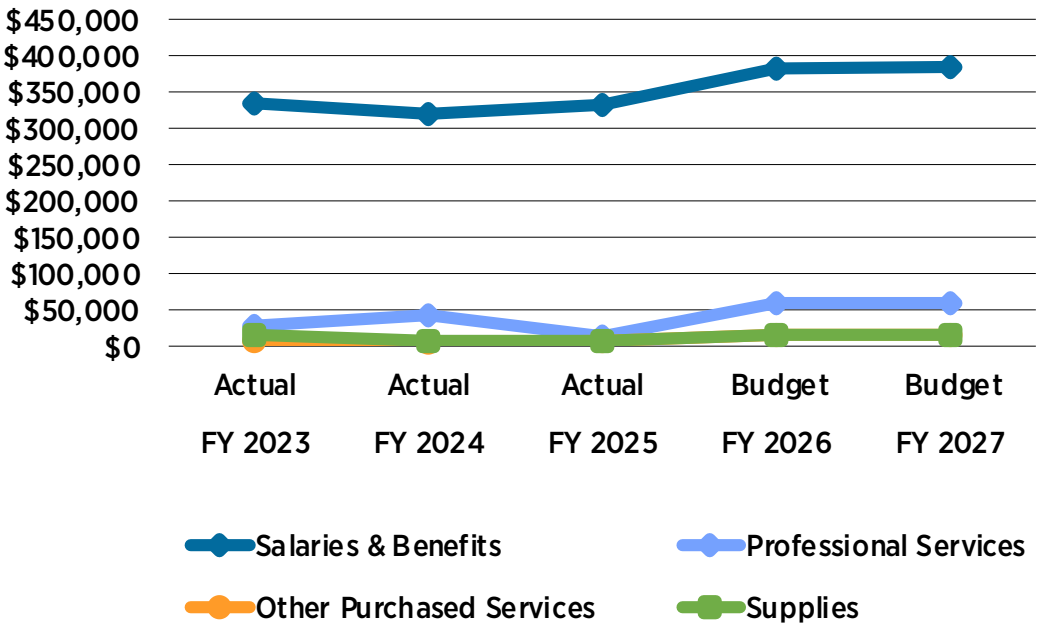


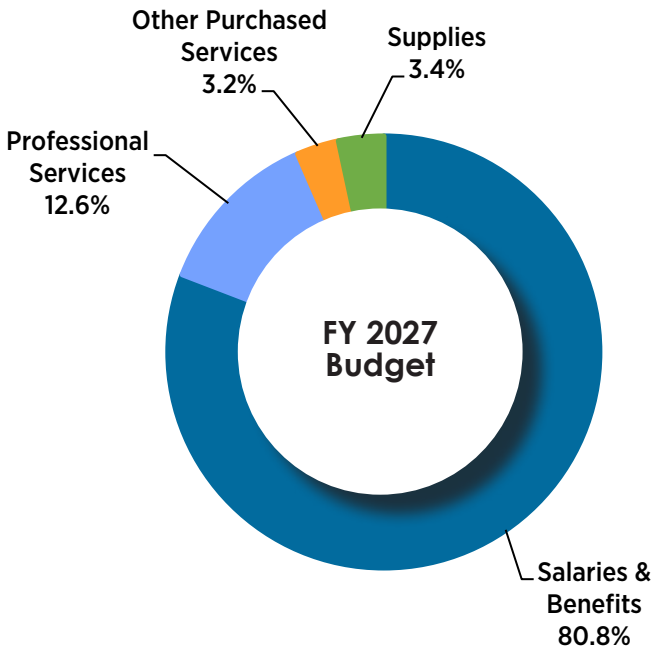
7200 PROTECTIVE INSPECTION ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Building Official	115	1	1	1	1	1
Building Inspector	111	1	1	1	1	1
Development Inspector[1]	111	1	1	1	1	0
Inspection Coordinator	106	1	1	1	1	1
TOTAL		4	4	4	4	3

(1) In fiscal year 2027 the Development Inspector position was eliminated.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 333,194	$ 319,359	$ 332,690	$ 381,500	$ 388,800
Other Purchased Services	7,262	4,384	7,109	15,000	15,000
Supplies	15,276	6,742	7,402	16,000	16,000
Professional Services	27,313	41,371	12,377	60,000	60,000
TOTAL	$ 383,045	$ 371,856	$ 359,578	$ 472,500	$ 474,800





7400 PLANNING & ZONING

STATEMENT OF SERVICE

Planning and Zoning activities are conducted by the Planning and Community Development Department. The Planning Division is responsible for managing current and long-range planning activities and overseeing development review activities. The Department's efforts include development and management of the City's 2040 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/Waiver/AAR processes.
   - Handle citizen inquiries.
   - Manage zoning ordinance and development regulations.
   - Continue participation in various community and state-wide activities and organizations.
   - Maintain GIS capabilities
   - Maintain electronic records.
   - ***STWP, Policy Statement: City Services, page 304***
2. Implement the 2040 Comprehensive Plan.
   - Implement projects in the plan.
   - Promote the development of planned commercial centers rather than strip commercial centers.
   - Encourage new neighborhoods to have high quality architecture, unique identities, inviting public spaces, and connection to surrounding properties.
   - ***STWP, Ongoing: Comprehensive Plan, page 298***
   - ***CIP, Comprehensive Plan, page 275***
3. Continue to develop downtown Suwanee
   - Manage development.
   - Look for opportunities to expand Town Center appropriately.
   - ***STWP, Policy Statement: Town Center, page 304***
4. Continue to monitor economic conditions.
   - Monitor trends.
   - Create quarterly report.
   - Create annual report.
   - ***STWP, Ongoing: Economic Indicators, page 298***
5. Manage projects and neighborhoods to ensure a quality development.
   - Echo Park
   - Suwanee Urban Retail
   - Tench Road Distribution Facility
   - Mesun Senior Living Cottages
   - Suwanee Avenue Infill
   - Oakmont 85
   - Whataburger
   - Annandale Village
   - Smithtown Road Infill
   - ***STWP, Policy Statement: City Services, page 304***
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
6. Conduct training for Board Members.
   - Conduct orientation sessions for any newly appointed Board Members
   - Conduct training Board Members at a minimum of four meetings per year.
   - ***STWP, Policy Statement: Board Training, page 304***
   - ***STWP, Action with Defined Dates: Planning & Zoning Training Sessions (2027 & 2029), page 292***
7. Improve planning education and outreach.
   - Make efforts to engage youth and others.
   - Measure and track levels of citizen engagement.
   - ***STWP, Ongoing: Citizen Engagement, Youth Engagement, page 298***
8. Improve quality of trees planted in the City and make sure trees are maintained.
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
9. Continue promoting commuter rail services and other transit opportunities in Suwanee and beyond with the appropriate entities.
   - ***STWP, Policy Statement: Commuter Rail, page 304***

GOALS (continued)

10. Implement Pedestrian and Bicycle Plan
    - Manage Suwanee Loop Trail design and engineering
    - Identify potential funding for bicycle and pedestrian projects
    - Continue implementing Tier I projects and Tier II projects
    - ***STWP, Ongoing: Pedestrian Bicycle Plan Implementation, page 300***
    - ***STWP, Action with Defined Dates: Suwanee Loop Project (2026-2030), page 296***
    - ***CIP, Transportation: Suwanee Loop Phase 1, page 280***
    - ***CIP, Transportation: Sidewalks - Pedestrian Bicycle Plan, page 279***
11. Maintain LAP certification (to be eligible for federal transportation funding).
12. Implement Roundabout Master Plan.
    - Rezone the 3 corners of the roundabout to the Roundabout Master Plan
    - Build regional detention to serve the development proposed in the plan
    - Extend sewer to the 3 corners of the roundabout
    - ***STWP, Action with Defined Dates: Roundabout Property, (2026-2028), page 292***
13. Actively promote public information about planned development and City projects.
    - Continue to keep project information updated on website.
    - ***STWP, Ongoing: City Project Information Distribution, page 298***
    - ***STWP, Policy Statement: City Services, page 304***
14. Coordinate with County Planning Activities.
    - Coordinate with Gwinnett County Schools as needed to update them on development and track capacity of schools serving Suwanee.
    - Coordinate with Gwinnett County Transportation on pedestrian and bicycle projects, transit plans, and vehicular transportation improvements.
    - ***STWP, Policy Statement: Transit, page 304***
15. Manage capital projects;
    - Pedestrian and Bicycle projects.
    - Main Street Park renovation
    - Design of Pedestrian Loop including bridge over PIB
    - Suwanee Creek Greenway realignment
    - New Police Headquarters
    - ***STWP, Action with Defined Dates: Suwanee Loop Project (2026-2030), page 292***
    - ***STWP, Ongoing: Pedestrian Bicycle Plan Implementation, page 300***
    - ***CIP, Transportation: Sidewalks - Pedestrian Bicycle Plan, page 279***
    - ***STWP, Action with Defined Dates: Suwanee Loop Project (2026-2030), page 292***
    - ***STWP, Action with Defined Dates: Suwanee Creek Greenway (2026-2027), page 292***
    - ***STWP, Action with Defined Dates: Police Headquarters (2026-2030), page 292***
    - ***CIP, Public Safety: Public Safety New Facility, page 278***
16. Assist with completions of Safe Streets 4 All Action Plan
    - ***STWP, Action with Defined Dates: Safe Streets 4 All (2026-2028), page 294***
    - ***CIP, Transportation: Safe Streets 4 All Action Plan, page 279***
17. Update regulations related to peddlers/food trucks in Suwanee and other regulations as needed.
18. Pursue any desired special topic planning efforts that come out of the Strategic Plan.
    - ***STWP, Action with Defined Dates: Strategic Plan, (2026-2027), page 294***



7400 PLANNING & ZONING

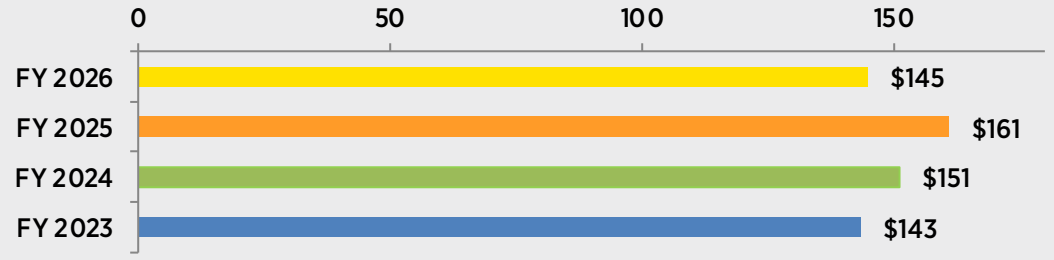
WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Zoning certification letters	20	12	15	15	21	15
Rezoning cases processed	10	2	3	6	2	6
Special Use permits processed	8	2	0	4	1	3
Variances processed	9	12	4	5	10	9
Text Amendments processed	6	1	0	1	1	3
Development permit application processed	13	15	8	10	20	15
Master Plans managed/created	2	2	1	0	0	1
Public Meetings attended by planning staff	50	55	70	50	55	65
Emails sent (Planning Director and Planning Division Director)	3,785	4,058	3,275	3,500	2,295	2,000*

**emails sent from one position due to staffing change*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 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%

PERFORMANCE MEASUREMENT DATA

City Development Expenditures for Planning, Permits, Inspections, and Zoning per Acre



COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2014**	**2017**	**2022**	**2025**	**NATIONAL RANK**
Availability of affordable quality housing	71%	63%	39%	38%	57th
Variety of housing options	83%	75%	69%	70%	7th
Own neighborhood as a place to live	92%	94%	93%	94%	33rd
Overall design or layout of residential and commercial areas	87%	80%	69%	79%	14th
Availability of affordable quality mental health care	64%	67%	60%	63%	25th
Availability of preventive health services	72%	75%	71%	73%	61st
Availability of affordable quality healthcare	69%	75%	71%	65%	61st
Availability of affordable quality food	79%	75%	78%	72%	38th
Availability of affordable quality childcare	83%	82%	77%	78%	1st
Land use, planning and zoning	73%	81%	47%	54%	77th

70% rated the variety of housing options as excellent or good

PLANNING: HOW WE GROW WHY THIS MATTERS FOR SUWANEE: BE PROACTIVE

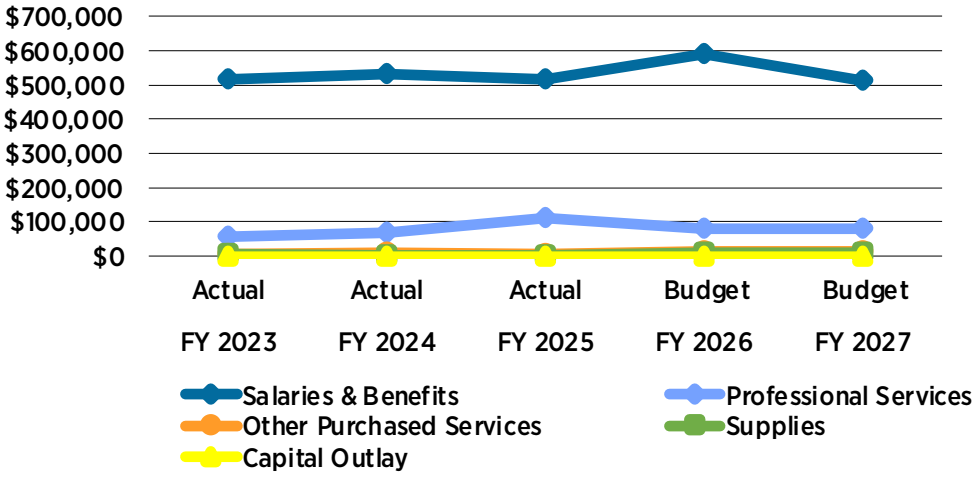
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Availability of affordable quality housing	2025	38%	57	346	83
	2022	39%	142	337	58
	2017	63%	35	280	88
	2014	71%	9	255	96
Variety of housing options	2025	70%	7	331	98
	2022	69%	33	312	89
	2017	73%	15	255	94
	2014	83%	6	229	97
Quality of new development in Suwanee	2025	64%	27	333	92
	2022	61%	81	330	75
	2017	82%	7	264	97
	2014	81%	7	242	97
Land use, planning and zoning	2025	54%	77	338	77
	2022	47%	144	326	56
	2017	81%	2	280	99
	2014	73%	3	250	99

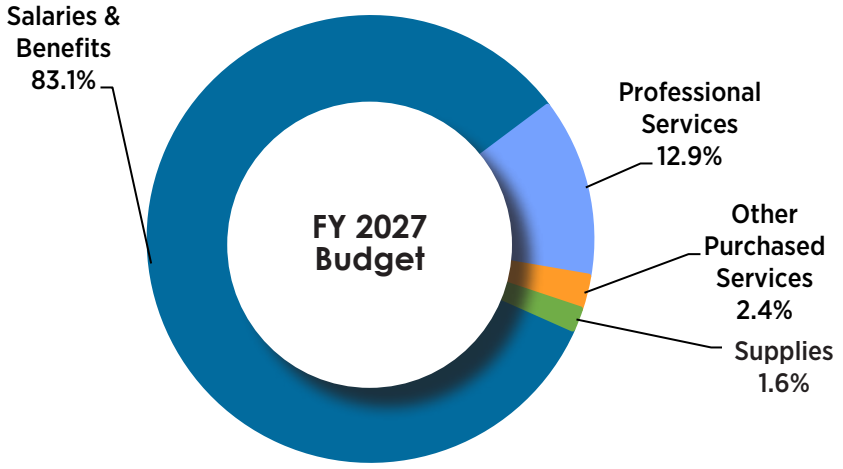
7400 PLANNING & ZONING

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Planning Director	119	1	1	1	1	1
Planning Division Director	115	1	1	1	1	1
Senior Planner[1]	112	1	1	1	1	0
Planner	110	1	1	1	1	1
Development Coordinator	107	1	1	1	1	1
Administrative Secretary	102	1	1	1	1	1
TOTAL		6	6	6	6	5

(1) In Fiscal year 2027 the Senior Planner position was eliminated.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 516,791	$ 533,218	$ 516,357	$ 590,400	$ 514,100
Other Purchased Services	5,611	8,533	7,434	15,050	15,050
Supplies	6,981	3,953	3,436	9,500	9,500
Professional Services	57,221	70,174	110,222	80,000	80,000
TOTAL	$ 586,604	$ 615,878	$ 637,449	$ 694,950	$ 618,650





Economic Indicators Annual report 2025

INSIDE THIS ISSUE:

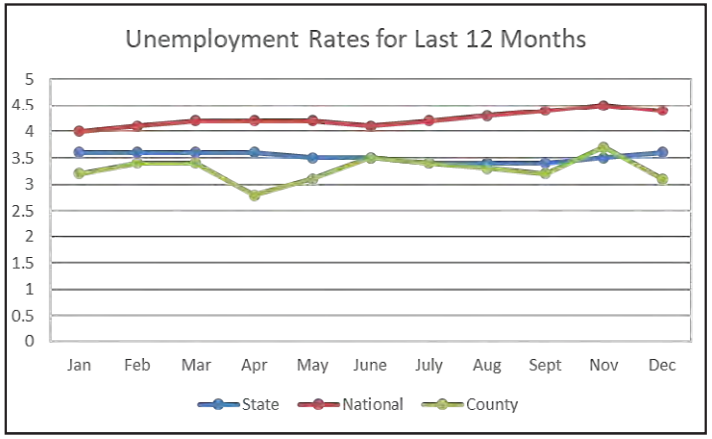
Unemployment	*1*
Residential Resales	*1*
New Home Starts	*2*
Commercial Development	*3*
Vacancy Rates	*3*

Highlights:

- County and State unemployment rates fluctuated throughout the year but only changed by 1% while the National rate increased by 3%.
- Vacancy rates increased for industrial, office, and stand alone commercial buildings.
- Vacancy in Town Center commercial suites increased in 2025 while the multi-tenant vacancy rate for the City only increased by 1.2%.
- Echo Park was the only active neighborhood under construction this year, which added 28 new housing units this year.
- 20 new single family detached homes were permitted on lots created through exemption plats in 2024 or other existing lots.
- Compared to a year ago, the average single family detached home resale price decreased by 18.6% and the average resale price for townhomes decreased by 16%.

Unemployment

The National unemployment rate increased by 3% from 4.1% at the end of 2024 to 4.4% at the end of 2025. The State rate held relatively steady but decreased from 3.7% at the end of 2024 to 3.6% by then end of the year. The County rate fluctuated throughout the year more than State and National rates and increased from 3.0% at the end of 2024 to 3.1% at the end of 2025.



Single Family Resales

243 single family homes (77 single family attached and 166 single family detached) were resold in 2025. This is similar to 2024, which had only 16 less resales, and nearly the same number of single family detached resales.

Resale prices for 2025 single family detached homes ranged from $210,000 to $1,450,000 for single family detached homes and $360,000 to $650,000 for single family attached homes. These ranges were similar to last year's ranges, but the average resale price for both single family detached homes and townhomes decreased by 18.6% and 16% respectively year over year.

The average townhome resale price dropped from $492,900 at the end of last year to $412,000 townhomes, and the average single family detached resale price dropped from $642,500 at the end of last year to $545,000.

New Home Starts

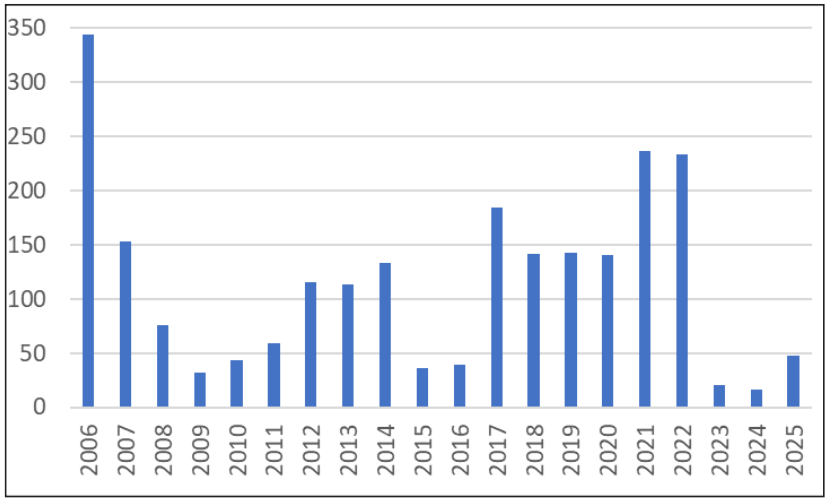
48 new home permits were issued in 2025, 20 single family detached infill homes, 6 townhomes, and 6 stacked condominiums. Echo Park was the only active new neighborhood in 2025, which accounted for 28 of the 48 permits.

In 2024, 5 exemption plats created a total of 16 new buildable single family detached lots throughout the City with 4 new lots in Old Town near Main Street, 4 new lots along Suwanee Avenue, 6 new lots along Smithtown Road, 1 new lot along Martin Farm Road, and 1 new lot along Moore Road. New single family detached homes were permitted for construction on these lots in 2025.

Active Neighborhood Summary Table

NEIGHBORHOOD	UNITS PERMITTED PER RE-	NUMBER OF UNITS PERMITED	REMAIN-ING LOTS	BUILDER	BUILT OUT	SOLD/UNDER CONTRACT
Echo Park	163	40	90	Union Main	26%	20 unit under contract

Single Family Attached and Detached Residential Unit Permits 2006-2025



- *No new neighborhoods were started in 2025.*
- *The Echo Park neighborhood was the only active new neighborhood in 2025.*
- *40% of the homes purchased in Echo park were purchased by investors that rent the units (13 of 20 sold units). The neighborhood has a 40% rental cap applied to number of units completed.*
- *48 residential units were permitted in 2025.*
- *28 of these were in the Echo Park neighborhood*
- *20 were new single family detached homes on lots outside of neighborhoods, most of which were created by exemption plats in 2024*

OTHER DEVELOPMENT & VACANCY RATES

COMMERCIAL

2 stand alone commercial buildings became vacant in 2025 bringing the total number to 8 vacant buildings in the City. One new stand alone commercial building (Whataburger) was built to replace a former building that was vacant on an outparcel along Lawrenceville-Suwanee Road. 3 of the vacant building sites are in the development review process for new buildings and businesses to replace the vacant buildings. (Chick-fil-A on the east side of I-85 will become a specialty food market; Sonic will become a drive-through coffee shop; and Wendy's on PIB will become a bank.)



The multi-tenant vacancy rate rose steadily from an all-time low of 3% at the end of 2024 to 4.2% at the end of 2025. Town Center has a higher vacancy rate than other shopping centers in the City with 12,521 square feet of vacant ground floor commercial space. The Mavan mixed-use development and Point Satellite shopping center also have high concentrations of vacant commercial space.

OFFICE

The office vacancy rate was in the 2-3% range most of the year, but rose to 7.3% in the 4th quarter. 66% of this vacancy is in the 5-story office building in the Gateway and 19% is in Town Center.

INDUSTRIAL

The industrial vacancy rate started low at 1.7% in the beginning of 2025 and steadily rose to the current rate of 4.3%. In 2025, new industrial development included a 17,847 square foot warehouse facility on Old Peachtree Road and an expansion of the QTS data center on Satellite Boulevard.

7450 CODE ENFORCEMENT

STATEMENT OF SERVICE

The Code Enforcement Unit of the Inspections Department is dedicated to enhancing the quality of life for the citizens of the City of Suwanee by providing effective public service in the enforcement of Building, Zoning, and Public Nuisance Ordinances. We are committed to working with both residences and businesses in a professional and effective manner.

GOALS

1. Enforcement of property maintenance, sign, zoning and environmental regulations.
   - ***STWP, Policy Statement: Code Enforcement, page 302***
2. Ongoing education of citizens and business owners about code enforcement regulations and issues.
   - ***STWP, Ongoing: Citizen Engagement, page 298***
   - ***STWP, Policy Statement: Code Enforcement, page 302***
3. Response to and resolve of citizen complaints and inquiries.
   - ***STWP, Policy Statement: City Services, page 304***
4. Improve maintenance of non-residential and multi-family development.
   - ***STWP, Policy Statement: Code Enforcement, page 302***
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
5. Proactive removal of illegal signs on City's right-of-way.
   - ***STWP, Policy Statement: Code Enforcement, page 302***
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
6. Review of sign permit applications to ensure compliance with applicable City regulations.
   - ***STWP, Policy Statement: City Services, page 304***
7. Identify properties with code violations that could be catalysts for change. Aggressively pursue code compliance, demolition, or abatement.
   - ***STWP, Policy Statement: Code Enforcement, page 302***
   - ***STWP, Policy Statement: Community Aesthetics, page 302***
8. Administer utility permitting process.
9. Be on the lookout for potential infrastructure issues.

OBJECTIVES FOR FISCAL YEAR 2027

- 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of property maintenance complaints	212	301	278	330	137	200

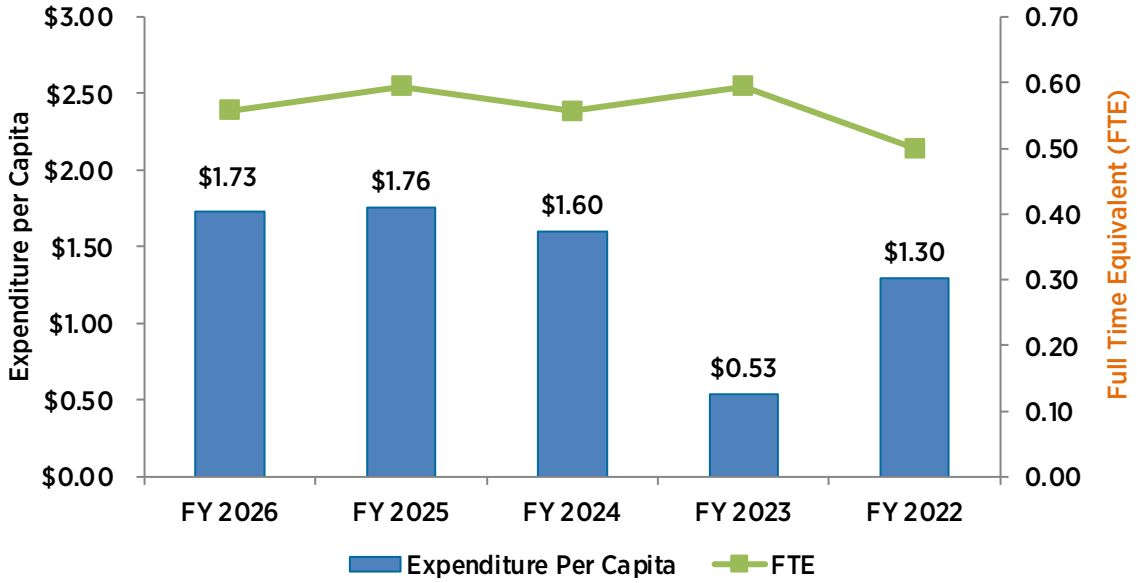
7450 CODE ENFORCEMENT

COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	**2014**	**2017**	**2022**	**2025**	**NATIONAL RANK**
Code enforcement	74%	76%	66%	68%	6th

PERFORMANCE MEASUREMENT DATA

CODE ENFORCEMENT EXPENDITURE PER CAPITA

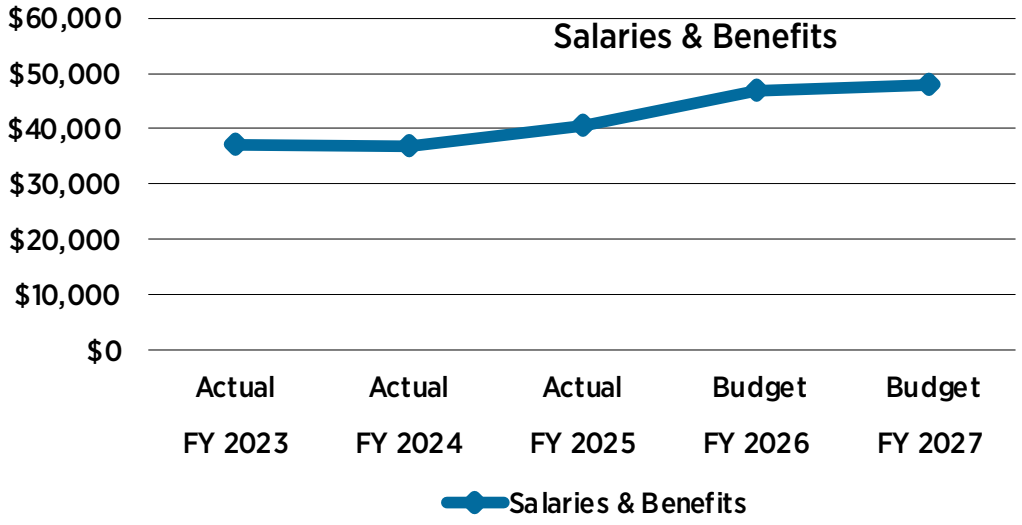


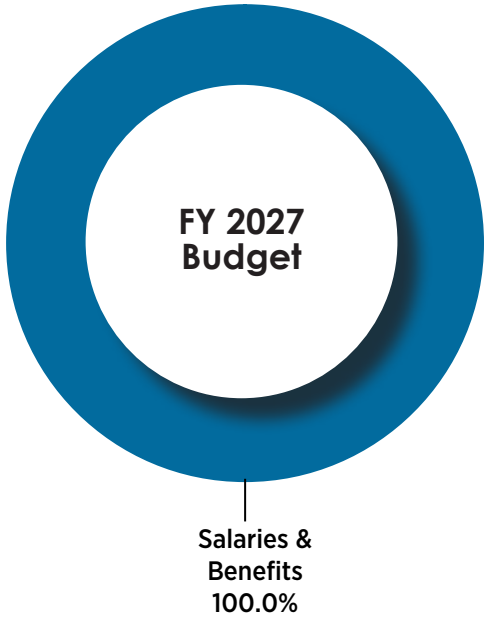
68% of residents rated code enforcement as excellent or good

7450 CODE ENFORCEMENT

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Code Enforcement Officer	PT-110	1	1	1	1	1
TOTAL		1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 37.096	$ 36,826	$ 40,526	$ 46,850	$ 48,000

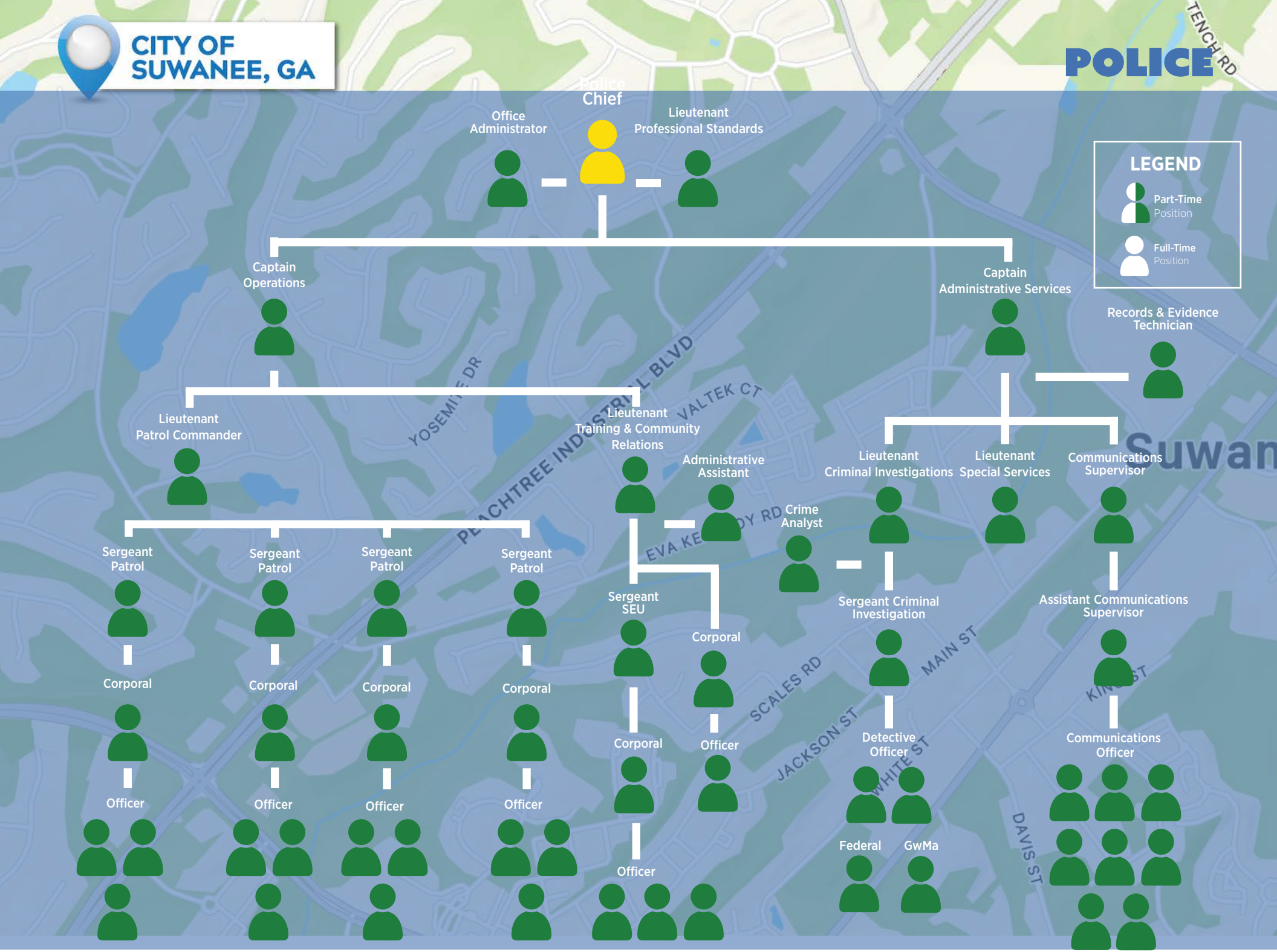




POLICE



Functions	Includes the operations of Police Administration, Criminal Investigation, Patrol, Records & Identification, Police Training, Special Detail Services, Police Station, Police Sub-Station, Dispatch, and Public Relations.
Positions	40 sworn officers and 14 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 2027 Budget Items	Axon Fleet and Officer Safety video system $213,000. Funding for the FLOCK camera program $45,000. 3 fleet vehicle replacements $210,000. Police, records, and computer aided dispatch software $269,000, fleet repairs $70,000, police training $515,000, and funding for the Co-Responder program $90,000.
Final FY 2026 Budget	$7,269,350
Adopted FY 2027 Budget	$7,820,860
Change from PY Budget	$551,510 (8%)
Reason for Change	Funding for annual performance raises (up to 4%) $181,800 and projected 11.4% health insurance renewal $111,000. Funding for 3 replacement vehicles $210,000.


Police Chief
Office Administrator
Lieutenant Professional Standards
Captain Operations
Captain Administrative Services
Records & Evidence Technician
Lieutenant Patrol Commander
Lieutenant Training & Community Relations
Administrative Assistant
Lieutenant Criminal Investigations
Lieutenant Special Services
Communications Supervisor
Crime Analyst
Sergeant Patrol
Sergeant Patrol
Sergeant Patrol
Sergeant Patrol
Sergeant SEU
Corporal
Sergeant Criminal Investigation
Assistant Communications Supervisor
Corporal
Corporal
Corporal
Corporal
Corporal
Officer
Detective Officer
Communications Officer
Officer
Officer
Officer
Officer
Officer
Federal
GwMa
LEGEND
Part-Time Position
Full-Time Position
PEACHTREE INDUSTRIAL BLVD
VALTEK CT
SCALES RD
MAIN ST
JACKSON ST
WHITE ST
DAVIS ST

BUDGET OVERVIEW

POLICE ADMINISTRATION

1. **Salaries & Overtime** – increased by **$22,000** (4%) based on projected 4% salary increase.
2. **Group Health** – increased by **$13,000** (10%). This is a combination of projected 11.4% Health and 10% dental renewals.
3. **Social Security** – increased by **$1,500** (4%) based on projected salary increases.
4. **Medicare** – increased by **$500** (6%) based on projected salary increases.
5. **Retirement** – increased by **$2,000** (4%) based on projected salary increases.
6. **Workers Compensation** – decreased by **($1,700)** (-13%) based on policy renewal projection along with FY 2027 projected salaries.
7. **Other Benefits** – increased by **$650** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – increased by **$1,500** (8%) from FY 2026 adopted budget. This is related to travel for state and national conferences along with travel for departmental retreat.
9. **Supplies** – no proposed increase in budget, **$18,550**. This section includes:
    a. **Gasoline $10,500**
    b. **Food $3,700**
    c. **Books & Periodicals $1,850**
    d. **Small Equipment $1,500**
    e. **Other Supplies $1,000**
10. **Capital outlay** decreased by **($11,000)**. Prior year included the cost for a copier.
11. **Professional services** maintained the FY 2026 funding level, **$90,000** for the co-responder program.



CRIMINAL INVESTIGATION

1. **Salaries & Overtime** – increased by **$25,000**, (5%). This increase is based on the projected 4% performance raises along with change of staffing in this function.
2. **Group Health insurance** – increased by **$23,000** (15%). This increase is due to the projected 11.4% group health, and 10% dental annual renewal increase along with the change in staffing enrollment.
3. **Social Security** – increased by **$1,500** (4%) due to the projected performance raises.
4. **Medicare** – increased by **$500** (6%) due to the projected performance raises.
5. **Retirement** – increased by **$2,000** (5%) due to the projected performance raises.
6. **Workers Compensation** – decreased by **($1,100)**, (-9%). This is due to the projected renewal premiums.

*chart spans three pages

BUDGET OVERVIEW (continued)

CRIMINAL INVESTIGATION (CONTINUED)

7. **Other Benefits** – increased by **$600** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Travel** – increased by **$3,400** for travel for the Detectives for conferences and training. It also includes travel related to investigations.
9. **Other Purchased Services** – increased by **$5,000** for a total of $32,000. This line item includes the funding for electronic warrants, subpoenas for phone and internet, and investigated software (clear & leadsonline).

PATROL

1. **Salaries & Overtime** – increased by **$88,500** (4%). This increase is based on the projected 4% performance raises along with change of staffing in this function.
2. **Group Health insurance** – increased by **$43,000** (10%). This increase is due to the projected 11.4% group health, and 10% dental annual renewal increase along with the change in staffing enrollment.
3. **Social Security** – increased by **$9,000** (7%) due to the projected performance raises.
4. **Medicare** – increased by **$2,000** (6%) due to the projected performance raises.
5. **Retirement** – increased by **$11,000** (7%) due to the projected performance raises.
6. **Workers Compensation** – decreased by **($14,000)**, (-23%). This is due to the projected renewal premiums.
7. **Other Benefits** – increased by **$2,300** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – no proposed increase, total budget **$24,500** which includes communications and travel.
9. **Supplies** – proposes a minor increase of **$3,450** (2%) for a total budget of $207,500. The larger items in this section are gasoline ($115,000) and other supplies ($73,500). Other supplies include uniforms, specialized equipment, and body armor.
10. **Capital Outlay** – increased by **$187,000** for a total budget of $259,000. Included in this request are 3 vehicles. Two gas and one electric for a budget of $210,000 (prior period did not include vehicles). Police software $20,000 which includes PowerDMS, guardian tracking, VMWare, access key cards, and rapid id.
11. **Property Services** – no proposed increase, **$74,000**. The majority of this expense is for vehicle repairs, $70,000.

RECORDS

1. **Salaries & Overtime** – increased by **$2,800**, (6%). This increase is based on the projected 4% performance raises along with a minor increase in overtime.
2. **Group Health insurance** – increased by **$1,000** (5%). This increase is due to the projected 11.4% group health and 10% dental annual renewal increase.
3. **Other Benefits** – increased by **$60** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
4. **Capital Outlay** – no proposed increase from FY 2026 amended budget. Total request is **$20,600**, which includes a portion of the Central Square software agreement. A portion of this line item is reclassed to SBITA principal and interest.

BUDGET OVERVIEW (continued)

POLICE TRAINING

1. **Salaries & Overtime** – increased by **$10,000**, (4%). This increase is based on the projected 4% performance raises along with a small increase in overtime.
2. **Group Health insurance** – increased by **$7,000** (10%). This increase is due to the projected 11.4% group health and 10% dental annual renewal increase.
3. **Social Security** – increased by due to the projected performance raises.
4. **Medicare** – increased by **$500** due to the projected performance raises.
5. **Retirement** – increased by **$500** due to the projected performance raises.
6. **Workers Compensation** – decreased by **($500)**, (-10%). This is due to the projected renewal premiums.
7. **Other Benefits** – increased by **$400**. This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – no proposed increase requested, total budget **$27,500**. This includes $6,500 in travel and $21,000 in education and training.
9. **Supplies** – increased by **$1,000** for a total request of $33,500. Supplies included in this request: ammo, targets, armor, range, and gun supplies.

SPECIAL DETAIL SERVICES

Note: Total budget of **$108,000** for events and private services. This function is tied to an event billing revenue.

POLICE STATION

1. **Insurance** – increased by **$31,000** (16%) for a total budget of $220,000. This increase is based on a 10% projected renewal increase over two years along with estimated deductibles.
2. **Communication** – increased by **$11,000** for a total budget of $30,000. This is based on current charges projected out for 12 months.
3. **Supplies** – proposed increase of **$4,100** (8%) for a total budget of $52,500. The majority of this increase is based on current monthly charges for utilities.
4. **Property Servies** – no proposed increase for property repairs, total budget **$5,000**.

POLICE TRAINING CENTER

1. **Insurance** – increased by **$1,000** (25%) for a total budget of $5,000. This increase is based on a 10% projected renewal increase for 2 years.
2. **Supplies** – no proposed increase, total budget of **$25,600**. The majority of this section is monthly charges for utilities.
3. **Equipment** – no proposed increase in equipment, total budget **$1,000**.
4. **Property Servies** – no proposed increase for property repairs, total budget **$10,000**.

BUDGET OVERVIEW (continued)

DISPATCH

1. **Salaries & Overtime** – increased by **$26,500** (4%). This increase is based on the projected 4% performance raises along with change of staffing in this function.
2. **Group Health insurance** – increased by **$5,000** (3%). This increase is due to the projected 11.4% group health, and 10% dental annual renewal increase along with the change in staffing enrollment.
3. **Social Security** – increased by $1,500 (4%) due to the projected performance raises.
4. **Medicare** – increased by **$500** (6%) due to the projected performance raises.
5. **Retirement** – increased by **$2,000** (4%) due to the projected performance raises.
6. **Workers Compensation** – decreased by **($350)**. This is due to the projected renewal premiums.
7. **Other Benefits** – increased by **$600** (10%). This increase is related to the projected increase in salaries. (short term, long term, and life insurance)
8. **Other Purchased Services** – proposes a minor increase of **$1,700** for education and training. Total budget $111,400 which includes the Motorola contract.
9. **Supplies** – no proposed changes to supplies, total budget **$9,800**. The majority of the expenses are for utilities.
10. **Capital Outlay** – includes equipment and the dispatch management fees for Central Square. Total budget **$22,500**. The software subscription fee is included in the SBITA debt service section.

PUBLIC RELATIONS

1. **Salaries & Overtime** – increased by **$30,000** (70%). This increase is based on the projected 4% performance raises along with change of staffing in this function. Prior period had a reduced budget due to staffing vacancies.
2. **Employee Benefits** – increased by **$22,500** (96%). This increase is based on a projected 11.4% increase for group health and 10% for dental annual renewals. Prior period had a reduced budget due to staffing vacancies.
3. **Supplies** – a minor increase of **$500** (8%) for a total budget of $20,000. This section includes the Police Academy $3,500, community relations $9,500, and the explore program $7,500.

ACCOMPLISHMENTS

- The Behavioral Health Unit's clinicians provided assistance to 261 individuals
- Hosted 32 Community Outreach events
- All Axon body cameras were upgraded to Axon 4, providing better officer safety features
- Conducted two child safety seat events
- Participated in multi-agency Specialized Response Team (SRT) operations without incident
- Completed one alcohol sting and one tobacco sting at businesses within the City
- Participated in the Governor's Office of Highway Safety (GOHS) initiative focusing on seatbelt compliance and Hands Free driving violations.
- Partnered with nearby agencies and the Gwinnett Metro Task Force in a crime suppression detail in the Gateway area.
- Taught two classes on scams targeting senior citizens at a local retirement community
- Maintained good working relationships with the schools and participated in several lock down drills

- Held numerous community meetings through the PACT Program
- Police Explorers participated in several competitions, winning multiple awards

- Expanded our EV fleet to include 4 EV SUVs and 2 EV trucks
- Purchased two Trikke's, 3 wheeled electric vehicles, for patrolling the parks and Greenway.
- Held multiple food drives and a toy drive to support North Gwinnett Co-op to assist families in need
- Continued Cyber Security Program for all employees, including in-house employee phish testing with alert button reporting



3210 POLICE ADMINISTRATION

STATEMENT OF SERVICE

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

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

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

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

GOALS

1. Maintain requirements for CALEA Accreditation and State Certification.
   - Complete all time sensitive activities.
   - Continue to educate officers on benefits of both programs.
   - Maintain 2025 files for State Certification and CALEA Accreditation.
     - ***STWP, Ongoing: Police CALEA, page 298***
     - ***STWP, Ongoing: Police State Certification, page 298***
2. Send at least two employees to Women in Public Safety training.
   - ***STWP, Policy Statement: Learning Opportunities, page 304***

OBJECTIVES FOR FISCAL YEAR 2027

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

3210 POLICE ADMINISTRATION

	MISSION:	**Conduct Community Relation Activity Contacts**	
	INPUTS	• Training in agency standards, programs, and Citywide policies • List of community businesses, organizations, schools, neighborhoods	• Police Department personnel
	ACTIVITIES	• Department meetings • Host community events such as Pizza with Police, Pops with Cops, Coffee with a Cop	• 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Council Meetings	12	12	12	12	12	12
Council Workshops	8	8	8	8	8	8
Police Supervisor Meetings	11	12	10	11	12	11
Semi-Annual Evidence Audit	2	2	2	2	2	2
Annual Evidence Audit	1	1	1	1	2	1
Annual Internal Affairs Report	1	1	1	1	1	1
Background Investigations	10	15	23	10	13	10

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 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 - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOME- Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Police services	86%	90%	90%	89%	15th
Crime prevention	84%	85%	89%	94%	4th

3210 POLICE ADMINISTRATION

PUBLIC SAFETY: WHAT PROVIDES US COMFORT

WHY THIS MATTERS FOR SUWANEE: BE SAFE

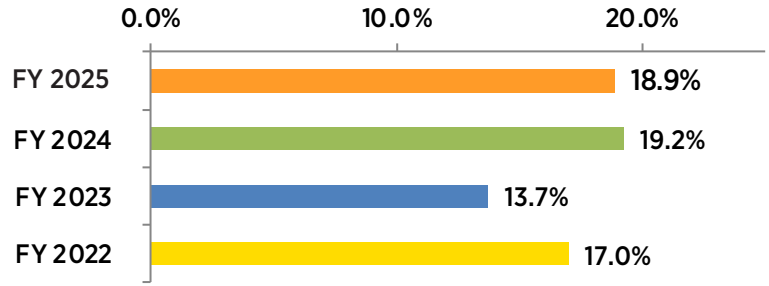
	Year	% of Responses Excellent or Good	Rank	# of Jurisdictions	Percentile
Police services	2025	89%	15	377	96
	2022	90%	49	433	89
	2017	90%	42	426	90
	2014	86%	80	372	78
Crime prevention	2025	94%	4	355	99
	2022	90%	19	381	95
	2017	85%	24	330	93
	2014	85%	27	301	91
Traffic enforcement	2025	70%	32	356	91
	2022	71%	114	382	70
	2017	75%	39	247	89
	2014	74%	48	326	85
Feeling of safety in your neighborhood during the day	2025	100%	8	338	97
	2022	98%	58	367	84
	2017	98%	89	331	73
	2014	97%	91	302	70
Feeling of safety in Suwanee's downtown during the day	2025	99%	4	325	99
	2022	97%	43	341	87
	2017	97%	57	287	80
	2014	96%	40	256	84

Almost all residents rated the overall feeling of safety in Suwanee positively, **95%** as excellent or good. Similarly, almost all residents rated their feeling of safety in their neighborhood and Suwanee's downtown as positive. At least **9 in 10** residents gave positive ratings to all aspects of safety in Suwanee.

99% rated feeling safe in Suwanee's Downtown during the day as excellent or good

PERFORMANCE MEASUREMENT DATA

Average Employee Turnover Rate, Public Safety

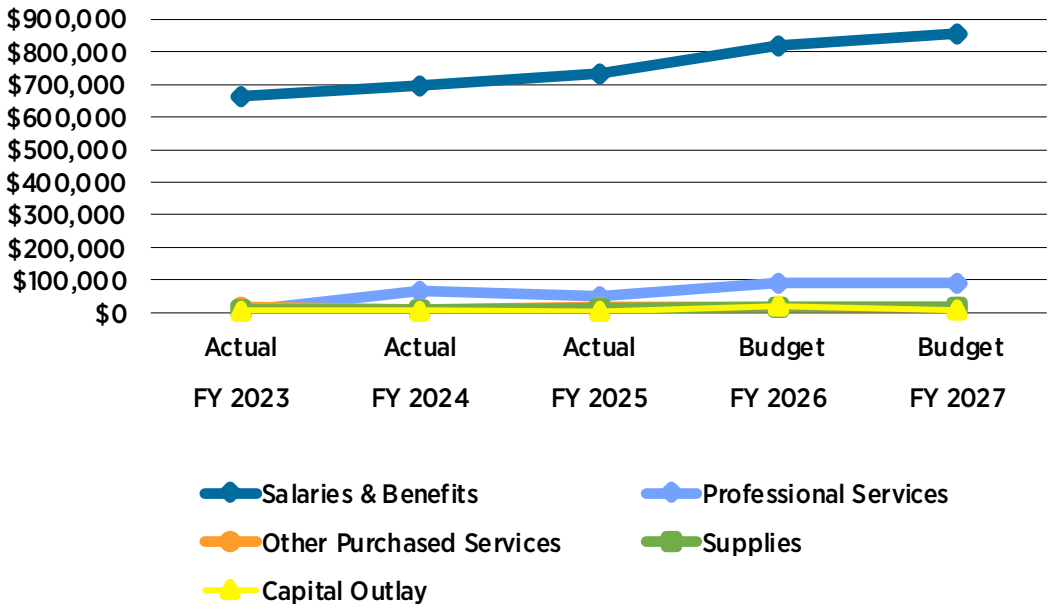


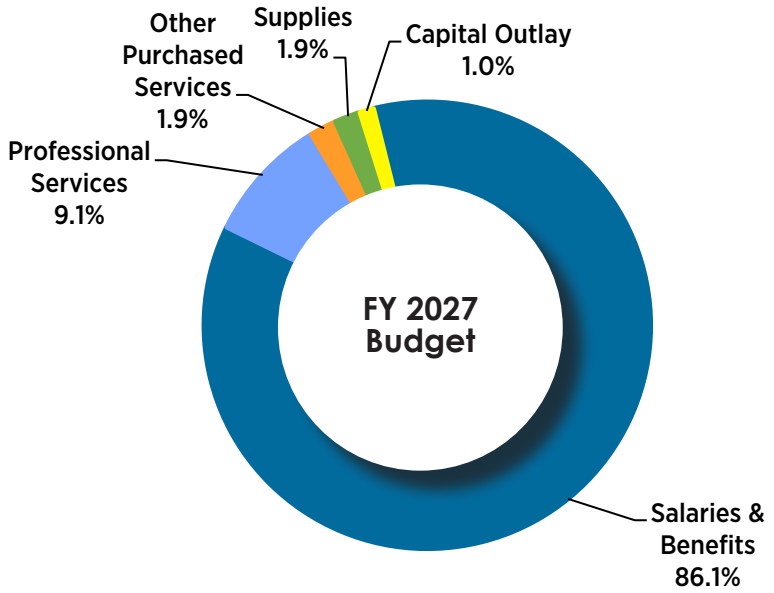


3210 POLICE ADMINISTRATION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Police Chief	120	1	1	1	1	1
Police Captain	117	1	1	1	1	1
Police Lieutenant	115	2	2	2	2	2
Office Administrator	108	1	1	1	1	1
TOTAL		5	5	5	5	5

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 664,538	$ 697,171	$ 732,928	$ 817,080	$ 855,030
Other Purchased Services	18,669	8,723	16,706	17,800	19,300
Supplies	9,684	9,250	15,563	18,550	18,550
Capital Outlay	6,484	6,284	3,959	20,600	9,600
Professional Services	4,532	67,686	49,995	90,000	90,000
TOTAL	$ 703,907	$ 789,384	$ 819,151	$ 964,030	$ 992,480





CITY OF SUWANEE, GA

3221 CRIMINAL INVESTIGATION DIVISION

STATEMENT OF SERVICE

The mission of the Criminal Investigation Division is the protection of persons, the apprehension of criminals, the recovery of property, and the prevention of crime. The mission is accomplished by the following objectives:

- Maximize the use of all available resources to solve crimes, apprehend suspects, as well as locate missing persons, and recover stolen property.
- Process crime scenes and collect and preserve evidence.

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 tobacco compliance check at retail locations
   - Conduct at least one Kratom & Hemp beverage compliance checks at retail locations.
     - ***STWP, Ongoing: Police Communications, page 298***
     - ***STWP, Policy Statement: Community Policing, page 302***
2. Continue to work with local colleges to maintain an internship program designed as a recruitment tool.
   - ***STWP, Ongoing: Police Communications, page 298***
   - ***STWP, Policy Statement: Community Policing, page 302***
   - ***STWP, Policy Statement: Learning Opportunities, page 304***

OBJECTIVES FOR FISCAL YEAR 2027

- Ensure that referred cases are followed up in a timely manner and the victim notified of the case status.
  - ***STWP, Policy Statement: City Services, page 304***
- 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.

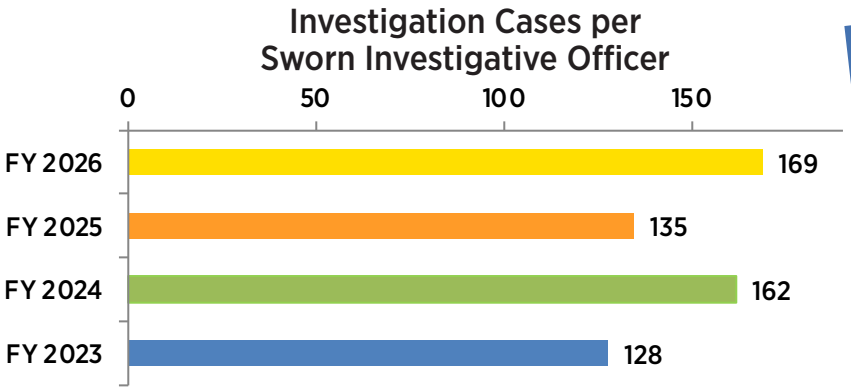
WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12
Training hours	635	874*	465	500	769	700
Cases assigned	511	647	673	675	520	575
Number of Intelligence reports prepared, analyzed, and investigated	75	98	132	150	157	160
Annual DFCS reports received, analyzed, or investigated	7,876	8,798	8,681	8,800	9,681	9,800
Hotel Ordinance Compliance Inspection	48	48	48	24	24	24
ICAC Cases and Referrals, Special Victims, and Child Fatality task force review hours	280	323	250	300	200	300

**increase in training hours as new detective received required training*

3221 CRIMINAL INVESTIGATION DIVISION

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Total clearance all cases	50%	50%	50%	50%	51%	50%
Percent of referred cases that were assigned to an investigator	77%	79%	84%	75%	86%	80%
Total clearance of assigned cases	65%	63%	60%	65%	59%	55%
Percent of cases cleared by arrest	23%	32%	28%	25%	28%	25%
Percent of cases exceptionally cleared	38%	27%	29%	30%	29%	28%
Percent of cases unfounded	4%	4%	3%	4%	2%	4%

PERFORMANCE MEASUREMENT DATA

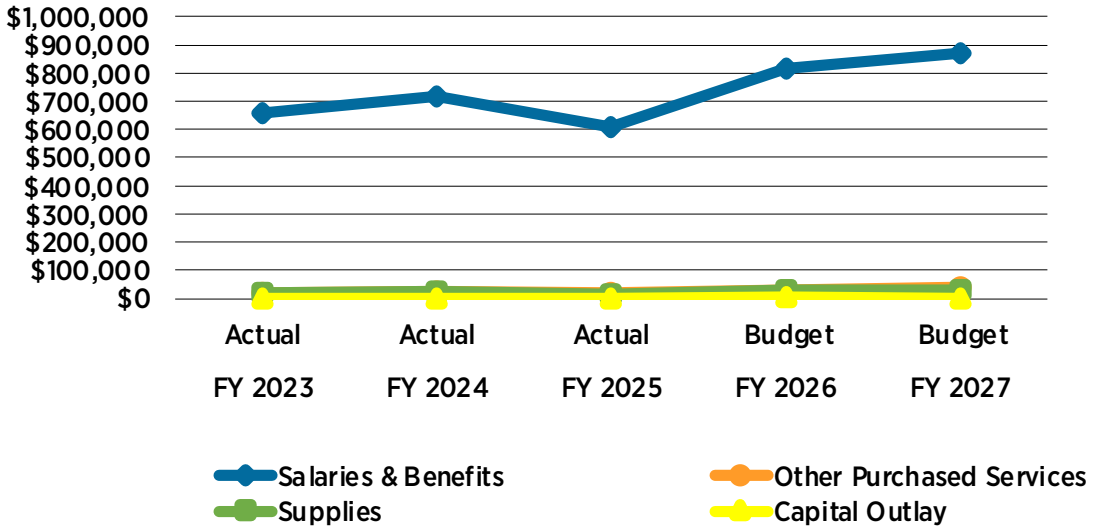


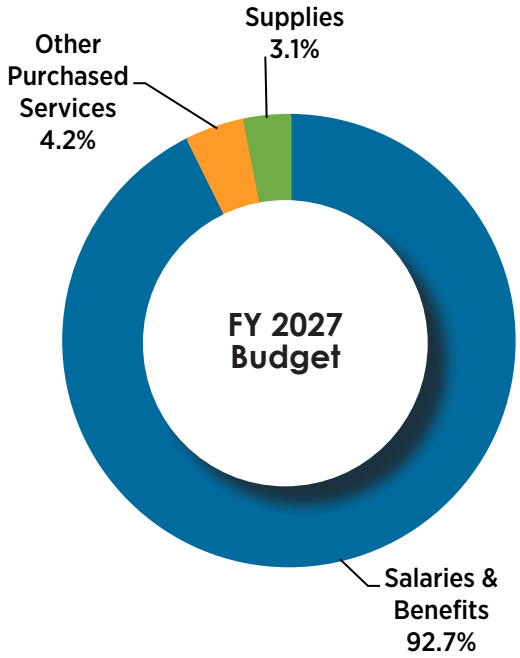


3221 CRIMINAL INVESTIGATION DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Police Lieutenant	115	1	1	1	1	1
Police Sergeant	114	1	1	1	1	1
Police Detective	110	4	4	4	4	4
Crime Analyst	109	1	1	1	1	1
TOTAL		7	7	7	7	7

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 655,545	$ 715,206	$ 608,010	$ 817,320	$ 868,820
Other Purchased Services	18,982	23,389	22,623	31,300	39,700
Supplies	19,587	23,961	16,967	28,800	28,800
Capital Outlay	177	-	882	6,500	-
TOTAL	$ 694,291	$ 762,556	$ 648,482	$ 883,920	$ 937,320





3223 PATROL DIVISION

STATEMENT OF SERVICE

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

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

GOALS

1. Maintain a safe environment for our citizens to travel upon the roadways.
   - Conduct specialized traffic enforcement details determined by monthly traffic analysis.
   - Educate the public by utilizing social media outlets and PACT community distribution channels.
   - Implement First Responder Drone Program.
     - ***STWP, Ongoing: Citizen Engagement, page 298***
     - ***STWP, Ongoing: Citizens Police Academy, page 298***
     - ***STWP, Ongoing: PACT Program, page 298***
     - ***STWP, Ongoing: Police Communications, page 298***
     - ***STWP, Policy Statement: Traffic Enforcement, Community Policing, page 302***
     - ***STWP, Policy Statement: City Services, page 304***

2 Reduce crime utilizing specialized enforcement strategies.
   - Participate with GBI Child Exploitation and Computer Crimes Unit. .
   - Perform at least one crime suppression operation in the Gateway area.
     - ***STWP, Ongoing: Citizen Engagement, page 298***
     - ***STWP, Ongoing: Police Communications, page 298***
     - ***STWP, Policy Statement: Traffic Enforcement, Community Policing, page 302***
     - ***STWP, Policy Statement: City Services, page 304***

OBJECTIVES FOR FISCAL YEAR 2027

- 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.

3223 PATROL DIVISION

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	73,818	48,754*	50,655*	55,000*	60,822	57,000
Traffic accidents	1,569	1,522	1,669	1,500	1,368	1,400
Traffic related injuries	329	338	332	340	269	300
Traffic citations	7,078**	8,262	10,383	9,500	12,734	11,000
Citizen complaints against officers	7	8	10	15	19	15

**Officers now enter their own Area Checks, creating a reduction in calls for service entered by dispatchers*

***decline due to impact of COVID 19*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Average response time (emergency)	4:53	3:56	3:51	3:55	3:03	3:15
Average response time (non-emergency)	5:29	4:19	4:25	4:20	3:49	4:00

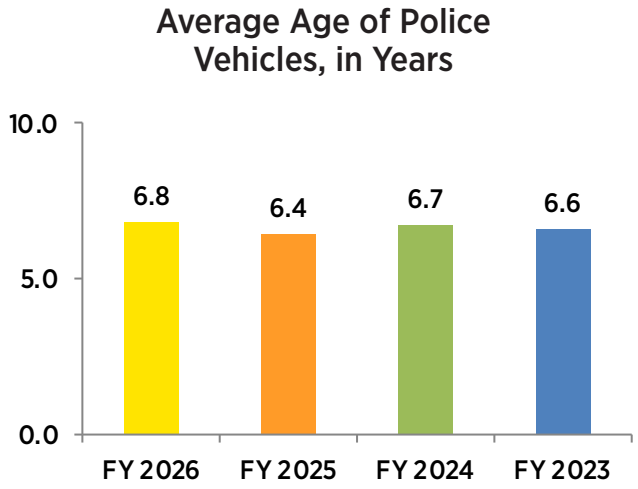
MISSION:	**Reduce traffic accidents through the Special Operations Unit and Governor's Office of Highway Safety (GOHS) iniatives**			
INPUTS	• Staff • Facilities • Citizens	• Police vehicles • Accident data	• Electronic equipment (radios, laptops, etc.) • Safety equipment (Body cameras, vest, guns, uniforms, etc.)	
ACTIVITIES	• Patrol by police vehicle • Respond to calls for service • Setup observation area • Directed patrols		• Attend meetings • Attend training sessions • 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			

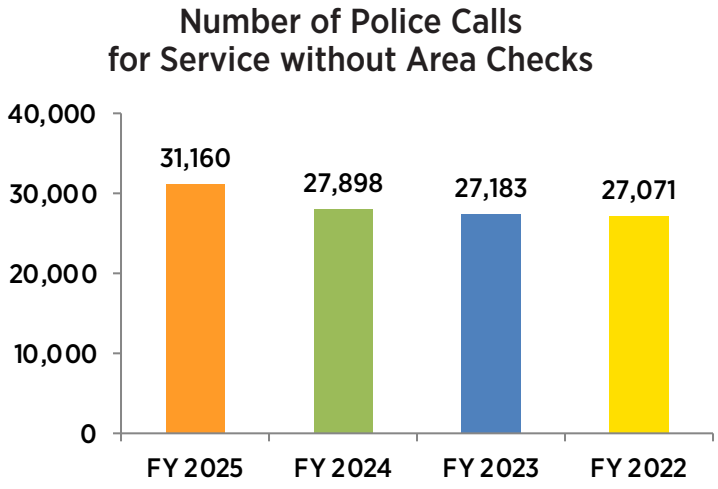
COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOMES - Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Traffic enforcement	74%	75%	71%	70%	32nd
Safety in Suwanee's downtown area during the day	96%	97%	97%	99%	4th
Safety in own neighborhood during the day	97%	98%	98%	100%	8th

3223 PATROL DIVISION

PERFORMANCE MEASUREMENT DATA





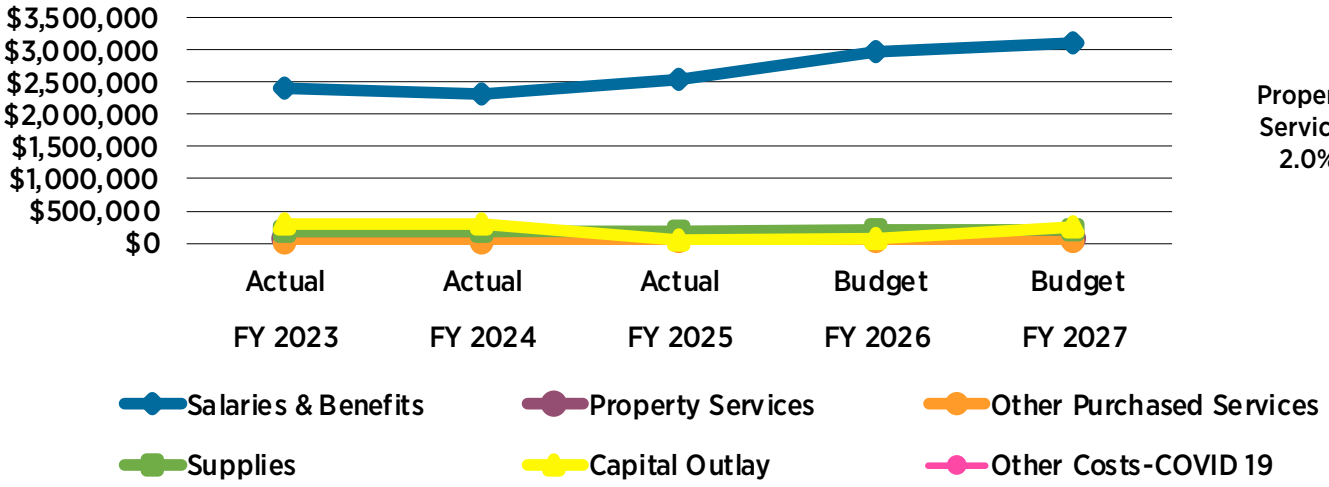
9 in 10 rated police services as excellent or good

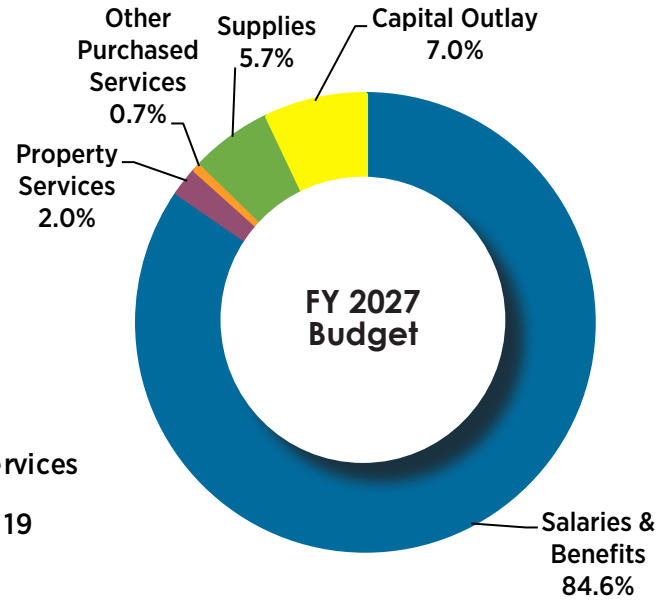


3223 PATROL DIVISION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Police Captain	117	1	1	1	1	1
Police Lieutenant	115	1	1	1	1	1
Police Sergeant	114	5	5	5	5	5
Police Corporal	112	5	5	5	5	5
Police Officer	110	15	15	15	15	15
TOTAL		27	27	27	27	27

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 2,392,024	$ 2,312,118	$ 2,538,515	$ 2,968,340	$ 3,110,140
Other Purchased Services	11,537	13,519	19,110	24,500	24,500
Supplies	190,465	188,624	179,920	204,050	207,500
Capital Outlay	299,847	288,482	48,752	72,000	259,000
Property Services	77,774	59,998	70,705	74,000	74,000
TOTAL	$ 2,971,647	$ 2,862,741	$ 2,857,002	$ 3,342,890	$ 3,675,140





3224 RECORDS & IDENTIFICATION

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2027

- 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, Policy Statement, City Services, page 304***
- Ensure that all open records 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: Policy Statement, City Services, Staffing, page 304***

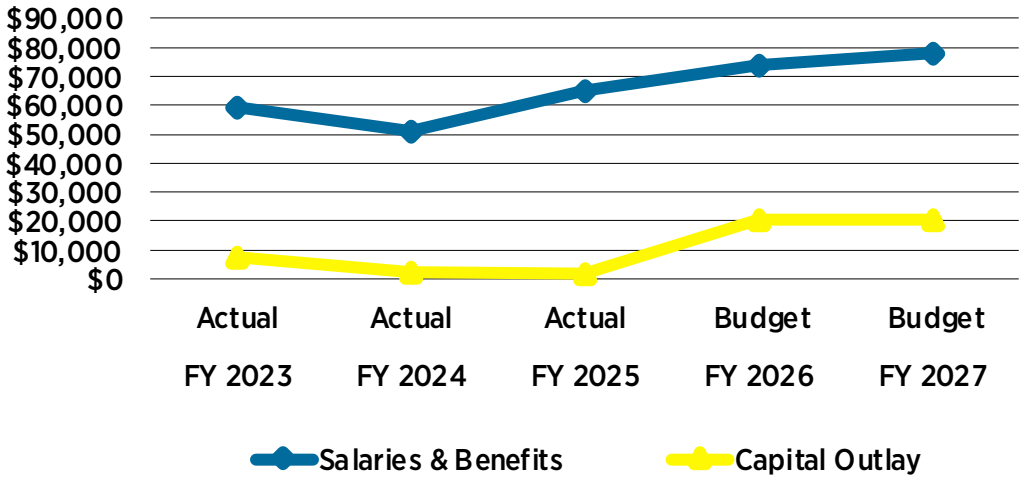
WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Open records requests completed (includes accident reports)	1,104	1,582	1,698	1,700	2,085	2,220
GCIC Criminal Histories run	680	629	555	650	595	650
Evidence.com uploads (DA, Prosecutor)	318	631	527	600	589	600
Expungements processed	1	1	4	2	1	2
Subpoenas entered	627	729	601	630	712	730
Record restrictions processed	271	476	373	400	628	650

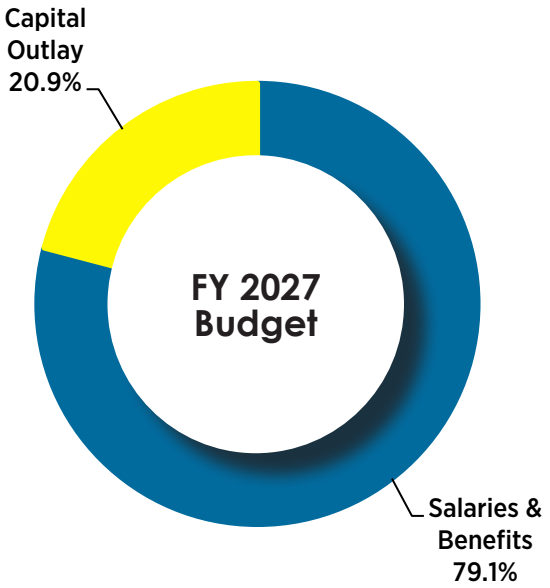
PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%

3224 RECORDS & IDENTIFICATION

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Records & Evidence Technician	104	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 59,304	$ 51,207	$ 64,843	$ 74,050	$ 77,910
Capital Outlay	7,731	2,340	1,762	20,600	20,600
TOTAL	$ 67,035	$ 53,547	$ 66,605	$ 94,650	$ 98,510





3240 POLICE TRAINING

STATEMENT OF SERVICE

The mission of Police Training is to protect the lives, rights, property, and dignity of all citizens and visitors of our City by providing all members of the Police Department with the best training possible. This mission is accomplished by ensuring that all members of the department receive the maximum benefit from training, providing them with the professional and personal development that will enhance their well-being, which in turn allows them to excel in their ability to serve the public. The goal of Police Training is to instill and foster a higher level of knowledge and confidence that will allow department members to meet the daily challenges associated with an ever changing and complex environment.

GOALS

1. Utilize the Training Center to provide advanced police and community related training.
   - Conduct Advanced Law Enforcement Active Shooter Training.
   - Host one CIT training course and at least one other Mental Health course for patrol officers.
   - Provide emergency vehicle operations training.
   - Host Community Outreach classes.
     a. Elder Abuse and Fraud Targeting Seniors

- ***STWP, Ongoing: Police Communications, page 298***
- ***STWP, Policy Statement: Police Substation & Training Facility, page 302***
- ***STWP, Policy Statement: City Services, Learning Opportunities, page 304***

OBJECTIVES FOR FISCAL YEAR 2027

- 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 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	100	171	85**	100**	100	120
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	2	0*	1*	3	3	4
Annual training hours	7,523	7,231	7,621	7,000***	4,521	6,000

**no firearms training available due to the range being inoperable*
***reduction in training hours due to several open positions*
****reduction due to open positions and no Police Academy graduates*

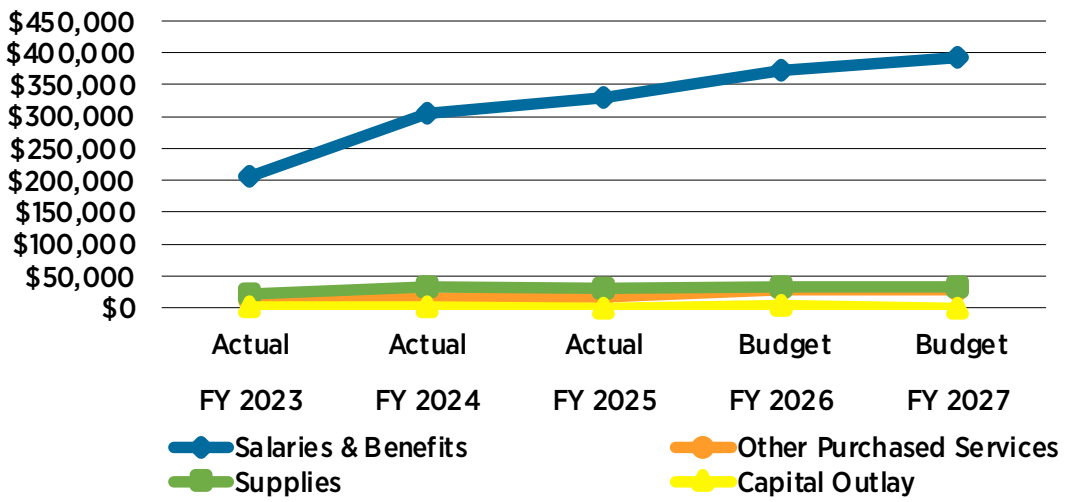
3240 POLICE TRAINING

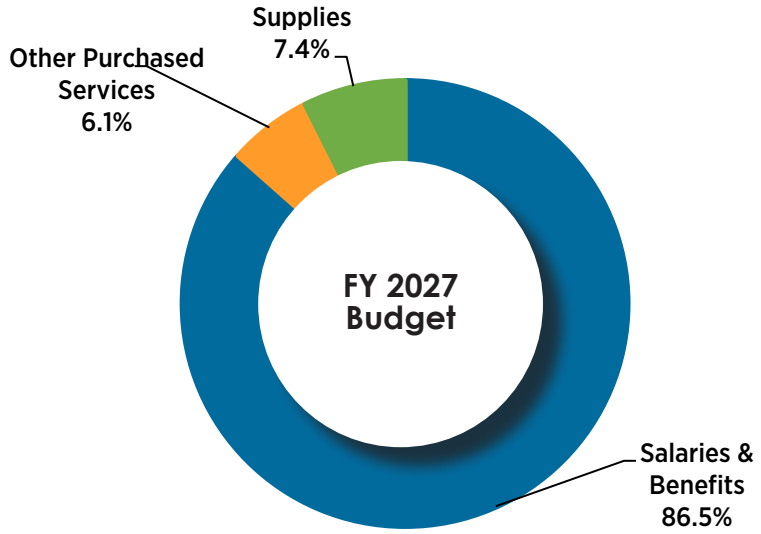
PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of officers with Associates Degree or higher	51%	48%	48%	48%	53%	53%
Percent of officers with Bachelor's Degree or higher	38%	38%	38%	38%	38%	38%
Percent of officers with Master's Degree or higher	6%	8%	8%	8%	13%	13%
Percent of officers with intermediate certification or higher	11%	13%	15%	20%	70%	80%
Percent of officers with advanced certification or higher	6%	8%	10%	15%	53%	60%
Percent of officers with supervisory certification or higher	23%	60%	65%	70%	95%	95%
Percent of officers with management certification or higher	15%	43%	50%	79%	71%	79%

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Police Lieutenant	115	1	1	1	1	1
Police Corporal[1]	112	0	1	1	1	1
Administrative Assistant	104	1	1	1	1	1
TOTAL		2	3	3	3	3

(1) In fiscal year 2024 a Police Corporal position was added to Police Training.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 205,453	$ 304,830	$ 330,116	$ 373,040	$ 392,040
Other Purchased Services	12,513	14,517	16,694	27,500	27,500
Supplies	22,208	32,956	31,320	32,500	33,500
Capital Outlay	998	432	-	2,600	-
TOTAL	$ 241,172	$ 352,735	$ 378,130	$ 435,640	$ 453,040





3250 SPECIAL DETAIL SERVICES

STATEMENT OF SERVICE

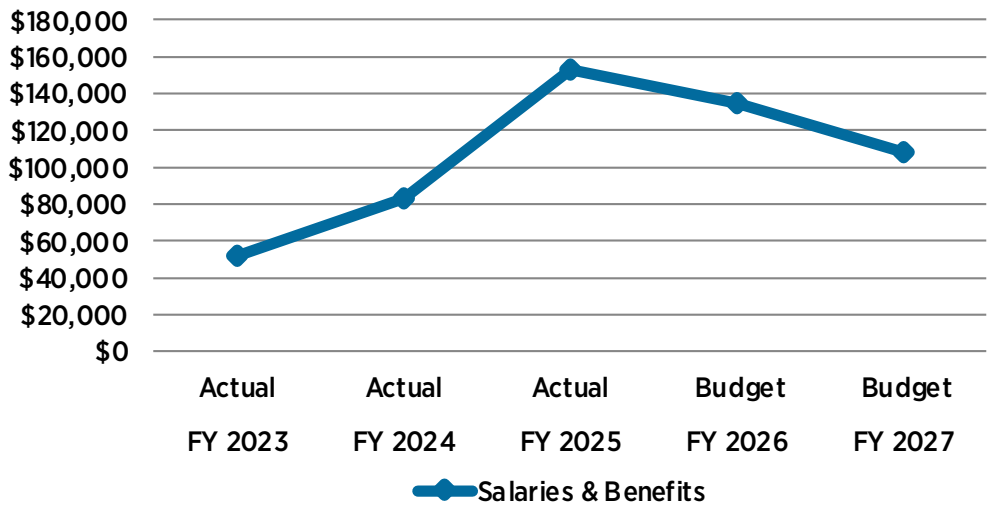
Special Detail Services refers to police officers who work off-duty assignments at various events and businesses within the City. There are no regularly assigned staff because participation is strictly on a voluntary basis. There are some events sponsored by the private sector that require a certified police officer. The City of Suwanee pays the officers and then bills the private entity for the services rendered. The mission of Special Detail Services is to promote a safe and secure environment in which our citizens can gather and enjoy the venues offered without fear of crime or unruly disruptions.

OBJECTIVES FOR FISCAL YEAR 2027

- Assist in controlling any large crowds.
- Manage traffic control during peak arrival and departure times to prevent accidents and ensure pedestrian safety.
- Work in conjunction with event organizers to enforce any specific venue policies.
- Establish a visible law enforcement presence to deter potential criminal activity or disturbances.
- Monitor event premises to ensure all individuals are complying with relevant laws and ordinances.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Number of special events requiring special detail services	68	60	54	60	48	45

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 51,654	$ 82,979	$ 152,974	$ 135,000	$ 108,000

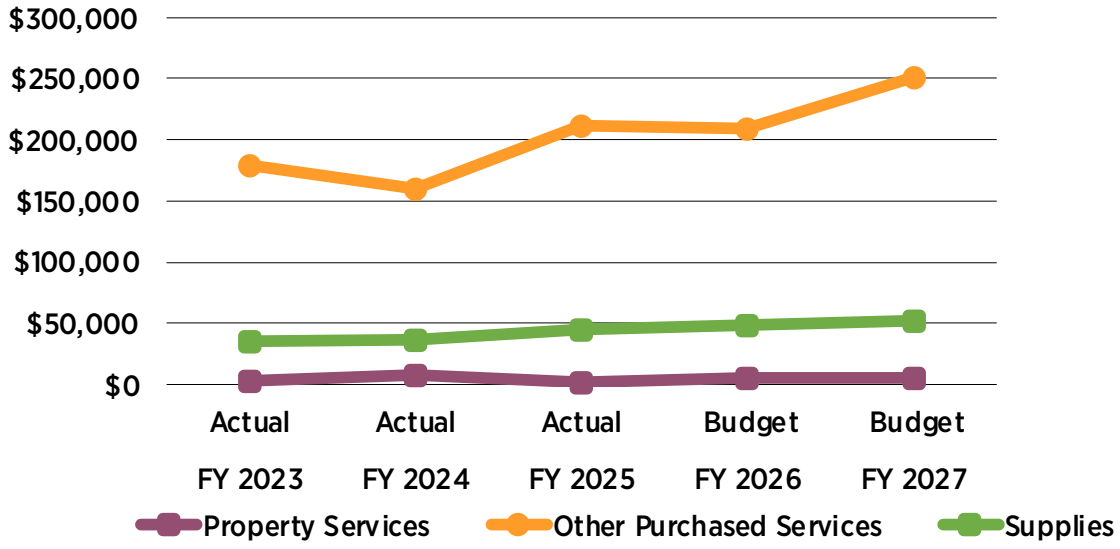


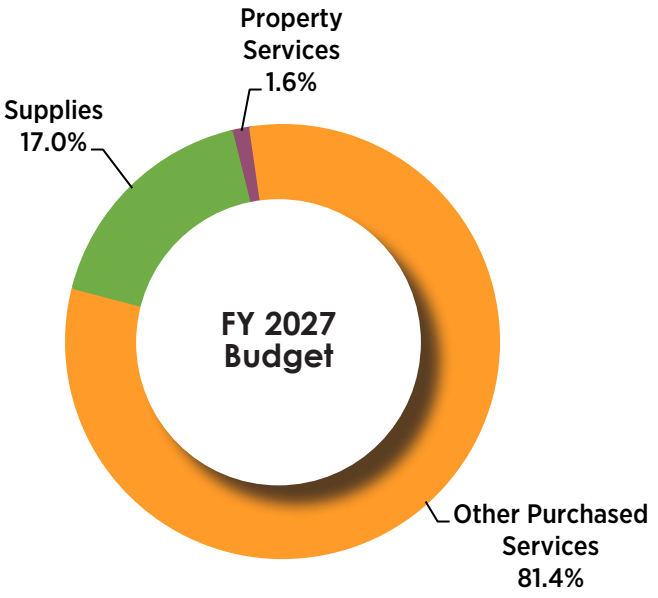
3260 POLICE STATION & BUILDINGS

STATEMENT OF SERVICE

The mission of this function is to provide a quality work environment for the members of the police department with preventive maintenance and technologically forward planning for the future.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Other Purchased Services	$ 179,331	$ 159,734	$ 211,004	$ 209,300	$ 251,300
Supplies	35,369	36,922	44,385	48,400	52,500
Property Services	3,427	7,783	2,086	5,000	5,000
TOTAL	$ 218,127	$ 204,439	$ 257,475	$ 262,700	$ 308,800



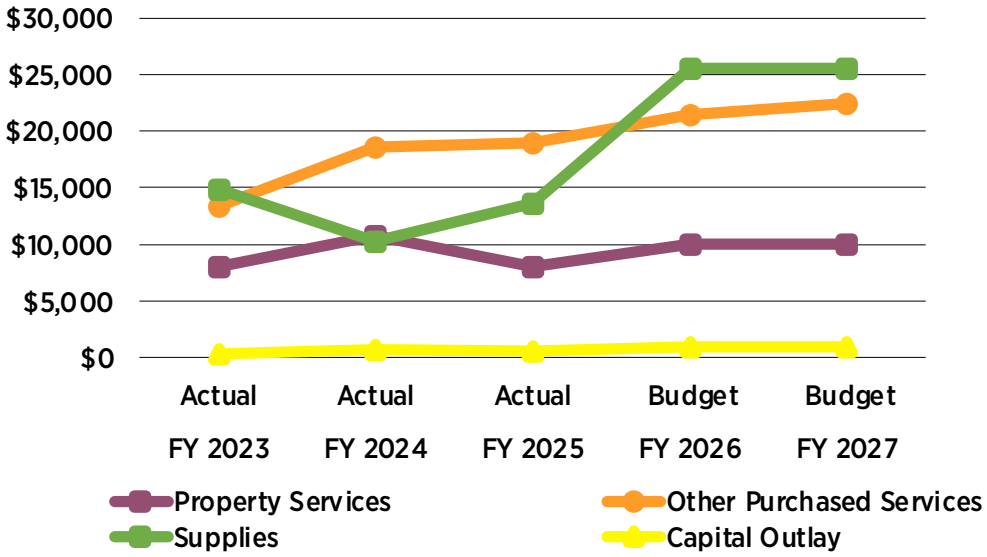


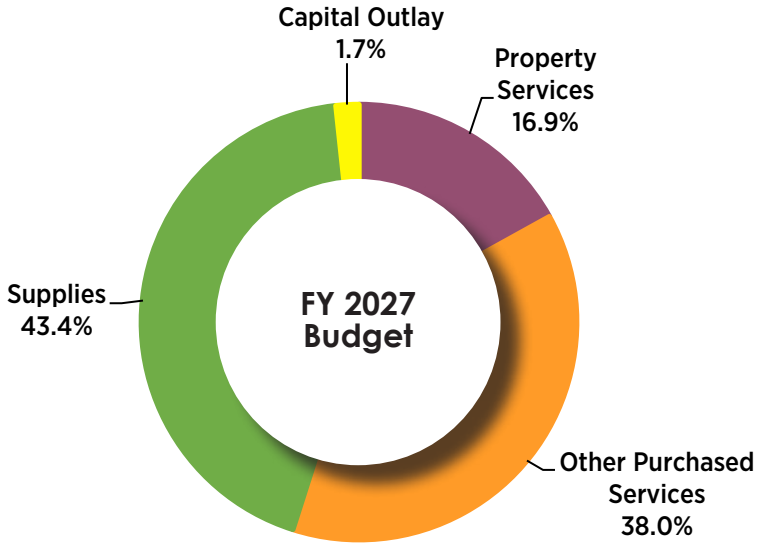
3261 POLICE SUBSTATION & TRAINING FACILITY

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 firearms practice range, a defensive tactics room equipped with lethal and less-lethal judgmental training equipment, and a 40 seat classroom. All of these features provide enhanced training opportunities for sworn officers. The substation also serves as the training location for the Citizens Police Academy, Cadet Program and other community outreach programs. The facility is also accessible to the Georgia Department of Public Safety, which in turn increases law enforcement presence in the Gateway area.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Other Purchased Services	$ 13,441	$ 18,590	$ 18,932	$ 21,400	$ 22,400
Supplies	14,831	10,333	13,582	25,600	25,600
Capital Outlay	405	681	570	1,000	1,000
Property Services	8,090	10,800	8,102	10,000	10,000
TOTAL	**$ 36,767**	**$ 40,404**	**$ 41,186**	**$ 58,000**	**$ 59,000**





3270 DISPATCHER

STATEMENT OF SERVICE

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

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

OBJECTIVES FOR FISCAL YEAR 2027

- Answer all emergency and non-emergency phone calls made to Suwanee Police Communications.
  - ***STWP, Ongoing: Police Communications, page 298***
- Dispatch all calls for service where police service is needed.
  - ***STWP, Policy Statement: City Services, page 304***
- Respond and serve all walk-in requests in a friendly and helpful manner.
  - ***STWP, Policy Statement: Staffing, City Services, page 304***
- Transfer incoming calls to the appropriate parties.
- Increase staffing levels in Dispatch to provide full coverage 24/7.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Calls for service dispatched	73,817	48,754***	50,652	52,000	60,822	62,000
Phone calls received	36,425	36,230	33,391	34,000	36,228	37,000
Criminal history checks completed	187*	1,169****	1,110	1,200	1,057	1,100
Georgia Crime Information Center (GCIC) Entries**	213	162	167	170	272	290
Dispatcher training hours	91	183	289	200	260	250

***lower number due to officers and detectives running criminal histories*

***no longer tracking all GCIC entries, only warrant entries*

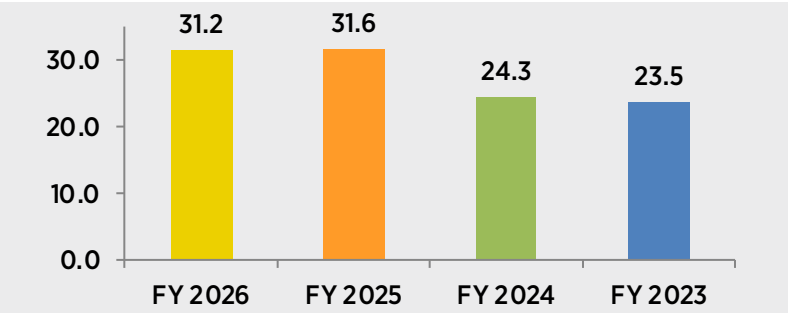
****Officers now enter their own Area Checks, creating a reduction in calls for service entered by dispatchers*

*****new CAD software allows tracking of all criminal histories being run, including validations and those done by Patrol and Detectives*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of calls for service dispatched appropriately	99%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	n/a	n/a	Pass	n/a	n/a	n/a

PERFORMANCE MEASUREMENT DATA

Average Training Hours per Dispatch Officer

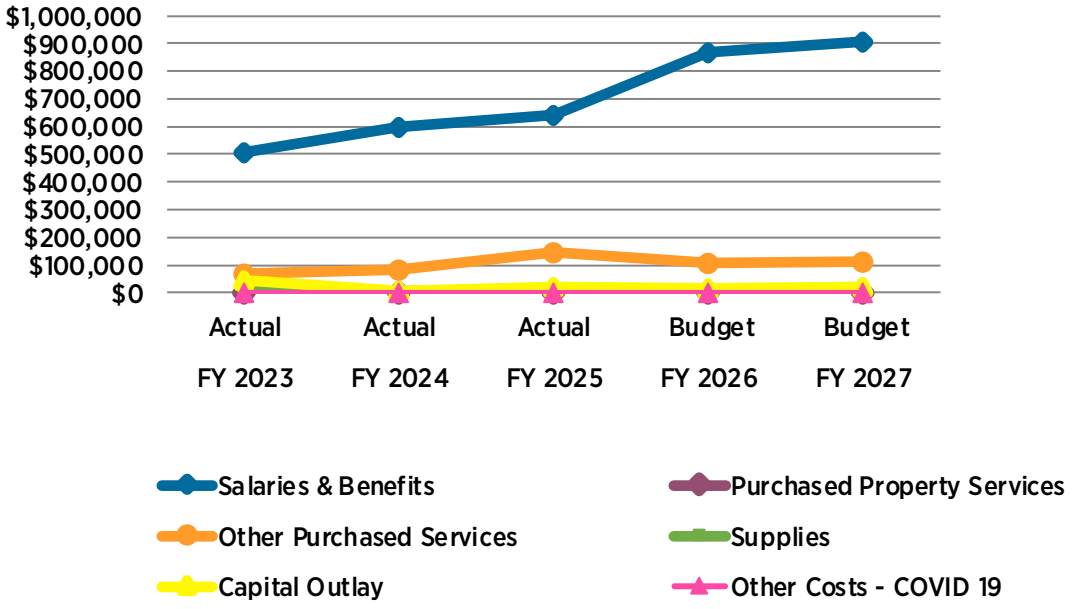


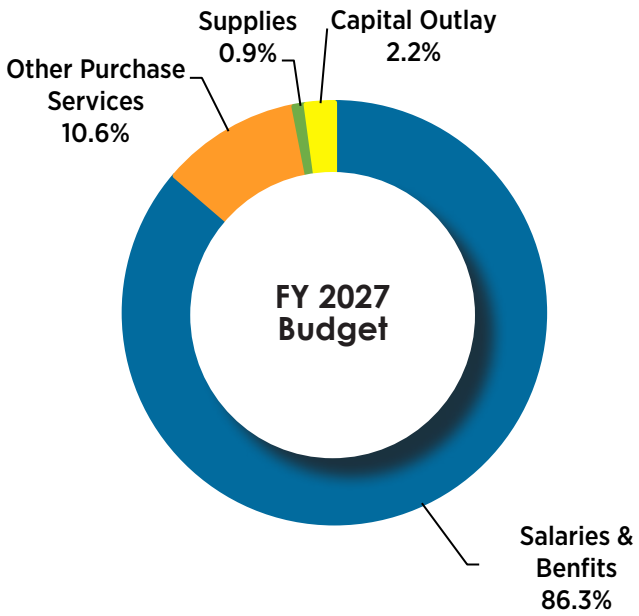
3270 DISPATCHER

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Communications Supervisor	111	1	1	1	1	1
Communications Assistant Supervisor	109	1	1	1	1	1
Communications Officer[1]	107	6	6	6	8	8
TOTAL		8	8	9	10	10

(1) In fiscal year 2025 and fiscal year 2026 one Communications Officer was added each year.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 508,270	$ 597,666	$ 642,283	$ 870,200	$ 905,950
Other Purchased Services	70,667	81,772	146,487	109,700	111,400
Supplies	4,496	6,295	6,460	9,800	9,800
Capital Outlay	46,919	5,103	21,185	16,900	22,500
TOTAL	$ 630,352	$ 690,836	$ 816,415	$ 1,006,600	$ 1,049,650





3285 PUBLIC RELATIONS

STATEMENT OF SERVICE

The mission of Public Relations is to foster an atmosphere of mutual trust, cooperation, and respect with the public. This mission is accomplished in the following ways:

- Recognizing a shared responsibility between the police and the community.
- Encouraging a problem solving partnership.
- Improving communication with the community.
- Developing and maintaining a close association with merchants, business people, and commercial establishments within the City.
- Offering advice, recommendations, and training programs in crime prevention methods.

GOALS

1. Continue Community Oriented Policing initiatives.
   - Conduct two Citizens' Police Academy Sessions (CPA)
   - Host a CPA Alumni dinner
   - Continue to conduct Caring Officers Providing Support (C.O.P.S.).
   - Continue PACT in all designated PACT areas and attending PACT qualifying events.
   - Continue bi-monthly meetings with Suwanee Police Department's Explorers to include training sessions and associated competitions.
   - Hold two Car Seat Safety Inspection events.
   - Plan or participate in community events such as Coffee with a Cop, Shop with a Cop, and Meet and Greets.
   - Utilize TRIKKE vehicles to patrol parks and trails.
     - ***STWP, Ongoing: Citizens Police Academy, PACT Program, page 298***
     - ***STWP, Ongoing: Citizens Engagement, page 298***
     - ***STWP, Ongoing: Police Communications, page 298***
     - ***STWP, Policy Statement: Community Policing, page 302***

OBJECTIVES FOR FISCAL YEAR 2027

- 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 Police Cadets, a career program for teenagers to learn what a career in law enforcement would be like, emphasizing 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	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
Station tour for kids (tours/participants)	3/40	2/67	0	4/100	2/10	6/100
Citizen Academy (academies/participants)	2/40	2/12	2/16	2/25	2/20	2/25
Police Cadets meetings (meetings/participants)	24/240	24/120	24/120	24/120	24/96	24/240
Community Outreach Engagements (meetings/participants)	15/600*	51/2,040	70/2,500	50/3,000	44/2,500	60/2,500
PACT meetings (meetings/participants)	23/200*	41/500	31/353	40/400	37/400	40/450
School visits (visits/participants)	5*	12	14	14	17	17

**reduction due to COVID-19 restrictions*

PRODUCTIVITY MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	100%	100%	100%	100%	100%	100%





COMPARATIVE PERFORMANCE MEASUREMENT - 2025 NATIONAL CITIZEN SURVEY

MEASUREMENT OF OUTCOME-Citizens surveyed rated the following as either excellent or good:	2014	2017	2022	2025	NATIONAL RANK
Neighborliness of Suwanee	79%	81%	76%	73%	25th
Resident's connection and engagement with their community	*	*	74%	80%	9th
Openness and acceptance of the community towards people of diverse backgrounds	88%	80%	81%	88%	2nd

**new measure*



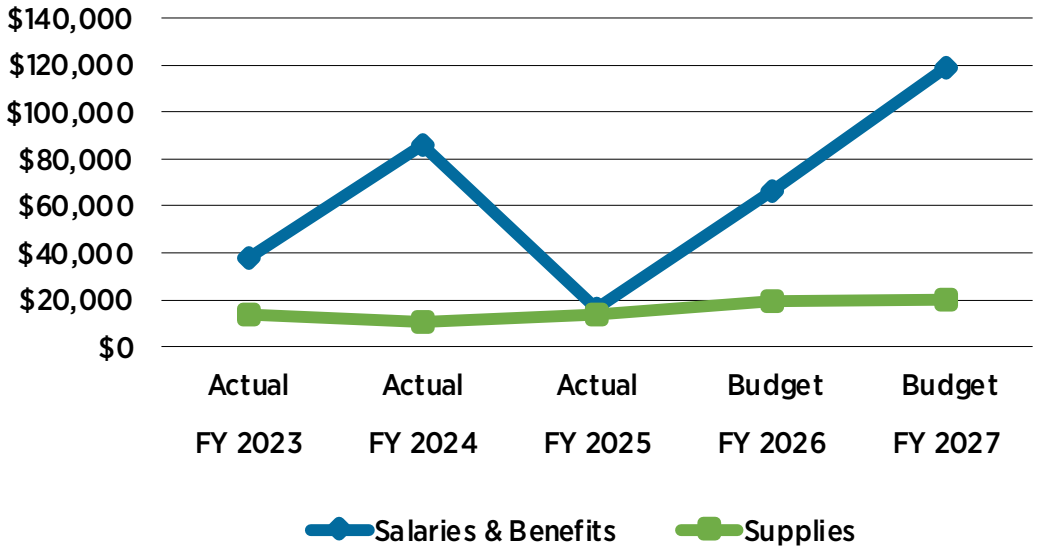
85% rated Suwanee community makes all residents feel welcome as excellent or good

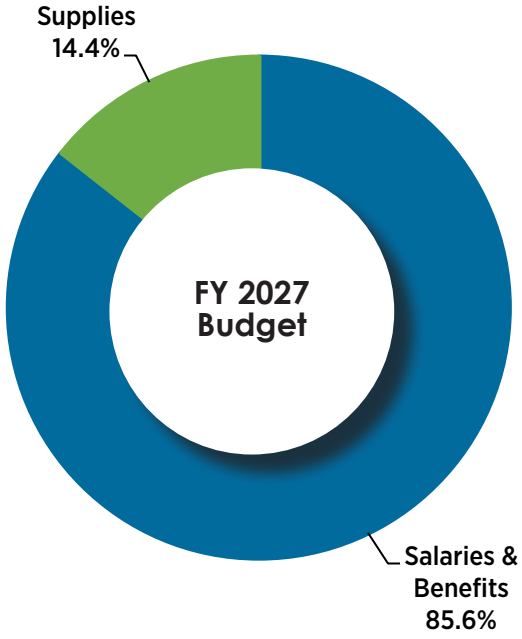


3285 PUBLIC RELATIONS

AUTHORIZED POSITIONS	GRADE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Police Officer	110	1	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Salaries & Benefits	$ 37,565	$ 85,699	$ 16,088	$ 66,420	$ 118,920
Supplies	13,436	10,370	13,952	19,500	20,000
TOTAL	$ 51,001	$ 96,069	$ 30,040	$ 85,920	$ 138,920





CITY OF SUWANEE, GA





OTHER NON-DEPARTMENTAL

- Law
- Data Processing
- General Government Buildings
- Other Financing Uses

STATEMENT OF SERVICE

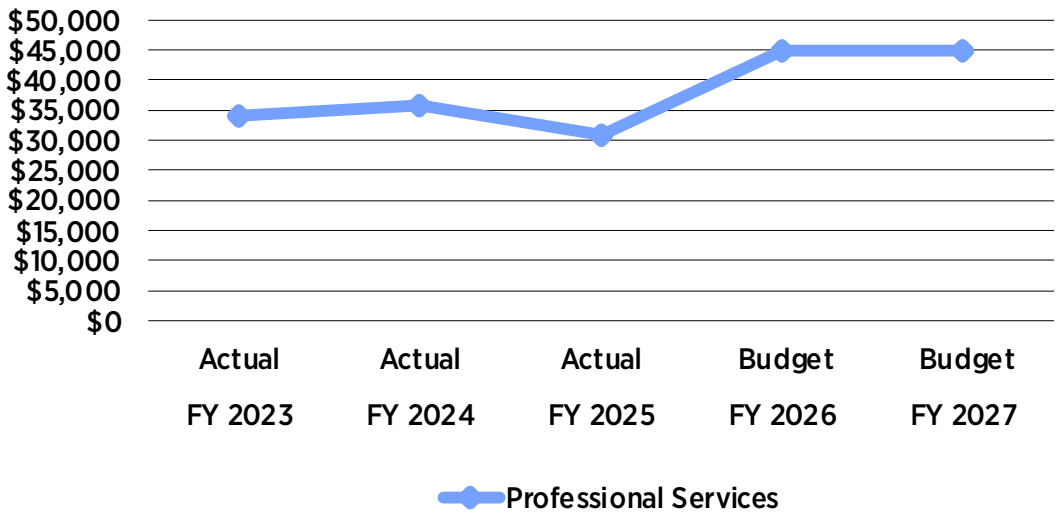
The mission of the City Attorney is to provide timely and effective advice and professional representation to the City's officials. The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in a manner as to eliminate or minimize legal difficulties and damages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

OBJECTIVES FOR FISCAL YEAR 2027

- 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.
- Continue working with the City and the Downtown Development Authority on successful implementation of the public/private partnership within Town Center.

WORKLOAD MEASURES	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 ACTUAL	2027 BUDGET
Council meetings attended	17	17	17	12	14	12
Work Sessions attended	12	12	10	12	11	12
Average monthly hours billed	12	12	11	12	13	12
Number of contracts, agreements, leases reviewed	28	29	23	24	25	24

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Professional Services	$ 34,073	$ 35,785	$ 30,730	$ 45,000	$ 45,000



1535 DATA PROCESSING

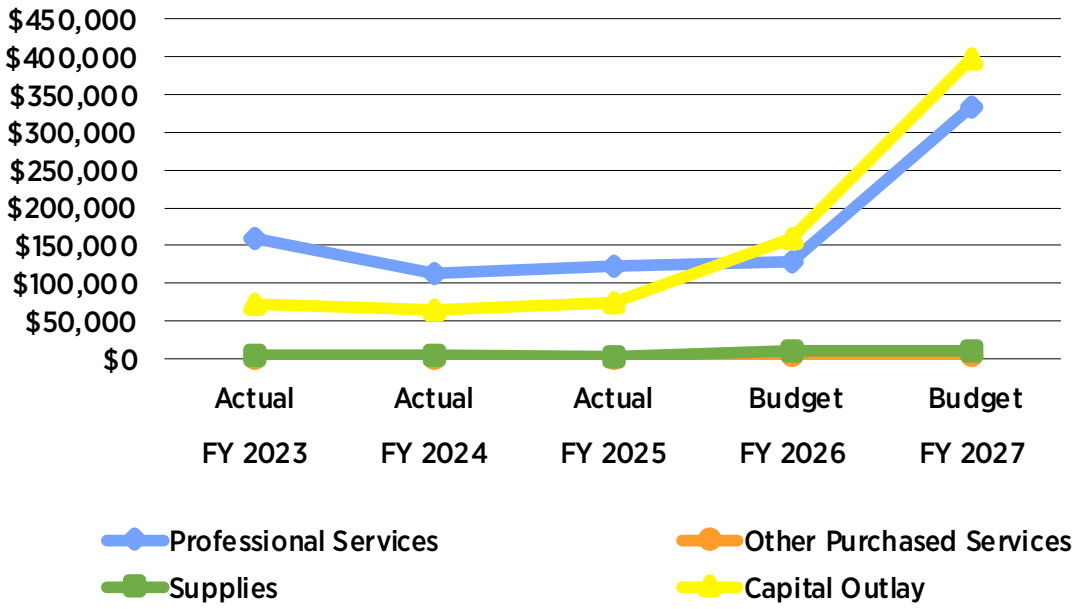
STATEMENT OF SERVICE

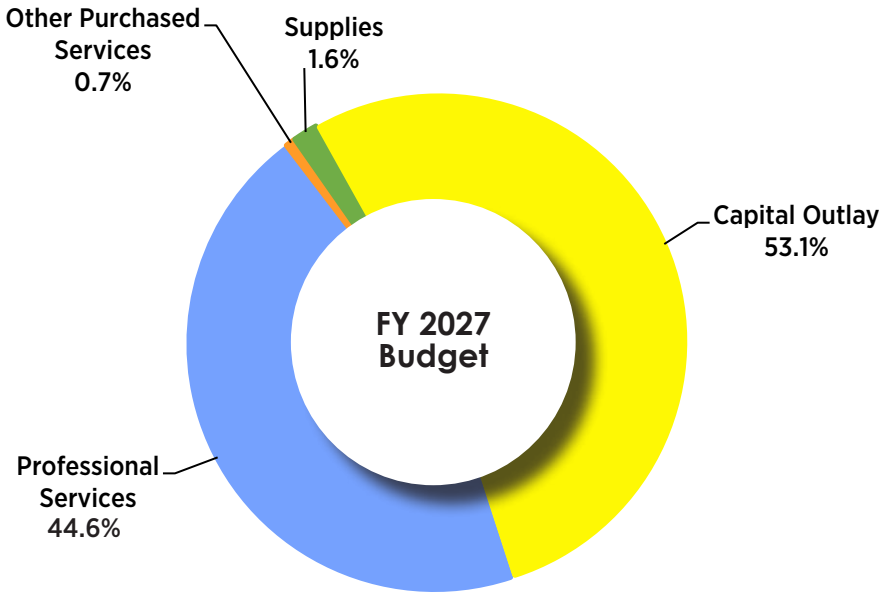
The mission of the Data Processing function is to provide secure, efficient, innovative, and cost effective data communication services that will support and enhance the daily business operations of the City and enable staff to better serve the citizens of Suwanee, Georgia.

OBJECTIVES FOR FISCAL YEAR 2027

- Coordinate, support, and maintain data infrastructure in compliance with various intergovernmental agencies.
- Improve data system performance and availability.
- Maintain and upgrade existing applications as necessary.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Other Purchased Services	$ 2,395	$ 795	$ 1,872	$ 5,000	$ 5,000
Supplies	5,910	5,055	3,516	12,000	12,000
Capital Outlay	73,428	65,763	74,978	160,000	397,000
Professional Services	159,405	112,789	123,231	128,700	333,700
TOTAL	$ 241,138	$ 184,402	$ 203,597	$ 305,700	$ 747,700



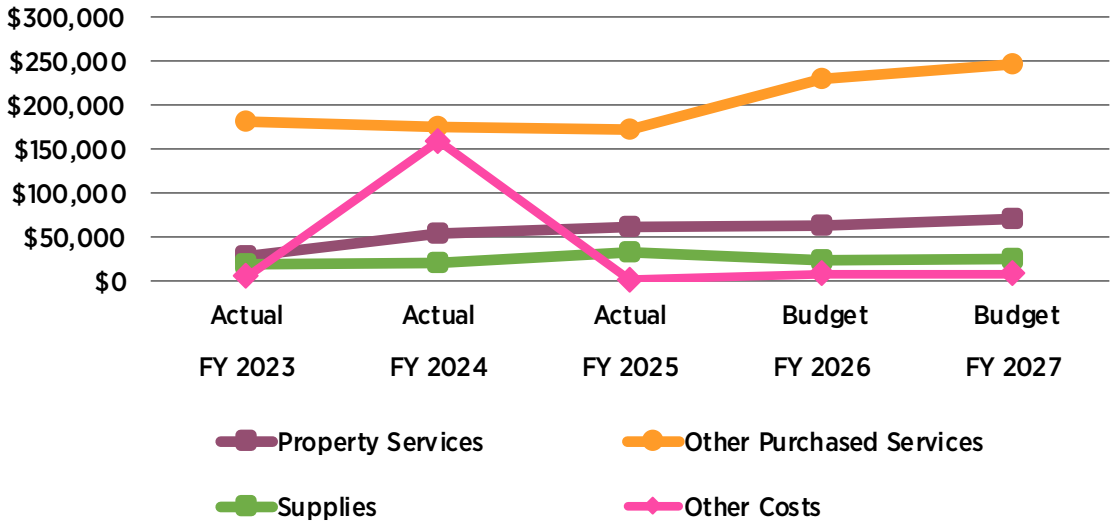


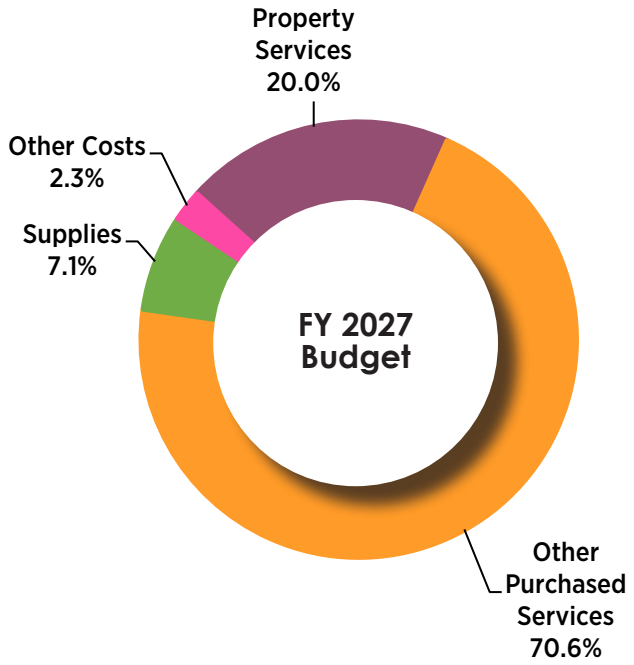
1565 GENERAL GOVERNMENT BUILDINGS

STATEMENT OF SERVICE

The mission of this function is to manage building operations and maintenance activities for the City's Governmental facilities so that employees and visitors have a clean and comfortable environment. It is the responsibility of this function to maintain City facilities, including minor renovations as necessary.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Other Purchased Services	$ 180,791	$ 174,389	$ 171,691	$ 230,100	$ 247,000
Supplies	19,093	21,208	31,981	23,000	25,000
Property Services	27,988	53,765	61,571	63,000	70,000
Other Costs	5,119	158,879	93	8,000	8,000
TOTAL	$ 232,991	$ 408,241	$ 266,173	$ 324,100	$ 350,000





9100 OTHER FINANCING USES

STATEMENT OF SERVICE

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Operating Transfer Out - Capital	$ 8,150,000	$ 2,535,000	$ 1,770,000	$ 1,770,000	$ -
Operating Transfer Out - TAD	292,517	335,954	472,503	502,000	510,000
Operating Transfer Out - Community Garden	-	-	5,000	5,000	5,000
TOTAL	$ 8,442,517	$ 2,870,954	$ 2,247,503	$ 2,207,000	$ 515,000

SBITAs (Subscription-Based Information Technology Arrangements)

Subscription-Bases information Technology Arrangement or SBITAs are contracts that convey control of the right to use a vendor's software alone or in combination with a tangible capital asset, as specified in the contract for a period in an exchange or exchange-like transaction.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
SBITA	$ -	$ 381,787	$ 387,286	$ 393,800	$ 530,000



CITY OF SUWANEE, GA





THE FY 2027 BUDGET

TEN-YEAR PROJECTIONS

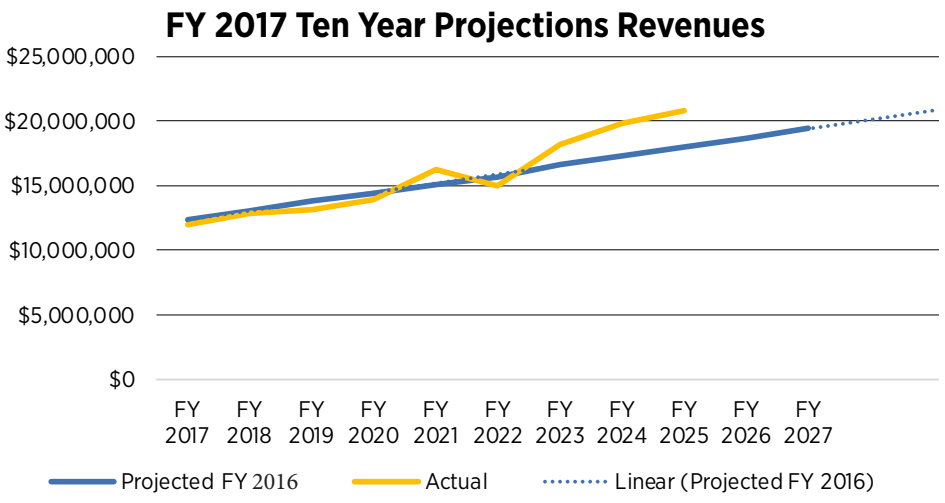
History

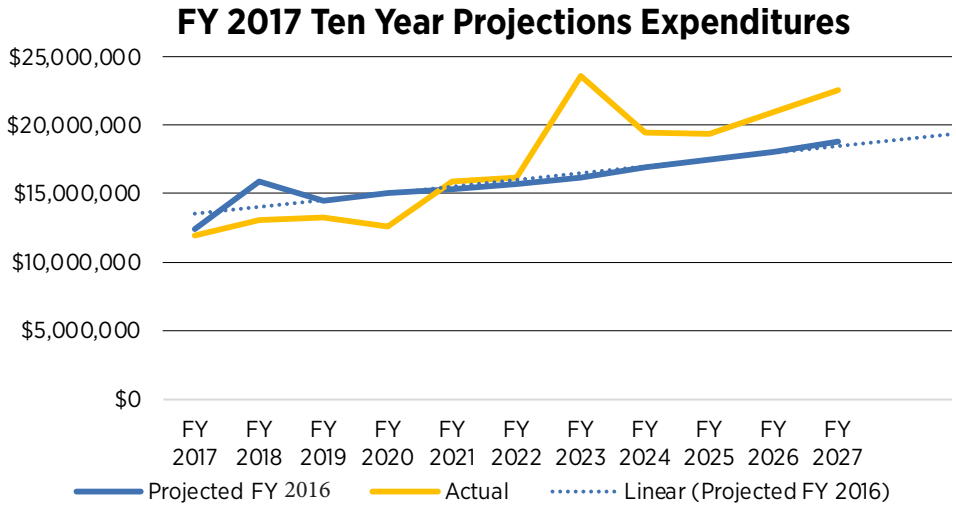
Each year the City reviews the assumptions, makes adjustments as needed, and updates the plan on a rolling ten-year basis. Schedules and assumptions provide staff with the data needed to analyze the long-term effects of current programs and the economic health of the City. One purpose of projecting long-term financial stability is to provide a roadmap to aid in understanding the costs of implementing new capital projects, maintaining infrastructure needs, and to determine if operating costs are obtainable and realistic within the limitations of the anticipated economic resources. Capital projects, as noted in the Capital Improvement Program (CIP), are indicated in the anticipated implementation year under the expenditure line item titled "CIP Funding Request-General Fund". **Maintenance costs associated with the capital projects are projected using the Facilities and Park Maintenance Plan** along with the management team's input. However, it is important to note that a ten year financial projection is not a crystal ball. Predicting the future is always uncertain, and projections can be impacted by unforeseen events and changes.

Review of Prior Projections

The ten-year financial plan serves as a vital tool for long-term fiscal planning and decision-making. It provides a structured approach to forecasting revenues and expenditures, helping to guide resource allocation and policy development. However, current events and economic conditions can significantly impact the accuracy of projections, highlighting the inherent uncertainty in long-range forecasting.

The FY 2017 Ten-Year Forecast was developed prior to several significant events that affected both revenues and expenditures, most notably the COVID-19 pandemic and the economic conditions that followed. Beginning in FY 2020, the pandemic created uncertainty regarding revenue growth, leading many local governments to adopt more conservative forecasting assumptions. However, the City experienced stronger-than-anticipated growth in development activity, property values, and consumer spending, resulting in revenues exceeding original projections in the later years of the forecast period. At the same time, expenditures grew faster than projected due to inflation, supply chain disruptions, rising construction costs, labor market pressures, and increased service demands associated with continued growth. These factors significantly increased operating and capital costs beyond what could have been reasonably anticipated in 2017. As a result, both revenues and expenditures exceeded the original forecast. The largest variances occurre er FY 2020 and reflect the long-term impacts of COVID-19, inflation, and economic growth rather than shortcomings in the forecasting methodology. This review highlights the importance of regularly updating long-range forecasts to reflect changing economic conditions and growth trends.

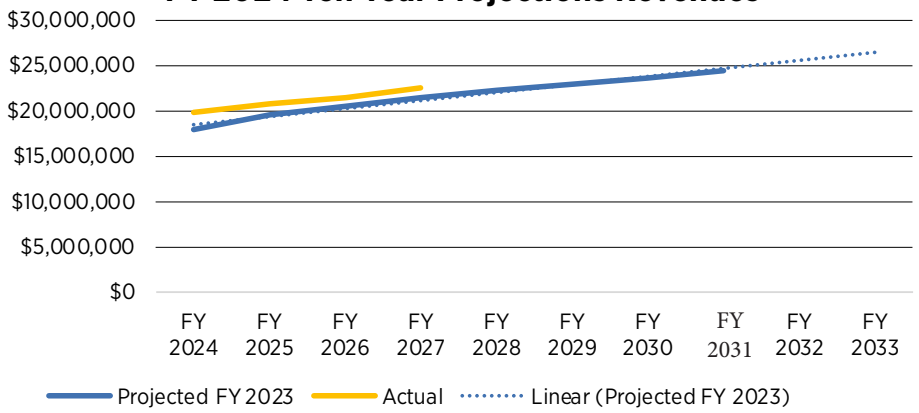




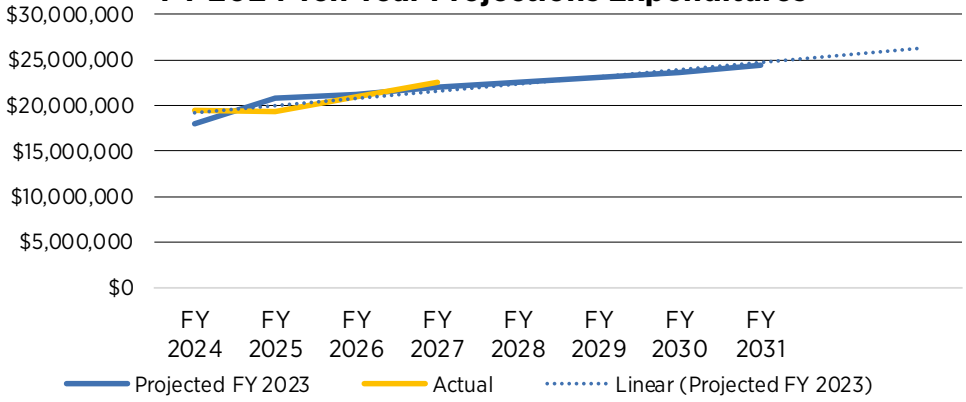
TEN-YEAR PLANNING

The FY 2024 Ten-Year Forecast has generally tracked actual results and reflects a more accurate projection of post-pandemic economic conditions than prior forecasts. Through FY 2027, revenues have exceeded projections due to continued growth in property values, development activity, and other local revenue sources. Actual revenues are approximately 6.6% above forecast, indicating stronger-than-anticipated economic performance. Expenditures have remained largely consistent with forecast assumptions, while inflation, labor costs, and service demands have increased operating costs. Overall expenditures through FY 2027 are less than 1% above forecast.

FY 2024 Ten Year Projections Revenues

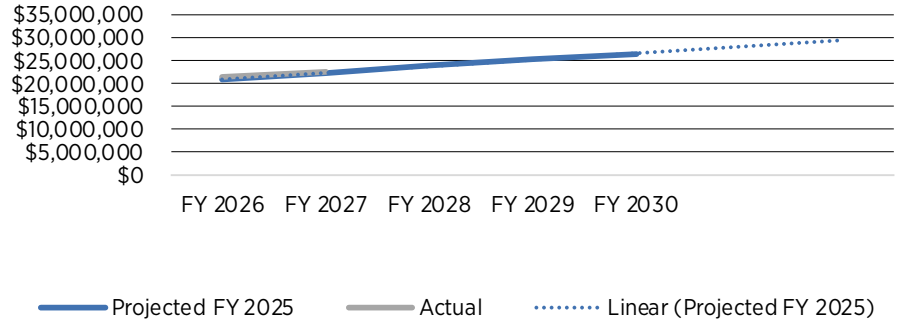


FY 2024 Ten Year Projections Expenditures

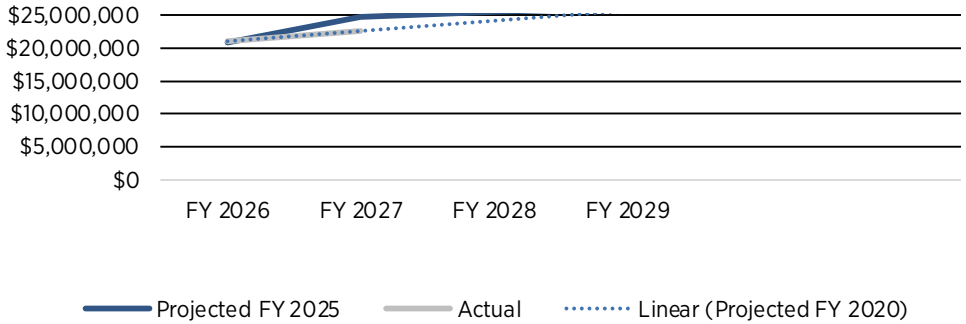


The FY 2026 Ten-Year Forecast is in its early years and, based on results through FY 2027, is tracking closely with actual performance. Revenues have exceeded projections in both FY 2026 and FY 2027. Actual revenues were approximately 3.3% above forecast in FY 2026 and 1.0% above forecast in FY 2027, reflecting continued strength in local revenue sources and indicating that the forecast assumptions were generally conservative. Expenditures have also tracked closely with projections. Actual expenditures were 0.9% above forecast in FY 2026 but 8.3% below forecast in FY 2027, primarily reflecting the timing of expenditures, vacancies, project implementation schedules, or other operational factors. Given the limited number of years available for comparison, it is too early to identify a long-term trend.

FY 2026 Ten Year Projections Revenues



FY 2026 Ten Year Projections Expenditures



Notes:

1. *FY 2026 numbers included in all charts is the projected ending balance.*
2. *FY 2021 revenues includes the $2,474,060 in CARES Act funding received from Gwinnett County.*
3. *FY 2021 revenues included $550,000 in business and alcohol license tax credits.*
4. *FY 2021 expenditures include $1,014,840 in non-payroll CARES Act expenditures that were reimbursed by Gwinnett County.*
5. *FY 2027 numbers presented is the proposed budget.*

FY 2027 Ten Year Projection Model

Revenue Assumptions

1. Property Taxes – Property tax revenues are projected to increase by 5.5% annually during fiscal years 2028 through 2030, reflecting continued growth in the tax digest from residential and commercial development, property resales, reassessments, and ongoing investment within the community. While development activity is expected to remain strong in the near term, growth is anticipated to moderate as the City approaches a more mature stage of development.

Beginning in FY 2031, the projected growth rate gradually declines to reflect a more stabilized tax base and long-term economic conditions. Property tax revenues are assumed to increase by 3.5% annually in FY 2031 through FY 2037.

These assumptions also recognize the long-term impact of Georgia's floating homestead exemption. The exemption limits annual increases in assessed value for eligible owner-occupied residential properties to the rate of inflation, reducing future growth in taxable value compared to historical market appreciation. While commercial properties, new construction, and property transfers will continue to generate digest growth, the exemption is expected to moderate residential tax base growth over time.

2. Franchise Taxes – Franchise fee revenues are influenced by several factors, including utility consumption, weather patterns, utility rate adjustments, and the timing and type of new development. As a result, franchise fee collections can vary from year to year, particularly for electric and natural gas services.

For FY 2028 thru FY 2030, franchise fee revenues are projected to increase by 10%, reflecting continued growth in utility demand associated with commercial development and increased activity within the Satellite Boulevard corridor. In particular, planned IT warehousing and data-intensive commercial operations are expected to generate above-average electricity consumption, supporting higher electric franchise fee collections.

For FY 2031 through FY 2033, franchise fee revenues are projected to grow by 5% annually as development activity continues but begins to stabilize. Beginning in FY 2034, growth assumptions gradually moderate to reflect a more mature development environment and normalized utility consumption patterns. Franchise fee revenues are projected to increase by approximately to 3.5% annually through FY 2037.

These assumptions balance the near-term impact of large commercial users entering the market with the expectation that utility consumption growth will moderate over the long term as development activity and infrastructure expansion mature.

3. Alcohol Beverage Taxes – Alcohol beverage tax revenue is a stable and predictable revenue source that has historically demonstrated consistent growth. Based on recent collection trends and anticipated commercial activity, alcohol beverage tax revenues are projected to increase by 4% annually during FY 2028 through FY 2032.

Beginning in FY 2033, the growth rate is reduced to 3.5% annually through FY 2037 to reflect a more conservative long-term outlook and the expectation of slower population and commercial growth over time. These assumptions are consistent with historical performance and recognize the continued reliability of alcohol beverage taxes as a recurring revenue source.

4. Business Taxes – Business license and occupation tax revenues are projected to remain a stable source of revenue, supported by continued commercial growth and business activity within the City. Insurance premium taxes continue to represent the largest component of this revenue category and are distributed by the State of Georgia based on population.

For FY 2028 and FY 2029, business license revenues are projected to increase by 10%, reflecting continued business growth and strong insurance premium tax collections. Growth is projected to moderate to approximately 7.5% annually during FY 2030.

A 10% increase is assumed in FY 2031 to reflect the anticipated impact of updated Census data and the City's continued population growth, which is expected to increase Suwanee's share of statewide insurance premium tax distributions. Beginning in FY 2032, revenues are projected to grow by approximately 3.5% annually through FY 2037.

These assumptions reflect historical collection trends, expected commercial growth, and the long-term influence of population increases on insurance premium tax distributions.

5. Other Taxes & Penalties –Other Taxes and Penalties consists primarily of energy excise taxes and property tax penalties and interest. Revenue growth in this category is generally tied to utility consumption, property tax collections, and overall economic conditions. Based on historical performance, a 3% annual growth rate is assumed throughout the ten-year forecast period. This assumption reflects the stable nature of these revenues while recognizing modest growth associated with continued development, increases in the tax digest, and normal inflationary impacts on utility consumption and economic activity.

The projected growth rate is consistent with historical trends and provides a reasonable long-term estimate for this relatively small but dependable revenue source.

6. Licenses & Permits –License and permit revenues are closely tied to development activity and economic conditions and, therefore, tend to fluctuate over time. Historically, building permits and alcohol licenses have represented the largest components of this revenue category, accounting for the majority of annual collections.

For FY 2028 and FY 2029, license and permit revenues are projected to increase by 7.5% annually, reflecting anticipated residential and commercial development activity identified in the City's growth projections and development pipeline. Beginning in FY 2030, growth is projected to moderate as development activity stabilizes. Revenues are assumed to increase by 5% annually through FY 2032, tapering to 4% annually in FY 2033 and FY 2034, and 3% annually in FY 2035 through FY 2037. These assumptions recognize the City's continued growth and development opportunities in the near term while reflecting a more conservative outlook as the community matures and development-related revenues normalize over the long-term planning period

7. Intergovernmental Revenues – Intergovernmental revenues primarily consist of 911 fees collected from phone lines. These funds are distributed to Gwinnett County and shared with the police cities within the county. The 5% annual increase in this category is due to the expected continued population and business growth in Gwinnett County. This assumption is based on the average growth over the past four years.

8. Charge for Services – The normal growth rate for this revenue source is 3% to 3.5%. FY 2028 thru FY 2032 assumes a 3.5% growth rate. FY 2033 thru FY 2037 assumes a normal growth rate of 3%.

9. Fines and Forfeitures – Fines and forfeitures are influenced by staffing levels, enforcement activity, and overall public safety operations. When staffing vacancies occur or resources are redirected to calls for service, proactive enforcement activities may decrease, resulting in lower fine collections. Conversely, fully staffed operations generally support more consistent revenue generation.

Based on recent collection trends, fines and forfeitures are projected to increase by 5% annually during FY 2027 through FY 2029. Growth is then assumed to moderate to 3.5% annually during FY 2030 through FY 2032 and 2.5% annually during FY 2033 through FY 2037

10. Investment Income – Investment income is based on current market interest rates and available cash to be invested. The model assumes a 5% growth rate for fiscal year 2028 thru 2030 and 3% carried over the remaining 7 year period. Based on the model, cash on hand for the general fund will not be growing over the period.

11. Miscellaneous Revenues – The majority of the funding source in miscellaneous revenues comes from insurance payments for vehicle damages. The model assumes two mid-range vehicles are damaged each fiscal period with a 5% vehicle inflation rate added.

Expenditure Assumptions

1. Salaries – It is important to note that projecting employee growth over ten years is an estimate and should be reviewed and updated regularly to reflect changes in technology, regulations, workload, and other environmental changes. Additionally, it is essential to balance workforce needs with financial constraints to ensure long-term sustainability.

We are proposing the normal raise factor of 3% for FY 2028 thru 2037. New employees are being added to the model as outlined below:

- FY 2030 one employee in Police.
- FY 2031 upgrading one part-time Planning employee to full-time and one employee in Finance, Public Works, and Police. Total of 3.5 added.
- FY 2033 two employees added to Police.
- FY 2034 one employee in Police.
- FY 2035 one employee in Chief Executive, one employee in Finance, one employee in Parks & Public Works, and one employee in Police. total of 4 added.
- FY 2036 one employee in Public Works and one employee in Police.
- FY 2037 one employee in Economic Development.

2. Benefits – We are proposing to use the normal rate increase of 3% increase per year over the ten year period. Proposed employees noted above benefits have been added in the corresponding year.

3. Other Cost – Other costs are projected to increase 2.5% over the ten year period. While the current CPI is approximately 4.2%, long-term projections reflect the expectation that inflation will moderate over the forecast period and align more closely with historical averages

Projected Capital Projects Operating Impacts

Maintenance costs associated with the capital projects are projected using the Facilities and Park Maintenance Plan along with the management team's input. **Ongoing operating impacts are part of our annual CIP funding and are included in fund 340 Facilities Maintenance, 341 Facilities Enhancement, 344 Sidewalk, Trails, and Street Maintenance, 345 Stormwater Maintenance, and fund 560 Stormwater Rehabilitation Projects.**

1. Main Street Art/Welcome Center- The Main Street Art/Welcome Center project will renovate and improve an existing City-owned facility at 431 Main Street, allowing the building to continue serving as both a Welcome Center and Arts Center. Because the project involves the renovation of an existing facility rather than the construction of a new building, operating impacts are expected to be minimal. Routine costs associated with building maintenance, utilities, custodial services, and facility upkeep are anticipated at $80,000 a year with a 2.35% inflation added for years FY 2030 to FY 2037.

2. Main Street Park Renovation – Operating costs for the renovations planned at the Main Street Park include upgraded landscaping, planting, and other minor additions made to the park are estimated to be $15,000. Current operating costs for this park are included in the facilities maintenance plan. These costs are projected to begin in FY 2028. A 2.35% cost inflator has been added each year to the remaining 9 fiscal years.

3. Public Safety Facilities (New) – The CIP proposes to construct a new Police Station during FY 2027 and 2028. At this time, a space analysis has been performed to determine the scope and size of the new building. The City has also purchased the property that the new Police Station will be built upon. Current operating impacts that begin in FY 2030 ($150,000) are based on the square footage determined by the space analysis. Once we have completed the design and engineering phase (currently underway), these operating impacts will be adjusted. A 2.35% cost inflator has been added each year to the remaining five fiscal years.

SUMMARY OF OPERATING IMPACTS BY CAPITAL PROJECTS

PROJECT	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Main Street Art/Welcome Center	$ -	$ 80,000	$ 81,880	$ 83,804	$ 85,774	$ 87,789	$ 89,852	$ 91,964	$ 94,125	$ 96,337
Main Street Park Renovation	15,000	15,353	15,713	16,083	16,460	16,847	17,243	17,648	18,063	18,488
Public Safety Facilities (New)	-	-	150,000	153,525	157,133	160,825	164,605	168,473	172,432	176,484
Total Projected Operating Impacts of Capital Projects	**$ 15,000**	**$ 95,353**	**$ 247,593**	**$ 253,412**	**$ 259,367**	**$ 265,461**	**$ 271,700**	**$ 278,085**	**$ 284,620**	**$ 291,309**

Additional information for each project can be located in the Capital Improvement Program (CIP) section.



CIP Funding Request – General fund

The ten-year General Fund financial plan includes only those Capital Improvement Program (CIP) funding requests that require a General Fund revenue source. Capital projects, as outlined in the CIP, are shown in the model based on their anticipated implementation year. **This plan includes only the cost of capital projects that require contributions from the General Fund.**

Based on the current projections, General Fund capital transfers are scheduled in FY 2028 thru FY 2037. These contributions range from $1,937,700 to $3,485,500 and **reflect the City's commitment to maintaining infrastructure** (roads, sidewalks, and storm drainage), **facilities, and parks**.

1. City Vehicles – The City routinely replaces and adds vehicles to its fleet. This project includes replacing Planning and Administrative vehicles every third to fourth year with a 2.35% cost inflator added for each year. **Total funding $259,608.**

2. Facilities Maintenance - The City **proactively funds the ongoing maintenance** needs for buildings, trails, parks, and other facility related items on an ongoing basis to ensure that the City's facilities are well maintained and in good condition. The ten year plan includes **$9,901,445 in maintenance funding:**

General Facilities Maintenance $3,384,585
Park Maintenance $2,774,748
Suwanee Greenway Maintenance $2,953,987
IT Maintenance $788,125

3. Public Safety Projects, Equipment – To provide funding for ongoing equipment replacement, the City has established an ongoing contribution of $125,000 a year for FY 2029 thru 2031. FY 2032 thru 2037 include a 2.35% cost inflator added for each year. The first five years include funding for replacement of taser equipment, body and car video systems, and cloud storage of video data. **Total funding $1,285,161.**

4. Public Safety/Police Vehicles – We are proposing to transition the police vehicle fleet to electric, when feasible. The proposed funding include replacement of 3 vehicles, along with the related equipment, each year. A cost inflator of 2.35% has been added per car each year. **Total funding $3,448,251.**

5. Public Works Equipment – Similar to vehicles, the City must routinely replace and supplement Public Works equipment. This equipment is used to maintain the City's facilities, parks, streets, and other infrastructure. The City has established an ongoing contribution of $300,000 a year for FY 2028 thru 2031. FY 2032 thru 2037 include a 2.35% cost inflator added for each year. **Total funding $3,169,221.**

6. Public Works Vehicles – We are proposing to transition Public Works vehicle fleet to electric, when feasible. The proposed funding provides one vehicle replacement/addition per year. The City has established an ongoing contribution of $77,700 a year with a 2.35% cost inflator added for each year. **Total funding $868,714.**

7. Sidewalk Maintenance – As part of the ten-year General Fund plan, an annual allocation of $215,000—adjusted each year by a 2.35% inflator—is dedicated to the ongoing maintenance, repair, and improvement of the City's sidewalk network. This consistent and growing investment ensures that pedestrian pathways across Suwanee remain safe, accessible, and well-maintained, supporting the City's commitment to walkability and infrastructure upkeep. **Total funding $2,125,490.**

8. Street Maintenance & Resurfacing – $538,000 in General Fund contributions for annual preventative maintenance, repair and resurfacing of street surfaces, parking lots, curbs, and gutters is provided for FY 2029 thru 2037 with a 2.35% inflator added for each year. **Total funding $5,334,009.**

9. Street Tree & Landscaping Management Program – General Fund contributions are proposed to be $300,000 for FY 2028 thru 2031. FY 2032 thru FY 2037 includes $3000,000 in funding with a 2.35% cost inflator added for each year. This program maintains the trees and landscaping in the City's right-of-way. **Total funding $3,153,987.**

10. Stormwater Rehabilitation Projects– General Fund contributions are proposed to be $150,000 to $250,000 for the 4 year projection period. Additional funding for this program is provided from the Stormwater Utility Fee and SPLOST (Special Purpose Local Option Sales Tax) revenues. This rehabilitation program is based on the Stormwater Assessment Study. **Total funding $900,000.**

Other Financing Sources (Uses)

1. **Transfer In** – These are funds transferred to the General Fund from the Hotel/Motel Fund. A 5% inflator is added each year to FY 2027 thru FY 2036.

2. **Transfers Out** – These are funds we are collecting for the Tax Allocation District from property taxes. A 3% inflator has been added to each year for the ten year projection period.

3. **SBITA's** – Annual SBITA expenditures are projected at $530,000 in FY 2028 with a 5% annual inflationary increase applied throughout the forecast period. These costs represent software subscriptions and technology platforms that support daily City operations.



SUMMARY OF FUTURE CAPITAL PROJECTS WITH PROPOSED FUNDING BY GENERAL FUND

PROJECT	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
City Vehicles	$ 60,000	$ -	$ -	$ -	64,000	$ -	$ -	$ 66,150	$ -	$ 69,458
Facility Maintenance - General Facilities	183,500	323,000	331,080	339,000	346,967	355,120	363,465	372,007	380,749	389,697
Facility Maintenance - Park Maintenance	113,000	268,000	275,000	282,000	288,627	295,410	302,352	309,457	316,730	324,173
Facility Maintenance - Suwanee Greenway	100,000	300,000	300,000	300,000	307,050	314,265	321,651	329,210	336,946	344,864
Facility Maintenance - IT Infrastructure	250,000	-	-	-	262,500	-	-	-	275,625	-
Public Safety Projects - Equipment	96,000	125,000	125,000	125,000	127,937	130,944	134,021	137,171	140,394	143,693
Public Safety Projects - Vehicle Replacement	307,500	315,000	322,800	330,900	338,676	346,635	358,837	367,269	375,900	384,734
Public Works - Equipment	300,000	300,000	300,000	300,000	307,050	314,266	325,328	332,973	340,798	348,807
Public Works - Vehicles Replacement	77,700	79,700	81,700	83,800	85,769	87,785	89,848	91,959	94,120	96,332
Sidewalk Maintenance	-	215,000	220,000	225,000	230,287	235,699	241,238	246,907	252,710	258,648
Stormwater Rehabilitation Projects	150,000	250,000	250,000	250,000	-	-	-	-	-	-
Street Maintenance and Resurfacing	-	538,000	551,000	565,000	578,278	591,867	605,776	620,012	634,582	649,495
Street Tree & Landscaping Management Program	300,000	300,000	300,000	300,000	307,050	314,266	321,651	329,210	336,946	344,864
Total of Future Capital Projects with Proposed Funding by General Fund	**$ 1,937,700**	**$ 3,013,700**	**$ 3,056,580**	**$ 3,100,700**	**$ 3,244,191**	**$ 2,986,257**	**$ 3,064,167**	**$ 3,202,325**	**$ 3,485,500**	**$ 3,354,765**



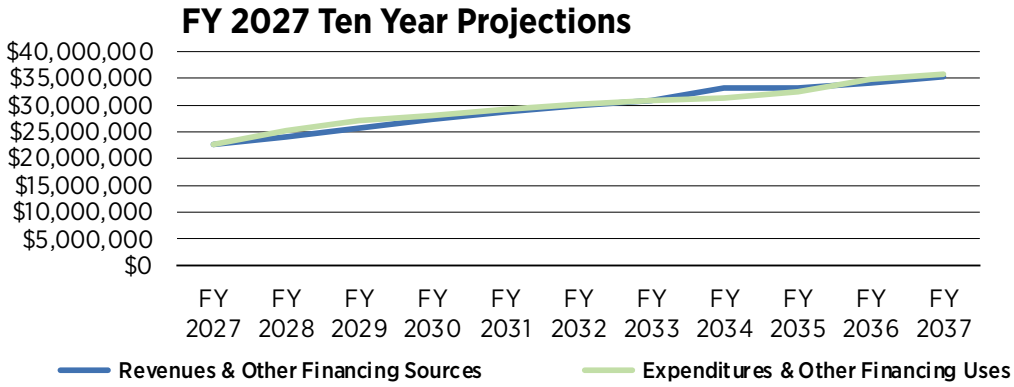


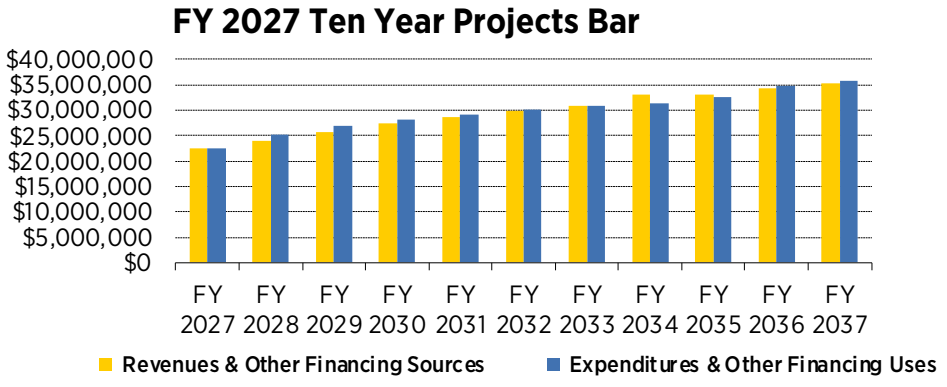
Conclusion

The chart below summarizes the ten-year projections of revenues and expenditures based on current economic conditions and known operational and capital needs. The forecast remains structurally balanced throughout the planning period, with planned capital transfers incorporated to support the Capital Improvement Program (CIP).

The use of fund balance reflected in the forecast is primarily associated with planned CIP funding rather than operating deficits. Consistent with the City's financial management practices, capital projects are often prefunded through year-end budget adjustments using revenues that exceed projections and unexpended appropriations. This approach allows the City to accumulate resources in advance of major capital expenditures and reduces the need for future debt financing.

While long-range forecasts provide valuable guidance for decision-making, they are based on assumptions regarding economic conditions, inflation, development activity, and revenue growth that may change over time. Accordingly, the forecast should be viewed as a planning tool that will continue to be monitored and updated as conditions evolve.











GENERAL FUND TEN YEAR FINANCIAL PLAN

	FY 2027 BUDGET	PREDICTION YEAR 1 FY 2028	PREDICTION YEAR 2 FY 2029	PREDICTION YEAR 3 FY 2030	PREDICTION YEAR 4 FY 2031	PREDICTION YEAR 5 FY 2032	PREDICTION YEAR 6 FY 2033	PREDICTION YEAR 7 FY 2034	PREDICTION YEAR 8 FY 2035	PREDICTION YEAR 9 FY 2036	PREDICTION YEAR 10 FY 2037
Revenues											
Property Taxes	$ 11,466,020	$ 12,096,651	$ 12,761,967	$ 13,463,875	$ 13,935,111	$ 14,422,839	$ 14,927,639	$ 15,450,106	$ 15,990,860	$ 16,550,540	$ 17,129,809
Utility Franchise Taxes	2,594,000	2,853,400	3,138,740	3,452,614	3,625,245	3,806,507	3,996,832	4,136,721	4,281,507	4,431,359	4,586,457
Alcohol Beverage Taxes	905,000	941,200	978,848	1,018,002	1,058,722	1,101,071	1,139,608	1,179,495	1,220,777	1,263,504	1,307,727
Business Taxes	4,175,000	4,592,500	5,051,750	5,430,631	5,973,694	6,182,774	6,399,171	6,623,142	6,854,952	7,094,875	7,343,196
Other Taxes	55,500	57,165	58,880	60,646	62,466	64,340	66,270	68,258	70,306	72,415	74,587
Licenses & Permits	695,310	747,458	803,518	843,693	885,878	930,172	967,379	1,006,074	1,036,256	1,067,344	1,099,364
Intergovernmental Revenues	510,000	535,500	562,275	590,389	619,908	650,903	683,449	717,621	753,502	791,177	830,736
Charge for Services	199,300	206,276	213,495	220,967	228,701	236,706	243,807	251,121	258,655	266,415	274,407
Fines and Forfeitures	1,300,000	1,365,000	1,433,250	1,483,414	1,535,333	1,589,070	1,628,797	1,669,517	1,711,254	1,754,036	1,797,887
Investment Income	350,000	367,500	385,875	405,169	417,324	429,843	442,739	456,021	469,702	483,793	498,306
Miscellaneous Revenues	110,000	115,500	121,275	127,339	131,159	135,094	139,146	143,321	147,620	152,049	156,611
TOTAL REVENUES	**22,360,130**	**23,878,150**	**25,509,873**	**27,096,739**	**28,473,541**	**29,549,319**	**30,634,837**	**31,701,397**	**32,795,391**	**33,927,507**	**35,099,087**
Expenditures											
Council & Chief Executive	1,863,450	1,917,571	1,973,271	2,030,596	2,089,594	2,150,314	2,212,806	2,415,123	2,485,457	2,557,849	2,632,358
Economic Development	2,018,800	2,076,059	2,134,952	2,195,528	2,257,834	2,321,920	2,387,838	2,455,640	2,525,380	2,742,114	2,820,249
Financial Services	1,934,190	1,990,699	2,048,865	2,108,737	2,297,365	2,364,612	2,433,834	2,505,090	2,720,439	2,800,204	2,882,315
Parks & Public Works	5,583,430	5,737,716	5,896,301	6,094,304	6,343,901	6,519,629	6,739,265	6,925,921	7,203,788	7,483,594	7,841,386
Planning	1,148,700	1,182,175	1,216,629	1,252,091	1,370,591	1,410,620	1,451,823	1,494,233	1,537,888	1,582,822	1,629,075
Police	7,820,860	8,048,566	8,282,929	8,648,147	9,029,139	9,292,374	9,698,316	10,120,240	10,557,621	11,011,918	11,330,176
Non-Departmental	1,142,700	1,171,268	1,200,549	1,230,563	1,261,327	1,292,860	1,325,182	1,358,311	1,392,269	1,427,076	1,462,753
Projected Capital Projects Operating Impacts	-	15,000	95,353	247,593	253,412	259,367	265,461	271,700	278,085	284,620	291,309
CIP Funding Request-General Fund	-	1,937,700	3,013,700	3,056,580	3,100,700	3,244,191	2,986,257	3,064,167	3,202,325	3,485,500	3,354,765
TOTAL EXPENDITURES	**21,512,130**	**24,076,754**	**25,862,549**	**26,864,139**	**28,003,863**	**28,855,887**	**29,500,782**	**30,610,425**	**31,903,252**	**33,375,697**	**34,244,386**
Excess (deficiency) of revenues over (under) expenditures	848,000	(198,604)	(352,676)	232,600	469,678	693,432	1,134,055	1,090,972	892,139	551,810	854,701
Other Financing Sources (Uses)											
Sale of General Fixed Asset	17,000	17,000	17,000	17,000	18,000	18,000	18,000	18,000	20,000	20,000	20,000
Transfer in	180,000	189,000	198,450	208,373	218,791	229,731	241,217	253,278	265,942	279,239	293,201
SBITA's	(530,000)	(556,500)	(584,325)	(613,541)	(644,218)	(676,429)	(710,251)	(745,763)	(783,051)	(822,204)	(863,314)
Transfer out	(515,000)	(540,750)	(556,973)	(573,682)	(588,024)	(602,724)	(617,792)	(633,237)	(649,068)	(665,295)	(681,927)
TOTAL OTHER FINANCING SOURCES	**(848,000)**	**(891,250)**	**(925,848)**	**(961,850)**	**(995,451)**	**(1,031,422)**	**(1,068,826)**	**(1,107,722)**	**(1,146,177)**	**(1,188,260)**	**(1,232,040)**
Net change in fund balance	-	(1,089,854)	(1,278,524)	(729,250)	(527,773)	(337,990)	65,229	(16,750)	(254,038)	(636,450)	(377,339)
Fund Balances, beginning of year	**11,388,147**	**11,388,147**	**10,298,293**	**9,019,769**	**8,290,519**	**7,764,746**	**7,426,756**	**7,491,985**	**7,475,235**	**7,221,197**	**6,584,747**
Fund Balances, end of year	**$ 11,388,147**	**$ 10,298,293**	**$ 9,019,769**	**$ 8,290,519**	**$ 7,764,746**	**$ 7,426,756**	**$ 7,491,985**	**$ 7,475,235**	**$ 7,221,197**	**$ 6,584,747**	**$ 6,207,408**

POPULATION TO EMPLOYEES RATIO

	FY 2027	YEAR 1 FY 2028	YEAR 2 FY 2029	YEAR 3 FY 2030	YEAR 4 FY 2031	YEAR 5 FY 2032	YEAR 6 FY 2033	YEAR 7 FY 2034	YEAR 8 FY 2035	YEAR 9 FY 2036	YEAR 10 FY 2037
Population	23,190	23,485	23,781	24,076	24,372	24,718	25,227	25,736	26,245	26,754	27,264
DEPARTMENTS:											
Council & Chief Executive	8	8	8	8	8	8	8	8	9	9	9
Employee per 1,000 Population range .35 to .25	0.34	0.34	0.34	0.33	0.33	0.32	0.32	0.31	0.34	0.34	0.33
Economic Development	10	10	10	10	10	10	10	10	10	10	11
Employee per 1,000 Population range .45 to .35	0.43	0.43	0.42	0.42	0.41	0.40	0.40	0.39	0.38	0.37	0.40
Financial Services	14	14	14	14	15	15	15	15	16	16	16
Employee per 1,000 Population range .65 to .55	0.60	0.60	0.59	0.58	0.62	0.61	0.59	0.58	0.61	0.60	0.59
Parks & Public Works	32	32	32	32	33	33	33	33	34	35	35
Employee per 1,000 Population range 1.40 to 1.25	1.38	1.36	1.35	1.33	1.35	1.34	1.31	1.28	1.30	1.31	1.28
Planning	10.5	10.5	10.5	10.5	11	11	11	11	11	11	11
Employee per 1,000 Population range .45 to .35	0.45	0.45	0.44	0.44	0.45	0.45	0.44	0.43	0.42	0.41	0.40
Police	54	54	54	55	56	56	58	59	60	61	61
Employee per 1,000 Population range 2.35 to 2.20	2.33	2.30	2.27	2.28	2.30	2.27	2.30	2.29	2.29	2.28	2.24
Total Employee	128.5	128.5	128.5	129.5	133	133	135	136	140	142	143
Employee per 1,000 Population range 5.58 to 5.17	5.54	5.47	5.40	5.38	5.46	5.38	5.35	5.28	5.33	5.31	5.25
Population Change per year		295	296	295	296	346	509	509	509	509	510
Employee Change per year		0	0	1	3.5	0	2	1	4	2	1

EMPLOYEE COST

	FY 2027	YEAR 1 FY 2028	YEAR 2 FY 2029	YEAR 3 FY 2030	YEAR 4 FY 2031	YEAR 5 FY 2032	YEAR 6 FY 2033	YEAR 7 FY 2034	YEAR 8 FY 2035	YEAR 9 FY 2036	YEAR 10 FY 2037
Annual Cost											
Salary	$ 10,614,350	$ 10,932,781	$ 11,206,100	$ 11,575,640	$ 12,185,707	$ 12,490,350	$ 12,995,129	$ 13,418,674	$ 14,158,674	$ 14,719,965	$ 15,194,217
Benefits	$ 4,209,380	$ 4,335,661	$ 4,465,731	$ 4,635,499	$ 4,903,606	$ 5,050,714	$ 5,280,464	$ 5,479,166	$ 5,809,528	$ 6,069,297	$ 6,295,399
Cost per employee											
Salary	$ 82,602	$ 85,080	$ 87,207	$ 89,387	$ 91,622	$ 93,912	$ 96,260	$ 98,667	$ 101,133	$ 103,662	$ 106,253
Benefits	$ 32,758	$ 33,741	$ 34,753	$ 35,795	$ 36,869	$ 37,975	$ 39,115	$ 40,288	$ 41,497	$ 42,742	$ 44,024

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

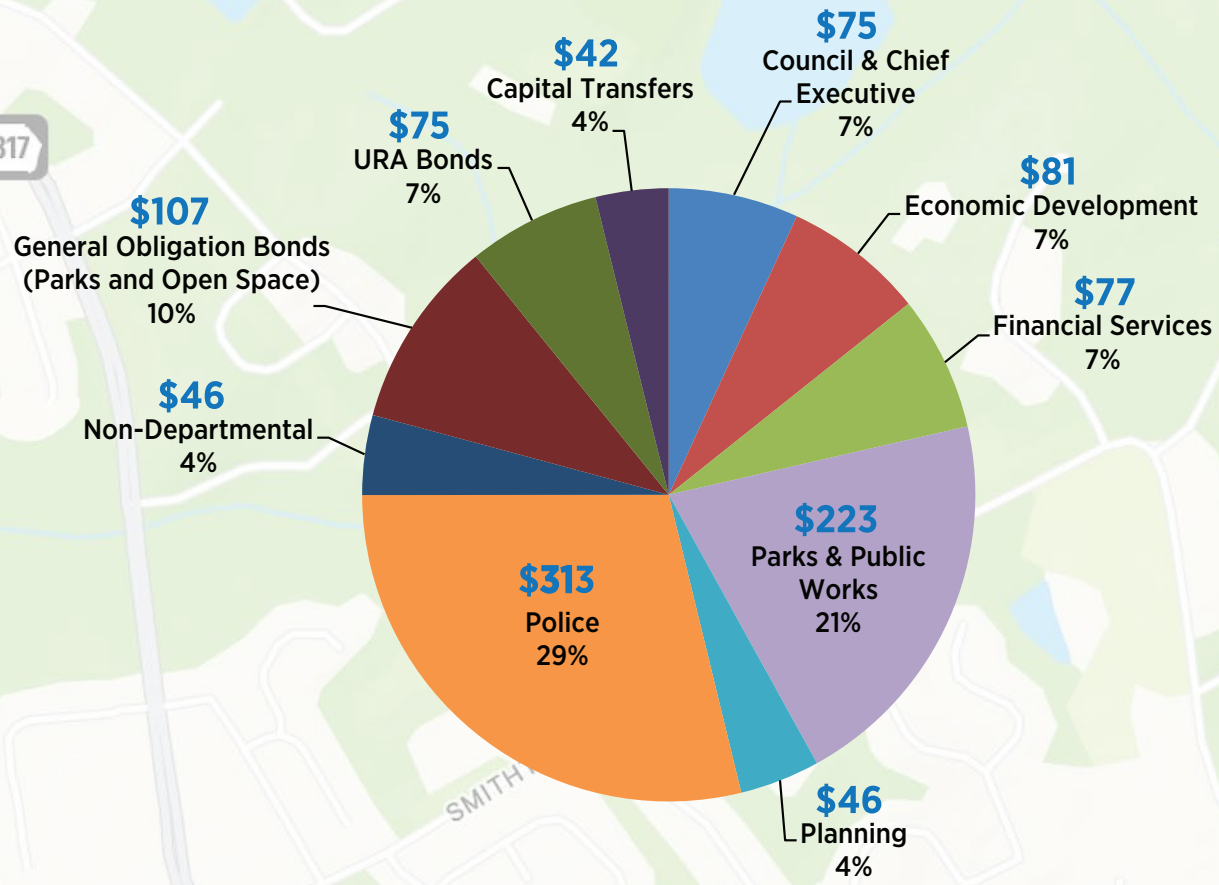
DEPARTMENT OPERATING

	FY 2027	YEAR 1 FY 2028	YEAR 2 FY 2029	YEAR 3 FY 2030	YEAR 4 FY 2031	YEAR 5 FY 2032	YEAR 6 FY 2033	YEAR 7 FY 2034	YEAR 8 FY 2035	YEAR 9 FY 2036	YEAR 10 FY 2037
Council & Chief Executive											
Salary	$ 1,174,050	$ 1,209,272	$ 1,245,550	$ 1,282,916	$ 1,321,404	$ 1,361,046	$ 1,401,877	$ 1,541,933	$ 1,588,191	$ 1,635,837	$ 1,684,912
Benefits	332,850	342,835	353,121	363,715	374,626	385,864	397,440	449,364	462,844	476,730	491,032
Other	356,550	365,464	374,600	383,965	393,564	403,404	413,489	423,826	434,422	445,282	456,414
SUBTOTAL	1,863,450	1,917,571	1,973,271	2,030,596	2,089,594	2,150,314	2,212,806	2,415,123	2,485,457	2,557,849	2,632,358
Economic Development											
Salary	1,004,500	1,034,635	1,065,674	1,097,644	1,130,574	1,164,491	1,199,426	1,235,408	1,272,471	1,413,645	1,456,054
Benefits	353,200	363,796	374,710	385,951	397,530	409,456	421,739	434,392	447,423	502,846	517,931
Other	661,100	677,628	694,568	711,932	729,731	747,974	766,673	785,840	805,486	825,623	846,264
SUBTOTAL	2,018,800	2,076,059	2,134,952	2,195,527	2,257,835	2,321,921	2,387,838	2,455,640	2,525,380	2,742,114	2,820,249
Financial Services											
Salary	1,150,000	1,184,500	1,220,035	1,256,636	1,385,335	1,426,895	1,469,702	1,513,793	1,660,207	1,710,013	1,761,313
Benefits	480,790	495,214	510,070	525,372	577,133	594,447	612,281	630,649	690,569	711,286	732,624
Other	303,400	310,985	318,760	326,729	334,897	343,269	351,851	360,647	369,663	378,905	388,378
SUBTOTAL	1,934,190	1,990,699	2,048,865	2,108,737	2,297,365	2,364,611	2,433,834	2,505,089	2,720,439	2,800,204	2,882,315
Parks & Public Works											
Salary	2,060,000	2,121,800	2,185,454	2,251,018	2,363,548	2,434,455	2,507,488	2,582,713	2,705,194	2,831,350	3,022,291
Benefits	880,130	906,533	933,730	996,742	1,062,644	1,094,523	1,127,359	1,161,180	1,237,015	1,309,126	1,392,399
Other	2,643,300	2,709,382	2,777,117	2,846,545	2,917,709	2,990,651	3,104,418	3,182,028	3,261,579	3,343,118	3,426,696
SUBTOTAL	5,583,430	5,737,715	5,896,301	6,094,305	6,343,901	6,519,629	6,739,265	6,925,921	7,203,788	7,483,594	7,841,386
Planning											
Salary	717,000	738,510	760,665	783,485	851,990	877,550	903,876	930,992	958,922	987,690	1,017,320
Benefits	234,400	241,432	248,675	256,135	300,819	309,844	319,139	328,713	338,575	348,732	359,194
Other	197,300	202,233	207,288	212,471	217,782	223,226	228,808	234,528	240,391	246,400	252,561
SUBTOTAL	1,148,700	1,182,175	1,216,628	1,252,091	1,370,591	1,410,620	1,451,823	1,494,233	1,537,888	1,582,822	1,629,075
Police											
Salary	4,508,800	4,644,064	4,783,386	5,015,887	5,258,364	5,416,115	5,674,598	5,943,836	6,223,152	6,513,846	6,709,261
Benefits	1,928,010	1,985,850	2,045,426	2,141,789	2,243,042	2,310,334	2,418,644	2,531,203	2,648,139	2,769,583	2,852,671
Other	1,384,050	1,418,651	1,454,117	1,490,470	1,527,732	1,565,926	1,605,074	1,645,201	1,686,330	1,728,489	1,768,244
SUBTOTAL	7,820,860	8,048,565	8,282,929	8,648,146	9,029,138	9,292,375	9,698,316	10,120,240	10,557,621	11,011,918	11,330,176
Non-Departmental	1,142,700	1,171,268	1,200,549	1,230,563	1,261,327	1,292,860	1,325,182	1,358,311	1,392,269	1,427,076	1,462,753
TOTAL OPERATING	**$ 21,512,130**	**$ 22,124,052**	**$ 22,753,495**	**$ 23,559,965**	**$ 24,649,751**	**$ 25,352,330**	**$ 26,249,064**	**$ 27,274,557**	**$ 28,422,842**	**$ 29,605,577**	**$ 30,598,312**

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 2026, the average home value in Suwanee is $550,000 and the typical resident will pay about $1,085 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 $1,085 per year in property taxes. The chart below illustrates the yearly cost for various services the City provides.

Capital Transfers	$42
Non-Departmental	$46
Council & Chief Executive	$75
Planning	$46
Economic Development	$81
Financial Services	$77
URA Bonds (City Hall & Parks)	$75
General Obligation Bonds (Parks & Open Space)	$107
Parks & Public Works	$223
Police	$313
Total	$1,085

CITY OF SUWANEE, GA



"Town Center on Main" Photo Credit: David Keith Photography

SPECIAL REVENUE FUNDS

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







Harvest Farm

JUMP TO TABLE OF CONTENTS

207 COMMUNITY ARTS FUND

Statement of Service

The City Council appointed Public Arts Commission (PAC) was established to work with and encourage developers to include public art or support public art as a component of new projects and to create programs that bring and promote public art in Suwanee. The budget includes the ongoing public capital campaign for an iconic public art piece at the new Town Center on Main Park.

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 the 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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Donations	$ 137,310	$ 213,619	$ 127,445	$ 760,000	$ 885,000
Rental Income	31,858	37,079	54,484	35,000	35,000
Investment Income	1,269	5,337	6,444	5,000	5,000
Other Financing Sources	-	-	-	500,000	650,000
TOTAL	**$ 170,437**	**$ 256,035**	**$ 188,373**	**$ 1,300,000**	**$ 1,575,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Property Services	$ -	$ 21,875	$ 30,850	$ 55,000	$ 55,000
Other Purchased Services	-	-	35,291	5,000	5,000
Professional Services	-	128,433	2,000	35,000	35,000
Capital Outlay-Property	25,000	-	20,837	1,205,000	1,480,000
Other Financing Uses	-	5,000	-	-	-
TOTAL	**$ 25,000**	**$ 155,308**	**$ 88,978**	**$ 1,300,000**	**$ 1,575,000**

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.

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Fines and Forfeitures	$ 6,972	$ 110,098	$ 57,209	$ 245,000	$ 245,000
Investment Income	3,297	8,424	6,942	5,000	5,000
Sale of Capital Items	-	4,618	-	-	-
TOTAL	$ 10,269	$ 123,140	$ 64,151	$ 250,000	$ 250,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Capital Outlay-Property	$ 39,852	$ 7,576	$ 148,089	$ 250,000	$ 250,000



220 COMMUNITY GARDEN FUND

Harvest Farm Mission: Growing a Healthier Suwanee

Our mission is to connect people with nature, promote healthy eating, and build a stronger community through gardening. We believe that gardening is a powerful way to improve our physical and mental health and to create a more sustainable and vibrant City of Suwanee. We are committed to providing a safe and welcoming space for everyone to learn about gardening, growing their own food, and connecting with nature. FY 2025 included an expansion of 45 new plots. Total plots after expansion 121.

Specifically, we aim to:

- Provide gardening opportunities.
- Invest in our community through gardening.
- Promote social interaction through gardening.
- Educate each other about the importance of healthy eating and gardening.
- Increase our knowledge of effective gardening techniques.
- Protect the environment through sustainable gardening practices.
- Leave Harvest Farm better than we found it for future generations to enjoy.

"Harvest Farm" Acrostic:

- **H**arvest our greens, reds, and yellows.
- **A**waken our sense of wonder.
- **R**eap the rewards of our labor.
- **V**alue the importance of community.
- **E**njoy the fruits (and vegetables!) of our labor.
- **S**hare our harvest with others.
- **T**ransform our community through gardening.

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 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Investment Income	$ 3	$ 3	$ 3	$ -	$ -
Donations	7,281	7,093	7,033	10,000	10,000
Other Financing Sources	-	-	5,000	5,000	5,000
TOTAL	**$ 7,284**	**$ 7,096**	**$ 12,036**	**$ 15,000**	**$ 15,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Purchased Services	$ 240	$ 283	$ -	$ 1,000	$ 1,000
Supplies	3,024	4,203	7,841	14,000	14,000
Capital Outlay-Property	-	-	43,150	-	-
TOTAL	**$ 3,264**	**$ 4,486**	**$ 50,991**	**$ 15,000**	**$ 15,000**

275 HOTEL / MOTEL TAX FUND

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, each hotel monthly average for FY 2026 was used for the FY 2027 estimate.

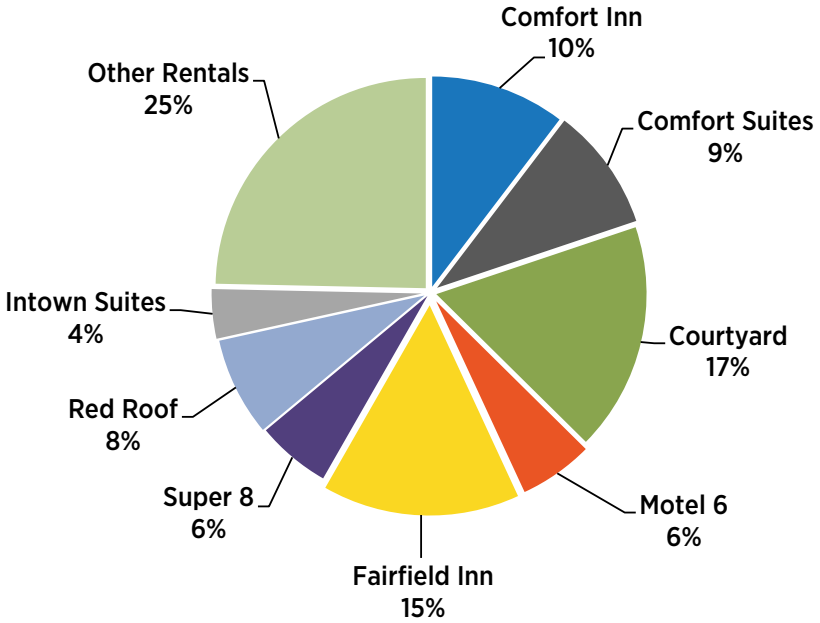
INVESTMENT INCOME

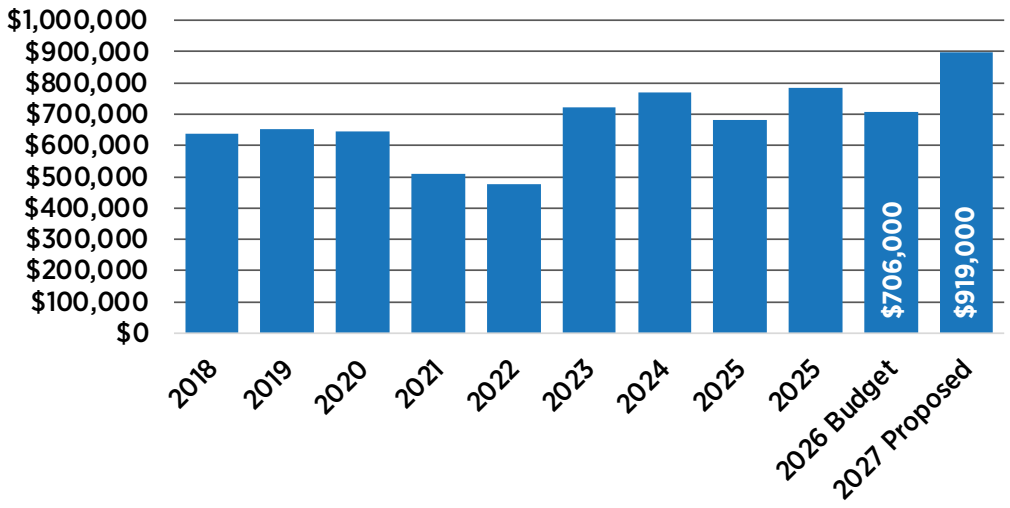
Definition: Investment income includes revenue from investment of fund equity.

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
2021	28,330	-31%
2022	62,320	120%
2023	50,997	-18%
2024	40,307	-21%
2025	50,285	25%
2026 Projected	52,000	3%

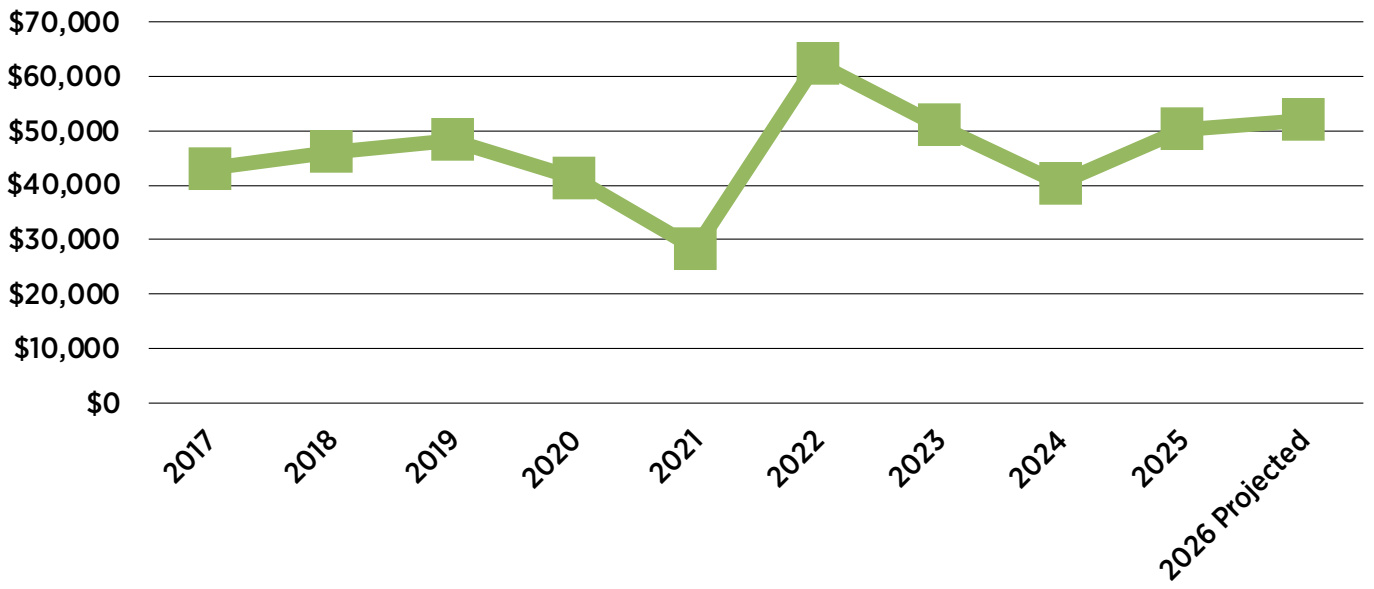




275 HOTEL / MOTEL TAX FUND

SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Selective Sales and Use Taxes	$ 769,113	$ 703,287	$ 605,438	$ 646,400	$ 638,000
Invested Income	264	314	2,571	1,000	3,000
Other Financing Sources	-	-	-	58,600	278,000
TOTAL	**$ 769,377**	**$ 703,601**	**$ 608,009**	**$ 706,000**	**$ 919,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Professional Services	$ 172	$ 5,200	$ -	$ 10,000	$ 10,000
Purchased Services	499,536	453,546	400,212	512,500	509,000
Capital Outaly Property	-	-	-	-	200,000
Other Financing Uses	228,433	209,261	180,371	183,500	200,000
TOTAL	**$ 728,141**	**$ 668,007**	**$ 580,583**	**$ 706,000**	**$ 919,000**



280 RENTAL VEHICLE EXCISE TAX

Statement of Service

State law permits Georgia municipalities to levy a 3% excise tax of vehicle rentals. In December of 2018, Suwanee adopted the rental vehicle excise tax ordinance that allows for the collection of rental motor vehicle excise tax. The following charges are subject to the excise tax: time, mileage, insurance coverage, and collision damage waivers.

Revenue Assumptions

CONTRIBUTIONS AND DONATIONS

Definition: Contributions and donations include revenues received from sponsorships, booth rentals, and sale of items for Suwanee Fest.

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

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. The City levies a 3% excise tax on the rent or lease of motor vehicles in the City of Suwanee.

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 rental vehicle excise tax, a monthly average for the prior year is determined and a twelve-month projection of this average was used for fiscal year 2027.

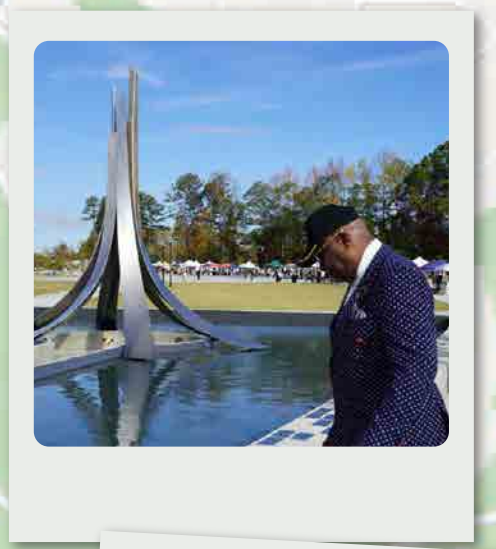
SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Investment Income	$ 434	$ 576	$ 1,485	$ 1,000	$ 1,000
Donations- Suwanee Fest	-	33,388	191,029	175,000	185,000
Selective Sales and Use Taxes	122,378	128,152	146,740	144,000	145,000
Other Financing Sources	-	4,503	-	10,000	-
TOTAL	**$ 122,812**	**$ 166,619**	**$ 339,254**	**$ 330,000**	**$ 331,000**

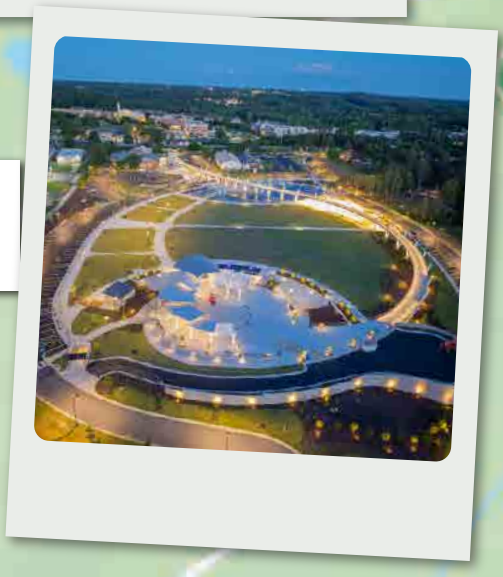
SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Large Pop Concert	$ 65,896	$ 51,816	$ 95,987	$ 100,000	$ 100,000
Suwanee Fest	-	57,154	171,059	200,000	200,000
Bike Share Program	-	-	27,000	30,000	31,000
TOTAL	**$ 65,896**	**$ 108,970**	**$ 294,046**	**$ 330,000**	**$ 331,000**

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.







Town Center on Main

Suwanee Creek Greenway

JUMP TO TABLE OF CONTENTS

410 DEBT SERVICE FUND

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), the refunded 2015 Urban Redevelopment Agency (URA) revenue bonds for the construction of a new City Hall at Town Center (original issue date 2006), and the 2017 URA revenue bonds for capital improvements in the URA area (including Main Street re-alignment, Town Center on Main, land acquisition, and facilities improvements).

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 2027 is estimated at .81 mills. This millage rate is applied to the estimated assessed values for calendar year 2026. Please see property taxes assumptions on page 80 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 SPLOST proceeds. A portion of the 2017 URA bond funds are being used to help with cash flow with the 2017 SPLOST capital projects in the URA district and will be reimbursed to the debt service fund for bond re-payment.

Assumptions: Revenues are based on projected cash flow schedules for SPLOST projects.

SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
General Property Taxes	$ 2,261,671	$ 2,229,931	$ 2,120,243	$ 2,138,500	$ 2,132,100
Investment Income	1,645	2,162	3,927	2,000	2,000
Other Financing Sources	823,600	712,000	750,000	774,500	772,900
TOTAL	**$ 3,086,916**	**$ 2,944,093**	**$ 2,874,170**	**$ 2,915,000**	**$ 2,907,000**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Debt Service Principal	$ 1,881,000	$ 1,914,000	$ 1,957,000	$ 1,994,000	$ 2,026,000
Debt Service Interest	1,041,712	992,837	954,476	920,000	880,000
Fiscal Agent's Fees	806	806	806	1,000	1,000
TOTAL	**$ 2,923,518**	**$ 2,907,643**	**$ 2,912,282**	**$ 2,915,000**	**$ 2,907,000**

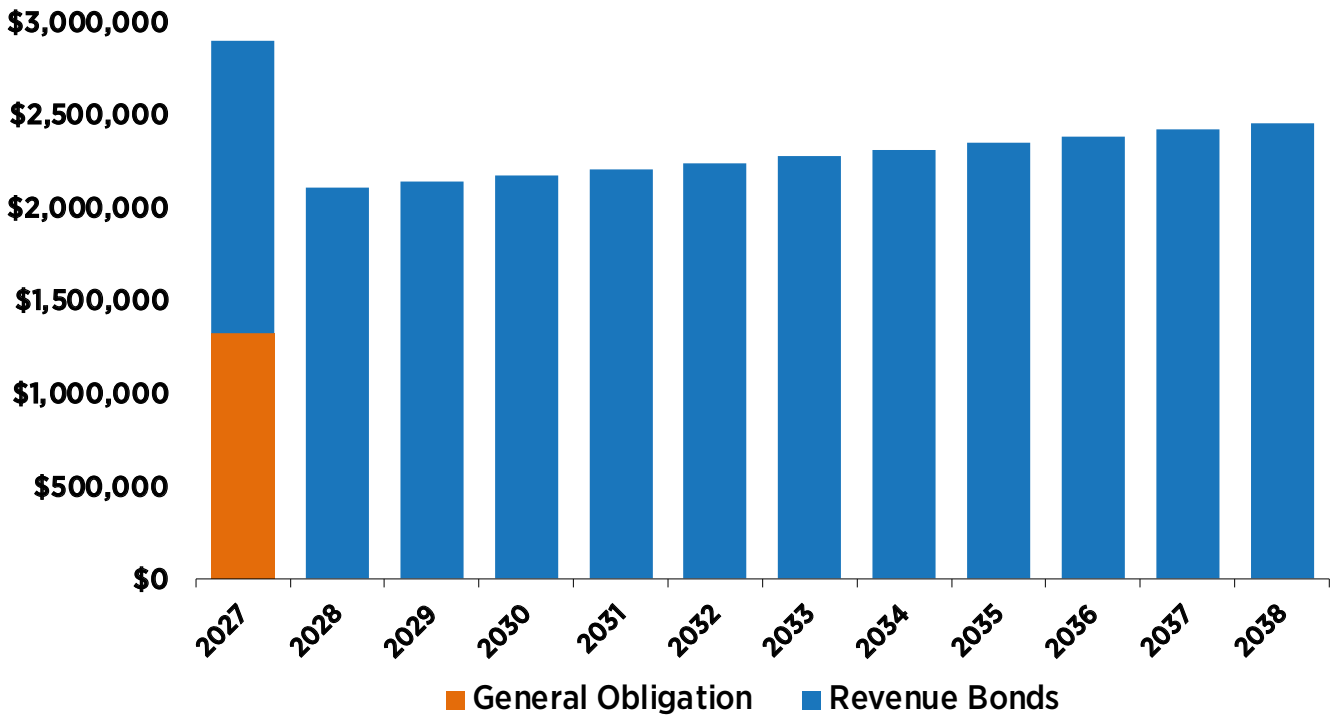
Summary of City Debt by Category as of 7/01/2026

CATEGORY OF DEBT		AMOUNT OUTSTANDING
General Obligation Bonds	$	1,305,000
Revenue Bonds		20,886,000
TOTAL	**$**	**22,191,000**

	GENERAL OBLIGATIONS			REVENUE BONDS			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS	COMBINED TOTAL DEBT SERVICE REQUIREMENTS
2027	$ 1,305,000	$ 12,789	$ 1,317,789	$ 721,000	$ 852,926	$ 1,573,926	$ 2,891,715
2028	-	-	-	1,295,000	810,725	2,105,725	2,105,725
2029	-	-	-	1,395,000	743,475	2,138,475	2,138,475
2030	-	-	-	1,500,000	671,100	2,171,100	2,171,100
2031	-	-	-	1,610,000	593,350	2,203,350	2,203,350
2032	-	-	-	1,725,000	509,975	2,234,975	2,234,975
2033	-	-	-	1,835,000	439,325	2,274,325	2,274,325
2034	-	-	-	1,935,000	373,100	2,308,100	2,308,100
2035	-	-	-	2,040,000	303,800	2,343,800	2,343,800
2036	-	-	-	2,150,000	230,200	2,380,200	2,380,200
2037	-	-	-	2,275,000	141,700	2,416,700	2,416,700
2038	-	-	-	2,405,000	48,100	2,453,100	2,453,100
TOTAL	**$ 1,305,000**	**$ 12,789**	**$ 1,317,789**	**$ 20,886,000**	**$ 5,717,776**	**$ 26,603,776**	**$ 27,921,565**

410 DEBT SERVICE FUND

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
2027	$ 1,305,000	$ 12,789	$ 1,317,789
TOTAL	**$ 1,305,000**	**$ 12,789**	**$ 1,317,789**







Revenue Bonds

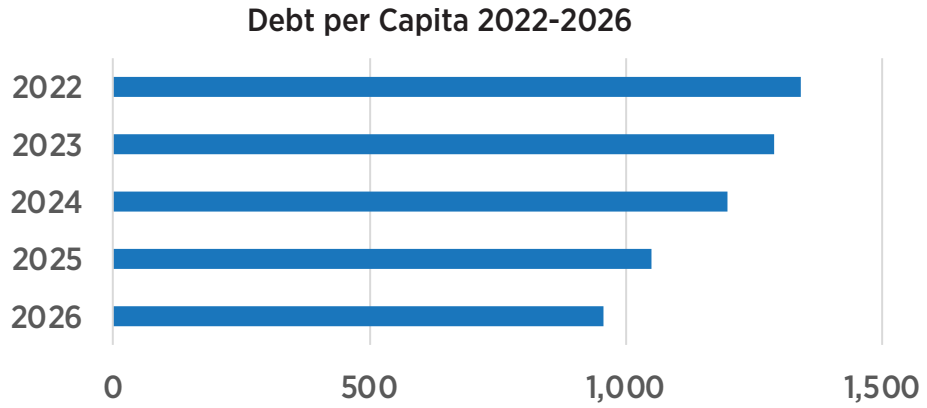
In 2002, the City approved an urban redevelopment plan, entitled "Old Town Suwanee Urban Redevelopment Plan" to redevelop the area of the City known as "Old Town Suwanee" as the focal point of the City's center. The Urban Redevelopment Plan anticipated that the City would purchase certain tracts of land 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.

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%.

In 2017, the agency issued $21.5 million in revenue bonds for the purpose of paying a portion of the cost of projects detailed in the updated 2017 Urban Redevelopment Plan. Projects include construction of a new park on Main Street, Main Street re-alignment, land acquisitions, and facilities improvements.

2015 REFUNDING REVENUE BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2027	$ 446,000	$ 4,326	$ 450,326
TOTAL	**$ 446,000**	**$ 4,326**	**$ 450,326**



2017 REVENUE BONDS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE REQUIREMENTS
2027	$ 275,000	$ 848,600	$ 1,123,600
2028	1,295,000	810,725	2,105,725
2029	1,395,000	743,475	2,138,475
2030	1,500,000	671,100	2,171,100
2031	1,610,000	593,350	2,203,350
2032	1,725,000	509,975	2,234,975
2033	1,835,000	439,325	2,274,325
2034	1,935,000	373,100	2,308,100
2035	2,040,000	303,800	2,343,800
2036	2,150,000	230,200	2,380,200
2037	2,275,000	141,700	2,416,700
2038	2,405,000	48,100	2,453,100
TOTAL	**$ 20,440,000**	**$ 5,713,450**	**$ 26,153,450**

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	$ 1,305,000
Revenue Bonds	20,886,000
TOTAL DIRECT DEBT	**$ 22,191,000**

JURISDICTION	ESTIMATED SHARE OF OVERLAPPING DEBT
Overlapping Debt:	
Gwinnett County	$ 17,318,370
Gwinnett County Board of Education	58,246,833
TOTAL OVERLAPPING DEBT	**75,565,203**
TOTAL DIRECT AND OVERLAPPING DEBT	**$ 97,756,203**

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
2022	$ 6,315,000	$ 25,252,817	$ 31,567,817	3.02%	$ 1,341
2023	5,095,000	24,434,606	29,529,606	2.56%	1,288
2024	3,855,000	23,604,940	27,459,940	2.35%	1,197
2025	2,590,000	21,595,000	24,185,000	2.07%	1,050
2026	1,305,000	20,886,000	22,191,000	1.79%	964

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 2024	FY 2025	FY 2026
Assessed value of all taxable property	**$ 2,295,597,330**	**$ 2,497,455,904**	**$ 2,659,684,974**
Debt limit 10% of assessed value	229,559,733	249,745,590	265,968,497
Less: Total debt applicable to limit	3,016,731	1,796,661	1,305,000
Legal debt margin available	**$ 226,543,002**	**$ 247,948,929**	**$ 264,663,497**
TOTAL DEBT APPLICABLE TO THE LIMIT AS A PERCENTAGE OF DEBT LIMIT	**1.31%**	**0.72%**	**0.49%**

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.







Big Splash Fountain

JUMP TO TABLE OF CONTENTS

560 STORMWATER UTILITY FUND

Statement of Service

Stormwater utility is a program with a user fee charge to help Suwanee recover the costs of managing stormwater runoff generated by a parcel or customer. The utility creates a reserve for the Stormwater Management Program. This program includes maintaining and repairing streams, ponds, stormwater pipes, ditches, catch basins, and other similar features.

Revenue Assumptions

STORMWATER UTILITY CHARGE

Definition: The fees are based on the amount of impervious surface on a parcel. Impervious surface includes asphalt and concrete driveways and parking lots, rooftops, and other features that prevent water from absorbing into the ground, thereby increasing stormwater runoff into pipes and streams.

Assumptions: Revenue projections are based on the current impervious surface parcel database.

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 prior period revenues received but not expended in the year they were received.

Assumptions: Available revenues from this source are used to complete current period stormwater system improvements and maintenance.



Town Center on Main

CITY OF SUWANEE, GA

560 STORMWATER UTILITY FUND

SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Charges for Services	$ 1,480,293	$ 1,495,272	$ 1,571,059	$ 1,550,000	$ 1,550,000
Investment Income	1,852	5,345	11,206	10,000	20,000
Other Financing Sources	-	-	-	810,000	875,000
TOTAL	**$ 1,482,145**	**$ 1,500,617**	**$ 1,582,265**	**$ 2,370,000**	**$ 2,445,000**

SUMMARY OF EXPENSES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Professional Services	$ -	$ 62,644	$ 70,473	$ 250,000	$ 250,000
Purchased Services	-	51,025	64,215	100,000	100,000
Equipment	-	-	-	-	50,000
Depreciation	-	10,898	43,181	20,000	45,000
Capital Outlay	-	13,309	11,712	2,000,000	2,000,000
TOTAL	**$ -**	**$ 137,876**	**$ 189,581**	**$ 2,370,000**	**$ 2,445,000**



Stormwater Utility Fee Schedule

The stormwater utility user fees are used to maintain and improve the City's stormwater system as outlined in the Stormwater Management Program (SWMP). Properties will receive an annual bill based on their actual impervious surface area. Impervious surfaces are those areas that prevent rainfall from infiltrating into the soil, thereby increasing stormwater runoff into pipes and streams. Examples of typical impervious surfaces found on properties include rooftops, driveways, sidewalks, parking lots, patios, and streets.

The rate is based on each Equivalent Runoff Unit (ERU) with one ERU equal to 3,825 square feet of impervious surface area.

Detached Single-Family Residential
- Up to 11,475 sq ft (ERU x 3)
- Yearly fee: $89
- Monthly rate: <$7.50

Attached Residential
(e.g., duplexes, townhomes)
- Each dwelling unit pays
- $89 x 0.4 = $35.60 per year

All other properties are charged $89.00 per year for every 3,825 square feet of impervious surface area.

Properties containing less than 500 square feet of impervious surface area shall be exempt from the stormwater user fee charge.

Non-Single Family Residential
(e.g., apartments, commercial)
- Annual rate: each 3,825 sq ft increment x $89
- Ex: 76,500 sq ft impervious surface/3,825 x $89 = $1,780 per year

The City does offer stormwater utility credits to recognize efforts by property owners to help reduce the City's SWMP costs. This Suwanee webpage contains manuals which outline credits available to property owners. Credits applications are reviewed and considered annually.

suwanee.com/services/public-works-services/stormwater-utility

Stormwater Projects - Current

In FY 2023, Integrated Science & Engineering (ISE) completed a Stormwater Assessment Study for the City to evaluate the City's Stormwater system. ISE identified areas in need of repair, pipe rehabilitation, and maintenance in order to prevent system failures. These projects represent the initial implementation of the assessment.

YEAR	PROJECT	ESTIMATED COST	LENGTH IN FEET
2026	3357 Rising Fawn Trail	$ 21,602	$ 29
	3620 Burnette Park Drve	198,138	266
	4104 Treemont Lane	97,579	131
	4449 Aldenham Way	23,091	31
	1350 Eryn Circle	128,119	172
	294 Azalea Chase Drive	96,834	130
	3669 Baxley Point Drive	96,834	130
	4538 Arbor Crest Place	151,211	203
	4504 Silver Peak Parkway	131,844	177
	235 Ruby Forest Parkway	77,467	104
	721 Amberton Crossing	193,669	260
	154 Azalea Chase Drive	140,037	188
	314 Azalea Chase Drive	84,171	113
	4280 Grand Teton Parkway	76,723	103
	235 Ruby Forest Parkway	23,836	32
	830 Yosemite Drive	96,834	130
	4516 Village Manor Park	55,121	74
	4359 Aldenham Way	29,795	40
	3735 Baxley Lane	75,233	101
	4003 Rosewood View Drive	201,862	271
	TOTAL	**$ 2,000,000**	**2,685**

**Projected overall costs for future stormwater projects can be found in the Capital Improvement Program's five year budget for FY 2027 - FY 2031 on page 282*

Stormwater Projects - Future

YEAR OR POTENTIAL PHASE	PROJECT DESCRIPTION		PROJECTED COST ESTIMATES*
2027	4330 Red Rock Point	$	72,352
	1352 Riverview Run Lane		108,155
	274 Greenspire Walk		86,524
	4224 Silver Peak Parkway		24,615
	325 Sharon Industrial Way		88,016
	1220 Swan Mill Court		36,549
	3165 Maple Terrace Drive		102,934
	3195 Maple Terrace Drive		81,303
	270 Roberts Road		72,352
	4003 Rosewood View Drive		202,138
	4121 Riverview Run		14,918
	4559 Silver Peak Parkway		53,705
	3200 Mill View Court		149,180
	1070 Swan Mill Court		36,549
	3429 Bonneville Way		12,679
	3395 Maple Terrace Drive		100,696
	3739 White Sands Way		31,328
	3979 Treemont Lane		129,786
	3739 White Sands Way		31,328
	139 Roberts Road		64,893
	ESTIMATED TOTAL	**$**	**1,500,000**

**Projected overall costs for future stormwater projects can be found in the Capital Improvement Program's five year budget for FY 2027 - FY 2031 on page 282*

CITY OF SUWANEE, GA



Big Splash Interactive Fountain

Photo Credit: David Douglas

CUSTODIAL FUND

Custodial Funds are fiduciary in nature. They do not represent the results of operations or have a measurement focus. This fund, the Municipal Court Fund, is used to account for assets that the City holds for others in a custodial capacity.







Everett's Music Barn

JUMP TO TABLE OF CONTENTS

745 CUSTODIAL FUND

Statement of Service

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

Revenue Assumptions

FINES AND FORFEITURES

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

Assumptions: Projections are based on the rates set by Council and historical trends.

SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Court Fines	$ 1,432,936	$ 1,506,305	$ 1,697,236	$ 1,561,000	$ 1,847,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Professional Services	$ 50,803	$ 24,140	$ 16,610	$ 23,000	$ 30,000
Other Costs	376,243	471,846	503,763	490,000	517,000
Transfers	1,000,092	1,010,319	1,176,863	1,048,000	1,300,000
TOTAL	**$ 1,427,138**	**$ 1,506,305**	**$ 1,697,236**	**$ 1,561,000**	**$ 1,847,000**

**Approved funding for Municipal Court (2650) expenditures is independent of the fines projected to be imposed by the Court. Municipal Court (2650) expenditures are presented in the general fund on page 110.*

CITY OF SUWANEE, GA

SuwaneeFest Annual Parade



CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program details 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 Police Station

JUMP TO TABLE OF CONTENTS

Suwanee's Capital Improvement Policy

The Capital Improvement Program (CIP) is a five-year plan that is developed, reviewed, and updated annually. To be included in the CIP, a project must have an estimated cost of at least $20,000. Projects are not grouped together to meet this threshold unless they are interdependent. Routine operating expenses, such as maintenance contracts and personal computer software upgrades, are not eligible for inclusion in 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.

The CIP is presented annually to the City Council for approval in conjunction with the annual operating budget. The CIP is a financial and resource planning tool, but it does not represent an adopted budget for any project. At the time the City is ready to undertake a project, it will be designed and engineered, as appropriate, with a final scope and cost estimate. .

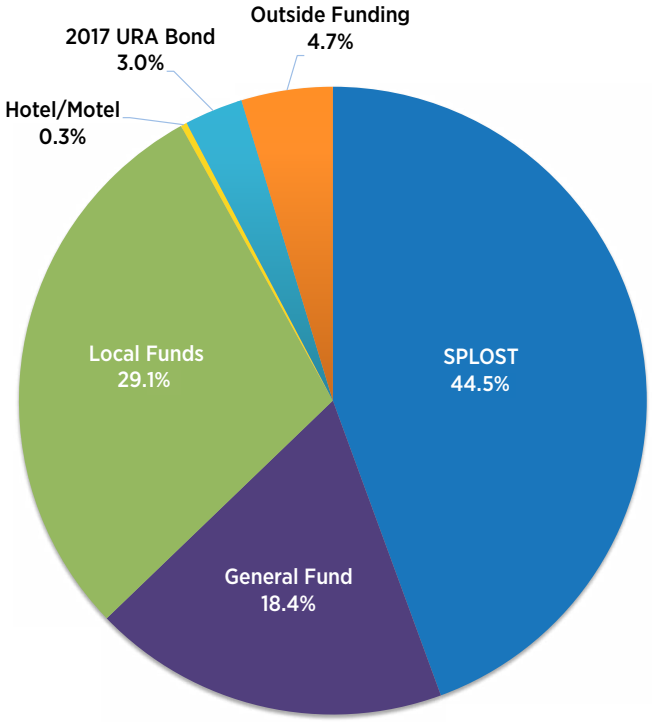
Funding the CIP

Suwanee's 2027-2031 CIP totals $62.3 million over the next five years. All projects included in the plan are fully funded. The City will provide $59.4 million, approximately 95% of the total, with the remaining $2.9 million coming from awarded grant funding.

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 2027-2031 CIP has been developed with the following strategies and considerations:

1. **The following "recurring projects" are proposed for continuation in the CIP. These are funded in various ways.**
   - City Vehicles – Replacement: $124,000
   - General Facilities Maintenance: $1,615,58
   - Park Maintenance: $1,443,000
   - Public Safety/Police Projects Equipment: $645,000
   - Public Safety/Police Vehicle Replacement: $1,476,200
   - Public Works Equipment: $1.5 million
   - Public Works Vehicle Replacement: $398,700
   - Sidewalk Maintenance: $1,683,418
   - Street Maintenance & Resurfacing: $6,741,016
   - Street Tree & Landscaping Management Program: $1.5 million
   - Suwanee Greenway Maintenance: $1,461,000

2. **The following "previously approved" projects are still proposed in the CIP.**
   - Citywide Signage/Visual Communications: $249,619
   - Comprehensive Plan: $200,000
   - Electric Charging Stations: $42,000
   - Financial Software Implementation: $100,000
   - Martin Farm Road-Project Section 1: $671,000
   - Police Training Center Range Maintenance: $157,000
   - Public Safety - New Facility: $17,957,850
   - Recreation Enhancements: $1,619,813
   - Sidewalks - Pedestrian Bicycle Plan: $855,000
   - Safe Streets 4 All Action Plan: $250,000
   - Stormwater Rehabilitation Projects: $10,262,000
   - Street Sign Replacement Program: $178,697
   - Suwanee Gateway Improvement Projects: $2.0 million
   - Suwanee Gateway Landscape & Litter Control: $500,000
   - Suwanee Greenway - Rerouting at Martin Farm Road: $546,505
   - Suwanee Loop Phase 1: Design and Engineering: $1,726,945

- Suwanee Loop Right-of-Way Land Acquisition: $2,375,000
- Town Center on Main and Delay Nature Park Projects: $718,000
- Traffic Calming: $50,000
- Transportation Enhancements: $1,229,000

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

- IT Infrastructure Management: $500,000
- Main Street Art/Welcome Center: $1,600,000

4. The proposed CIP does not utilize all of the City's capital funds on hand (including unreserved fund balance). Approximately $4.5 million will remain in reserves for other projects and/or project increases.

5. The 2023 Special Purpose Local Option Sales Tax (SPLOST) was approved in November 2022, and its projected revenues have been incorporated into the CIP. The City currently expects to receive approximately $31 million over the next six years, allocated to the following categories:

- Public Safety: $18 million
- Transportation: $10 million*
- Recreation: $3 million*

*Includes anticipated SPLOST revenue above initial projection.

The 2023 SPLOST program began on April 1, 2023. Funds are received monthly, and all figures remain estimates until the final deposits are received.

6. The CIP is funded with a diverse mix of funding sources:

- SPLOST: 44.5%
- Local Funds: 29.1%
- General Fund: 18.4%
- Outside Funding: 4.7%
- URA Bond: 3.0%
- Hotel/Motel Fund: 0.3%

7. The CIP does not propose the use of any new debt.

The CIP does not include any new debt financing. Instead, it is structured around a "pay-as-you-go" approach, meaning projects will proceed only as funding becomes available. Many projects rely on multiple funding sources; however, all projects currently included in the CIP are fully funded.

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

Certain funding sources in the CIP - such as SPLOST and grants- are legally restricted and must be used for specific purposes. For example, SPLOST funds must be allocated across predetermined categories, with percentages approved by voters, and can only be used for capital projects, not for operating expenses like staffing or supplies. Similarly, proposed grant funds are tied to specific projects and cannot be redirected to others.

9. The City plans for ongoing maintenance.

More than $11 million has been allocated for the ongoing maintenance of City facilities, including buildings, parks, and streets. Proactive, annual investment in these needs helps ensure the City's infrastructure remains in good condition while reducing the likelihood of large, unexpected expenses in any single year. This approach is a core component of the CIP, reflecting the City's commitment to maintaining its assets as the number of completed projects - and associated maintenance responsibilities - continue to grow.

10. The City of Suwanee has adopted a stormwater utility.

The City of Suwanee has established a stormwater utility to provide a dedicated funding source for stormwater management and infrastructure needs. Between 2027 and 2031, stormwater-related expenses are projected to total $10.2 million. The stormwater utility is expected to fund approximately $8.2 million of this amount, while the remaining $2 million will be covered by a combination of General Fund contributions and 2023 SPLOST revenues. This multi-source funding strategy ensures that critical stormwater improvements and maintenance can be addressed without overburdening any single revenue stream.

11. CIP pre-funding for FY 2027 - $1.7 million General fund Capital Transfer.

As part of the third quarter budget process, we processed General fund capital transfers to pre-fund the FY 2027 CIP, supporting the City's pay-as-you-go strategy for capital financing.

12. 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 not representative of current funding allocations, rather than actual project cost/budget. Project estimates will change as more refined information is received.

CIP PROJECT DESCRIPTIONS

CITY VEHICLES – REPLACEMENT ($124,000)

This initiative focuses on the replacement of aging City high maintenance vehicles. As part of a comprehensive repair and maintenance program, the City systematically evaluates the condition, mileage, and service history of each vehicle to determine the most cost-effective time to retire and replace it. Phasing out older, less reliable vehicles reduces long-term maintenance costs, improves operational efficiency, and ensures the safety and reliability of its fleet. The city will evaluate options for either electric vehicles and/or hybrids when appropriate and feasible to do so.

CITYWIDE SIGNAGE/VISUAL COMMUNICATIONS ($249,619)

The program aims to update and modernize Suwanee's signage system over time. This initiative involves rebranding the city's signs in a cohesive and consistent manner, creating a unified, user-friendly signage system that eases navigation for both residents and visitors. The program includes signage improvements in parks, on roadways, and in parking areas, with ensuring clear and consistent wayfinding across key locations throughout the City.

COMPREHENSIVE PLAN ($200,000)

The comprehensive Plan is a long-term, strategic document that outlines the City's vision for development, growth, land use, infrastructure, housing, and community services. It serves as a guide for decision-making, helping to align policies, projects, and resources with the needs and desires of the community. This update will ensure that Suwanee's planning efforts remain relevant and responsive to the needs of residents and businesses. The City undertakes a major update to the Comprehensive Plan every 10 years.

FACILITY ENHANCEMENTS PARKS & FACILITIES - ELECTRIC CHARGING STATIONS ($42,000)

With appropriate evaluations for cost effectiveness, the city is incorportating electric vehicles and/or hybrids into its fleet to reduce carbon emissions and promote sustainability. Currently, the city is evaluating the usage of electrice vehicles and depending on results, may expand charging stations at key locations around the city. These locations may include Sims Lake Park, city parking deck, and other locations.

FACILITY ENHANCEMENTS PARKS & BUILDINGS

General Facilities Maintenance ($1,615,580) – This funding ensures that city facilities are well-maintained and kept in good condition, allowing the City to respond quickly to unforeseen high-cost urgent repairs. It is part of a comprehensive facilities maintenance plan designed to preserve the functionality and safety of public buildings, minimize disruption, and extend the lifespan of city assets.

Park Maintenance ($1,443,000) – This allocation accounts for both short- and long-term maintenance needs for the City's parks, trails, and recreational facilities. It ensures that the City's green spaces remain safe, accessible, and inviting for residents and visitors, supporting everything from routine upkeep to larger renovation projects. This proactive funding approach ensures that resources are available when needed to extend the life of park infrastructure and improve the overall park experience for the community. Projects in this fund include park bathroom upgrades that replace the bathroom faucets and paint, park path maintenance for safety, splash pad upgrades, and shade structure refresh.

FACILITY ENHANCEMENTS PARKS & BUILDINGS (CONTINUED)

Police Training Center Range Maintenance ($157,000) – This project covers the required maintenance of the firing range at the Police Training Facility. It ensures the range is kept in optimal condition for training exercises while also addressing safety concerns, including managing lead contamination from range practice. Regular maintenance and proper environmental controls are essential to ensure the safety and health of officers using the facility, as well as compliance with health and safety regulations.

Suwanee Greenway Maintenance ($1,461,000) – This allocation covers the effort to routinely maintain the Suwanee Greenway, a 4.5-mile multi-use trail that connects key areas of the City, including parks, residential neighborhoods, and commercial districts. The Greenway serves as a vital pedestrian and bike route, offering residents and visitors a scenic and accessible space for recreation and transportation. Regular maintenance ensures that the trail remains safe, clean, and in good condition for all users.

FINANCIAL SOFTWARE IMPLEMENTATION ($100,000)

The City's current financial software system, originally acquired in 2012, has become outdated and no longer meets the evolving needs of modern financial management. In order to improve efficiency, security, and accessibility, it is essential to transition to a more advanced, cloud-based solution. Modern cloud-based financial systems offer enhanced user-friendliness, mobile app integration for convenient access, and robust security features that better protect sensitive financial data. In addition, the software industry has largely shifted away from the traditional model of purchasing software outright. Instead, the prevailing trend is toward subscription-based services, where users pay a recurring fee to access the software, essentially leasing the platform rather than owning it. This model ensures that users receive regular updates, ongoing support, and access to the latest features without the need for costly system overhauls.

IT INFRASTRUCTURE MANAGEMENT ($500,000)



This comprehensive IT infrastructure revitalization is designed to eliminate technical debt and ensure operational continuity for mission-critical services, integrated with proactive security monitoring and backup services for enhanced data protection. The initiative involves a strategic overhaul of core network architecture, including replacing legacy switches and decommissioning three end-of-support servers that pose a risk to the centralized file share system. To maximize operational efficiency, the project will also consolidate the physical server footprint and transition to a modern hypervisor environment. A central pillar of this effort is strengthening cybersecurity posture to meet cyber insurance expectations and regulatory requirements through a defense-in-depth strategy that includes Intrusion Detection and Prevention Systems (IDS/IPS), Extended Detection and Response (XDR), and a centralized SIEM/SOAR solution, along with upgrading firewalls ahead of end-of-support deadlines to prevent critical security gaps. To safeguard municipal data, a resilient "3-2-1" backup strategy will be formalized, utilizing local NAS storage and cloud-based solutions with offsite immutability to ensure reliable recovery in any disaster scenario. Finally, the project modernizes the aging endpoint fleet by replacing 100 workstations and laptops, some exceeding a 10-year service life, and deploying Microsoft Intune for unified, automated device management, supported by a structured lifecycle replacement schedule that equips the workforce with high-performance tools to sustain efficient operations.

CIP PROJECT DESCRIPTIONS

MAIN STREET ART/WELCOME CENTER ($1,600,000)



This project consists of the renovation and improvement of an exisitng City-owned building located at 431 Main Street. The project focuses on enhancing and repurposing the facility to better serve the community while supporting its continued use as a Welcome and Arts Center. In continued cooperation with the Welcome and Arts Center, this funding supports the City's longstanding commitment to support arts programming and alignment with adopted policies that support the City's involvement in the arts. The Suwanee Arts Center is a non-profit organization that has a formal partnership with the City in operating a Suwanee Welcome Center on the behalf of the City. The Arts Center continues to grow and expand their operations and programming. This project would fund the renovation of the city owned house on Main Street at the entrance to Town Center on Main and Delay Nature Park, so that it may serve as the new Welcome and Arts Center. This new location will allow for an expanded outreach of larger art class size, more pottery wheels, and extra programming during the summer months for kids' activities and more innovative programming.

PARKS

Recreation Enhancements: Misc. SPLOST & Local Projects (TBD) ($1,619,813) – This funding allocation is designated for a range of smaller-scale recreational projects that can be quickly implemented and enhance parks amenities. Supported by SPLOST revenues and local funds, these projects will address improvements that do not require large capital investments but still offer meaningful benefits to residents. This initiative also includes the acquisition of a mobile trailer ($20,000) that can be converted into an information hub, operated by Park Ambassadors, to serve as a flexible resource within parks and at community events by providing residents and visitors with information on community activities, park amenities, city maps, and local dining and shopping options.

Town Center on Main & Delay Nature Park ($718,000) - This funding supports the final phase of development for Town Center on Main and Delay Nature Park, two key recreational and community spaces that serve as central destinations within the City of Suwanee. These enhancements are aimed at improving visitor experience, promoting safety, and increasing the functionality of the park amenities. Over at the hilltop area, shade structures will be placed on the hilltop area due to the intense sunlight in the summer months to provide relief from the sunlight, and installation of a large LED screen. Seating will be installed throughout the park for comfort. To improve usability and accommodate competitive or recreational play, extensions to the volleyball net area will be added, expanding the courts' flexibility and capacity. To support cleanliness of the park, a foot wash station will be installed near the courts, allowing visitors to rinse off sand and debris before re-entering other parts of the park or their vehicles. The project will also introduce Wi-Fi access and security camera options, enhancing public safety, connectivity, and the potential for technology-based park programming or events. Finally, new wayfinding signage will be installed throughout Town Center on Main and Delay Nature Park to help visitors easily navigate park features, trail connections, and nearby attractions.

PUBLIC SAFETY/POLICE

Police Projects Equipment ($645,000) – This allocation will fund technology and equipment upgrades for the Suwanee Police Department to ensure officer safety, enhance operational efficiency, and maintain the department's commitment to transparency and accountability. Key components of the project include the replacement of outdated Taser equipment, ensuring officers have access to reliable and effective non-lethal tools for de-escalation and public safety. The funding will also support the upgrade of both body-worn and in-car video systems, which are essential for documenting interactions, supporting investigations, and providing accountability in the field. This program includes replacing old technology infrastructure to cloud-based video storage solutions, which will improve data security, storage capacity, and accessibility for evidence management and public records compliance. Funding for this program will support the purchase of equipment needed to support operations.

PUBLIC SAFETY/POLICE (CONTINUED)

Public Safety New Facility ($17,957,850) – This funding is allocated for the design and construction of a new, state-of-the-art Suwanee Police Headquarters, aimed at addressing the limitations of the current facility and supporting the long-term growth and operational needs of the department. The new headquarters is currently estimated at $18 million, will provide expanded space for patrol operations, investigations, evidence processing and storage, training, records management, administrative offices, and enhanced security features.

Police Vehicles Replacement ($1,476,200) –This funding is designated for the replacement of aging police vehicles as part of the City's ongoing effort to maintain a safe, efficient, and reliable law enforcement fleet. Timely vehicle replacement is essential to ensure that officers have access to dependable functionally appropriate vehicles while minimizing maintenance costs and reducing the risk of vehicle-related downtime during critical operations. The Suwanee Police Department operates under a formal Fleet Replacement Policy, which establishes a proactive approach to managing the life cycle of each police vehicle. This policy takes into consideration factors such as vehicle age, mileage, maintenance history, and operational demands. On average, police vehicles endure significantly more wear and tear than standard municipal vehicles due to continuous use, extended idling, and emergency response conditions.

PUBLIC WORKS

Equipment ($1,500,000) – This funding is allocated for the replacement and acquisition of both aging and new specialized public works equipment that is essential in maintaining the City's infrastructure, including city facilities, parks, streets, and other public assets. To effectively perform these tasks, the department requires up-to-date and specialized equipment that enables them to meet the City's growing demands while upholding the highest standards of service, efficiency, and safety.

Stormwater Rehabilitation Projects ($10,262,000) – This funding is allocated for necessary preventative maintenance and repairs to the City's existing stormwater infrastructure, ensuring the continued functionality and resilience of the City's stormwater management systems, which is vital for managing stormwater runoff and preventing flooding in Suwanee's streets, parks, and neighborhoods. The City's stormwater utility plays a crucial role in funding the necessary preventative and maintenance of stormwater infrastructure, which includes storm drains, culverts, retention ponds, and underground pipes.

Street Sign Replacement Program ($178,697) – The City is undertaking a comprehensive replacement of aging regulatory street signs to improve roadway safety, enhance visibility, and ensure compliance with current federal standards. The program will be carried out in phases, with priority given to areas where signs are most faded, missing, or out of compliance. This effort reflects the City's ongoing commitment to maintaining safe and well-regulated public roadways for all users.

Street Trees & Landscaping Management Program ($1,500,000) – The City is investing in the proactive care, maintenance, and replacement of street trees and landscaping located within the public right-of-way to support Suwanee's ongoing commitment to environmental stewardship, community aesthetics, and sustainable development. Over time, trees face stress from compacted soil, limited root space, pollution, pests, disease, and storm damage. Without regular maintenance, these conditions can lead to tree decline, public safety hazards from falling limbs or roots damaging sidewalks and decreased environmental benefits.

Vehicles Replacement ($398,700) – This project supports the replacement of aging vehicles used by the Public Works Department in the daily maintenance and operations of Suwanee's infrastructure, parks, stormwater systems, and public facilities. A well-maintained and dependable fleet is essential for ensuring timely service, reducing downtime, and supporting the wide range of responsibilities handled by Public Works staff.

SUWANEE GATEWAY

Gateway Improvement Projects (TBD) ($2,000,000) - This funding supports strategic improvements that strengthen the overall appearance and economic vitality of the Gateway. The Gateway area, located along I-85, is a key commercial corridor in Suwanee and part of the City's designated Tax Allocation District (TAD)-an economic development tool established to encourage reinvestment and revitalization. This area, known as Suwanee's Gateway, is largely composed of commercial properties, many of which are aging and in need of upgrades or redevelopment to enhance their functionality and visual appeal. Potential projects include infrastructure upgrades, aesthetic enhancements, or targeted redevelopment efforts that align with the community's vision for a more welcoming and vibrant commercial district.

Gateway Landscape & Litter Control ($500,000) – This project focuses on improving the visual appeal and overall cleanliness of medians, sidewalks, and public spaces with within Suwanee's Gateway area—an important commercial corridor along I-85. The effort combines landscaping enhancements and consistent litter control to create a more attractive and inviting environment for residents, visitors, and businesses.

TRANSPORTATION

Safe Streets 4 All Action Plan ($250,000) – This project supports the development of a comprehensive roadway safety action plan aimed at identifying and addressing the most critical traffic related safety risks in Suwanee. The plan will include a data-driven analysis of crash trends, high-risk locations, and vulnerable roadway users, such as pedestrians and cyclists. It will also include a public input process of where citizens feel unsafe in the areas of Suwanee or if they have an idea. The primary goal is to reduce and ultimately eliminate roadway fatalities and serious injuries in alignment with the Federal Safe Streets and Roads 4 All (SS4A) initiative - part of the U.S. Department of Transportation's National Roadway Safety Strategy. The plan will outline evidence-based strategies and priority projects including potential infrastructure upgrades, traffic calming measures, pedestrian improvements, and education or enforcement initiatives. Creating an approved SS4A Action Plan is also a key step in making Suwanee eligible for future federal funding under the SS4A Grant Program.

Sidewalk Maintenance ($1,683,418) - This allocation is dedicated to the ongoing maintenance, repair, and improvement of the City's sidewalk network, ensuring that pedestrian pathways remain safe, accessible, and well-maintained across Suwanee. Sidewalks endure wear and tear due to environmental factors like weather conditions, tree root growth, shifting soil, and high pedestrian traffic. Over time, this can result in cracks, uneven surfaces, or other hazards that pose safety risks. Timely repairs are necessary not only to prevent accidents but also to ensure that sidewalks meet ADA accessibility standards for individuals with disabilities.

Sidewalks – Pedestrian and Bicycle Plan

Martin Farm Road - Project Section 1 - Suwanee Green to King Street ($671,000) - This project involves the construction of a sidewalk along Martin Farm Road and King Street, aiming to create a safer, pedestrian route between Suwanee Green and the Skye Apartments and connecting to sidewalks that extend up to Buford Highway. Right-of-way acquisition is needed for three parcels to obtain easement and property access. This project is a part of Suwanee's efforts to improve pedestrian connectivity. The funds allocated for this project will cover right-of-way design, construction, and safety features, ensuring that the sidewalk is both functional and visually appealing.

Pedestrian & Bicycle Plan - Future Construction Projects (TBD) ($855,000) - This funding supports the implementation of Suwanee's Pedestrian & Bicycle Plan, a comprehensive blueprint aimed at improving walkability and bicycle accessibility throughout the City. The plan identifies key Tier I, II, and III projects, with an emphasis on prioritizing higher-tier projects first, while also pursuing external funding opportunities, such as grants or other funding sources, to accelerate project completion. The investment will cover the design, planning, and construction of prioritized projects.

CIP PROJECT DESCRIPTIONS

Street Maintenance & Resurfacing ($6,741,016) - Planned preventive maintenance, repair, and resurfacing efforts are essential for preserving the quality and safety of the City's roadway infrastructure, including concrete, asphalt, and paver surfaces. One major project will be at the Public Works facility to pave the current parking lot to add additional parking spaces. Projects are prioritized based on pavement condition ratings gathered through the City's annual Road Maintenance Survey, which identifies and ranks areas most in need of improvement. The goal is to extend the lifespan of road surfaces, enhance safety, and maintain a reliable, well-maintained transportation network for all users

Suwanee Greenway Rerouting at Martin Farm Road ($546,505) - This project involves the realignment of the Suwanee Creek Greenway in coordination with the Georgia Department of Transportation's replacement of the Martin Farm Road Bridge over Suwanee Creek. The rerouting is necessary to accommodate the new bridge design and ensure safe, continuous access for trail users both during and after construction. The goal is to preserve the connectivity, safety, and overall user experience of the greenway while integrating it with the updated transportation infrastructure.

Suwanee Loop - The Suwanee Loop is a planned multi-use trail network designed to connect key parks, neighborhoods, and destinations throughout the City with a continuous, safe, and accessible pathway. Featuring 10–12 foot wide paths for pedestrians and cyclists, the loop enhances mobility, encourages outdoor activity, and supports Suwanee's commitment to sustainable and connected community development.

Phase 1 – Design & Engineering ($1,726,945) – This phase includes the engineering and design of key segments of the Suwanee Loop, as identified in the Suwanee Loop Study and the Pedestrian and Bicycle Plan. These segments—labeled Projects B, E, F, G, and 1—form a connected network of multi-use paths and trails.

Project B: A pedestrian bridge over Peachtree Industrial Boulevard near Silver Peak Parkway and a multi-use path down Silver Peak Parkway to Eva Kennedy Road and down Eva Kennedy Road to Brushy Creek Greenway on Stonecypher Road.

Project E: A multi-use trail on Main Street from Stonecypher Road to the existing pedestrian underpass.

Project F: A multi-use path along Stonecypher Road connecting Projects B and E.

Project G: A multi-use trail that runs along Russell Street (including the crossing of the railroad tracks) and along Main Street, connecting to Projects E and F.

Project 1: A multi-use path along White Street connecting Harvest Park with Project G.

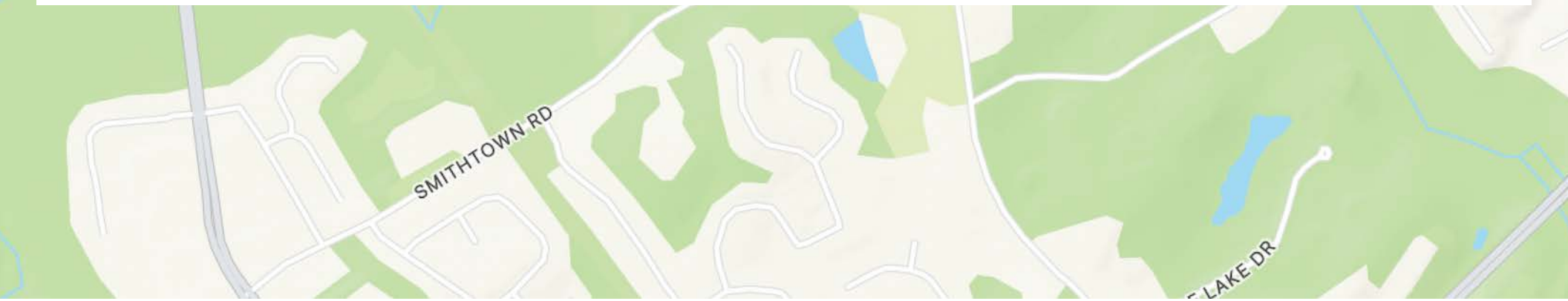
Right-of-Way Land Acquisition ($2,375,000) – To move forward with the physical construction of the Suwanee Loop, the City must first secure the necessary right-of-way (ROW). This phase covers the acquisition of easements and property access rights needed to build the planned trail segments. Once ROW is secured, funds will help to advance Suwanee's long-term vision of a connected, citywide trail system that encourages walking, biking, and outdoor recreation.

Traffic Calming ($50,000) – This is funding to implement the Traffic Calming Program resulted from the Traffic Calming Committee. The Traffic Calming Committee was composed of Suwanee residents who spent time meeting with city staff over a span of a few months to educate themselves about general traffic and city initiatives that mitigate such traffic. Ultimately, the committee's purpose was to make recommendations on best traffic calming policies approaches. These traffic calming strategies will explore a variety of solutions that may include narrowed travel lanes, raised crosswalks, curb extensions, landscaped medians, and hardscape elements.

Transportation Enhancements: Misc. SPLOST Projects (TBD) ($1,229,000) - This funding supports a range of unidentified, smaller-scale transportation projects that can be implemented quickly to address emerging needs and enhance mobility throughout the City. By reserving funds for quick-turnaround efforts, the City can respond more effectively to resident feedback, safety concerns, and evolving traffic patterns, ensuring timely improvements without waiting for larger capital project cycles.

SUMMARY OF PROJECTS BY CATEGORY

PROJECT	FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
EQUIPMENT & VEHICLES						
City Vehicles-Replacement	$ -	$ 60,000	$ -	$ -	$ 64,000	$ 124,000
Financial Software Implementation	100,000	-	-	-	-	100,000
IT Infrastructure Management (New)	250,000	250,000	-	-	-	500,000
Public Safety/Police Projects Equipment	145,000	125,000	125,000	125,000	125,000	645,000
Public Safety/Police Vehicle Replacement	200,000	307,500	315,000	322,800	330,900	1,476,200
Public Works Equipment	300,000	300,000	300,000	300,000	300,000	1,500,000
Public Works Vehicle Replacement	75,800	77,700	79,700	81,700	83,800	398,700
TOTAL	$ **1,070,800**	$ **1,120,200**	$ **819,700**	$ **829,500**	$ **903,700**	$ **4,743,900**
PARKS & FACILITIES						
Citywide Signage/Visual Communications	$ 150,000	$ 99,619	$ -	$ -	$ -	$ 249,619
Comprehensive Plan	100,000	100,000	-	-	-	200,000
Facilities Enhancement Parks & Facilities - Electric Charging Stations	42,000	-	-	-	-	42,000
Facility Maintenance Parks & Buildings						
General Facilities Maintenance	307,500	315,000	323,000	331,080	339,000	1,615,580
Park Maintenance	356,000	262,000	268,000	275,000	282,000	1,443,000
Police Training Center Range Maintenance	30,000	30,750	31,250	32,000	33,000	157,000
Suwanee Greenway Maintenance	261,000	300,000	300,000	300,000	300,000	1,461,000
Main Street Art/Welcome Center (New)	1,100,000	500,000	-	-	-	1,600,000
Public Safety New Facility	10,000,000	7,957,850	-	-	-	17,957,850
Recreational Enhancement: Misc. SPLOST & Local Projects (TBD)	671,063	316,250	316,250	316,250	-	1,619,813
Street Tree & Landscaping Management Program	300,000	300,000	300,000	300,000	300,000	1,500,000
Suwanee Gateway Improvement Projects (TBD)	-	1,000,000	-	-	1,000,000	2,000,000
Suwanee Gateway Landscape & Litter Control	100,000	100,000	100,000	100,000	100,000	500,000
Town Center on Main & Delay Nature Park Projects	718,000	-	-	-	-	718,000
TOTAL	$ **14,135,563**	$ **11,281,469**	$ **1,638,500**	$ **1,654,330**	$ **2,354,000**	$ **31,063,862**



CITY OF SUWANEE, GA

SUMMARY OF PROJECTS BY CATEGORY

PROJECT	FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
TRANSPORTATION						
Safe Streets 4 All Action Plan	$ 125,000	$ 125,000	$ -	$ -	$ -	$ 250,000
Sidewalk Maintenance	413,418	310,000	315,000	320,000	325,000	1,683,418
Sidewalks - Pedestrian Bicycle Plan						
Martin Farm Road - Project Section 1 - Suwanee Green to King Street	671,000	-	-	-	-	671,000
Pedestrian Bicycle Plan - Future Construction Projects (TBD)	200,000	200,000	200,000	255,000	-	855,000
Stormwater Rehabilitation Projects	2,612,000	2,250,000	1,775,000	1,800,000	1,825,000	10,262,000
Street Maintenance & Resurfacing	1,579,016	1,286,000	1,305,000	1,325,000	1,246,000	6,741,016
Street Sign Replacement Program	50,000	50,000	50,000	28,697	-	178,697
Suwanee Greenway - Rerouting at Martin Farm Road	546,505	-	-	-	-	546,505
Suwanee Loop						
Phase I Design & Engineering (Underway)	576,145	383,600	383,600	383,600	-	1,726,945
Right-of-Way Land Acquisition (Future)	-	290,000	290,000	290,000	1,505,000	2,375,000
Traffic Calming	50,000	-	-	-	-	50,000
Transportation Enhancements: Misc. SPLOST Projects (TBD)	229,000	250,000	250,000	250,000	250,000	1,229,000
TOTAL	**$ 7,052,084**	**$ 5,144,600**	**$ 4,568,600**	**$ 4,652,297**	**$ 5,151,000**	**$ 26,568,581**
ANNUAL TOTALS	**$ 22,258,447**	**$ 17,546,269**	**$ 7,026,800**	**$ 7,136,127**	**$ 8,408,700**	**$ 62,376,343**



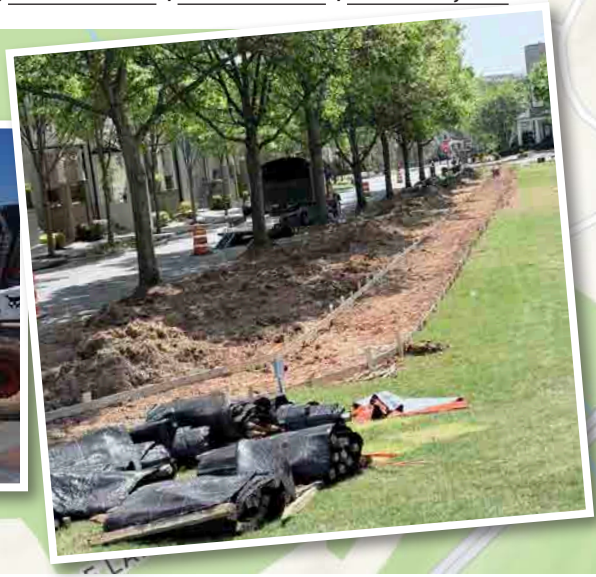
PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
GENERAL FUND	City Vehicles-Replacement	$ -	$ 60,000	$ -	$ -	$ 64,000	$ 124,000
	Facilities Maintenance Parks & Building						
	General Facilities Maintenance	-	183,500	323,000	331,080	339,000	1,176,580
	Park Maintenance	-	113,000	268,000	275,000	282,000	938,000
	Suwanee Greenway Maintenance	-	100,000	300,000	300,000	300,000	1,000,000
	IT Infrastructure Management (NEW)	-	250,000	-	-	-	250,000
	Public Safety/Police Projects Equipment	-	96,000	125,000	125,000	125,000	471,000
	Public Safety/Police Vehicle Replacement	200,000	307,500	315,000	322,800	330,900	1,476,200
	Public Works Equipment	-	300,000	300,000	300,000	300,000	1,200,000
	Public Works Vehicle Replacement	75,800	77,700	79,700	81,700	83,800	398,700
	Sidewalk Maintenance	-	-	215,000	220,000	225,000	660,000
	Stormwater Rehabiliation Projects	-	150,000	250,000	250,000	250,000	900,000
	Street Maintenance & Resurfacing	-	-	538,000	551,000	565,000	1,654,000
	Street Trees & Landscaping Management Program	-	300,000	300,000	300,000	300,000	1,200,000
	TOTAL FOR GENERAL FUND	**$ 275,800**	**$ 1,937,700**	**$ 3,013,700**	**$ 3,056,580**	**$ 3,164,700**	**$ 11,448,480**
HOTEL/ MOTEL TAX	Main Street Art/Welcome Center (NEW)	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000
	TOTAL FOR HOTEL/MOTEL TAX	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**









PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
SPLOST	**SPLOST 2023**						
	Citywide Signage/Visual Communications (Transportation)	$ 50,000	$ 39,619	$ -	$ -	$ -	$ 89,619
	Public Safety New Facility (Public Safety)	10,000,000	7,957,850	-	-	-	17,957,850
	Recreation Enhancement: Misc. SPLOST Projects (TBD)	413,063	316,250	316,250	316,250	-	1,361,813
	Sidewalk Maintenance (Transportation)	100,000	100,000	100,000	100,000	100,000	500,000
	Sidewalks - Pedestrian Bicycle Plan (Transportation)						
	Martin Farm Road - Project Section 1- Suwanee Green to King Street	100,000	-	-	-	-	100,000
	Pedestrian Bicycle Plan - Future Construction Projects (TBD)	200,000	200,000	200,000	255,000	-	855,000
	Stormwater Rehabilitation Projects (Transportation)	500,000	500,000	-	-	-	1,000,000
	Street Maintenance & Resurfacing (Transportation)	449,950	500,000	500,000	500,000	400,000	2,349,950
	Street Sign Replacement Program (Transportation)	50,000	50,000	50,000	28,697	-	178,697
	Suwanee Greenway - Rerouting @ Martin Farm Road (Transportation)	522,250	-	-	-	-	522,250
	Suwanee Loop						
	Right-of-Way Land Acquisition (Transportation)	-	290,000	290,000	290,000	255,000	1,125,000
	Transportation Enhancements: Misc. SPLOST Projects (TBD)	229,000	250,000	250,000	250,000	250,000	1,229,000
	SPLOST 2023 TOTAL	**$ 12,614,263**	**$ 10,203,719**	**$ 1,706,250**	**$ 1,739,947**	**$ 1,005,000**	**$ 27,269,179**
SPLOST	**SPLOST 2017**						
	Sidewalk Maintenance (Transportation)	$ 108,418	$ -	$ -	$ -	$ -	$ 108,418
	Suwanee Greenway - Refouting @ Martin Farm Road (Transportation)	24,255	-	-	-	-	24,255
	Suwanee Loop - Right-of-Way Acquisition	-	-	-	-	375,000	375,000
	SPLOST 2017 TOTAL	**$ 132,673**	**$ -**	**$ -**	**$ -**	**$ 375,000**	**$ 507,673**
	TOTAL SPLOST	**$ 12,746,936**	**$ 10,203,719**	**$ 1,706,250**	**$ 1,739,947**	**$ 1,380,000**	**$ 27,776,852**

PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
LOCAL FUNDS	Fund 340 - Facility Maintenance Parks & Buildings						
	General Facilities Maintenance	$ 307,500	$ 131,500	$ -	$ -	$ -	$ 439,000
	IT Infrastructure Management (NEW)	250,000	-	-	-	-	250,000
	Park Maintenance	356,000	149,000	-	-	-	505,000
	Police Training Center Range Maintenance	30,000	30,750	31,250	32,000	33,000	157,000
	Suwanee Greenway Maintenance	261,000	200,000	-	-	-	461,000
	Fund 341 - Facilities Enhancements Parks & Facilities						
	Electric Charging Stations	42,000	-	-	-	-	42,000
	Public Safety/Police Projects Equipment	145,000	29,000	-	-	-	174,000
	Public Works Equipment	300,000	-	-	-	-	300,000
	Street Trees & Landscaping Management Program	300,000	-	-	-	-	300,000
	Fund 344 - Streets & Sidewalk Maintenance						
	Sidewalk Maintenance	205,000	210,000	-	-	-	415,000
	Street Maintenance & Resurfacing	874,066	525,000	-	-	-	1,399,066
	Fund 345 - Stormwater Rehabilitation Projects	112,000	100,000	-	-	-	212,000
	Fund 346- Master Plan Implementation						
	Citywide Signage/Visual Communications	100,000	60,000	-	-	-	160,000
	Comprehensive Plan	100,000	100,000	-	-	-	200,000
	Financial Software	100,000	-	-	-	-	100,000
	Main Street Art/Welcome Center (NEW)	400,000	-	-	-	-	400,000
	Recreational Enhancements - Local Projecs (TBD)	258,000	-	-	-	-	258,000
	Safe Streets 4 All Action Plan (20% grant funding match)	25,000	25,000	-	-	-	50,000
	Sidewalks - Pedestrian Bicycle Plan						
	Martin Farm Road Project - Section 1 - Suwanee Green to King Street	571,000	-	-	-	-	571,000
	Suwanee Loop						
	Phase I Design & Engineering (20% grant funding match)	107,234	76,600	76,600	76,600	-	337,034
	Town Center on Main & Delay Nature Park Projects	718,000	-	-	-	-	718,000
	Traffic Calming	50,000	-	-	-	-	50,000
	Fund 361 - Tax Allocation District (TAD)						
	Suwanee Gateway Improvement Projects (TBD)	-	1,000,000	-	-	1,000,000	2,000,000
	Suwanee Gateway Landscape & Litter Control	100,000	100,000	100,000	100,000	100,000	500,000
	Fund 560 - Stormwater Rehabilitation Projects	2,000,000	1,500,000	1,525,000	1,550,000	1,575,000	8,150,000
	TOTAL FOR LOCAL FUNDS	**$ 7,711,800**	**$ 4,236,850**	**$ 1,732,850**	**$ 1,758,600**	**$ 2,708,000**	**$ 18,148,100**

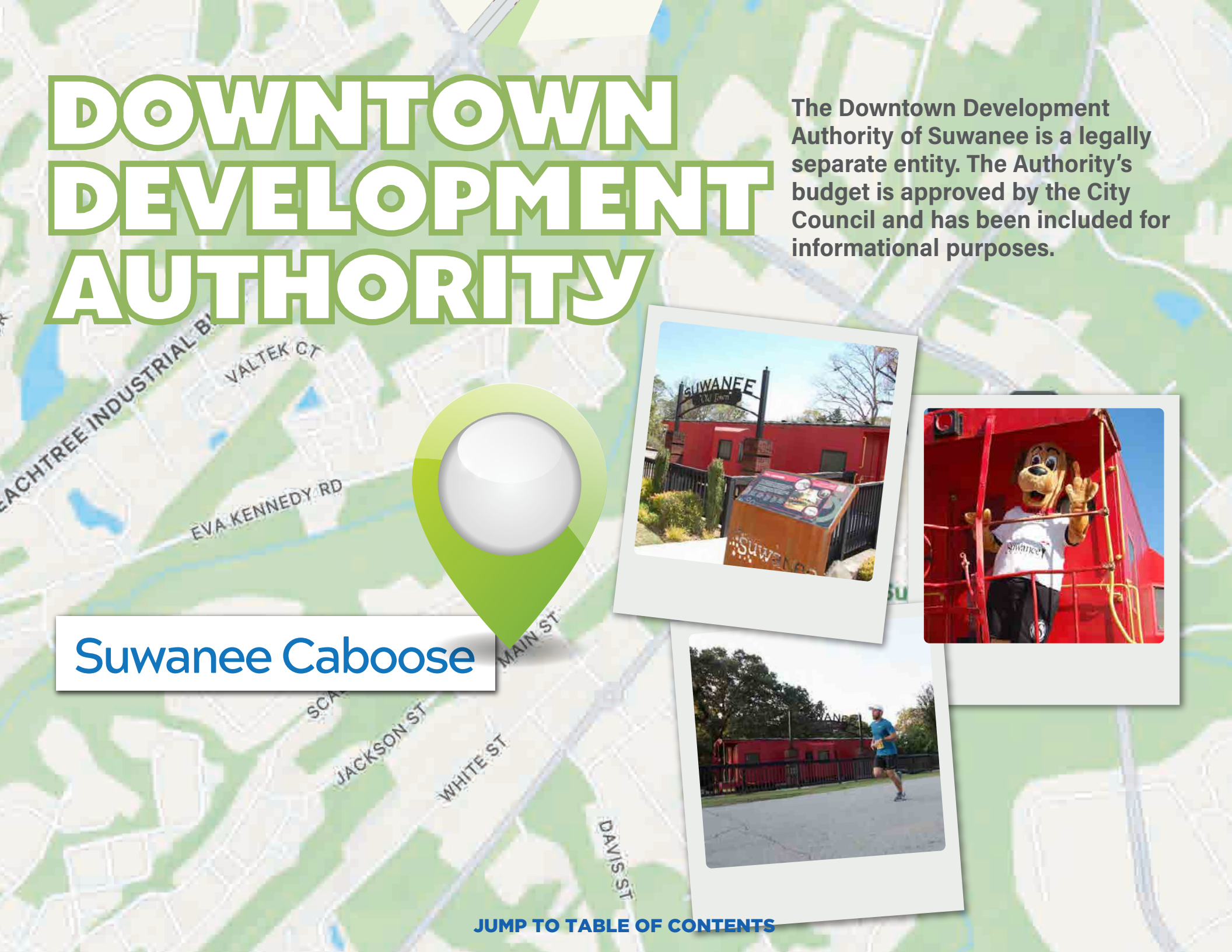
PROPOSED ALLOCATIONS BY FUNDING SOURCE

		FY 27	FY 28	FY 29	FY 30	FY 31	FUNDING OBLIGATIONS
2017 URA BOND	Main Street Art/Welcome Center (NEW)	$ 500,000	$ 500,000	$ -	$ -	$ -	$ 1,000,000
	Suwanee Loop - Right-of-Way Land Acquisition	-	-	-	-	875,000	875,000
	TOTAL FOR URA BOND	**$ 500,000**	**$ 500,000**	**$ -**	**$ -**	**$ 875,000**	**$ 1, 875,000**
						CITY'S TOTAL OBLIGATION	**$ 59,448,432**
Outside Funding	Grant Funding - ARC -Suwanee Loop - Phase I Design & Engineering (80% Grant)	$ 468,911	$ 307,000	$ 307,000	$ 307,000	$ -	$ 1,389,911
	Grant Funding - LCI - Street Maintenance & Resurfacing	255,000	261,000	267,000	274,000	281,000	1,338,000
	Grant Funding - US Department of Transportation - Safe Streets 4 All Action Plan (80% Grant)	100,000	100,000	-	-	-	200,000
	TOTAL FOR OUTSIDE FUNDING SOURCES	**$ 823,911**	**$ 668,000**	**$ 574,000**	**$ 581,000**	**$ 281,000**	**$ 2,927,911**
						TOTAL PROJECTS FOR 2027-2031 CIP	**$ 62,376,343**



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.



Suwanee Caboose

JUMP TO TABLE OF CONTENTS

DOWNTOWN DEVELOPMENT AUTHORITY

THE FY 2027 BUDGET

Statement of Service

The purpose of Suwanee's Downtown Development Authority (DDA) is to revitalize, create, historically preserve, and maintain downtown 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 operations of the DDA is funded in function 7520 Downtown Suwanee in the General fund.

Vision Statement

To create and sustain a vibrant downtown in the heart of Suwanee.

Mission Statement

To strengthen the economic viability of downtown Suwanee through economic development, aesthetic improvements, historic preservation, and promotion and image-building efforts.

Revenue Assumptions

INVESTMENT INCOME

Definition: Investment income includes revenue from investment of fund equity and the interest portion of monthly lease payments.

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

RENTAL INCOME

Definition: Rental income includes rent received from Thrive, the co-working commercial space located on Buford Highway and Suwanee Circle, located at the hilltop in Town Center on Main.

Assumptions: Revenue estimates are based on current lease terms.

OTHER FINANCING SOURCES

Definition: Other financing sources include budgeted fund balance from prior period resources that will be used in fiscal year 2026 budget.

Assumptions: Budgeted fund balance includes resources on hand that will be used to provide tenant improvements at Pierce's Corner and possible land acquisitions in Old Town.

CITY OF SUWANEE, GA

DOWNTOWN DEVELOPMENT AUTHORITY

SUMMARY OF REVENUES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Investment Income	$ 91,000	$ 128,685	$ 114,605	$ 78,000	$ 88,000
Rental Income and CAM	294,574	347,519	347,519	421,000	500,000
Other Financial Sources	4,500,000	10,000	-	1,116,000	1,145,000
TOTAL	$ 4,885,574	$ 486,204	$ 462,124	$ 1,615,000	$ 1,733,000

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 ACTUAL	FY 2026 BUDGET	FY 2027 BUDGET
Commissions	$ 16,810	$ 66,388	$ -	$ 40,000	$ 80,000
Tenant Improvements	661,500	300,000	-	-	600,000
Management Fees	6,594	18,862	14,404	32,000	35,000
Loan Payments	67,592	67,592	67,592	68,000	68,000
CAM Expenditures	4,689	36,993	37,910	55,000	50,000
Professional Services	4,688	-	-	20,000	25,000
Other Costs	2,183,758	27,014	-	5,000	-
Downtown Parking	-	-	-	-	450,000
Main Street Sewer Connection	-	-	-	-	225,000
Land Acquisitions	-	-	-	1,000,000	-
Downtown Development Projects	496,066	1,181,534	29,085	395,000	200,000
TOTAL	$ 3,441,697	$ 1,698,383	$ 148,991	$ 1,615,000	$ 1,733,000





Photo Credit: Old Time Dreams by Max Lembo

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.







Suwanee

317

Suwanee Creek Greenway

SCALES RD

MAIN ST

JACKSON ST

WHITE ST

KING ST

DAVIS ST

Martin's Farm Park

JUMP TO TABLE OF CONTENTS

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 2026 would be between January 1 and December 31, 2026.





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 2026 to 2030. 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:

CALEA: Commission on Accreditation for Law Enforcement Agencies
CIP: Capital Improvement Program
CPA: Citizens Police Academy
DDA: Downtown Development Authority
DEI: Diversity, Equity, and Inclusion
DOT: Department of Transportation
EV: Electric Vehicle
FY: Fiscal Year
GC&B: Gwinnett Clean & Beautiful
GCDOT: Gwinnett County Department of Transportation
GDOT: Georgia Department of Transportation
GEPD: Georgia Environmental Protection Division
GMA: Georgia Municipal Association
GPRA: Georgia Passenger Rail Authority
HOA: Homeowner's Association
ICMA: International City/County Management Association
LCI: Livable Communities Initiative
LEED: Leadership in Energy and Environmental Design
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
PIB: Peachtree Industrial Boulevard
SDS: Service Delivery Strategy
SPLOST: Special Purpose Local Option Sales Tax
SUP: Special Use Permit
TAD: Tax Allocation District
TBD: To Be Determined
TEE: Total Elimination of Eyesores
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.



ACTION ITEMS WITH DEFINED DATES

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
	2026	2027	2028	2029	2030				
Suwanee Creek Greenway - Reconfigure Suwanee Creek Greenway to align with the Martin Farm Bridge replacement.	X	X				City	Staff/Council Time	Parks & Open Space	Reconfigure Suwanee Creek Greenway to align with Martin Farm Bridge replacement.
City Fleet - Transition some City fleet to electric vehicles over time as appropriate.	X	X	X	X		City	Major Capital expenditure	Transportation	Purchase electric vehicles when in need of replacing current City vehicles over time when appropriate.
EV Charging Stations - Evaluate usage and revisit next year.	X	X				City	Minor Capital Expenditure	Operations	Evaluate usage of the electric vehicle charging stations and revisit next year.
National Citizen Survey - Undertake survey in 2027.		X				City, NRC	Moderate operating expenditure (est. $15,000/survey plus Staff Time)	Communications & Engagement	Participate in survey every three years; distribute results.
Town Center on Main Hilltop Area - Continue partnership in the hilltop area on Town Center on Main, partnering with a private entity to operate.	X	X	X	X	X	City	Substantial capital expenditure	Planning	Explore activating the hilltop area on Town Center on Main and partnering with a potential private entity to operate the area.
Roundabout Property - Proceed with project and partner with the DDA.	X	X	X			City	Staff Time	Planning	Proceed with the project in partnership with DDA, Zoning, Sanitary Sewer, Other.
Police Headquarters - Build a new building for the police headquarters.	X	X	X	X	X	City	Unknown/TBD	Public Safety	Build new Police Headquarters.
Planning & Zoning Training Session - Hold an in-depth training session on planning and zoning. Explore online opportunities as appropriate.		X		X		City	Staff/Council Time	Planning	Hold a training session to educate Councilmembers, Planning Commissioners, and others (as needed) on current planning and zoning laws, trends, and similar.
Town Center on Main - Explore enhancements to the park as appropriate.	X	X				City	Staff/Council Time	Parks & Open Space	Explore needed enhancements when appropriate.
Public Art Program - Implement program.	X	X				City; Public Arts Commission	Staff/Council Time	Community Culture	Continue capital funding campaign with target of $1.25 million for signature art pieces in Town Center Park expansion.
Suwanee Arts Center - Determine preferred approach to partner with Suwanee Arts Center on a facility.	X	X				City; Public Arts Commission	Staff/Council Time	Community Culture	Finalize options for the Arts Center location.
SculpTour - Continue two-year program to showcase temporary displays of public art.	X		X		X	City; Public Arts Commission; Suwanee Arts Partnership	Staff/Council Time	Community Culture	Solicit donations and sculptures to install on biennial basis; purchase at least one sculpture from each tour for Suwanee's permanent collection.
Parks Wayfinding Signage - Undertake comprehensive wayfinding signage approach.	X	X				City	Unknown/TBD	Parks & Open Space	Evaluate needed signage to direct people from Town Center Park and other key locations to the City's parks and trails; incorporate funding for construction into CIP, as appropriate.
Solid Waste Management - Review the current city approach to solid waste management and compare with the county.	X	X	X	X	X	City	Staff/Council Time	Operations	Evaluate current approach regarding solid waste and compare with the county.
Solid Waste Plan - Update Solid Waste Management Plan in conjunction with Gwinnett County.	X	X				City	Staff/Council Time	Operations	Update the current Solid Waste Management Plan.
Monitor E911 - Continue to monitor E911.	X	X	X	X	X	City	Staff/Council Time	Public Safety	Monitor E911 and seek input through a 911 Council. Reconstitute if necessary and continue public education.
Flock Cameras - Continue and expand into parks and other appropriate locations	X					City	Unknown/TBD	Public Safety	Expand flock cameras around the City where appropriate.

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ACTION ITEMS WITH DEFINED DATES

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY
	2026	2027	2028	2029	2030	
Boutique Hotel - Evaluate options and opportunities for a Boutique Hotel downtown with DDA taking the lead.	X	X	X			City, DDA
Traffic Calming Committee - Develop a traffic calming policy.	X	X				City
Suwanee Avenue Extension North - Maintain contact with Gwinnett County and consider if an opportunity arises.	X	X				City
Strategic Plan - Undertake the Strategic Plan in 2025/2026	X	X				City
City Council Mid-Year Planning Retreat - Evaluate the need at appropriate time.	X		X		X	City
Safe Streets 4 All - Complete a Safe Streets 4 All Action Plan.	X	X	X			City
Town Center Park Cheers Spot - Explore trees as a shade structure option.	X	X				City
Town Center Park Lighting Enhancements - Evaluate options for tree lighting enhancements at Town Center Park where needed.	X	X				City
Stormwater Utility Program Report - Develop annual update on stormwater utility program to Council.	X	X	X	X	X	City
Volunteer Board After Hours Event - Host a volunteer Board member "after hours" event on an annual basis or when appropriate.	X	X	X	X	X	City
Higher Education Recruitment - Evaluate a proactive role in recruiting/partnering with a higher education institution.	X	X	X	X		City
Martin Farm Road Sidewalk - Pursue Martin Farm Road and King Street connector sidewalk.	X	X				City
City Council Agenda Process - Clarify the City Council Agenda Development Process.	X					City
Veterans Plaque - Explore ways to prevent people from sitting on the Veteran plaques.	X					City
Everett's Barn Connection - Explore enhanced partnerships as appropriate.	X	X				City
Brushy Creek Greenway - Improve the trail corridor through an enhanced maintenance project.	X	X				City
Regulatory Signs - Review report that was created.	X	X				City
2017 URA Bond - Explore refinancing the 2017 URA Bond.	X	X				City

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ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
Staff/Council Time	Operations	Evaluate options and opportunities for a Boutique Hotel downtown. The DDA will take the lead on project.
Minor operating expenditure	Transportation	Develop a traffic calming policy with the traffic calming committee.
Major operating expenditure	Transportation	Design and construct northern extension of Suwanee Avenue so that vehicular access is provided to George Pierce Park.
Staff/Council Time	Communications & Engagement	Undertake Strategic Plan in FY 26-27
Staff/Council Time	Operations	Evaluate need for a mid-year planning retreat/meeting for discussing "big Picture" topics; hold, as appropriate.
Staff/Council Time	Transportation	Complete a Safe Streets 4 All Action Plan.
Minor operating expenditure	Parks & Open Space	Explore tree shade structures for Cheers Spot, behind City Hall.
Moderate capital expenditure	Parks & Open Space	Evaluate options for lighting enhancements at Town Center Park.
Staff/Council Time	Operations	Develop an annual update on stormwater utility program to report for Council.
Staff/Council Time	Communications & Engagement	Host a volunteer Board member "after-hours" event on an annual basis or when appropriate.
Staff/Council Time	Economic Development	Evaluate taking a proactive approach role in recruiting and partnering with a higher education institution.
Major operating expenditure	Transportation	Pursue the sidewalk project of Martin Farm Road and King Street connector.
Staff/Council Time	Operations	Clarify the City Council agenda development process, such as majority at a workshop.
Varies	Operations	Explore ways to prevent people from sitting on the Veteran plaques.
Varies	Operations	Everett's Barn Connection, with DDA being the lead.
Moderate operating expenditure	Parks & Open Space	Improve the trail corridor through an enhanced maintenance project.
Varies	Transportation	Review regulatory road signs in the City.
Varies	Finance	Explore refinancing the 2017 URA Bond in fall of 2026.

ACTION ITEMS WITH DEFINED DATES

STRATEGY	CALENDAR YEAR (JAN-DEC)					RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
	2026	2027	2028	2029	2030				
Suwanee Loop Project - Design and Engineering **Loop Project 1**: White Street - Harvest Farm to Russell Street **Loop Project F**: Stonecypher Road shared path Main Street to Eva Kennedy **Loop Project G**: Russell Street Phase II - Cross the railroad tracks **Loop Project E**: Main Street Sidewalk **Loop Project B**: PIB Pedestrian Bridge	X	X	X	X	X	City and County	Major operating expenditure	Transportation	Undertake design and engineering of Loop Project.
Suwanee Loop Construction (2029+) **Loop Project 1**: White Street - Harvest Farm to Russell Street **Loop Project F**: Stonecypher Road shared path Main Street to Eva Kennedy **Loop Project G**: Russell Street Phase II - Cross the railroad tracks **Loop Project E**: Main Street Sidewalk **Loop Project B**: PIB Pedestrian Bridge						City	Major operating expenditure	Transportation	Begin Loop Construction tentative in 2029.
Loop Pedestrian Project - Evaluate the bridge design and sidewalk width.	X	X	X			City	Moderate capital expenditure	Transportation	Evaluate the bridge design and fencing - get county input. Review sidewalk widths in certain areas.
Citywide sidewalk width regulations - Study sidewalk width regulations (widen).	X	X	X			City	Moderate capital expenditure	Transportation	Study the city's sidewalk width regulations. Should new sidewalks be wider?
Town Center Parking Deck - Explore opportunities for a parking deck at Town Center.	X	X				City	Major operating expenditure	Transportation	Explore options for a parking deck at Town Center.
Smithtown Road/Sawmill Drive Overpass - Encourage construction of the Smithtown Road/ Sawmill Drive overpass at I-85.	X	X	X	X	X	City/County	Major capital expenditure	Transportation	Encourage the construction of the Smithtown Road/Sawmill Drive overpass.
Court Operations and Procedures - Develop a court operations policy and procedures	X	X				City	Staff/Council Time	Operations	Develop a court operations policy and procedures.
Solid Waste Pick-Up - Evaluate options for a solid waste large item pick up day; implement when feasible.	X					City	Minor Operating expenditure	Operations	Evaluate option for a solid waste large item pick up day; implement when feasible.
Mental Health and other Public Services Information - Enhance the city's mental health and public service information resource online.	X	X				City	Staff/Council Time	Communications & Engagement	Enhance city's mental health information resources online.
Roundabout Beautification - Beautify the roundabout.	X	X				City	Moderate operating expenditure	Parks & Open Space	Beautify the roundabout.
City Boundary along McGinnis Ferry Rd - Clarify city boundary along McGinnis Ferry Rd at I-85 with Gwinnett County.	X					City/County	Staff/Council Time	Public Safety	Clarify city boundary along McGinnis Ferry Rd at I-85 with Gwinnett County.
Pierce's Corner Parking - Evaluate parking behind Pierce's Corner with DDA taking the lead.	X	X	X			CityDDA	Major operating expenditure	Transportation	Evaluate parking behind Pierce's Corner with DDA taking the lead.

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ONGOING ACTION ITEMS

STRATEGY	RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
Citizen Engagement - Measure and track levels of citizen engagement.	City	Staff/Council Time	Communications & Engagement	Measure and track citizen involvement and engagement in various City initiatives and functions. Report measures annually.
City Project Information Distribution - Actively promote public information distribution for City projects.	City	Staff/Council Time	Communications & Engagement	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.
Hometown Connection - Host an annual Hometown Connection event for Suwanee's legislators.	City	Staff/Council Time	Communications & Engagement	Legislators are invited to visit Suwanee and meet with Council and staff annually.
Joint Meetings - Hold meeting with City Council and DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, and Harvest Farm Board.	City Council; Members of DDA, Planning Commission, Zoning Board of Appeals, Public Arts Commission, Harvest Farm Board	Staff/Council Time	Communications & Engagement	Invite DDA, PAC, and Harvest Farm Board semi-annually and PC and ZBA annually to Council workshop.
Youth Engagement - Include youth in City planning efforts, events support, Suwanee Youth Leaders, and other opportunities, as appropriate.	City	Staff/Council Time	Communications & Engagement	Use a targeted approach to involve youth in City activities.
Citizens Police Academy - Support program and participate in leadership component of Citizens Police Academy.	City Staff City Council	Staff/Council Time	Public Safety	Conduct 2 sessions per year; Council will participate in leadership component of each session.
PACT Program - Continue the PACT program as a police-based program.	City Staff City Council	Staff/Council Time	Public Safety	Promote community engagement with PACT program and use other creative methods for engaging the community.
Police CALEA - Maintain accreditation.	City	Staff/Council Time	Public Safety	Implement requirements for maintaining accreditation.
Police Communications - Undertake targeted and proactive communications to promote the services of the police department.	City	Staff/Council Time	Public Safety	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.
Police State Certification - Maintain certification.	City	Staff/Council Time	Public Safety	Implement requirements for maintaining certification.
Comprehensive Plan - Conduct annual review of comprehensive plan.	City	Staff/Council Time	Planning	Undertake yearly update.
Economic Indicators - Track economic indicators for the Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	City	Staff/Council Time	Planning	Staff will present quarterly reports at workshops.
Facility Maintenance - Fund and implement the maintenance plan for City facilities.	City	Moderate capital expenditure	Planning	Incorporate into CIP; fund in annual budget; complete projects.
I-85 Business District Economic Development Plan - Implement strategies identified by plan.	City	Staff/Council Time	Planning	Identify and complete projects.

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ONGOING ACTION ITEMS

STRATEGY	RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
MS4 Operating Permit - Complete permit requirements and renew as necessary.	City; Consultant	Moderate operating expenditure	Planning	Complete necessary requirements to maintain permit.
Suwanee Gateway - Undertake targeted blight removal projects in Suwanee Gateway.	City; Others	Unknown/TBD	Planning	Research potential projects; evaluate feasibility and costs; present to Council for consideration.
Suwanee Gateway Code Enforcement - Enhance attention and efforts in Suwanee Gateway.	City	Staff/Council Time	Planning	Staff will take a concerted, proactive approach to code enforcement in the Suwanee Gateway, i.e. TEE program (Total Elimination of Eyesores).
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development.	City	Staff/Council Time	Planning	Ongoing; identify and present amendments, as needed.
Public Art Ordinance - Evaluate ordinance requirements and processes.	City; Public Arts Commission	Staff/Council Time	Community Culture	Monitor and evaluate the effect of the public art ordinances and processes; report to Council.
Park Enhancements - Implement enhancements to the City's park system.	City	Unknown/TBD	Parks & Open Space	Implement the 2010 Parks Enhancements Plan to add enhancements to existing park facilities.
Pedestrian Bicycle Plan Implementation - Construct Tier 2 projects to create pedestrian connections.	City	Varies	Transportation	Bid, design, and construct Tier 2 projects of the adopted PBP.
Road Maintenance - Maintain up-to-date Road Maintenance Plan.	City Gwinnett County	Major capital expenditure (see CIP)	Transportation	Incorporate projects into CIP; implement annual program to maintain local roads that are safe and well-maintained with attempts to reduce congestion.
Bond Restructuring - Consider refinancing outstanding bonds when the City can achieve a cost savings of greater than 3%.	City	Staff/Council Time	Operations	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.
Sustainability - Memorialize and report on sustainability activities on a reoccurring basis.	City	Staff/Council Time	Operations	Continue to update sustainability activities taken by the City and update Council.
Short Term Work Program - Update STWP annually.	City	Staff/Council Time	Operations	Undertake yearly update.
City Facility Plantings - Fund and continue implementing environmental management program.	City	Major operating expenditure	Operations	Fund and implement projects in new environmental services division.
Strategic Plan Implementation - Implement projects and initiatives in the adopted 20/20 Vision Plan.	City; Others	Varies	Operations	Implement projects and initiatives; track and report on implementation.

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POLICY STATEMENTS

STRATEGY	RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
Awards - Seek awards from local and national organizations.	City	Staff/Council Time	Communications & Engagement	The City receives positive recognition.
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and other downtown venues.	City	Moderate operating expenditure (est. $75,000/year plus Staff Time)	Communications & Engagement	Citizen surveys indicate attendance at and support for events; Downtown is promoted in newsletters, on website, etc.
Neighborhood Engagement - Councilmembers will participate in HOA meetings with PACT officers upon request.	City	Staff/Council Time	Communications & Engagement	Continue a targeted approach for Councilmembers to attend HOA/PACT meetings to further engage with neighborhoods.
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City.	City; Chamber	Staff/Council Time	Economic Development	Council/staff will attend a minimum of 12 meetings/year.
Higher Education Recruitment - Support the presence of higher education institutions in Suwanee.	City	Staff/Council Time	Economic Development	Monitor higher education needs; market local assets to assist in recruiting institutions.
Local Business Involvement - Continue to participate with local business development and other business and civic associations.	City	Staff/Council Time	Economic Development	Continue support of Downtown Merchants Association, Gateway PACT, Suwanee Business Alliance, and other organizations that promote local businesses.
Partnership Gwinnett - Financially support Partnership Gwinnett.	City	Moderate operating expenditure (est. $25,000)	Economic Development	Allocate money annually in budget and contribute to Partnership Gwinnett.
Special Events - Continue City's involvement in Special Events.	City	Major operating expenditure (est. $125,000/year plus Staff Time)	Economic Development	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered.
Community Policing - Continue to implement and expand community oriented policing programs.	City; Neighborhood groups	Staff/Council Time	Public Safety	Expand PACT program; increase citizen participation in PACT.
Police Substation & Training Facility - Promote as a regional facility.	City	Staff/Council Time	Public Safety	Promote the use of the facility as a regional training center for public safety education.
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit).	City	Staff/Council Time	Public Safety	Utilize directed patrols in problem areas; provide enhanced DUI enforcement; reduce accidents.
Code Enforcement - Effectively balance code enforcement with pragmatism.	City	Staff/Council Time	Planning	The City's codes are enforced in an effective, fair, and professional manner.
Commercial Centers - Promote the development of planned commercial centers rather than strip development.	City	Staff/Council Time	Planning	Address in local plans and regulations; review projects for conformance during zoning and development process.
Community Aesthetics - Emphasize community aesthetics throughout the City.	City	Staff/Council Time	Planning	Address in local plans and regulations; review projects for conformance during zoning and development process.
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	City	Varies	Planning	Purchase recycled/recyclable materials when possible; purchase hybrid and gas-conserving vehicles for City fleet, when appropriate; seek additional opportunities to be environmental stewards.
Hotel Rooms - Reduce the number of external entry hotel rooms in the City.	City	Staff/Council Time	Planning	External entry rooms are reduced and the renovation or construction of internal entry rooms is encouraged.

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STRATEGY	RESPONSIBILITY	ESTIMATED COST*	STRATEGIC PLAN DRIVING PRINCIPLE	SUCCESS MEASURE
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions.	City	Staff/Council Time	Planning	Evaluate during zoning decisions.
Land Use - Carefully monitor non-residential land use allocations.	City	Staff/Council Time	Planning	Monitor as needed with rezoning and SUP applications and quarterly economic indicator reports.
Main Street Program - Promote program in community.	City; DDA; Citizens	Staff/Council Time	Planning	Community is aware of program.
Town Center - Continue promotion and development of a mixed-use Town Center.	City; DDA; Private Sector	Varies	Planning	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.
Cultural Arts Center - Support the construction and development of a performing arts/cultural arts center in Suwanee.	City; Others	Staff/Council Time	Community Culture	A facility is developed in Suwanee.
Public Art - Make public art an important component of Suwanee.	City	Staff/Council Time	Community Culture	Dedicate 1% of City construction projects to public art; support Public Arts Commission and other organizations; other initiatives TBD.
Commuter Rail - Support commuter rail station in Suwanee.	City; Georgia Passenger Rail Authority; Others	Staff/Council Time	Transportation	Project is included in State's Work Plan.
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City.	City	Staff/Council Time	Transportation	Transit extends to appropriate locations in City.
Transit - The City supports transit and alternative transportation options.	City	Unknown/TBD	Transportation	The City will support the extension of transit and alternative transportation options to Suwanee, as appropriate and feasible.
Annexation - Continue efforts to annex property in close proximity to the City limits.	City	Staff/Council Time	Operations	Continued implementation of annexation list, as appropriate and consistent with adopted plans.
Board Training - Enhance training and knowledge of Boards & Commissions.	City, Board Members	Minor operating expenditure	Operations	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education).
City Services - Maintain high levels of City services.	City; Consultants; Contractors; Vendors, etc.	Varies	Operations	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey.
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely.	City	Staff/Council Time	Operations	Undertake yearly update.
Fleet Replacement - Retire and replace City fleet vehicles and equipment, based on Fleet Retirement Schedule, current condition, and CIP.	City	Moderate operating expenditure	Operations	Incorporate needs into CIP; provide safe fleet vehicles and equipment; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible.
Staffing - Recruit and retain quality employees.	City	Varies	Operations	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate.
Learning Opportunities - Implement continual learning opportunities through visits to peer cities.	City	Varies	Operations	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.
Strategic Anchor Points - Reinforce use of anchor points.	Council; Staff	Varies	Operations	Reinforce the use of the anchor points adopted in 2011 when making strategic decisions: Suwanee Quality; Remarkable; Visionary.

*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.


CITY OF
SUWANEE, GA
TENCH RD

STRATEGIC PLAN

Suwanee Arts Center







JUMP TO TABLE OF CONTENTS

STRATEGIC PLAN: A DEFINITION







The Strategic Plan was adopted by Council in 2012. Broadly speaking, planning is a way to guide investment, development and allocation of services in a community. But cities are complicated places and often require a number of different plans to set a course for the future.

Thus, most cities have transportation plans, for instance, that look specifically at ways to better manage traffic or make it safer to walk or bike. Suwanee has one such transportation plan in place, updated in 2011. Other plans, like Comprehensive Plans, are required by State law and intended as a land use tool. Suwanee's 2030 Comprehensive Plan does just that. Completed in 2008, it identifies the physical opportunities and challenges facing Suwanee and makes recommendations for new development that reflect local values.

A strategic plan is a different kind of document. In a typical comprehensive plan, squarely focused on the task of managing growth, it is difficult to adequately address the critical programs and services that help define a place, its people, and the quality of life they enjoy – aspects of community life like the arts, youth services, or public safety to name a few.

Simply put, Suwanee has a legacy of effective planning, but until now have not had the important conversations about who we are and what binds us together as a community. The City of Suwanee 10-Year Strategic Plan, known as the 20/20 Vision, is intended to look beyond physical planning and discuss what makes Suwanee, well, Suwanee. The feedback and ideas submitted by the committed residents who have devoted so much time to this process have yielded a clear vision, and a set of goals and guidelines for the City to follow to achieve this vision.

THE 20/20 VISION

Suwanee is a diverse and forward-looking community actively engaged in shaping its own future. The people of Suwanee are working to capitalize on the qualities and values that have made it a successful and distinctive community.

SUWANEE OF 2020 IS....

WELCOMING: A place that everyone of all ages, cultures, and backgrounds can call home.

COMMUNITY-FOCUSED: A unique combination of safe, friendly neighborhoods with excellent open spaces and environmental preservation, award-winning schools, and City amenities.

VIBRANT: A center for arts, education, culture, and events with strong commerce and employment.

BALANCED: A well-rounded community where development is a complementary mix of housing, businesses, parks, and recreation facilities that are designed to harmonize people and nature, old and new.

CONNECTED: A community where people come together across generations and cultures and are connected to the places where they live, work, and play.

FORWARD-THINKING: Proactive and accessible leadership that has cultivated a strong reputation for doing things differently and created a distinctive, easily recognizable brand and image.

ENGAGED: A place where all citizens have a voice and are active partners in guiding the future of the City.

SUWANEE 20/20 VISION STRATEGIC PLAN

COMMUNICATIONS & ENGAGEMENT: HOW WE CONNECT

Suwanee's approach to communications is one that values its citizen's opinions, whatever they may be, and encourages citizens to be involved in a very hands-on way. The City realizes that communication is a two-way opportunity; it provides various means through which citizens may provide feedback, request services, make comments, and share information. In addition to informing and engaging citizens, Suwanee's communications materials also promote and reinforce the City's reputation as a regional role model; they position and protect the Suwanee "brand."

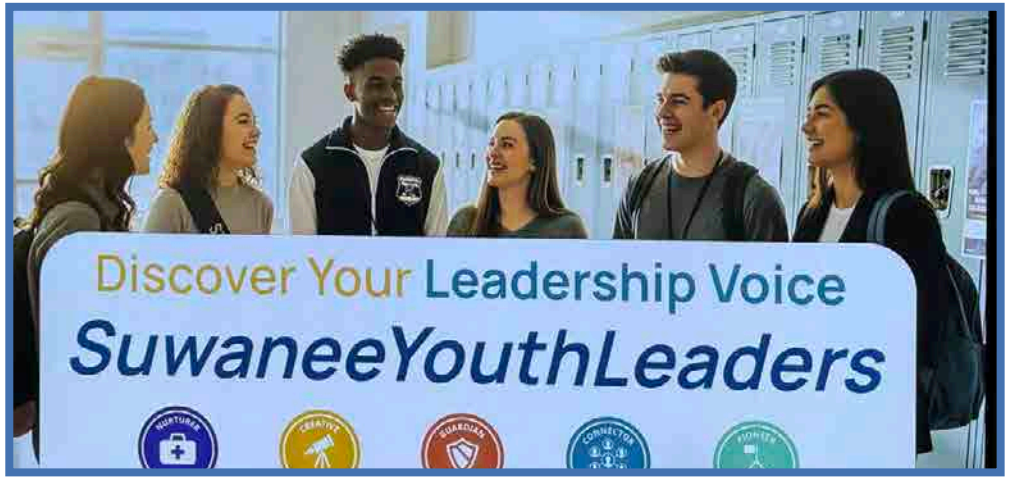
20/20 Vision participants rated communications as a high priority, with the understanding that while it was already one of the City's strengths, it was important enough to be one of the seven driving principles in the strategic plan. Why does this matter? **SUWANEE WANTS TO BE ENGAGED.**

WHAT HAVE WE DONE TO BETTER CONNECT & ENGAGE SUWANEE?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Communications and Engagement:

- **CREATE OPPORTUNITIES FOR EVERYONE TO PARTICIPATE**
  - The City Council attends a minimum of one HOA/PACT meeting per year.
  - The Citizens Police Academy has been expanded to include a "City Hall" section.
  - Created a volunteer brochure and section on the website.

- **ENCOURAGE YOUTH INVOLVEMENT**
  - Suwanee Youth Leaders (SYL) launched in 2014 with over 60 participants annually.
  - SYL provides year-round volunteer opportunities.
  - The City has partnered with many Scouts for projects in the park.
  - Created a SculpTour "passport" to encourage youth involvement in public art.



- **PROMOTE THE SUWANEE BRAND**
  - The City's website was overhauled in 2018.
  - Various Suwanee "swag" products have been produced and sold through the welcome center.
  - Partnered with Peter Kageyama for the 2015 "For the Love of Suwanee" campaign.
  - Installed new wayfinding signage throughout Suwanee.
  - Gave the I-85 bridge a facelift with new branding of the Suwanee logo.

- **EMBRACE NEW ENGAGEMENT TECHNIQUES & AUDIENCES**
  - Suwanee currently has nearly 21,000 Facebook likes, a nearly threefold increase since 2012.
  - The City launched an Instagram account, which has over 4,000 followers.
  - Twitter is another social media platform for the City, with over 7,600 followers.
  - The City launched the Go! Suwanee app in 2013 and then retired it in 2018 when technology shifted.
  - Added free public Wi-Fi to Town Center.

- **SHARE INFORMATION EFFECTIVELY & REGULARLY**
  - 89% of citizens use suwanee.com as a source of information on Suwanee (2017 NCS).
  - 44% of citizens consider the Connects newsletter their preferred source for information about the City and its activities, events, and services; Connects was rated higher than any other source of information (2017 NCS).
  - Expanded social media coverage of public safety services, including the 2019 #OfficeronaShelf campaign.

HOW ARE WE DOING AT CONNECTING SUWANEE?

Citizen surveys and benchmark data indicate that, overall, residents are satisfied with the job Suwanee is doing at engaging the community and sharing information. In the 2017 National Citizen Survey (NCS), Suwanee residents not only give the City overwhelmingly positive ratings for the quality of these services, but also rank the City higher than the national benchmarks. Our residents rated the following communications and engagement services as excellent or good in the most recent survey:

- Social events and activities (86% positive)
- Public information services (83% positive)
- Volunteer opportunities (82% positive)
- Sense of community (81% positive)
- The job the City does at welcoming citizen involvement (80% positive)
- Community openness and acceptance (80% positive)



Our residents aren't the only ones taking notice of our work in this area. The City has won numerous awards for its efforts at connecting and engaging the community since the 20/20 Vision plan was adopted. Here are some of those awards:

- Best Volunteers – Bronze, for Suwanee Youth Leaders, Southeast Festivals & Events Association (2018)
- Downtown Excellence Award; Volunteers – Georgia Downtown Association (2018)
- Voice of the People Award; Community Engagement – International City/ County Management Association and National Research Center (2018, 2015)
- 3CMA Savvy Award – Annual Report (2018)
- Silver W3 Award; Video Features – Use of Interactive Video – Police Lip Sync Challenge Video (2018)
- Davey Awards; Copywriting for Design/Print – 2016 Annual Report (2018)
- 3CMA Award of Excellence Printed Publications – External Publications for Connects newsletter (2014)
- 3CMA Award of Excellence in Printed Publications (2013)
- Popular Annual Financial Report Award – Government Finance Officers Association (multiple years)
- Distinguished Budget Presentation Award with Special Recognition – Government Finance Officers Association (multiple years)
- Excellence in Financial Reporting - Government Finance Officers Association (multiple years)

COMMUNICATIONS AND ENGAGEMENT: HOW WE CONNECT	CURRENT STATUS
Goal 1: CREATE OPPORTUNITIES FOR EVERYONE TO PARTICIPATE	
Use a liaison to work with ethnic communities	The police and events staff have formed partnerships with ethnic communities.
Encourage greater participation of ethnic communities on Boards and Commissions	No formal action to date, but community members of all backgrounds are encouraged to join boards, commissions, and other groups.
Prepare a comprehensive communications plan that includes City departments	The City strategically structures its communications to highlight relevant information from all departments, but does not have a formal plan.
Communicate with homeowners' associations	Council attends a minimum of one HOA/PACT meeting per year.
Consider creating a Citizen's College	Incorporated a "City Hall" section into the Citizens Police Academy; created SYL.
Goal 2: ENCOURAGE YOUTH INVOLVEMENT	
Provide youth volunteer programs	SYL provides year-round volunteer programs, in addition to opportunities for Scout projects in the parks.
Organize a Youth Council / Youth Advisory Board	Suwanee Youth Leaders program launched in 2014.
Organize school meet and greets	Action item for others to lead; SYL brings high schoolers from all Suwanee clusters together.
Create a formal internship program	A formal program has not been created, however the City regularly hosts interns in various departments.
Goal 3: PROMOTE THE SUWANEE BRAND	
Market quality of life and amenities to attract workers, businesses, new residents	Launched "For the Love of Suwanee" campaign with Peter Kageyama in 2015. New website was designed in a way to better market the City in these areas.
Publicize through national media	The City seeks appropriate opportunities for a national audience.
Create distinctive Suwanee products	Suwanee website was overhauled in 2018. Created swag products for welcome center - mugs, public art shirts, etc.
Create community bulletin boards in key places to promote local activities	No action to date.
Design and install wayfinding signage throughout Suwanee	Wayfinding signage installed and I-85 bridge also rebranded with Suwanee logo.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	COMMUNITY	MEDIUM	MEDIUM	SOME	MID
NO	CITY	MEDIUM	LOW	MINIMAL	NEAR
NO	CITY	LOW	LOW	SOME	MID
YES	CITY	MEDIUM	LOW	SOME	NEAR
SOME	CITY	MEDIUM	MEDIUM	SOME	MID
NO	COMMUNITY/OTHER	MEDIUM	LOW	MINIMAL	MID
NO	CITY	MEDIUM	LOW	SOME	NEAR
NO	OTHER	LOW	LOW	MINIMAL	MID
SOME	CITY	MEDIUM	MEDIUM	SOME	NEAR
YES	CITY	HIGH	MEDIUM	SOME	ONGOING
SOME	CITY	MEDIUM	MEDIUM	SOME	ONGOING
SOME	CITY	LOW	LOW	SOME	NEAR
SOME	CITY/COMMUNITY	MEDIUM	MEDIUM	SOME	NEAR
SOME	CITY	HIGH	MEDIUM	A LOT	MID

COMMUNICATIONS AND ENGAGEMENT: HOW WE CONNECT	CURRENT STATUS
Goal 4: EMBRACE NEW ENGAGEMENT TECHNIQUES AND AUDIENCES	
Create an overall communications plan	The City strategically structures its communications, but does not have a formal plan.
Set up community notification system for early storm warning/emergency alerts	The City uses CodeRed and social media, if appropriate, for these communications. Citizens tend to rely on the news media or apps as their primary source of receiving this information.
Expand the use of social media	The City has expanded its social media platform to include Instagram, Facebook, and Twitter. The City has significantly increased its use of videos, which are shared via social media.
Re-design the City's website	Suwanee website was overhauled in 2018.
Create a downloadable events calendar	The City's events calendar can be subscribed to via the website.
Look into providing Wi-Fi in Town Center	Completed.
Goal 5: SHARE INFORMATION EFFECTIVELY AND REGULARLY	
Invite ethnic media to events	Ongoing.
Work with realtors to provide a "Welcome to Suwanee" package to new residents	No formal action, but the City hosts a variety of information on suwanee.com and provides materials and swag to new residents or realtors who request it. The City has also partnered to open a Welcome Center which is visited by potential and new residents.
Include more information about City activities in communications	Ongoing, as appropriate.
Market existing community programs that are under the radar	Ongoing, as appropriate.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	CITY	MEDIUM	MEDIUM	SOME	NEAR
YES	CITY	MEDIUM	MEDIUM	SOME	NEAR
YES	CITY/COMMUNITY	MEDIUM	LOW	SOME	ONGOING
YES	CITY	MEDIUM	MEDIUM	SOME	MID
NO	CITY	LOW	LOW	MINIMAL	MID
SOME	CITY	MEDIUM	LOW	SOME	NEAR
YES	CITY	MEDIUM	LOW	MINIMAL	NEAR
NO	CITY/OTHER	MEDIUM	MEDIUM	SOME	MID
YES	CITY	LOW	LOW	MINIMAL	NEAR
NO	CITY/COMMUNITY	LOW	LOW	MINIMAL	NEAR

ECONOMIC DEVELOPMENT: HOW WE PROSPER

Suwanee's economic development approach focuses on two key areas: business recruitment/retention and quality of life initiatives. The city primarily concentrates on quality of life initiatives while participating in the Partnership Gwinnett as our principal external arm for business recruitment and retention. This allows the city to localize efforts and make Suwanee attractive to businesses, employers and employees.

Small businesses are an important economic engine for the city, with 75% of all Suwanee businesses considered small businesses, employing five or fewer people.

20/20 Vision participants rated economic development as the chief priority for the City's focus, understanding the need for Suwanee to attract diverse and high-quality commercial development, strengthen local businesses, and recruit job-creating businesses that generate revenue and ensure the future of Suwanee.

Why does this matter? **SUWANEE WANTS TO BE VIBRANT.**

WHAT HAVE WE DONE TO HELP SUWANEE BE PROSPEROUS & VIBRANT?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Economic Development:

- **FOCUS ON QUALITY OF LIFE**
  - The City has continued funding budget items dedicated to quality of life, including Town Center on Main, the Orchard, support for public art, and similar.
  - The City hosts over 40 special events annually.
- **COMPETE FOR THE FUTURE**
  - The City actively supports Partnership Gwinnett activities as our primary traditional economic development recruiting organization.
- **BECOME A JOBS CENTER**
  - The City submitted a response to Amazon's RFP.
  - Over 1,500 businesses are licensed in Suwanee.
  - Nearly 13,000 people are employed by Suwanee businesses.



- **RECRUIT & DEVELOP A DIVERSE, HIGH-QUALITY COMMERCIAL BASE**
  - Several medical service providers have developed and opened since 2012 including Salude (transitional care and rehabilitation facility) and Heartis Senior Living. Another assisted living facility is currently under development at McGinnis Ferry Rd. and Buford Hwy.
  - Overhauled alcohol beverage ordinance in 2018 to encourage independent breweries, distilleries, and similar.
  - Farmers Market has been expanded throughout the winter (one Saturday a month).
  - DDA has partnered with Solis to provide commercial spaces in Town Center.
- **ATTRACT & RETAIN KNOWLEDGE WORKERS**
  - Partnered with Geek Space Gwinnett to locate a "maker space" in Suwanee.
  - Host many annual events targeted toward this population – Beerfest, Wine Fest, Food Truck Fridays, multiple races, etc.
  - New apartment communities at Town Center and Suwanee Gateway have attracted this population.
- **HELP SMALL BUSINESSES THRIVE**
  - Business Services has revamped permitting/reporting processes related to business licenses and online excise tax reporting to provide assistance to small businesses.
  - Suwanee Business Alliance remains active; City provides ongoing support, as needed.

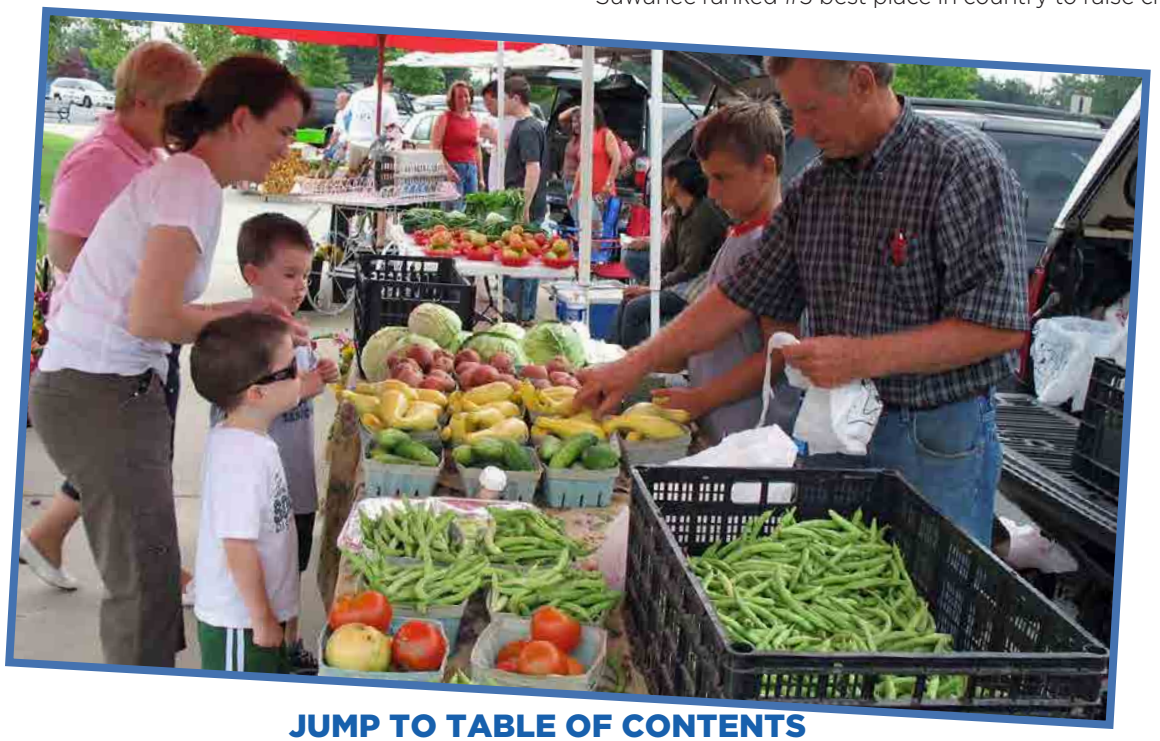
HOW ARE WE DOING AT MAKING SUWANEE PROSPEROUS & VIBRANT?

Citizen surveys and benchmark data indicate that, overall, residents are satisfied with the job Suwanee is doing at engaging the community and sharing information. In the 2017 National Citizen Survey (NCS), Suwanee residents not only gave the City consistently positive ratings for the quality of these services, but also rank the City higher than the national benchmarks on many as well. Our residents rated the following economic development services as excellent or good in the most recent survey:

- Overall quality of life (92% positive)
- Overall economic health (86% positive)
- Economic development services (83% positive)
- Business and services (78% positive)
- Health care services (75% positive)
- Place to work (72% positive)
- Employment opportunities (53% positive)

Our residents aren't the only ones taking notice of our work in this area. The City has won numerous awards for its efforts in economic development since the 20/20 Vision plan was adopted. Here are some of those awards:

- Main Street Across America – Town Center Avenue, National Life Group (2017)
- IMPACT Hospitality Award – Gwinnett Chamber (2017)
- #3 on the list of Most Successful Cities in Georgia - Zippia (2017)
- 100 Most Genius Places in America list, Time magazine (2017 & 2016)
- Named Georgia's eCity by Google, recognizing Suwanee for having the strongest online business community in the state (2014)
- One of three "Best Small Cities to Raise a Family," RealEstate.com (2014)
- Ranked #33 on Money magazine's list of Best Places to Live 2013
- Named #6 among Best Towns in Georgia for Young Families by NerdWallet.com (2013)
- 10 Best Towns for Families, Family Circle magazine (2013)
- Suwanee ranked #3 best place in country to raise children, Kiplinger.com (2012)



ECONOMIC DEVELOPMENT: HOW WE PROSPER	CURRENT STATUS
Goal 1: FOCUS ON QUALITY OF LIFE AS THE CORE ECONOMIC DEVELOPMENT STRATEGY	
Favor budget items dedicated to maintaining quality of life	Ongoing, as appropriate. Examples include Town Center on Main, Orchard at White Street Park, support for public art program, and similar. Annual hosting of over 40 special events.
Develop quality of life benchmarks	No formal internal action to date, but Suwanee continues to rank highly in quality of life benchmarks included in the National Citizen Survey.
Goal 2: COMPETE FOR THE FUTURE	
Continue working with Partnership Gwinnett for recruitment	Continue to actively support Partnership Gwinnett activities as our primary traditional economic development recruiting organization
Create business incentives	Partnership Gwinnett is the City's primary outlet for business incentives, but the City does promote this as opportunities arise.
Ensure Suwanee has an educated skilled workforce	Responsibility for others.
Attract higher learning institution satellite campus	Long range project; no action to date.
Attract / develop green energy manufacturers	Long range project; no action to date.
Goal 3: BECOME A JOBS CENTER	
Attract larger businesses	Submitted response to Amazon RFP.
Cultivate a broad range of small businesses	Ongoing.
Attract new technology businesses	Ongoing.
Goal 4: RECRUIT AND DEVELOP A DIVERSE, HIGH QUALITY COMMERCIAL BASE	
Recruit medical service providers	Salude (transitional care and rehabilitation facility) and Heartis Senior Living have been developed and opened. Council rezoned property at McGinnis Ferry Rd and Buford Hwy for another assisted living facility.
Encourage more independently owned businesses	Overhauled alcohol beverage ordinance in 2018 to encourage independent breweries, distilleries, and similar.
Promote Shop Local Campaign	The City publishes the Downtown brochure annually, which is aimed at promoting support for local businesses.
Consider expansion opportunities for the farmers market	Farmers Market has been expanded throughout the winter (one Saturday a month).
Encourage diverse businesses in Town Center	More diverse businesses have located in Town Center, including a new steak restaurant, a brewery, a wine shop, and similar. The City continues to seek and promote business diversity in Town Center.
Develop event space for big parties/weddings	No action to date.
Attract name-brand hotel	No action to date.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
YES	CITY	LOW	LOW	MINIMAL	ONGOING
NO	CITY	LOW	MEDIUM	SOME	NEAR
YES	CITY	MEDIUM	MEDIUM	SOME	ONGOING
SOME	CITY	MEDIUM	MEDIUM	A LOT	MID
NO	OTHER	MEDIUM	MEDIUM	SOME	ONGOING
NO	CITY/OTHER	HIGH	HIGH	A LOT	LONG
NO	CITY/OTHER	HIGH	MEDIUM	A LOT	LONG
NO	CITY/OTHER	HIGH	HIGH	A LOT	ONGOING
NO	CITY/OTHER	HIGH	MEDIUM	A LOT	ONGOING
NO	CITY/OTHER	HIGH	MEDIUM	A LOT	ONGOING
NO	CITY/OTHER	HIGH	MEDIUM	SOME	MID
NO	CITY	MEDIUM	MEDIUM	SOME	MID
SOME	CITY / OTHER	MEDIUM	MEDIUM	SOME	MID
NO	CITY/PRIVATE	MEDIUM	MEDIUM	A LOT	LONG
NO	OTHER	HIGH	MEDIUM	SOME	NEAR
NO	PRIVATE	MEDIUM	HIGH	SOME	MID
NO	PRIVATE	MEDIUM	HIGH	SOME	MID

ECONOMIC DEVELOPMENT: HOW WE PROSPER	CURRENT STATUS
Goal 5: ATTRACT AND RETAIN KNOWLEDGE WORKERS	
Develop "hang outs" that appeal to knowledge workers	Partnered with Geek Space Gwinnett to locate a "maker space" in Suwanee.
Focus on recruiting jobs that are attractive to knowledge workers	Partnership Gwinnett is the City's primary outlet for jobs recruitment, but the City does promote this as opportunities arise.
Continue to focus on public art and local events that represent Suwanee's unique identity	Ongoing. The City has expanded its public art collection and is currently undertaking a capital campaign for a signature piece.
Orient marketing and brand development of Suwanee toward knowledge workers	Host many annual events targeted toward this population – Beerfest, Wine Fest, Food Truck Fridays, multiple races, etc.
Develop live / work spaces for designers and other small creative businesses	Long range project; market has not supported this to date.
Goal 6: HELP SMALL BUSINESSES THRIVE	
Provide entrepreneurial training and small business incubation	Action items for others to lead; no action to date.
Provide permitting and technical assistance	Business Services has revamped permitting/reporting processes related to business licenses, alcohol excise taxes, and hotel/motel excise taxes.
Encourage companies to hold events at local restaurants	Ongoing, as appropriate.
Provide Suwanee.org as the center for small business	Suwanee Business Alliance remains active; City provides ongoing support, as needed.
Promote small business	Ongoing, as needed.
Form better links and increased involvement between the City's big events and local businesses	The City's Downtown Manager and Economic Development staff works to link events with local business opportunities.
Provide more support for businesses outside of Town Center	Ongoing, as requested.
Create a clearinghouse and incentives for renting/leasing vacant commercial space	The City has provided incentives for the Solis commercial space and assisted with redeveloping the vacant fire station into a brewery.
Conduct tours for potential business owners	Ongoing, as requested.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	CITY/PRIVATE	MEDIUM	MEDIUM	SOME	MID
NO	CITY/OTHER	MEDIUM	MEDIUM	SOME	MID
YES	CITY/OTHER	MEDIUM	MEDIUM	SOME	ONGOING
NO	CITY	MEDIUM	MEDIUM	SOME	MID
NO	PRIVATE	HIGH	HIGH	SOME	LONG
NO	OTHER	MEDIUM	HIGH	A LOT	MID
NO	CITY	LOW	LOW	SOME	MID
NO	CITY	LOW	LOW	MINIMAL	NEAR
NO	OTHER	LOW	LOW	MINIMAL	NEAR
SOME	CITY/OTHER/PRIVATE	MEDIUM	MEDIUM	A LOT	ONGOING
NO	CITY	LOW	LOW	SOME	NEAR
SOME	CITY	MEDIUM	MEDIUM	A LOT	MID
NO	CITY/OTHER	LOW	MEDIUM	A LOT	MID
NO	CITY	LOW	MEDIUM	SOME	ONGOING

PUBLIC SAFETY: WHAT PROVIDES US COMFORT

Suwanee has a reputation as being one of the safest communities in the region. The crime rate in Suwanee is generally very low. The City uses two main tactics in its policing approach: community policing and high police visibility. The City has numerous ongoing programs to support and implement community policing and uses a combination of personnel and technology to deter crime through strategic and targeted police visibility efforts.

20/20 Vision participants gave Suwanee's police force high marks for being responsive and citizens fully appreciate the high visibility approach the City has taken. Residents value friendly and engaging police officers with community ties. Having a strong police presence improves quality of life, which is good for attracting and retaining residents and businesses. Why does this matter? **SUWANEE WANTS TO BE SAFE.**

WHAT HAVE WE DONE TO HELP SUWANEE BE A SAFE COMMUNITY?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Public Safety:

- **PARTNER WITH THE COMMUNITY**
  - Offer internship program with Duluth High School and the University of North Georgia.
  - All Suwanee neighborhoods participate in the PACT program.
  - Host regular community-building events, such as Pizza with Police and Coffee with a Cop.
  - Suwanee operates a police training center which provides officers access to ongoing, high-quality training and also serves as a regional training facility for other public safety personnel.
- **EDUCATE & ENGAGE THE COMMUNITY**
  - Support youth through the Police Explorers program, with 20 active participants in 2019.
  - Host two Citizens Police Academy sessions annually, with an average of 20 graduates each time.
  - The police have offered targeted educational campaigns through social media and other platforms, including the recent "porch pirates" video in the 2019 holiday season.
- **USE TARGETED POLICE VISIBILITY EFFORTS**
  - Participated in 2019 Operation PURGE by the Gwinnett County Sheriff's Office for a warrant sweep which resulted in drug seizures and arrests.
  - Participated in the 2019 Internet Crimes Against Children (ICAC) Operation Southern Impact which resulted in numerous arrests for child pornography throughout the City of Suwanee and Gwinnett County.
  - The City's substation and training center is strategically located at the I-85 interchange.
  - The police provide high-visibility efforts through a combination of directed patrols, safety road checks, a speed trailer, and stationary radar signs.
- **EMBRACE NEW TECHNOLOGIES**
  - Partner with Specialized Response Team (SRT) and provide equipment to support their needs
  - Ongoing deployment of additional AED's to assist community members in life saving situations.
  - Suwanee purchased and equipped a Crime Scene van.

HOW ARE WE DOING AT KEEPING SUWANEE SAFE?

We're proud that Suwanee's police force is not only certified by the State of Georgia, but is also nationally accredited through CALEA. Both of these professional accreditations are external confirmation of Suwanee's excellence in providing public safety services.

Citizen surveys and benchmark data indicate that, overall, residents are highly satisfied with the job Suwanee is doing at keeping the community safe. In the 2017 National Citizen Survey (NCS), Suwanee residents not only gave the City consistently positive ratings for the quality of these services, but also rank the City higher than the national benchmarks. Our residents rated the following public safety services as excellent or good in the most recent survey:

- Safe in neighborhood (98% positive)
- Safe downtown/commercial area (97% positive)
- Overall feeling of safety (96% positive)
- Were NOT the victim of a crime (93% positive)
- Police services (90% positive)
- Crime prevention (85% positive)

Further, when surveying residents who have moved to Suwanee since 2012, 91% of respondents indicated that the City's police/public safety services were "essential" or "very important" in their decision to select Suwanee as a place to live.

Our residents aren't the only ones taking notice of our work in this area. The City has won numerous awards for its efforts at in public safety since the 20/20 Vision plan was adopted. Here are some of those awards:

- Safest Cities in Georgia – #15, BackgroundChecks.org (2019)
- Georgia Outstanding Chief of the Year - Mike Jones, Georgia Association of Chiefs of Police (2018)
- Davey Awards (multiple) - Police Lip Sync Challenge Video (2018)
- Program of the Year – HOPE Court, Georgia Municipal Court Clerks' Council (2017)
- Phyllis Goodwin Police Agency of the Year, Georgia Chapter of the FBI National Academy Associates (2016)





PUBLIC SAFETY: WHAT PROVIDES US COMFORT	CURRENT STATUS
Goal 1: PARTNER WITH THE COMMUNITY	
Expand community-oriented policing where possible	The police have strategically expanded community-oriented policing, particularly with public information efforts and community events like Coffee with a Cop, Pizza with Police, and the lip sync vides. Additionally, the City Council members have joined on PACT meeting annually.
Goal 2: EDUCATE & ENGAGE THE COMMUNITY	
Promote and expand existing programs	Currently offer Citizens Police Academy, PACT program, PRIDE classes, Park Ambassadors, and others.
Goal 3: USE TARGETED POLICE VISIBILITY EFFORTS	
Finish the police training center/substation at I-85	Completed.
Use available officers strategically	Joined Mobile Field Force Unit.
Continue high-visibility efforts along Lawrenceville-Suwanee Road	Efforts have continued through a combination of directed patrols (including safety road checks) in addition to the speed trailer and stationary radar signs.
Goal 4: EMBRACE NEW TECHNOLOGIES	
Maximize the use of the training center	The training center is used extensively for both Suwanee staff as well as a regional training facility for other public safety personnel.
Use technology for effective policing	Crime Scene Van purchased and equipped; updated radio communications equipment.
Expand the use of mapping technology to track criminal activity	The police have transitioned from UCR to NIBRS which provides for expanded data collection of criminal activity.
Follow your PACT officer @ Twitter	No action to date; Twitter is not currently the City's main social media platform.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
YES	CITY	MEDIUM	LOW	SOME	ONGOING
YES	CITY	LOW	LOW	MINIMAL	MID
YES	CITY	HIGH	HIGH	MINIMAL	NEAR
YES	CITY	HIGH	MEDIUM	MINIMAL	NEAR
YES	CITY	MEDIUM	MEDIUM	SOME	ONGOING
YES	CITY	MEDIUM	MEDIUM	SOME	MID
YES	CITY	MEDIUM	MEDIUM	SOME	MID
YES	CITY	LOW	LOW	MINIMAL	MID
NO	CITY	LOW	LOW	MINIMAL	ONGOING

PLANNING: HOW WE GROW

The fruits of Suwanee's proactive planning have been impressive: the extensive parks and greenway system; the well-loved and well-used Town Center Park; new traditional, walkable neighborhoods; and mixed-use development. These assets help shape the City's identity and image throughout the region.

20/20 Vision participants were keenly interested in how Suwanee would balance growth and infrastructure, deal with vacancies and stalled developments, build upon the success of Town Center, and most importantly, transform Suwanee Gateway. Why does this matter? **SUWANEE WANTS TO BE PROACTIVE.**

WHAT HAVE WE DONE TO HELP SUWANEE GROW PROACTIVELY?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Planning:

- **TRANSFORM SUWANEE GATEWAY**
  - Main Event and Movie Tavern have both opened and offer entertainment options.
  - The City completed landscape enhancements at the I-85 interchange and replaced the fencing along the bridge. The bridge was enhanced with Suwanee "S" medallions and new lighting.
  - Multiple eye-catching pieces of public art have been installed by private developers in addition the Police Training Center.
  - The City continues to hold the former Hotel May Queen property for a transformative redevelopment opportunity.
- **INVEST IN DOWNTOWN SUWANEE'S FUTURE**
  - The Buford Highway reconstruction is substantially underway, with targeted completion in 2021.
  - The $75 million Solis project opened in 2019 with retail, townhomes, and apartments. The City partnered with this project to construct a parking deck to serve Town Center.
  - A $3.7 million renovation and addition to the Municipal Court is underway.
  - Construction is underway to repurpose Pierce's Corner for a restaurant.
- **BALANCE GROWTH**
  - All previously stalled subdivisions are either now complete or have active construction.
  - The Comprehensive Plan was updated in 2018, which evaluated needs across the City.
  - Annexation has been analyzed in the Suwanee Gateway, but there was consensus not to pursue action.
- **ENSURE LIFETIME HOUSING**
  - Heartis Senior Living opened in 2019 with 157,000 SF of senior independent living, assisted living, and memory care.
  - Council also rezoned land for another assisted living at McGinnis Ferry Road and Buford Highway.
  - Through rezonings and the 2040 Comprehensive Plan, the City has promoted a variety of housing and development types - single family traditional, single family cottages, townhomes, condos, apartments, mixed use.
- **GROW GREENER & CONSERVE RESOURCES**
  - The City installed two electric vehicle charging stations in Town Center.
  - Sewer has been expanded in various areas in Old Town.

HOW ARE WE DOING AT GROWING SUWANEE PROACTIVELY?

Citizen surveys and benchmark data indicate that, overall, residents are highly satisfied with the way that Suwanee is growing. In the 2017 National Citizen Survey (NCS), Suwanee residents not only gave the City consistently positive ratings for the quality of these services, but also rank the City higher than the national benchmarks. Our residents rated the following as excellent or good in the most recent survey:

- Overall image (96% positive)
- Place to raise children (95% positive)
- Overall natural environment (94% positive)
- Neighborhood (94% positive)
- Overall appearance (94% positive)
- Plan to remain in Suwanee (89% positive)
- New development in Suwanee (82% positive)
- Land use, planning, and zoning services (81% positive)
- Vibrant downtown/commercial area (80% positive)
- Overall built environment (80% positive)
- Code enforcement services (76% positive)
- Housing options (75% positive)
- Place to retire (75% positive)



Further, when surveying residents who have moved to Suwanee since 2012, 88% of respondents indicated that the quality of housing was "essential" or "very important" in their decision to select Suwanee as a place to live, while 85% said the same for the community's appearance.

Our residents are not the only ones taking notice of our work in this area. The City has won numerous awards for its efforts in planning since the 20/20 Vision plan was adopted. Here are some of those awards:

- Best Cities to Live in Georgia – #10, Chamber of Commerce (2019)
- Top 10 Best Places to Live in Georgia - HomeSnacks (2019)
- Downtown Excellence Award; Organization – Georgia Downtown Association (2018)
- Best Places to Live in Georgia community report card - A+, Niche.com (2018)
- Crown Community designation, American City & County magazine (2017)
- Green Community "bronze level" re-certification, Atlanta Regional Commission (2017, 2014)
- #4 Best Suburb in Georgia, Niche.com (2017)
- Voice of the People Awards for Excellence finalist for Built Environment and Economy from the International City/County Management Association and National Research Center (2015)
- PlanFirst designation, Georgia Department of Community Affairs, for excellence in community planning (2014)
- Voice of the People Awards for Excellence in Code Enforcement from the International City/County Management Association and National Research Center (2013)
- Tree City USA designation, Arbor Day Foundation (multiple years)

PLANNING: HOW WE GROW	CURRENT STATUS
Goal 1: TRANSFORM SUWANEE GATEWAY	
Explore the feasibility of an entertainment center for indoor activities	Main Event and Movie Tavern have both opened and are operating successfully.
Land bank property	Hotel May Queen property is still land banked by the City. No additional acquisitions have taken place.
Use temporary landscaping where possible	Permanent landscape enhancements completed at I-85 interchange. The City has budgeted $500,000 over FY 19/20 to complete additional landscaping in the Gateway.
Commission eye-catching public art at the gateway	Multiple pieces have been installed by private developers (Main Event, McDonald's, Salude, Ultra Car Wash, and Starbucks) in addition the Police Training Center.
Pursue upscale, unique retail	No progress to date.
Develop visually striking buildings	Minimal progress to date.
Beautify the overpass	The City completed landscape enhancements at the interchange and replaced the fencing along the bridge. The bridge was enhanced with Suwanee "S" medallions and new lighting.
Goal 2: INVEST IN DOWNTOWN SUWANEE'S FUTURE	
Support redevelopment of Pierce's Corner	Construction is underway to repurpose Pierce's Corner for a restaurant.
Energize Old Town through the arts and adaptive reuse	Three permanent art pieces have been installed in Old Town (Pilgrim at the library; The Herd at Shadowbrook Cemetery; and Mother & Child at White Street Park.) The Summer Porch Jam was hosted in Old Town in June 2018.
Fill the missing links	Solis development is substantially underway to extend Town Center along the south side of Buford Highway. Some residential infill has occurred in Old Town.
Expand Town Center	The $75M Solis project opened in 2019 with retail, apartments, and townhomes. Design of Town Center on Main is also underway.
Manage parking Downtown	The City partnered with the Solis project to construct a parking deck in Town Center.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	CITY/PRIVATE	HIGH	HIGH	SOME	LONG
SOME	CITY	HIGH	HIGH	A LOT	MID
SOME	CITY	MEDIUM	MEDIUM	A LOT	NEAR
NO	CITY/OTHER	MEDIUM	MEDIUM	SOME	MID
NO	CITY/PRIVATE	MEDIUM	MEDIUM	SOME	LONG
SOME	PRIVATE	HIGH	HIGH	SOME	LONG
SOME	OTHER	HIGH	HIGH	SOME	LONG
					NEAR
YES	CITY/PRIVATE	MEDIUM	MEDIUM	SOME	MID
SOME	CITY/COMMUNITY/ PRIVATE	HIGH	HIGH	A LOT	MID
YES	CITY/OTHER	HIGH	HIGH	A LOT	MID
NO	CITY/PRIVATE	HIGH	HIGH	A LOT	MID
SOME	CITY	MEDIUM	HIGH	A LOT	ONGOING

10 YEAR UPDATE

PLANNING: HOW WE GROW	CURRENT STATUS	HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
Goal 3: BALANCE GROWTH							
Encourage transitional uses for land cleared for stalled subdivisions	The economy has improved and all previously stalled subdivisions are either now complete or have active construction.	NO	PRIVATE	LOW	MEDIUM	SOME	NEAR
Explore annexation possibilities	Annexation has been analyzed in the Suwanee Gateway, but there was consensus not to pursue action at this time.	YES	CITY	MEDIUM	HIGH	A LOT	LONG
Balance the allocation of resources across the City	Comprehensive Plan was updated in 2018, which evaluated needs across the City.	SOME	CITY	HIGH	HIGH	A LOT	NEAR
Goal 4: ENSURE LIFETIME HOUSING							
Promote development of housing for seniors	Heartis Senior Living opened in 2019 with 157,000 SF of senior independent living, assisted living, and memory care. Council also rezoned land for another assisted living at McGinnis Ferry Road and Buford Highway; construction is not underway yet.	NO	CITY/PRIVATE	MEDIUM	LOW	SOME	NEAR
Promote a mix of housing types	Through rezonings and adoption of the 2040 Comprehensive Plan, the City has promoted a variety of housing and development types - single family traditional, single family cottages, townhomes, condos, apartments, mixed use.	YES	CITY/PRIVATE	MEDIUM	LOW	SOME	ONGOING
Goal 5: GROW GREENER AND CONSERVE RESOURCES							
Promote citywide recycling	Recycling is offered by the private contractors who serve residents, but no action has been taken to expand or promote this.	SOME	CITY/PRIVATE	MEDIUM	MEDIUM	SOME	MID
Encourage composting	No action to date.	NO	OTHER	LOW	MEDIUM	A LOT	MID
Encourage water conservation	No action to date.	SOME	CITY/OTHER	MEDIUM	MEDIUM	SOME	MID
Use recycled materials for trail improvements and other public improvements	This is assessed and implemented, as feasible.	NO	CITY	LOW	MEDIUM	MINIMAL	NEAR
Investigate alternative energy production methods	No action to date.	NO	OTHER	MEDIUM	HIGH	A LOT	LONG
Create Low-Impact Development Guidelines	No action to date.	NO	CITY	MEDIUM	LOW	SOME	MID

**These strategies are suggest and not required*

COMMUNITY CULTURE: WHAT MAKES US INTERESTING

Suwanee values a rich cultural life; it is part of what makes Suwanee attractive to residents and businesses. Therefore, the City's support for arts and culture is aimed at creating a place and a vibe that is conducive to both economic and community development. Suwanee believes it can and should be a model community. A key factor in taking Suwanee to that 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.

The population of Suwanee has a healthy appetite for arts, culture and events. 20/20 Vision participants were supportive of the City's approach to the arts and very enthusiastic about the many events on tap. Why does this matter? **SUWANEE WANTS TO BE UNIQUE.**

WHAT HAVE WE DONE TO KEEP SUWANEE INTERESTING & UNIQUE?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Community Culture:

- **OFFER A WIDE & DIVERSE ARRAY OF LOCAL EVENTS**
  - The City hosts over 40 public events annually.
  - NGAA hosts an annual arts festival, which was recently expanded to a two-day Fine Arts Festival.
  - SYL volunteers help incorporate teen-friendly themes into Food Truck Fridays and other events.
  - The City partners with Explore Gwinnett to celebrate arts and culture.
  - The City launched Summer Porch Jam in 2018 to celebrate local music in Old Town.
- **CAPITALIZE ON THE CITY'S RICH CULTURAL ASSETS**
  - The City partners with Suwanee Performing Arts to annually host Broadway in the Park.
  - The Glow in the Park lantern parade was launched in 2018, which includes lantern-making workshops for the community leading up to the event.
  - The City has partnered with the Aurora Theater on events.
- **MAKE PUBLIC ART THE CITY'S ARTS NICHE**
  - The 6th SculpTour exhibit is currently on display.
  - The City now has 20 pieces of public art in its permanent collection.
  - Local businesses have installed 24 public art pieces; the City contracts with a public art expertise to assist with selecting and locating these pieces into development projects.
  - A capital campaign is currently underway to fund an iconic public art piece in Town Center on Main.
  - The City developed and adopted a public art master plan in 2018.
- **FOSTER LOCAL ARTS PROGRAMS & VENUES**
  - The City partners with NGAA to provide a welcome center and studio/sales space for local artists.
  - The City has hosted various temporary arts exhibits – Hans Frabel, street piano, Tic-Tac-Toe bench.
  - The City hosted a Guess Who's Coming to Cocktails event to target local supporters of the arts.
  - Arts curriculum is being maintained in Suwanee cluster schools.

HOW ARE WE DOING AT KEEPING SUWANEE INTERESTING & UNIQUE?

Citizen surveys and benchmark data indicate that, overall, residents are highly satisfied with the way that Suwanee is maintaining its interesting and unique character and vibe. In the 2017 National Citizen Survey (NCS), Suwanee residents give positive ratings for the quality of these services and also rank the City higher than the national benchmarks for many indicators. Our residents rated the following as excellent or good in the most recent survey:

- Special events (91% positive)
- Social events and activities (86% positive)
- Cultural/arts/music activities (79% positive)
- Attended a City-sponsored event (72% positive)



Further, when surveying residents who have moved to Suwanee since 2012, 84% of respondents indicated that the Suwanee's overall feel/vibe was "essential" or "very important" in their decision to select Suwanee as a place to live, while 63% said the same for the public events and festivals.

Our residents aren't the only ones taking notice of our work in this area. The City has won numerous awards for its efforts in promoting community culture since the 20/20 Vision plan was adopted. Here are some of those awards:

- **Best New Event & Best Creative Idea, Silver**, for Summer Porch Jam, Southeast Festivals & Events Association (SFEA) (2019)
- **Best New Event – Silver,** for Glow in the Park, SFEA (2018)
- **Best Children's Programming – Silver,** for Suwanee Fest, SFEA (2018)
- **Best New Event & Best Event Video– Silver**, for Guess Who's Coming to Cocktails, SFEA (2017)
- **Best New Event, Gold**, for Suwanee Big Cheesy, SFEA (2016)
- **Best Festival with a budget over $75,000, Gold**, for Suwanee Fest 2014, SFEA (2015)
- **Georgia Downtown Conference Awards of Excellence** - Silver Award, Promotions, for Woofstock event (2014)
- **CREATE Community Award** from the Atlanta Regional Commission in the Arts & Culture category for the City's public arts initiative (2013)
- **Community Impact Award** – Arts Leader for public arts initiative, presented by ArtWorks! Gwinnett (2014)
- **Best New Event, Gold**, for 2012 Suwanee's Super Incredible Race, SFEA (2013)
- **Best New Event, Gold**, for 9-11 Commemorative Event/'Remembrance' Unveiling, SFEA (2012)
- **Community Impact** – Community Arts Program Award for Suwanee SculpTour, presented by ArtWorks! Gwinnett (2012)
- **Trendsetter Award for public arts initiative**, presented by the Georgia Municipal Association and Georgia Trend magazine (2012)

COMMUNITY CULTURE: WHAT MAKES US INTERESTING	CURRENT STATUS
Goal 1: OFFER A WIDE AND DIVERSE ARRAY OF LOCAL EVENTS	
Organize a broader range of cultural events	Participated in Explore Gwinnett's "Artober" initiative during October 2016; a month-long celebration and awareness of arts and culture.
Encourage and support multi-cultural events	City has accepted donation of Berlin Wall public art piece.
Allow teen events in Town Center Park	SYL volunteers two Food Truck Friday events each year.
Goal 2: CAPITALIZE ON THE CITY'S RICH CULTURAL ASSETS	
Promote local performing arts programs	Broadway in the Park hosted annually in Town Center Park.
Integrate arts into local festivals	Have hosted two annual Glow in the Park lantern parades now and worked with NGAA to hold lantern classes for community; partnered with Aurora Theatre to host Sip & See for SculpTour unveiling.
Explore the feasibility of a performing arts venue for community theater, community choir, etc.	No action to date; long range project.
Goal 3: MAKE PUBLIC ART THE CITY'S ARTS NICHE	
Continue and expand SculpTour program	5th SculpTour is currently on display through spring 2019.
Locate public art throughout the City	Art has been installed at Salude, Lowes, Heartis Senior Living, Aldi, "The Herd" at Shadowbrook Cemetery, and other locations.
Support private art installation efforts	City contracts with public art expert to assist developers in incorporating public art into their projects.
Develop and implement a public art master plan	Completed in 2018.
Identify and fund an iconic public art piece	Capital campaign currently underway to fund an iconic piece at Town Center on Main.
Expand storefront art program	No action to date.
Goal 4: FOSTER LOCAL ARTS PROGRAMS AND VENUES	
Create Artist-in-Residency Program	No action to date; long range program.
Maintain arts curriculum in schools	Arts curriculum is being maintained in Suwanee cluster schools.
Expand capacity of North Gwinnett Arts Associate and ArtWorks Gwinnett	City partnered with North Gwinnett Arts Association to provide a welcome center and studio/sales space for NGAA.
Consider providing vacant space to artists for a nominal fee	NGAA has opened an arts center/welcome center in Town Center. Hosted exhibit of Hans Frabel glass artwork in City Hall. Hosted temporary exhibits in Town Center Park - street piano and Tic-Tac-Toe bench.
Identify, recruit, and engage groups of patrons who support the arts	Hosted inaugural Guess Who's Coming to Cocktails targeting arts supporters; patrons are currently being engaged through the public art capital campaign.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
YES	CITY/COMMUNITY	MEDIUM	MEDIUM	SOME	ONGOING
YES	CITY/COMMUNITY	LOW	LOW	SOME	ONGOING
NO	CITY/COMMUNITY	LOW	LOW	SOME	ONGOING
NO	COMMUNITY/CITY	MEDIUM	LOW	SOME	NEAR
NO	COMMUNITY/OTHER/ CITY	MEDIUM	MEDIUM	A LOT	NEAR
NO	COMMUNITY /OTHER	HIGH	HIGH	A LOT	LONG
YES	CITY/OTHER	MEDIUM	MEDIUM	SOME	ONGOING
SOME	CITY/OTHER/PRIVATE	HIGH	HIGH	A LOT	MID
YES	PRIVATE/CITY	MEDIUM	MEDIUM	MINIMAL	ONGOING
NO	CITY/OTHER	LOW	MEDIUM	SOME	MID
NO	CITY/OTHER	HIGH	HIGH	A LOT	LONG
NO	OTHER/CITY	LOW	LOW	A LOT	NEAR
NO	OTHER/PRIVATE	MEDIUM	HIGH	A LOT	LONG
NO	OTHER	MEDIUM	MEDIUM	A LOT	NEAR
NO	OTHER	MEDIUM	MEDIUM	A LOT	MID
NO	PRIVATE/OTHER	MEDIUM	MEDIUM	SOME	MID
NO	PRIVATE/CITY/OTHER	MEDIUM	MEDIUM	A LOT	LONG

PARKS & OPEN SPACE: HOW WE PLAY

Since active recreational space needs are being met through non-City facilities, Suwanee has focused on building passive parks over the past two decades. Suwanee's efforts have paid off and 20/20 Vision participants overwhelmingly noted that their favorite places in the city are the parks and greenspace networks.

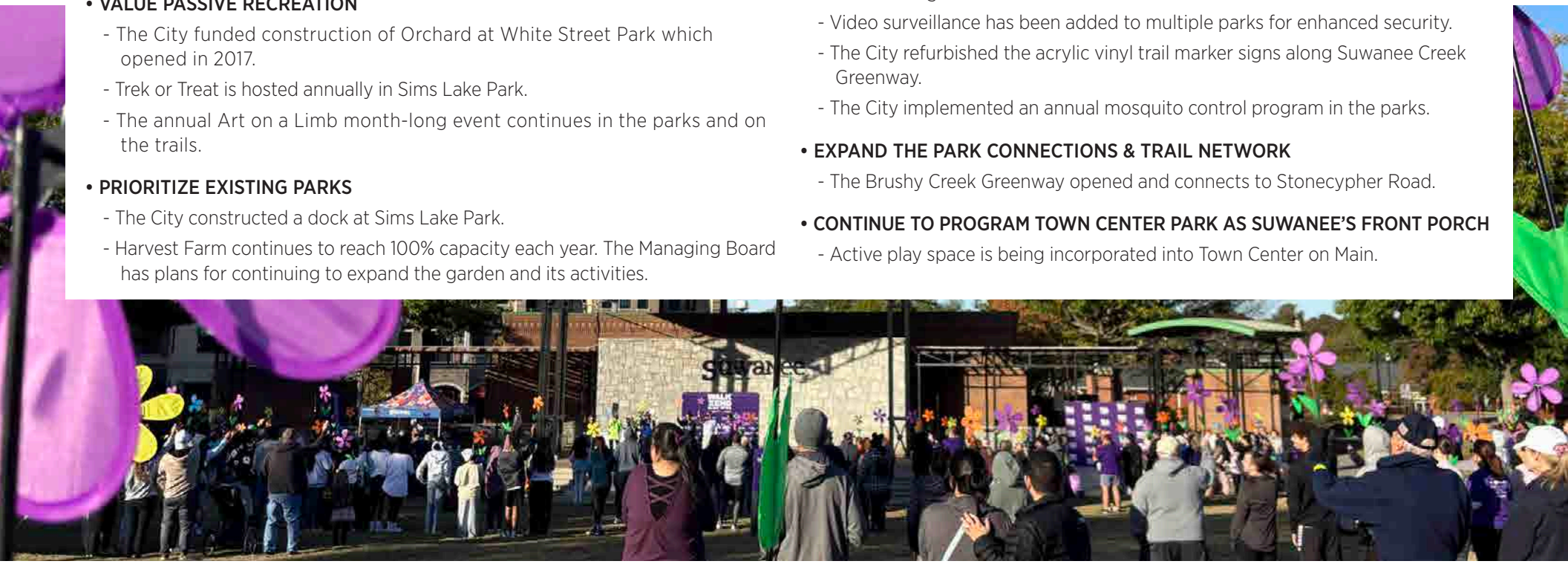
Now that the City has succeeded in developing its extensive parks system, the City's focus is to keep the parks in excellent condition, make connections between them and the trail network, and enhance the parks. Aside from being a huge part of why Suwanee's residents enjoy such a high quality of life, the parks are also an example of the City's commitment to environmental preservation and demonstrates its philosophy of responsible development.

Why does this matter? **SUWANEE WANTS TO BE GREEN.**

WHAT HAVE WE DONE TO HELP SUWANEE PLAY & BE GREEN?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Parks and Open Space:

- **VALUE PASSIVE RECREATION**
  - The City funded construction of Orchard at White Street Park which opened in 2017.
  - Trek or Treat is hosted annually in Sims Lake Park.
  - The annual Art on a Limb month-long event continues in the parks and on the trails.
- **PRIORITIZE EXISTING PARKS**
  - The City constructed a dock at Sims Lake Park.
  - Harvest Farm continues to reach 100% capacity each year. The Managing Board has plans for continuing to expand the garden and its activities.
- **ENSURE THE PARKS & TRAILS ARE SAFE**
  - The City hosts multiple races each year and Big Peach Running Company hosts two evening races each week on the trails.
  - Video surveillance has been added to multiple parks for enhanced security.
  - The City refurbished the acrylic vinyl trail marker signs along Suwanee Creek Greenway.
  - The City implemented an annual mosquito control program in the parks.
- **EXPAND THE PARK CONNECTIONS & TRAIL NETWORK**
  - The Brushy Creek Greenway opened and connects to Stonecypher Road.
- **CONTINUE TO PROGRAM TOWN CENTER PARK AS SUWANEE'S FRONT PORCH**
  - Active play space is being incorporated into Town Center on Main.



HOW ARE WE DOING AT HELPING SUWANEE PLAY & BE GREEN?

Citizen surveys and benchmark data indicate that, overall, residents are highly satisfied with the way that Suwanee is maintaining and expanding its parks and greenspace network, as well as finding opportunities for environmental preservation. In the 2017 National Citizen Survey (NCS), Suwanee residents give positive ratings for the quality of these services and also rank the City higher than the national benchmarks for many indicators. Our residents rated the following as excellent or good in the most recent survey:

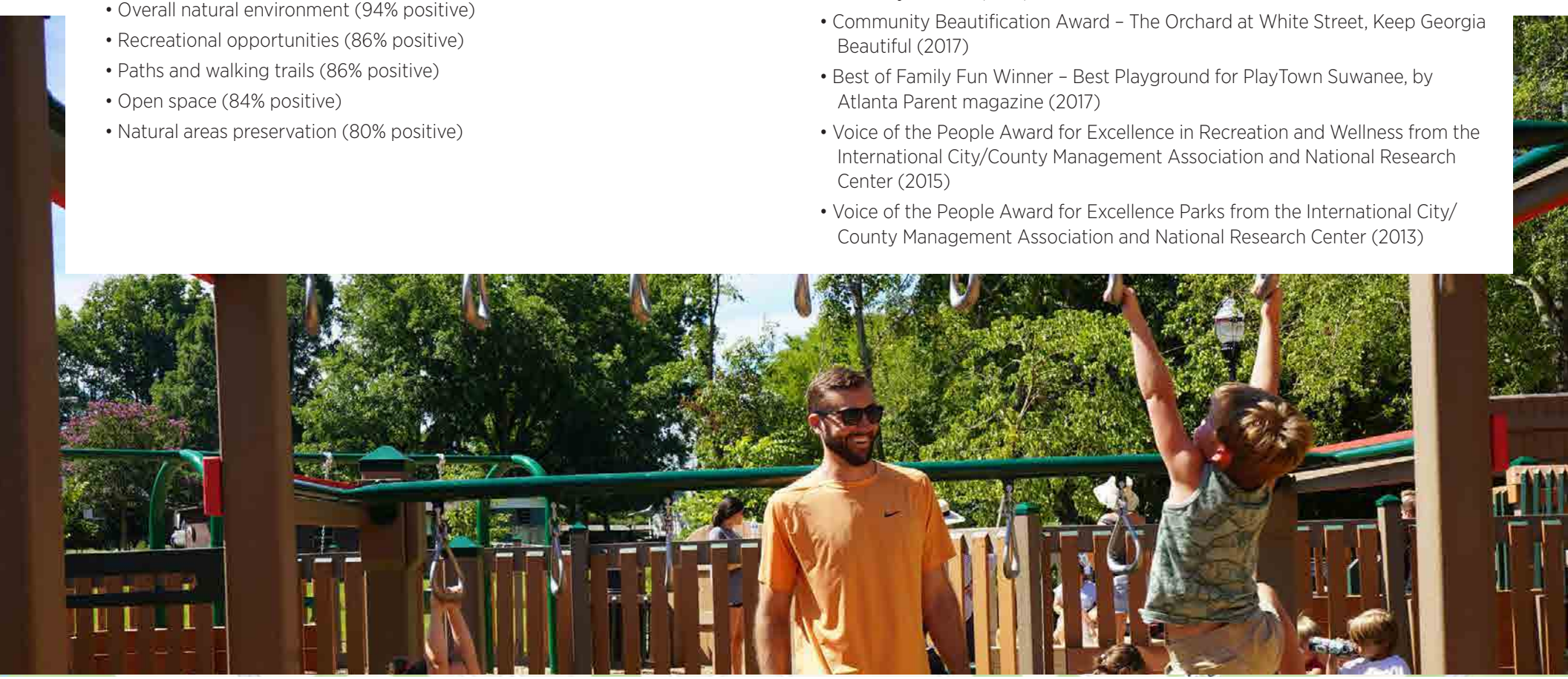
- Visited a City park (98% positive)
- City parks (97% positive)
- Overall natural environment (94% positive)
- Recreational opportunities (86% positive)
- Paths and walking trails (86% positive)
- Open space (84% positive)
- Natural areas preservation (80% positive)

Further, when surveying residents who have moved to Suwanee since 2012, 80% of respondents indicated that the Suwanee's park system was "essential" or "very important" in their decision to select Suwanee as a place to live, while 67% said the same for the trail system and 66% for Town Center Park specifically.

Our residents aren't the only ones taking notice of our work in this area.

The City has won numerous awards for its efforts in promoting community culture since the 20/20 Vision plan was adopted. Here are some of those awards:

- Outstanding New Initiative – The Orchard at White Street, Georgia Urban Forestry Council (2017)
- Community Beautification Award – The Orchard at White Street, Keep Georgia Beautiful (2017)
- Best of Family Fun Winner – Best Playground for PlayTown Suwanee, by Atlanta Parent magazine (2017)
- Voice of the People Award for Excellence in Recreation and Wellness from the International City/County Management Association and National Research Center (2015)
- Voice of the People Award for Excellence Parks from the International City/County Management Association and National Research Center (2013)



PARKS & OPEN SPACE: HOW WE PLAY	CURRENT STATUS
Goal 1: VALUE PASSIVE RECREATION	
Target funding for passive open spaces	City funded construction of Orchard at White Street Park which opened in 2017.
Encourage residents to explore passive open spaces with new events	Trek or Treat relocated to Sims Lake Park; annual Art on a Limb month-long event continues in parks and on trails.
Goal 2: PRIORITIZE EXISTING PARKS	
Add amenities and enhancements to parks	Dock constructed at Sims Lake Park.
Add a separate bike trail to the greenway	No action to date.
Improve the parks for runners	No formal action to date, but City hosts multiple races each year on the trails. Big Peach Running Company hosts two evening races each week on the trails.
Expand community gardening	Harvest Farm continues to reach 100% capacity each year. The Managing Board plans to explore the possibility of installing larger-scale plots in the expansion area of the garden.
Explore the construction of a dog park	A dog park was considered in the master plan for Town Center on Main, but did not make the final design.
Goal 3: ENSURE THE PARKS AND TRAILS ARE SAFE	
Add caution signs on trails	No action to date; lead by others.
Have an enhanced presence on trails	Ongoing, as needed.
Add video surveillance to local parks	This has been completed and will be improved in 2019.
Improve the maintainance of parks and trails	Refurbished acrylic vinyl trail marker signs along Suwanee Creek Greenway. Implemented annual mosquito control program with distribution of larvicides briquettes to catch basins and parks.
Goal 4: EXPAND THE PARK CONNECTIONS & TRAIL NETWORK	
Extend the Suwanee Creek Greenway from Suwanee Creek Park to Peachtree Ridge Park	Long range project; no action to date.
Plan ahead for new trails	Ongoing, as opportunities arise. The Brushy Creek Greenway has opened and connects to Stonecypher Road.
Organize a walking group to George Pierce Park senior center	No action to date; lead by others.
Goal 5: CONTINUE TO PROGRAM TOWN CENTER AS SUWANEE'S FRONT PORCH	
Expand active play space in Town Center Park	Active play space is being incorporated into Town Center on Main.
Explore the possibility of a Teen Center	Long-range project by others; no action to date.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
YES	CITY	MEDIUM	MEDIUM	MINIMAL	ONGOING
NO	CITY/OTHER	LOW	LOW	SOME	NEAR
YES	CITY	MEDIUM	MEDIUM	SOME	NEAR
NO	CITY	MEDIUM	HIGH	A LOT	LONG
NO	CITY	MEDIUM	MEDIUM	SOME	MID
SOME	CITY/OTHER	LOW	MEDIUM	SOME	MID
NO	CITY	LOW	MEDIUM	SOME	MID
NO	CITY	LOW	MEDIUM	SOME	NEAR
SOME	CITY/COMMUNITY	MEDIUM	HIGH	A LOT	MID
YES	CITY	MEDIUM	MEDIUM	SOME	NEAR
SOME	CITY	MEDIUM	MEDIUM	A LOT	ONGOING
NO	OTHER	HIGH	HIGH	A LOT	LONG
YES	CITY	HIGH	HIGH	A LOT	MID
NO	COMMUNITY	LOW	LOW	MINIMAL	NEAR
NO	CITY	MEDIUM	HIGH	A LOT	LONG
NO	COMMUNITY/PRIVATE	MEDIUM	HIGH	A LOT	LONG

TRANSPORTATION: HOW WE MOVE

The City's local transportation actions can be summarized in four primary focus areas: 1) connectivity; 2) safety; 3) maintenance; and 4) alternative transportation. The City's role is not to create large, multi-lane highways crisscrossing Suwanee. Rather, the City's efforts are primarily focused on alternatively (i.e. other than roads) connecting destinations (jobs, schools, services, etc.) throughout the community in order to minimize the need for a car for every trip and thus alleviate traffic.

The City values slower vehicle speeds in order to make the roads safe for drivers and pedestrians alike and undertakes efforts to calm traffic in various ways, such as narrow, connected streets. The City also is implementing its Pedestrian and Bicycle plan, which focuses on improving and building sidewalks and greenways.

Why does this matter? **SUWANEE WANTS TO BE CONNECTED.**

WHAT HAVE WE DONE TO HELP CONNECT SUWANEE?

Since adopting the 20/20 Vision plan in 2012, here are some of the activities the City has done to further the goals related to Transportation:

- **IMPROVE TRAFFIC MANAGEMENT**
  - The City installed sidewalks on Smithtown Road and Suwanee Dam Road to improve pedestrian connections/safety to the schools.
  - The City explores traffic calming methods, where feasible, such as the project currently being evaluated on Settles Bridge Road.
  - The median break at Sawmill Drive was closed, allowing for extended turn lane on to I-85N.
  - Additional turn lanes were added to Lawrenceville-Suwanee Road at Horizon Drive and Satellite Blvd.
- **MAKE LOCAL CONNECTIONS**
  - Buford Highway reconstruction is underway, which will slow (and possibly divert) vehicle traffic and improve pedestrian/bike safety.
  - Sidewalks are incorporated into all new developments (both internally and along frontage).
  - The City has constructed sidewalks on Smithtown Road and Stonecypher Road.
  - The City completed a trail that connects Ruby Forest neighborhood to George Pierce Park and also connected Brushy Creek Greenway/PlayTown Suwanee to Stonecypher Road.
- **FOCUS ON DIFFERENT WAYS TO GET AROUND**
  - The City partnered with Zagster to provide bikes/racks in Town Center Park and on the greenway.
  - An electric vehicle charging station was installed in the Town Center commercial area.
  - The introduction of Uber, Lyft, and Waze carpooling has significantly improved carpooling opportunities.
- **DESIGN ATTRACTIVE ROADWAYS**
  - The City added an Environmental Division to provide for enhanced attention to landscaping and maintenance of rights-of-way and city properties.
  - The City planted the medians along Peachtree Industrial Blvd. and plans to address other roads as part of the new Environmental Division.



HOW ARE WE DOING AT CONNECTING SUWANEE?

Citizen surveys and benchmark data indicate that, overall, residents are largely satisfied with the way that Suwanee is maintaining and expanding its transportation network and mobility options. In the 2017 National Citizen Survey (NCS), Suwanee residents give positive ratings for the quality of these services and also rank the City higher than the national benchmarks for many indicators. Our residents rated the following as excellent or good in the most recent survey:

- Sidewalk maintenance (79% positive)
- Overall ease of travel (75% positive)
- Travel by car (72% positive)
- Ease of walking (68%)



TRANSPORTATION: HOW WE MOVE	CURRENT STATUS
Goal 1: IMPROVE TRAFFIC MANAGEMENT	
Divert traffic around high pedestrian areas	Buford Highway reconstruction is underway, which will slow (and possibly divert) vehicle traffic and improve pedestrian/bike safety.
Improve traffic safety around schools	The City installed sidewalks on Smithtown Road (Suwanee Elementary) and Suwanee Dam Road (North Gwinnett HS) to improve pedestrian connections/ safety to the schools.
Use traffic calming methods	The City explores traffic calming methods, where feasible. A project is currently being evaluated on Settles Bridge Road.
Plan for better traffic flow at I-85/Lawrenceville-Suwanee Road	Median break closed at Sawmill Drive, allowing for extended turn lane on to I-85N. Additional turn lane added to Lawrenceville-Suwanee Road for Horizon Drive, as well as at Lawrenceville-Suwanee Road and Satellite Blvd. Gwinnett County is finalizing design of an interchange at McGinnis Ferry Road/I-85 which will improve traffic flow at exit #111."
Goal 2: MAKE LOCAL CONNECTIONS	
Transform Buford Highway	Buford Highway reconstruction is underway and scheduled for completion in 2020.
Build more sidewalks	Sidewalks are incorporated into new developments (both internally and along frontage); City has constructed sidewalks on Smithtown Road and Stonecypher Road.
Create safer pedestrian crossings along PIB	Long-range project; no action to date.
Create better pedestrian connections to the parks	Completed a trail that connects Ruby Forest neighborhood to George Pierce Park. Also connected Brushy Creek Greenway/PlayTown Suwanee to Stonecypher Road.

**These strategies are suggest and not required*

HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	CITY	MEDIUM	HIGH	A LOT	LONG
NO	OTHER/CITY	MEDIUM	MEDIUM	A LOT	MID
SOME	CITY/OTHER	MEDIUM	HIGH	A LOT	ONGOING
NO	OTHER/CITY	HIGH	HIGH	A LOT	LONG
YES	CITY/OTHER	HIGH	HIGH	A LOT	MID
YES	CITY/OTHER	HIGH	HIGH	A LOT	ONGOING
SOME	CITY/OTHER	HIGH	HIGH	A LOT	MID
SOME	CITY/OTHER	HIGH	HIGH	A LOT	MID

TRANSPORTATION: HOW WE MOVE	CURRENT STATUS
Goal 3: FOCUS ON DIFFERENT WAYS TO GET AROUND	
Consider a Citywide transportation loop	Long-range project; no action to date.
Explore ideas for improved bus service	Long-range project; no action to date.
Encourage carpooling	The introduction of Uber, Lyft, and Waze carpooling has addressed much of this need.
Create an integrated network of local bike lanes and bike racks in key locations	The City has partnered with Zagster to provide bikes/racks in Town Center Park and on the greenway.
Develop public education materials for drivers and bikers on road safety	No action to date.
Plan for electric car charging stations	An electric vehicle charging station was installed in the Town Center commercial area.
Plan for a commuter rail line and station	No activity to date, but the City continues to maintain a long-term plan for a commuter rail station in Suwanee Station.
Goal 4: DESIGN ATTRACTIVE ROADWAYS	
Grow the Adopt a Road Program	No action to date.
Provide landscaping and cleaning	The City incorporated an Environmental Division into the FY19 budget to provide for enhanced attention to landscaping and maintenance of rights-of-way and city properties.
Plant median strips on Peachtree Industrial Boulevard/Suwanee Dam Road (with business sponsorship)	The PIB median planting project is complete. The City plans to address other roads as part of the new Environmental Division.
Paint utility poles	No action to date.

**These strategies are suggest and not required*

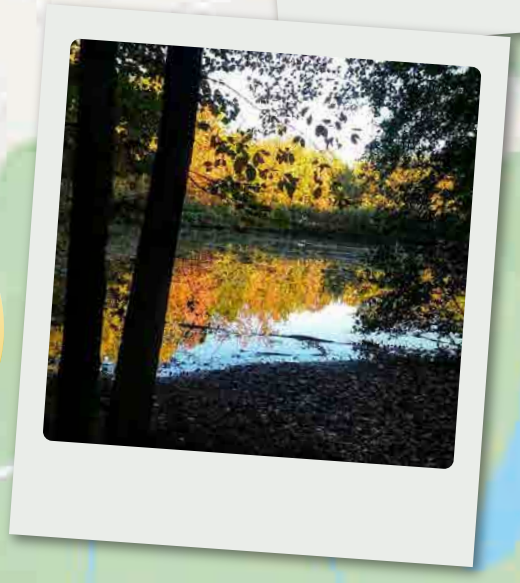
HAS THIS IDEA BEEN EVALUATED?	WHO SHOULD LEAD?	WHAT IS THE POTENTIAL IMPACT?	WHAT IS THE RELATIVE COST?	HOW MUCH STAFF TIME & EFFORT WILL THIS TAKE?	WHEN COULD IT HAPPEN?
NO	CITY/OTHER	MEDIUM	HIGH	A LOT	LONG
NO	OTHER	MEDIUM	MEDIUM	A LOT	LONG
NO	OTHER	MEDIUM	LOW	SOME	ONGOING
SOME	CITY	MEDIUM	HIGH	A LOT	ONGOING
NO	CITY	LOW	LOW	SOME	NEAR
NO	OTHER/PRIVATE	LOW	MEDIUM	SOME	LONG
SOME	OTHER/CITY	HIGH	HIGH	A LOT	LONG
YES	OTHER	LOW	LOW	MINIMAL	ONGOING
NO	CITY/PRIVATE	MEDIUM	HIGH	A LOT	NEAR
YES	CITY/PRIVATE	MEDIUM	MEDIUM	A LOT	ONGOING
NO	OTHER/CITY	LOW	LOW	SOME	MID



SUPPLEMENTAL INFORMATION







George Pierce Park

JUMP TO TABLE OF CONTENTS

STATISTICAL INFORMATION

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

Location:

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

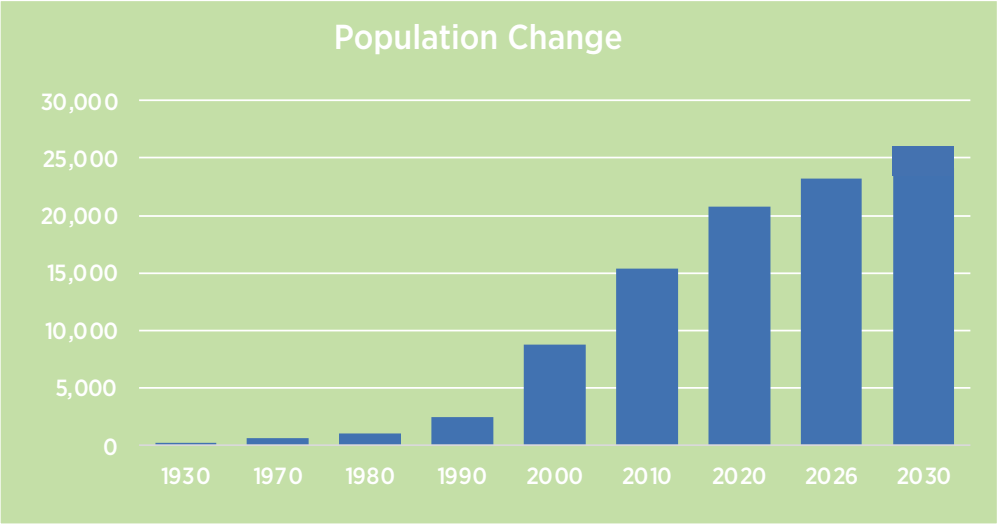
Form of Government:

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

Population:

Suwanee was the 5th fastest-growing City in Georgia and the fastest growing small City in metro Atlanta during the 1990s. Suwanee's population grew 262% from 1990-2000, and then another 76% from 2000-2010. From 2010 - 2020 Suwanee's population grew by 35.4%

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



Area:

11.0 square miles (7,177 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 65.4 miles of streets

Number of Street Lights:

Approximately 1,312

Parks:

Number of Park Sites: 15

Year	Population
1930	214
1970	615
1980	1,026
1990	2,412
2000	8,725
2010	15,368
2020	20,786
2026*	23,190
2030**	25,949

**Estimated population 2025, Planning Department estimates from building permits.*

***Estimated population for 2030 are provided by the City's Planning Department.*

Minority population for greater Suwanee area (2020): 36.9%

CITY OF SUWANEE, GA

STATISTICAL INFORMATION

Parks and Open Space	Acres
Annandale Tract - Suwanee Greenway	12
Buford Highway Tract near Baxley Point	36
Burnette Park Drive Tract 1	2
Burnette 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 on Main	25
Town Center Park	11
White Street Park	7
Total	397

Stormwater: The City is responsible for many miles of pipes and over one thousand drainage structures. The Stormwater Management Program includes maintaining and repairing stream, pond, stormwater pipes, ditches, catch basins and other similar features

Glass Recycling: In August 2022, the City of Suwanee began a glass recycling program for its citizens and neighboring communities.

Construction Last Ten Years[1]

Calendar Year	Residential Permits	Residential Estimated Costs	Total Construction Permits	Total Construction Estimated Costs
2016	30[2]	12,361,039	229	37,792,456
2017	425[3]	85,726,557	513	130,509,328[4]
2018	141	29,940,259	298	47,851,806
2019	323	66,425,439	375	91,053,858
2020	417[5]	81,565,873	375	99,077,776
2021	241	72,652,988	568	93,426,831
2022	231	72,952,713	480	105,198,099
2023[6]	22	11,442,249	351	94,104,075
2024	16	7,952,443	312	213,666,992[7]
2025	62	32,341,195	344	81,242,305

NOTES:

(1) Source - City of Suwanee Planning and Development Permit Summary
(2) 2016 - Very few lots left to develop in existing neighborhoods.
(3) 2017 - New neighborhoods sub-divided and ready for residential construction in mid-2017.
(4) 2017 - One mixed-use project contained 240 units with a $45 million estimated cost.
(5) 2020 - The number of residential units permitted exceeds the total permits because 3 of the building permits permitted a total of 233 new residential units.
(6) 2023 - Residential permits declined due to lack of buildable lots.
(7) 2024- Town Center on Main costs included in total construction.

Awards:

The City of Suwanee is proud that many of its initiatives and projects have earned regional, state, and national awards and certification.

- **Visionary City Award Honoree,** Georgia Municipal Association in collaboration with Georgia Trend
- **#4 Best Suburb to Live in Georgia,** Money, Inc.
- **Distinguished Budget Presentation Award** for fiscal year 2026 budget, Government Finance Officers Association
- **GEMS Designation: Georgia Exceptional Main Street,** Georgia Department of Community Affairs
- **Project of the Year: Town Center on Main & Delay Nature Park,** American Public Works Association, Georgia Chapter
- **Savvy Award - Annual Report 2023 themed "Why?",** City-County Communications & Marketing Association (3CMA)
- **AAA Bond Rating**, Standard & Poor's
- **Certificate of Achievement for Excellence in Financial Reporting** for FY 2025 Annual Comprehensive Financial Report, Government Finance Officers Association
- **Public Arts Commission recognized,** Suwanee Creek Chapter of the Daughters of the American Revolution
- **Tree City USA Designation,** Arbor Day Foundation
- **Best Event Impact Support, Silver -** Suwanee Public Works Department, Southeast Festivals & Events Association
- **Best Event Photograph, Silver -**Town Center on Main & DeLay Nature Park Grand Opening, Southeast Festivals & Events Association
- **Best Promotional Poster, Silver,** Community Food Fight, Southeast Festivals & Events Association
- **Best Merchandise, Silver**, "Parker" doggie bag dispensers, Southeast Festivals & Events Association
- **Best Event over $75,000, Bronze**, Suwanee Fest, Southeast Festivals & Events Association
- **Best Pop-Up Event,** Town Center on Main & DeLay Nature Park Grand Opening, Southeast Festivals & Events Association
- **Cigna Healthy Workforce Designation, Gold**

TAXABLE PROPERTY

Assessed and Estimated Value of Taxable Property - Last 10 years

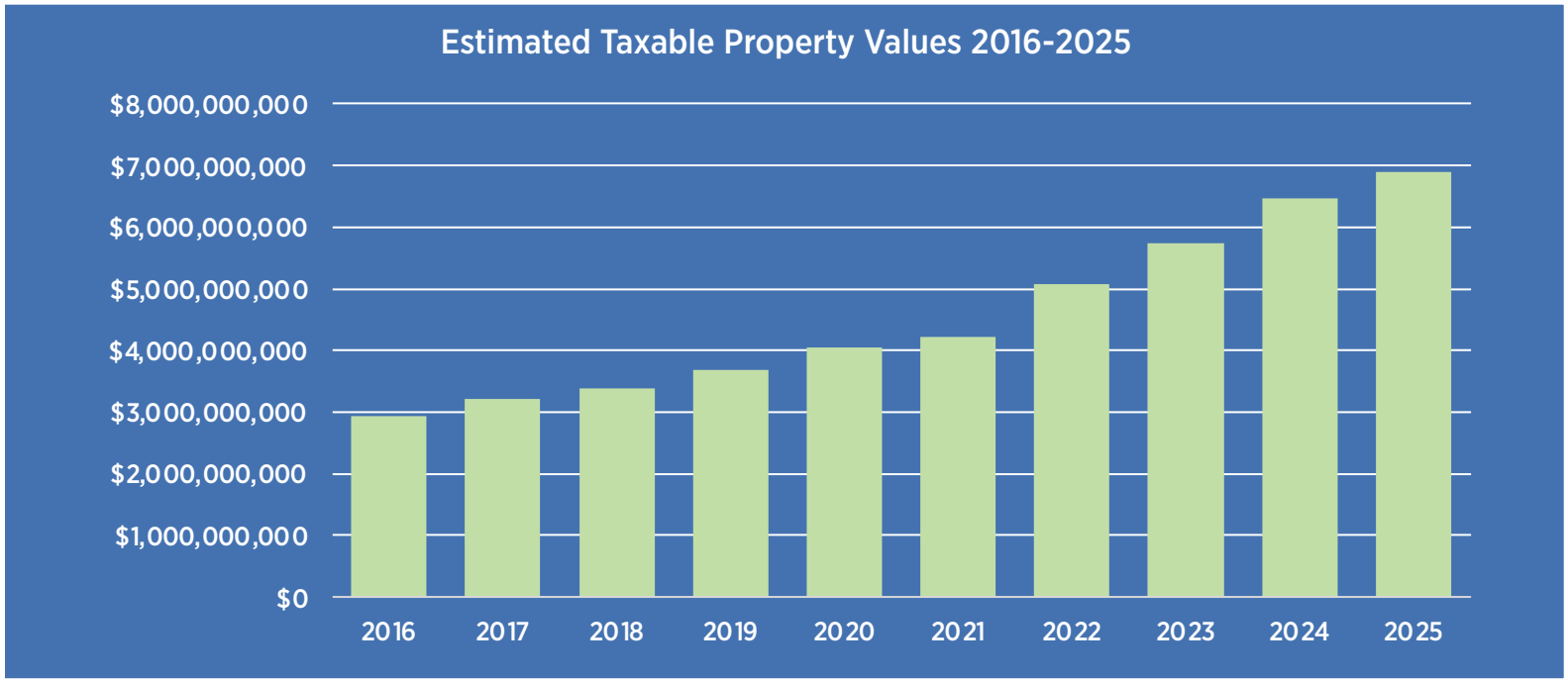
Calendar Year	Real Property: Residential Property	Real Property: Commercial Property	Personal Property: Motor Vehicle	Personal Property: Other[1]	Less Tax Exempt Real Property	Total Taxable Assessed Values	Total Direct Tax Rate	Estimated Taxable Value[2]	Assessment Ratio
2016	$ 610,293,160	$ 576,163,730	$ 22,947,000	$ 5,120	$ 34,464,650	$ 1,174,944,360	4.93	$ 2,937,360,900	40%
2017	667,712,260	638,764,340	16,178,630	5,120	34,667,530	1,287,992,820	4.93	3,219,982,050	40%
2018	674,053,390	706,899,010	11,381,600	129,654	37,846,450	1,354,617,204	4.93	3,386,543,010	40%
2019	737,747,750	778,958,960	8,843,930	13,155	52,942,750	1,472,621,045	4.93	3,681,552,612	40%
2020	783,944,268	920,108,032	6,847,870	34,470	90,597,160	1,620,337,480	4.93	4,050,843,700	40%
2021	830,616,730	939,304,330	5,462,550	7,159	90,079,120	1,685,311,649	4.93	4,213,279,122	40%
2022	1,067,307,780	1,063,433,620	4,692,740	62,720	103,490,540	2,032,497,040	4.93	5,081,242,600	40%
2023	1,259,840,090	1,144,686,090	4,790,230	7,220	113,726,300	2,295,597,330	4.93	5,738,993,325	40%
2024	1,328,378,354	1,436,518,530	4,009,190	4,520	184,166,340	2,583,835,630	4.93	6,459,589,075	40%
2025	1,433,297,250	1,504,956,910	3,536,250	19,030	181,158,590	2,760,650,850	4.93	6,901,627,125	40%

NOTE:

(1) Includes mobile homes, timber and heavy equipment.

(2) Gwinnett County assesses property at 40% of actual value for all types of real and personal property.

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



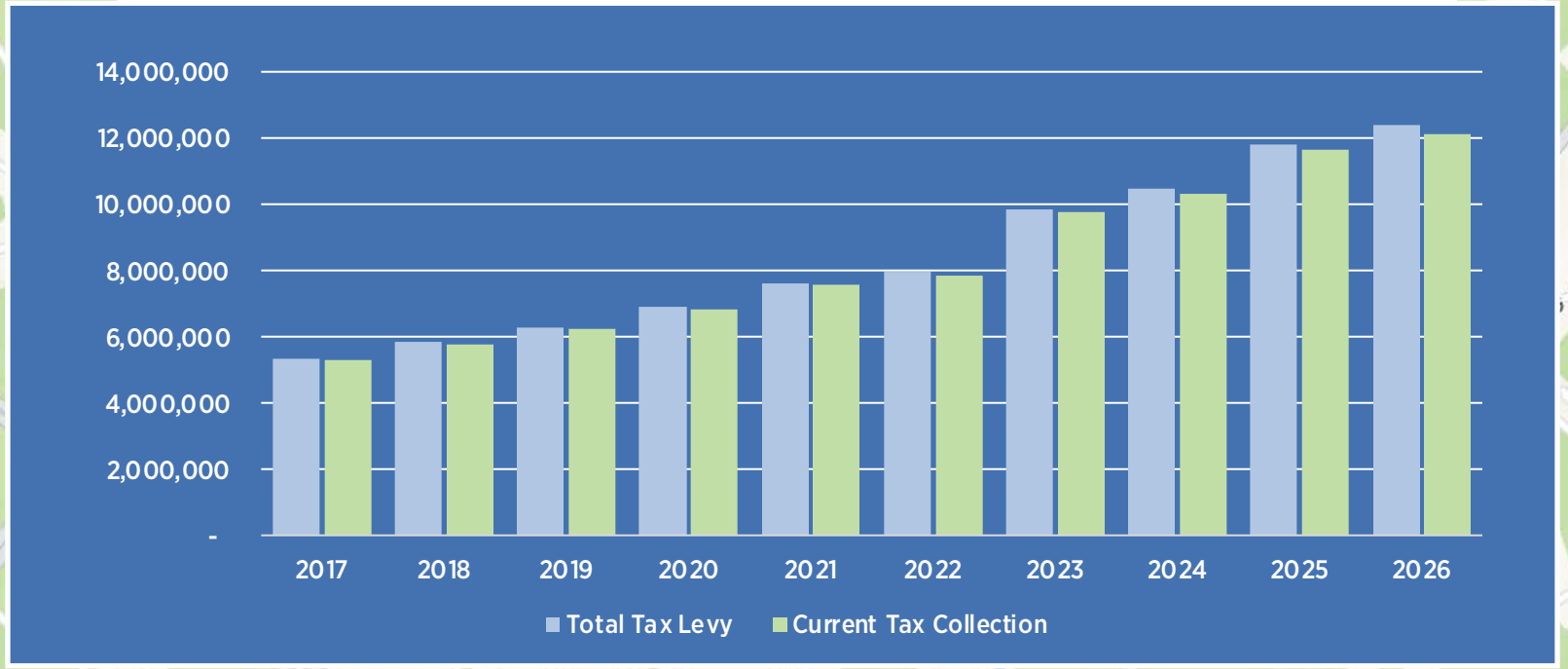
CITY OF SUWANEE, GA

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
2017	$ 5,358,951	$ 5,324,391	99.4%	$ 20,932	$ 5,345,323	99.7%
2018	5,839,907	5,769,527	98.8%	42,246	5,811,773	99.5%
2019	6,294,951	6,225,520	98.8%	32,716	6,258,236	99.4%
2020	6,929,768	6,815,712	98.3%	63,503	6,879,215	99.3%
2021	7,635,009	7,565,805	99.1%	39,806	7,605,611	99.6%
2022	7,950,214	7,833,894	98.5%	75,494	7,909,388	99.5%
2023	9,861,702	9,755,409	98.9%	23,231	9,778,640	99.2%
2024	10,482,538	10,313,431	98.4.1%	85,374	10,398,805	99.2%
2025	11,798,809	11,645,573	98.7%	82,427	11,728,000	99.4%
2026	12,399,425	12,110,630	97.7%	-	12,110,630	97.7%

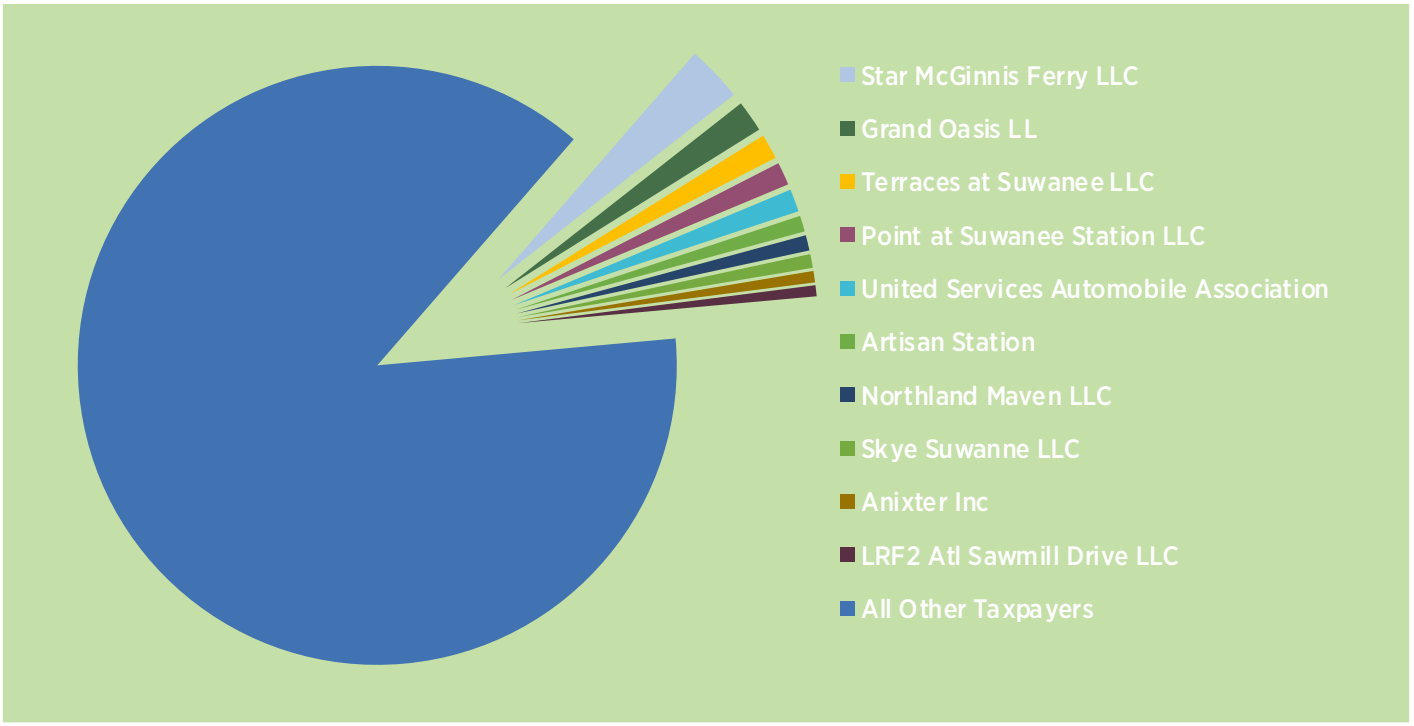
NOTES:

(1) Relates to preceding calendar year digest.



PRINCIPAL TAX PAYERS: JUNE 30, 2026

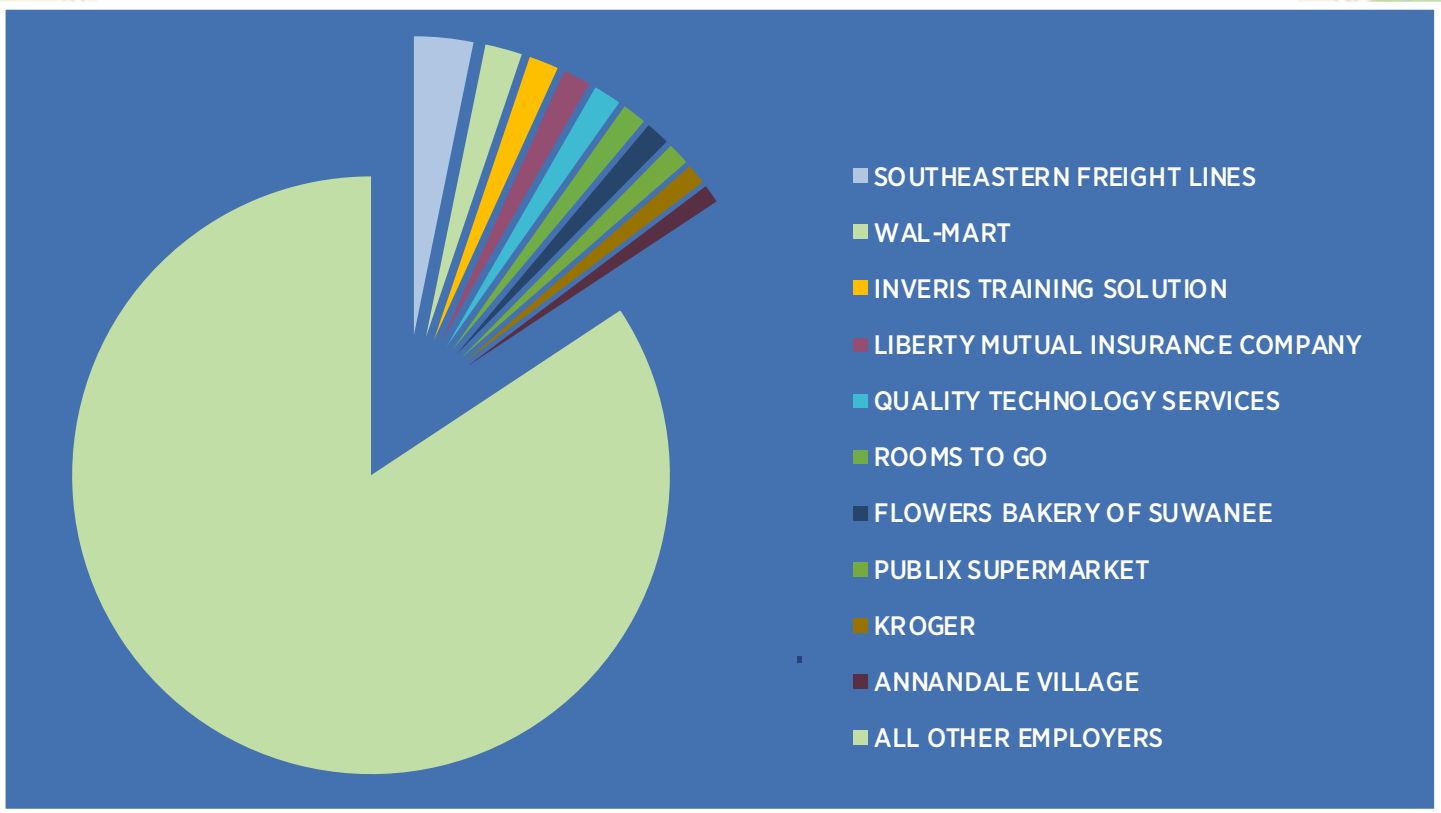
Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation
Star McGinnis Ferry LLC	Apartments	$ 83,445,640	3.0%
Grand Oasis LP	Apartments	46,942,560	1.7%
Terraces at Suwanee LLC	Apartments	37,363,560	1.4%
Point at Suwanee Station LLC	Apartments	34,210,680	1.2%
United Services Automobile Association	Financial Services	33,751,460	1.2%
SHLP Artisan Station LLC	Apartments	23,735,760	0.9%
Northland Maven LLC	Apartments	22,952,080	0.8%
Skye Suwanee LLC	Apartments	20,495,600	0.7%
Anixter Inc	Distribution Center	16,975,770	0.6%
LRF2 Atl Sawmill Drive LLC	Distribution Center	16,374,120	0.6%
All Other Taxpayers		2,424,403,620	87.9%
		$ 2,760,650,850	**100.0%**



CITY OF SUWANEE, GA

TOP TEN EMPLOYERS

Employer	Employees	Rank	% of Total City Employment
Southeastern Freight Lines, Inc.	400	1	3.2%
Wal-Mart	307	2	2.0%
Liberty Mutual Insurance Company	230	3	1.6%
Flowers Bakery of Suwanee	209	4	1.5%
Bank of America	193	5	1.5%
Rooms to Go	212	6	1.3%
Publix Supermarket	191	7	1.3%
Annandale Village	180	8	1..1%
Whataburger	180	9	1.1%
Chick-Fil-A	179	10	1.0%



FY 2027 General Expenditures Summary

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 ($20,000 and above) for FY 2027 that were included in the City Manager's adopted budget.

Department	Description	Amount	Department	Description	Amount
All	Salaries & overtime	$ 10,144,000	Parks & PW	Public works & janitorial supplies	253,000
All	FICA	637,000	Parks & PW	Building and vehicle repairs	240,000
All	Medicare	152,000	Parks & PW	Park site improvements & repairs	50,000
All	Retirement	742,000	Parks & PW	Park water usage	200,000
All	Group health	2,319,000	Parks & PW	Solid waste disposal	170,000
All	Other employee benefits	112,000	Parks & PW	Public Works small equipment & equipment rental	75,000
All	Worker's compensation	132,000	Parks & PW	Facilities & right-of-way landscaping	625,000
All	Gasoline fuel usage	232,000	Parks & PW	Public Works contracted services	124,000
All	Property/casualty insurance	207,000	Parks & PW	Public Works software (PSD Citywide)	21,000
All	Education & training	100,000	Planning	Professional services (inspections & planning)	140,000
Council & Chief	GMA/GwMA/Gwinnett Chamber fees	52,000	Police	3 Vehicles (replacement)	210,000
Council & Chief	Studies, cost estimates, and appraisals	40,000	Police	Police equipment & Flock cameras (18)	120,000
Council & Chief	Court professional services	20,000	Police	Police and Dispatch software fees (CAD)	269,000
Economic	Partnership Gwinnett	20,000	Police	Police training	515,000
Economic	Newsletter production & printing	110,000	Police	Fleet & officers safety plan software & equipment	213,000
Economic	Website redesign & ADA compliance	40,000	Police	Fleet & equipment repairs	75,000
Economic	Suwanee Youth Leadership Program (SYL)	23,000	Police	Police station operating cost	89,000
Economic	Economic contracted services	40,000	Police	Co-Responder program	90,000
Economic	Events	275,000	Police	Police community outreach/public relations	142,000
Economic	Downtown Suwanee funding	228,000	Non-departmental	Annual attorney fees	45,000
Finance	Annual Audit	70,000	Non-departmental	Information technology consulting	63,000
Finance	Human Resources Consultants	40,000	Non-departmental	Software annual license fees	131,000
Finance	Wellness Program	20,000	Non-departmental	Software and server support	270,000
Finance	Financial software implementation (BS&A)	205,000	Non-departmental	Cyber security & new backup system	$ 120,000
Parks & PW	1 Vehicles (replacement)	76,000	Non-departmental	City Hall operating costs	$ 161,000
Parks & PW	Electricity outdoor lighting (streetlights)	500,000	Non-departmental	**Transfers to other funds**	515,000
				Summary Total	**Summary Total**	**21,462,000**
				TOTAL BUDGET	**TOTAL BUDGET**	**22,557,130**
				% of Budget	**% of Budget**	**95%**

CITY OF SUWANEE, GA



GLOSSARY







PlayTown Suwanee

JUMP TO TABLE OF CONTENTS

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.

Annual Comprehensive Financial Report (ACFR): 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.

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.

DEFINITIONS

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 department.

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

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

Capital Outlay: Expenditures for the acquisition of capital assets.

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.

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.

Component Unit: An organization that is legally separate from the City but is still financially tied to it. For example, a city's development or housing authority might be a component unit because the city is responsible for it or benefits from its activities. The City of Suwanee has two component units that are included in its financial reporting: the **Downtown Development Authority (DDA)** and the **Urban Redevelopment Authority (URA).**

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

Custodial Fund: A type of Fiduciary Fund used to report fiduciary activities. This fund is used to account for assets that the City holds for other parties in a custodial capacity.

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

DEFINITIONS

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

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

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

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

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

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

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

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

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

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

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

Enterprise Fund: When a city runs something similar to a business. Then money to pay for it mostly comes from the people who use the service, not from taxes. Examples include water and sewer utilities, golf courses, or airports. The City of Suwanee has one enterprise fund: the Stormwater Utility.

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.

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.

FTE: A way to measure staffing levels. One FTE equals one full-time employee. Two part-time employees would also equals one FTE. This helps cities count staff consistently, whether they work part-time or full-time.

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.

DEFINITIONS

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.

Major Fund: Funds with revenues, expenditures, assets or liabilities that make up at least 10 percent of the total for the fund category or type and at least five percent of the aggregate amount of all governmental and enterprise funds. The general fund is always considered a major fund.

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

DEFINITIONS

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

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

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

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

Non-major Fund A fund in which the revenues, expenditures, assets or liabilities do not make up at least 10 percent of the total for the fund category or type and at least five percent of the aggregate amount of all governmental and enterprise funds.

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.

Special Purpose Local Option Sales Tax (SPLOST): 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.

Urban Redevelopment Agency (URA): 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

AACE	American Association of Code Enforcement
AAR	After Action Review
ACA	Affordable Care Act
ACFR	Annual Comprehensive Financial Report
ACH	Automated Clearing House
ADA	Americans with Disabilities Act
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
AIU	Accident Investigation Unit
ALPR	Automated License Plate Reader
AOC	Administrative Office of the Court
AP	Accounts Payable
APA	American Payroll Association
APCO	Association of Public-Safety Communication Officials
ARC	Atlanta Regional Commission
BAS	Boundary & Annexation Survey
BOAG	Building Officials Association of Georgia
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAM	Common Area Maintenance
CCTV	Closed-Circuit Television
CDAP	Community Development Assistance Program
CDC	Certificate of Development Conformance
CDL	Commercial Driver's License
CHHS	Collins Hill High School
CHRM	Certified Human Resources Manager
CID	Criminal Investigation Division
CIP	Capital Improvement Program
CIT	Critical Incident Training
CMC	Certified Municipal Clerk
CMP	Corrugated Metal Pipe
CO	Certificate of Occupancy
COPS	Caring Officers Providing Support
CPA	Certified Public Accountant
CPA	Citizen Police Academy
CPFO	Certified Public Finance Officer
CPP	Certified Payroll Professional
CTO	Communications Training Officer
CSI	Certified Specialist of Inspection
CTO	Communications Training Officer
CVIOG	Carl Vinson Institute of Government
CWCP	Certified Workers Compensation Professional
DCA	Department of Community Affairs
DDA	Downtown Development Authority
DEI	Diversity, Equity, & Inclusion
DFCS	Division of Family & Ch1ldren Services
DOAA	Department of Audits & Accounts
DOT	Department of Transportation
DSMP	Downtown Suwanee Master Plan
DUI	Driving Under the Influence
EC&M	Electric Construction & Maintenance
ED	Economic Development
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ERU	Equivalent Runoff Unit
ESRI	Environmental Systems Research Institute
EV	Electric Vehicle
FDIC	Federal Deposit Insurance Corporation
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FLMA	Family Medical Leave Act
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GABTO	Georgia Association of Business Tax Officials
GACE	Georgia Association of Code Enforcement
GACP	Georgia Association of Chief of Police
GaEPD	Georgia Environmental Protection Division
GASB	Government Accounting Standards Board

ACRONYMS

GAWPS	Georgia Association of Women in Public Safety
GBI	Georgia Bureau of Investigation
GC&B	Gwinnett Clean & Beautiful
GCCMA	Georgia City-Council Management Association
GCDOT	Gwinnett County Department of Transportation
GCIC	Georgia Crime Information Center
GCPS	Gwinnett County Public Schools
GCVB	Gwinnett Convention & Visitors Bureau
GDA	Georgia Downtown Association
GDOT	Georgia Department of Transportation
GDP	Gwinnett Daily Post
GEDA	Georgia Economic Developers Association
GEMA	Georgia Emergency Management Agency
GEMS	Georgia Exceptional Main Street Designation
GEPD	Georgia Environmental Protection Agency
GFOA	Government Finance Officers Association
GGC	Georgia Gwinnett College
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
GO	General Obligation
GOHS	Governor's Office of Highway Safety
GPA	Georgia Planning Association
GPRA	Georgia Passenger Rail Authority
GSMST	Gwinnett School of Mathematics, Science & Technology
GSWCC	Georgia Soil & Water Conservation Commission
GwMA	Gwinnett Municipal Association
HIDTA	High Intensity Drug Trafficking Areas
HLP	House Lot Plan
HOA	Homeowners Association
HR	Human Resources
HRIS	Human Resource Information System
HSA	Health Savings Account
HVAC	Heating, Ventilation, and Air Conditioning
ICAC	Internet Crimes Against Children
ICAT	Integrating Communications Assessment and Tactics
ICC	International Code Council
ICMA	International City/County Management Association
IGA	Intergovernment Agreement
IIMC	International Institute of Municipal Clerks
IP	Internet Protocol
IPMC	International Property Maintenance Code
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
LMIG	Local Maintenance & Improvement Grant
LRA	Local Road Assistance
LUCC	Land use Coordinating Committee
MAIA	Metro Atlanta Inspectors Association
MARS	Metro Atlanta Redevelopment Summit
MDP	Management Development Program
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MS4	Municipal Separate Storm Sewer Systems
MTI	Municipal Training Institute
NCMEC	National Center for Missing & Exploited Children
NCR	National Research Center
NFIP	National Flood Insurance Program
NG	North Gwinnett
NGAA	North Gwinnett Arts Association
NGHS	North Gwinnett High School
NIBRS	National Incident Based Reporting System
NIMS	National Incident Management System
NOS	Network Operating System
NPDES	National Pollutant Discharge Elimination System
O.C.G.A.	Official Code of Georgia Annotated
PAC	Public Arts Commission

ACRONYMS

PACT	Police and Citizens Together
PAFR	Popular Annual Financial Report
PAMP	Public Art Master Plan
PBP	Pedestrian Bicycle Plan
PC	Planning Commission
PCOM	Philadelphia College of Osteopathic Medicine
PD	Police Department
PG	Partnership Gwinnett
PIB	Peachtree Industrial Boulevard
POAB	Police Officers' Annuity Benefit
POST	Peace Officers Standards and Training
PRHC	Peachtree Ridge High School
PRIDE	Parents Reducing Incidents of Driver Error
PT	Part time
PW	Public Works
QL	Quality of Life
RFP	Request for Proposal
RFQ	Request for Qualifications
ROW	Right-of Way
SAC	Suwanee Arts Center
SAVE	Systematic Alien Verification Entitlement
SBITA	Subscription Based Information Technology Agreement
SCADA	Supervisory Control and Data Acquisition
SCOPE	Suwanee's Culture/Operations/People/Experience
SDS	Service Delivery Strategy
SEC	Securities and Exchange Commission
SEE	Suwanee Exceeds Expectations
SEU	Selective Enforcement Unit
SFEA	Southeast Festivals & Events Association
SIP	Session Initiation Protocol
SOP	Standard Operating Procedure
SPLOST	Special Purpose Local Option Sales Tax
SRT	Specialized Response Team
SS4A	Safe Streets 4 All
SSL	Secure Socket Link
STWP	Short Term Work Program
SUP	Special Use Permit
SWMP	Stormwater Management Program
SYL	Suwanee Youth Leaders
TAC	Terminal Agency Coordinator
TAD	Tax Allocation District
TBD	To Be Determined
TCOM	Town Center on Main
TC	Town Center
TCP	Town Center Park
TE	Transportation Enhancement
TEE	Total Elimination of Eyesores
TMDL	Total Maximum Daily Load
TSO	Training Safety Officer
TVIP	Traffic Violators Impact Program
UCR	Uniform Crime Reporting
UGA	University of Georgia
UPS	Uninterruptible Power Supply
URA	Urban Redevelopment Agency
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
VAP	Visible Address Program
ZBA	Zoning Board of Appeals



Photo Credit: A Timeless Morning at Delay Nature Park by Kevin Kim

city of Suwanee georgia

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CITY COUNCIL

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Mayor Pro Tem	Larry Pettiford	678-464-3651
Council	Pete Charpentier	770-757-3323
	Beth Hilscher	678-546-3388
	Julianna McConnell	770-713-1249
	Linnea Miller	678-592-4150

MANAGEMENT TEAM

City Manager	Marty Allen	770-945-8996
Assistant City Manager	Denise Brinson	770-904-3385
City Clerk	Robyn O'Donnell	770-904-2790
Financial Services	Amie Sakmar	770-904-2797
Planning & Inspections	Josh Campbell	770-904-3372
Police Chief	Cass Mooney	770-904-7610
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JUMP TO TABLE OF CONTENTS