Click here for Table of Contents

city of suwanee, georgia

budget document

fiscal year 2010

annual budget

fiscal year 2010

July 1, 2009 – June 30, 2010

Photography by Main Street Photography, Inc.

city of **suwanee, georgia** annual budget

for the fiscal year
July 1, 2009 - June 30, 2010

city council

Dave Williams	Mayor
Jimmy Burnette	Mayor Pro-Tem
Jace Brooks	Councilmember
Dan Foster	Councilmember
Kevin McOmber	Councilmember
Jeannine Rispin	Councilmember

city manager

Marty Allen

budget development team

Amie Sakmar	Financial Services Director
Jessica Roth	Assistant to the City Manager
Tracy Padgett	Communications Specialist
Susan VanNus	Special Projects Analyst

table of contents

I. Executive Summary

Budget Message 1
Budget Guide 10
Budget Policies and Procedures 12
Budget Schedule 15
Capital Improvement Policy 16
Debt Management Policy 17
Investment Policy 21
City of Suwanee Organizational Chart 24
City of Suwanee Police Department Organizational Chart 26
Authorized Personnel 27
Funds 30
Account Coding Structure 31
Administrative Functions 32
Budget Comparison by Fund 33
Governmental and Proprietary Fund Types Combining Statement 34
Governmental Fund Types Combining Statements 36
Capital Projects Combining Statements - Project Based Budgets 40
Capital Projects Combining Statements - Project Balances as of May 1, 2009 42
Statement of Revenues, Expenditures and Changes in Fund Balance 44
Statement of Revenues, Expenses and Changes in Net Assets 48
Appropriations Resolution 49
Authorized Position Resolution 54
Schedule of Interfund Transfers 57

II. General Fund

Summary of Revenues and Other Financing Sources 59
Summary of Expenditures and Other Financing Uses 60
Expenditures by Service Group 61
Expenditures by Category 62
Expenditures Historical Trend 63
Revenue Definitions and Assumptions 67
General Government Expenditures 79
Judicial Expenditures 95
Public Safety Expenditures 99
Public Works Expenditures 113
Culture and Recreation Expenditures 121
Housing and Development Expenditures 125
Other Financing Uses 133
Ten Year Projections 135

III. Special Revenue Funds

Suwanee Day Fund 141
Cemetery Fund 142
Confiscated Assets 143
Public Arts Fund 144
Hotel/Motel Tax Fund 145

IV. Capital Project Funds

2009 Special Purpose Local Option Sales Tax - SPLOST 147
2005 Special Purpose Local Option Sales Tax - SPLOST 151
Public Facilities Maintenance Fund 154
Public Facilities Enhancement Fund 155
Paved Streets Fund 156
Storm Drainage Fund 157
Open/Green Space Fund 158

Pedestrian Underpass Fund 161
Town Center Facility Improvements Fund 162
Tax Allocation District 163

V. Debt Service Fund
Debt Service Fund 165

VI. Enterprise Fund
Water Fund 173

VII. Agency Fund
Municipal Court Fund 175

VIII. Line Item
Revenues 177
Expenditures 178

IX. Capital Improvement Program
Summary 201
CIP Scoring Matrix 203
CIP Scoring Summary 204
Project Scoring 205
Overview 206
Summary of Projects by Category 209
Proposed Funding Sources 210
Equipment and Vehicles 213
Facilities 221
Recreation 227
Transportation 233
Water and Stormwater 239

X. Downtown Development Authority
Downtown Development Authority 243

XI. Supplemental Information
Statistical Information 245
Water System 247
Construction - Last Ten Years 247
Awards 247
Assessed And Estimated Value Of Taxable Property - Last 10 Years 248
Property Tax Levies And Collections - Last 10 Fiscal Years 249
Principal Tax Payers - June 30, 2009 250
Analysis Of General Fund Balance 251
Big Ticket Items Fy2010 252
Mission Statements 254
Departmental Goals 255
Short Term Work Program 267
Suwanee Map 280

XII. ICMA
Benchmark and Comparisons 283

XIII. Glossary
Definitions and Acronyms 301

GFOA Budget Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Suwanee

Georgia

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

executive summary

fiscal year 2009-2010

This section provides an overview of the budget and the City's financing. Included are the budget message; an outline of budget policies and procedures; organizational charts; budget comparison by fund; governmental and proprietary fund types combining statement; governmental fund types combining statement; the budget resolution and authorized positions resolution.

Budget Message

To: Mayor and Council

From: Marvin Allen, AICP, City Manager

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

Date: June 1, 2009

Re: City Manager's Budget Message for FY 2010

highlights

In the midst of a historic nationwide economic downturn, the City of Suwanee remains fiscally strong. While the City has had to make some concessions to the economy in its proposed Fiscal Year 2010 Budget, we're proud to present a **balanced budget** that proposes **no increases in any City tax rates.** Other major budgetary highlights for the upcoming year are listed below:

a) **The millage rate is proposed to remain the same as last year: 5.77. The millage rate has either remained the same or been reduced over each of the past seven years.**
b) **The proposed budget is balanced. It relies on anticipated revenues; no fund balance will be used for operating expenses. The budget proposes to use $287,450 of general fund balance and $303,750 water fund balance for capital improvements to the water system. However, the city has applied for federal grant dollars that may substantially reduce the City's needed contributions.**
c) **Overall revenues are expected to decrease by approximately $482,164 largely due to declining property tax revenue and slower business growth.**
d) **The general fund budget is 7.92% less than the adopted FY09 budget. General fund expenditures are projected to decrease from $12,310,040 in the FY09 adopted budget to $11,335,050 in the proposed FY10 budget.**
e) **Annual bond payments totaling approximately $1.62 million for the 2002 Open Space Initiative and the new City Hall project remain the City's largest expenditures.**
f) **Due to declining revenues, the proposed budget largely focuses on maintaining the City's current service levels. Primary expenditure areas include maintaining current service and staffing levels, implementing the 2030 Comprehensive Plan, and funding needed capital improvements.**
g) **Although staffing levels are not proposed to be reduced beyond the mid-year reductions made during FY09, in order to reduce expenditures a city-wide salary freeze is proposed as well as implementing cost-saving changes to the city's healthcare benefit package.**
h) **The positive financial impact of the Gwinnett County SPLOST program continues to provide funds for many of the major capital projects and reduces the pressure on the City's annual general fund budget. The recently approved 2009 SPLOST program is expected to provide about $11.8 million over the next five years for capital items and projects.**
i) **A long-planned community garden, proposed on a 7-acre tract acquired in 2003 via open space funds, is one important capital project anticipated for completion this fiscal year.**
j) **This year the federal government is undertaking an initiative that may positively impact the city's budget. Funds are being offered through the American Recovery and Reinvestment Act of 2009 (ARRA), better known as stimulus funds, for certain programs and initiatives. The City of Suwanee has applied for assistance through a handful of programs, which, if approved, will have a positive net impact on the FY 2010 operating budget.**

Budget Message

General Fund Proposed Budget

		FY09 (adopted)		FY10 (proposed)
Revenues	$	12,310,040	$	11,047,600
Use of Fund Balance		-		287,450
Total	$	12,310,040	$	11,335,050
Expenditures	$	12,310,040	$	11,335,050
Ending Fund Balance	$	7,585,563	$	7,298,113

executive summary

The City's overall financial position remains strong. Like the rest of the country, the City of Suwanee is not immune to the current economic environment. Overall revenues are expected to decline somewhat due to general economic conditions and associated declining property values. The proposed millage rate is projected to remain the same at 5.77 mills for FY10 while expenses are being cut and projects are being delayed in reaction to decreased revenues. General fund revenues are projected to be $11,047,600.

The FY10 budget focuses on maintaining existing service levels; there are few new or additional proposed projects planned beyond those provided for through capital funding sources. Using various capital funding sources, such as 2005 SPLOST, 2009 SPLOST and Open Space funds, a few **worthwhile capital projects will be undertaken**.

Data indicate that the City's existing tax digest value is projected to decrease by about 3.9%, primarily due to property reassessments. However, there is overall net tax digest growth due to some new construction that was completed in calendar year 2008. The resulting net digest is $1,102,463,690. Because concerns continue to exist about overall economic conditions and the general revenue collection rate, staff has adopted conservative revenue collection projections. Staff adjusted property tax revenue projections downward about 10% from that collected in FY09.

The **tax digest continues to add taxable items**. An average of 695 taxable items additions (parcels, buildings, and other individual property improvements) have been added per year to the City's digest over the last eight years. Approximately 746 items were added to the tax digest in 2008, bringing the total number to 11,696 as of January 1, 2009. This represents an increase of 5,683 items (94.5%) since 2000. The overall tax digest growth (at 40% assessment) has increased from $349 million to $1.1 billion over the past eight years.

Although slower than in recent years, the City's overall building permit value continues to rise. In calendar year 2008, building permits issued represented $17.6 million in value for residential (similar to the $17.8 million in value in 2007) and $72.3 million in value for commercial value (up from $18.8 million). These construction projects are projected to account for approximately $211,528 in new property tax revenue. However, the County's ongoing property value updates (reassessments) are expected to result in a decrease of approximately $539,704 in property taxes for the City. The impact to the digest is a decrease in the City's net revenues of $328,176.

The **2009 Special Purpose Local Option Sales Tax** (SPLOST) program will provide about $2.3 million in new revenue over the next 12 months. The City will receive approximately this amount annually until the cumulative total equals about $11.8 million. To date we have received about $6.9 million from the 2005 program. SPLOST revenue is spent on various capital items as allowed by the approved ballot question.

SPLOST funds are separated from general funds. Still, SPLOST provides relief for the general fund and allows for projects that likely could not otherwise be accomplished. If this money were included as part of the City's general fund, the overall budget would need to total approximately $14,041,260 (an increase of 19.5%). The value of SPLOST is significant; the voter-approved funds allow the City to address important capital needs without placing more demands on the general fund and property taxes.

Several SPLOST-funded projects planned will improve connectivity in our community. Upcoming projects include, but are not limited to:

- the Suwanee Creek Greenway renovation and extension
- Town Center Park irrigation well
- Martin Farm Road restrooms
- Sims Lake Trail connector
- street and road resurfacing
- road repairs and reconstruction
- police facility enhancements
- parking facilities around Town Center.

In addition, various sidewalk connections around the City – identified in the adopted Alternate Transportation Plan – will be constructed. Many of these projects are underway. Currently, 2005 SPLOST funds (about $515,000) are also being used to renovate the former City Hall facility to accommodate police needs. SPLOST funds allow the City to continue to make capital improvements throughout the entire community and improve the overall quality of life.

Bond payment for the City's Open Space Initiative and City Hall project remain one of the largest items in the budget: $1.62 million will be required this year for annual debt service payments.

The City's Open Space Initiative has resulted in the opening of multiple park facilities in the past several years and the acquisition of **more than 240 acres of land**. Town Center Park, Suwanee Creek Park, DeLay Nature Park, Sims Lake Park and PlayTown Suwanee are the largest of the sites acquired through this effort in the past several years. The DeLay Nature Park – and other sites acquired through this initiative - is being held for future development. Construction of a community garden on a 7-acre tract is planned this year.

revenue highlights

Property tax revenue makes up the largest source of the City's revenues. The overall millage rate is proposed to remain the same as last year at 5.77 mills. If this budget is adopted as proposed, the City will have held or decreased the millage rate in each of the past seven years.

Although there has been a modest decline in the City's tax digest due to overall economic conditions and falling property values, the tax digest remains healthy and strong. The existing digest is projected to decrease by 3.9% because of lower property values and associated reassessments. In the FY10 budget, one mill is projected to generate $841,800 in property tax revenue. This is a decrease of $93,536 per mill from the previous year's estimate.

With the millage rate remaining the same at 5.77 mills, staff projects FY10 property tax revenue of $4,857,190 - a decrease of $399,867 from FY09. This decrease is largely due to the previously mentioned declining property values and conservative annual revenue projections based on collection rates.

Approximately 66.5% of this year's millage will be used for operations, 23% will go to repay open space bonds, and 8.8% will be used to pay for the URA bonds used to construct the new City Hall.

This budget proposes **using $591,200 of budgeted fund balance** to help pay for necessary improvements to the City's small water system. The general fund's contribution is $287,450, while the water fund's contribution is $303,750. In previous years, fund balance has been used as a revenue source ranging from $90,000 to $1,000,000 for one-time capital project contributions. As in previous years when some fund balance has been budgeted, it is being proposed to pay for capital projects, not day-to-day operations. It should be noted that the City has applied for a federal ARRA stimulus loan to help fund these improvements. Should the loan get approved, this money will not be needed for this purpose.

Budget Message

General fund balance is unencumbered cash held by the City - essentially the city's savings. The City's **general fund balance of $7.3 million** provides about seven months of operating expenditure coverage. The Government Finance Officers Association (GFOA) guidelines generally recommend a range of three to six months of operating expense in this category. Due to the city's size and the amount of bonded debt, a higher reserve often is recommended by bonding agencies to maintain a strong financial rating. Due to sound financial planning and controlled quality growth, the City has been able to provide the appropriate reserves for continued financial stability.

The Georgia Taxpayer's Bill of Rights (SB 177) requires that the City report increased tax revenue that will be received as a result of increased property values. If property tax revenue increases due to reassessments, SB 177 requires that cities roll back taxes or hold public hearings and publish press releases to notify interested persons that taxes have been in effect increased. The proposed millage rate of 5.77 will likely not require the City to acknowledge an increase in property tax revenue due to decreases in the tax digest.

Franchise fee payments from electric, natural gas, cable television, and telephone providers are expected to increase as a result of the overall growth in the area that includes both new homes and new businesses. Electric franchise fees show the largest projected increase, $70,350, or 5.4% over last year's budgeted amount, due largely to the operation in Suwanee of several high-tech businesses that are high consumers of electricity. Gas, cable television, and telephone show modest increases that total about $19,903.

Due to the economy, the budget projects a decrease in collections from business taxes. Growth in commercial construction leads to growth in new businesses. Due to slower economic conditions, conservative figures were used to project new business growth. This category is expected to decrease by $125,899 from last year's estimate. The majority of the decrease is due to declines in businesses' gross sales. The budget assumes an overall calendar year drop of 9.0% as a basis for this decline.

Permit fees collected in FY09 were significantly lower than in previous years, especially when compared to unusually large building permit increases experienced between FY06 and FY08. Given the current housing market trends, a conservative estimate of $85,000 is projected for this category. This represents a decrease of $230,000 from last year's adopted budget amount. During FY09, several staff adjustments were made to decrease expenses by comparable amounts. Based on our current economic trends, growth is expected to stabilize and range from $200,000 to $400,000 over the next four years.

Residential developments such as Suwanee Station, Highland Station, Three Bridges, and commercial developments such as Point Satellite, Suwanee Station, Brogden Road Project, Three Bridges, and Highland Station are expected to develop more slowly during FY10. The City's recently completed 2030 Comprehensive Plan also indicates that the City should transition from larger new development to infill development over the next six to ten years. The City has completed a 10-year financial projection, both for revenues and expenditures. This helps with long-range planning and will serve as another useful tool as we envision for the future.

Alcoholic beverage excise tax growth is anticipated to slow down modestly compared with large increases in previous years. The last couple of years, numerous new establishments have opened. However, fewer new establishments are projected to open this year. A modest increase in the excise tax is expected, around $25,000 more than last year's budget, while the mixed-drink tax is projected to decrease by $2,100.

Hotel/motel taxes continue to show slow but steady increases since 2004. The overall outlook for Suwanee hotels has stabilized. The City's Suwanee Gateway Initiative is moving forward with its goal of revitalizing the entire hotel district. With new initiatives like the Gateway Branding Campaign, the recently created Suwanee Gateway Tax Allocation District, and the development of the Opus/Suwanee Terraces Project, this area has increased potential for renewal, which can have a positive impact on the hotels.

Insurance premiums collected by the State of Georgia on the City's behalf are estimated to grow slightly by $6,677, or 1.4%. Whereas, motor vehicle taxes are expected to decrease by $22,202, or 8.8% because in a weaker economy fewer people are likely to be purchasing newer, more expensive vehicles.

expenditure highlights

Suwanee remains a vibrant community with changing and expanding needs that demand high-quality services. Given the state of the economy and anticipated reduced revenues, the proposed budget reflects some difficult decisions to control costs and expenses, including delaying certain purchases and initiatives.

During FY09, the City undertook a major mid-year budget adjustment to react to rapidly changing economic conditions and declining revenues. The City decreased the FY09 budget 4.39% from $12,310,040 (adopted) to $11,768,650 (amended). General fund expenditures for FY10 are projected to decrease even further by about 3.7% to $11,335,050 from the amended FY09 budget. General fund expenditures in the FY10 proposed budget total $974,990 (7.9%) less than in the FY09 adopted budget.

As previously mentioned, the city has applied for federal stimulus dollars through the **American Recovery and Reinvestment Act of 2009 (ARRA)**. At the time that this budget is scheduled to be adopted, it is unknown which, if any, of these funds will be approved.

Public Safety: The City applied for three different assistance programs through the federal Department of Justice. Two of the programs provide monetary assistance for equipment. Through these, the City hopes to receive approximately $35,000 to purchase necessary equipment to implement a DUI Task Force and a digital fingerprinting program. The third program - known as COPS - provides financial assistance to local governments in order to hire additional police officers. The City has applied for funds to hire three additional officers, who would start in FY 2010.

Water System Improvements: The federal government has allocated $66 million to the Georgia Environmental Facilities Authority (GEFA) to construct "shovel ready" projects. The City is seeking a $488,044 loan for various projects to the water system, including replacement of pipe, construction of a new well, etc. If approved, this loan will be available to the City in FY 2010 and will include forgiveness of 40% of the principal, making the City's total loan around $288,026, payable over 20 years at an interest rate of 3 percent.

In FY09, the City completed construction of its new City Hall on Town Center Avenue. City Hall serves as the primary government building for the community and provides a location for all of the City's public meetings including monthly City Council meetings. Staff that formerly had been spread out between two buildings consolidated into the new building. This has had a valuable effect of opening much needed additional space for police and court uses in the former City Hall and Crossroads Center respectively. Additionally, in FY09 the City purchased an existing industrial building for use as a new Public Works facility. **Additional operating costs** of approximately $189,000 are anticipated for these facilities and included in the budget.

The proposed budget includes continuation of a **take-home car** program for police. In its second year, this program is a major part of the city's police recruitment and retention efforts. As noted last year, this is not a one-time cost, but rather an ongoing program. It is estimated to cost about $65,000 in FY10. In recent years, recruiting and retaining quality police officers has become more difficult in an increasingly competitive environment as new cities have begun and nearby jurisdictions have added officers. This program provides a benefit offered by many nearby competing jurisdictions and will help the City remain competitive.

No new employees are proposed in the budget except for positions that may be funded through the ARRA program. The FY10 budget also includes a **salary freeze** for all City positions as well as elimination of the City's wellness program. Combined, these decisions saved approximately $190,000. However, in order to retain quality staff, such actions must be used sparingly and reviewed at appropriate times.

Budget Message

Healthcare costs continue to increase for the City and its employees. The City made several changes to the existing benefits package this year in order to save substantial money. As part of the adjustments, the City created a new **Healthcare Reimbursement Account** (HRA) program to help offset the cost to employees of new healthcare deductibles. The net effect of the various healthcare adjustments made by the City resulted in a savings of about $150,000 from the renewal proposal initially received from the City's healthcare provider. Still, healthcare costs continue to rise.

In FY09, the City undertook a **digital records conversion and storage initiative** to reduce the amount of hard-copies stored by the City. Through this initiative, approximately 750,000 pieces of paper, which previously were stored in multiple rooms and buildings, were scanned and reduced to a single computer hard drive. About $12,000 has been allocated for continuing the day-forward operations of this program.

A comprehensive analysis of the city's **water system** was completed in FY09. The study identified several issues that warrant action in order to operate the system at a high level. As previously noted, the proposed budget includes $287,450 of general fund balance and $303,750 of water fund balance for needed capital improvements to the water system. However, the City has applied for an ARRA loan that may substantially reduce the city's contributions.

Using about $285,000 in Open Space funds, the City plans to construct in FY10 a **community garden** on a 7-acre tract located on Buford Highway. The property was purchased in 2003. The facility is one of the key recommendations coming out of the City's recently completed **Downtown Master Plan**.

Stormwater is also an important issue. In order to implement state-mandated MS4 Permit requirements, various water-related projects are needed; $61,800 has been budgeted to undertake program requirements for this year.

Moving forward with a Tax Allocation District (TAD) is a key priority for improving the **Suwanee Gateway.** In November 2007, voters approved legislation to create a TAD. A Redevelopment Plan was adopted, and the City created the Suwanee Gateway Tax Allocation District. This budget includes $10,000 for costs associated with implementing the TAD. The Gateway fund has accumulated $121,000 in the last two years.

In normal years, there are always many important budget requests that do not get funded due to lack of available resources. That is even truer in years like FY10, when the economy and revenues are down. Many worthy items were eliminated this year. Those are outlined on page 253 of the budget.

special revenue funds

Special revenue funds are established to account for revenue sources that are restricted to expenditures for specified purposes. For Suwanee, these include Suwanee Day, Cemetery, Confiscated Assets (Police), Public Arts, and Hotel/Motel Tax. There are no new major concerns or issues with these funds for FY10.

The hotel/motel tax fund is stable. It should also be noted that in FY09 City Council increased the Hotel/Motel tax rate from 5% to 7%, and contracted with the Gwinnett Convention and Visitors Bureau (GCVB), to help support its ongoing efforts by providing the additional 2% to the GCVB for promotion and other services.

Staff has proposed a balanced budget for ongoing hotel/motel expenditures such as advertising, communications, police patrol, and other related programs. Budgeted expenditures are very similar to last year's estimates. This area will get more attention as the Suwanee Gateway Initiative moves forward in coming years.

enterprise fund

In July 2003, the City received low-cost financing from the Georgia Environmental Facilities Authority (GEFA) to make major system improvements and enlarge the City's water system. This funding allowed the City to replace old infrastructure, address several existing problems, and provide capacity for an additional 120+ customers from the new Stonecypher neighborhood. Results of this effort include improved water pressure, improved fire flows, increased storage capacity, and overall improved reliability. This project was completed in 2005 and loan payments began in FY07.

The FY10 budget maintains the current customer rate structure with no increases to the water rate at this time. However, as part of the city's ongoing review of the water system, the existing rate structure will be reevaluated in the near future. The water system fund continues to be subsidized in order to make the loan payments.

As previously detailed, the budget proposes reserve fund transfers to undertake needed capital projects on the water system. Federal stimulus funds may help offset these costs to the City.

agency fund

The City maintains one agency fund, the municipal court fund. The municipal court fund accounts for the collection of various fines and forfeitures 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.

Municipal Court generates approximately $134,640 per month. About $94,200 of this amount is transferred to the general fund. About $40,440 each month is paid out to the various trust funds. The City's Indigent defense trust fund costs for FY09 were approximately $80,984. In FY10 the budget recommends that an administrative fee be added to citations to support court and police technology needs. The budget anticipates approximately $66,000 in revenue from this administrative fee. In FY09, the city ceased the red light program cutting associated expenses and revenues.

downtown development authority

The mission of the City of Suwanee Downtown Development Authority (DDA) is to create, revitalize, preserve, and maintain the historic center of Suwanee. This is an important part of Suwanee's sense of place and identity. In FY09, the Downtown Master Plan was completed which provides a blueprint for future downtown growth and development. Daily administrative operations of the DDA are part of the general fund. In addition to providing staffing and general administration, the City is providing $7,000 to support the DDA for FY10.

capital project funds

These funds account for resources used for the acquisition or construction of major capital facilities. Currently, there are a total of 10 of these funds. The City's Capital Improvement Program (included as a part of this document) provides information for readers interested in learning more about the funds and future projects that will be completed in the next five years.

The **SPLOST Fund** includes final proceeds from the 2005 SPLOST and is now accruing revenue from the 2009 SPLOST, which began in April. 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 recreation, public safety, parking enhancements, etc. This fund will help Suwanee construct 26 separate projects over the next five years. Highlights of these projects include: renovation of the Police Station and Crossroads Center; rehabilitation and extension of the Suwanee Creek Greenway; enhancements to Town Center Park and PlayTown Suwanee; construction of a police substation; multiple roadway, sidewalk, and trail projects, including a major streetscape project for the Buford Highway corridor; street resurfacing; and storm drainage system improvements.

Budget Message

The **Open/Green Space Fund** was created after the voter-approved bond referendum in 2001. It currently includes $1,071,102, which will be used for various park and recreation improvements in FY 2010. In addition to supplementing SPLOST funds for the Suwanee Creek Greenway rehabilitation and extension, this fund also will be used for the construction of a community garden and expansion of PlayTown Suwanee. The City anticipates closing this fund upon completion of these projects.

The City also plans to close out several of its other Capital Project Funds, including the Public Works Yard Expansion, the Pedestrian Underpass, and the Town Center Facility Improvements. The designated projects supported by these funds were completed in FY09. Other smaller Capital Project Funds include Paved Streets and Storm Drainage.

With a proposed five-year capital budget of more than $26 million, the City has a large number of capital projects (36) to manage and oversee. In addition to designated staff project managers, the City also uses a private firm, Heery International, to advance these projects and provide professional program management services.

budget presentation

The City of Suwanee takes pride in presenting a complete and clear budget for public use. The GFOA establishes guidelines for an effective budget presentation, which are designed to assess how well a government's budget serves as a policy document, a financial plan, an operations guide, and a communications device. Relevant information has been included in each function area to provide a quick snapshot of the department's objectives, workload and productivity measures, and a summary of the budget changes for the year. The performance measures allow for ongoing reporting and establishment of goals for the coming fiscal year. In doing this, the document becomes especially useful to the reader, clarifying the purpose and functionality of each department and in turn, city government as a whole. This is also a valuable internal resource to aid departments in fulfilling their daily activities. Logic tables are included, which help link department goals and objectives to performance measures. It should be noted that the budget document for Fiscal Year 2009 was submitted to GFOA for consideration and again received the Distinguished Budget Presentation Award.

conclusion

Suwanee remains a safe, economically vibrant, diverse, well-rounded community. In FY09, the City administered an independent scientific survey called the National Citizens Survey that randomly polled 1,200 citizens of Suwanee. The responses to the survey were overwhelmingly positive and underscored the community's ranking in 2007 as one of Money Magazine's Top 10 Small Places to Live. Ninety-seven percent of surveyed respondents rated Suwanee was a "good" or "excellent" place to live.

With this budget, the City will maintain existing service levels, make progress on major efforts to improve service delivery, and improve and beautify our facilities for safe and enjoyable use by our citizens. City Council sets the progressive vision and, with a dedicated staff, works as a team to ensure that Suwanee models regional leadership and exceeds expectations in all endeavors. We will build upon our track record of success and almost three-dozen awards over the past several years to continue producing excellent results.

The City of Suwanee is economically strong and fiscally sound. While slowing economic conditions and rising costs increase financial challenges for Suwanee and other similar communities, the City's past conservative financial policies coupled with strong past development patterns have helped to soften some of these financial difficulties. And even though overall revenues are expected to decline this year, the proposed millage rate remains the same as it was last year, thereby avoiding passing along to our citizens any additional hardship during this difficult economic period. Hard choices have been made in this budget in order to balance it. However, the core services are being maintained at the high levels to which Suwanee citizens have become accustomed.

Suwanee is unique both as a government organization and a community. The City Council and staff are committed to working together to make Suwanee a great place. The City does not take an arbitrary approach to providing services, but instead takes the time to plan initiatives with citizen involvement, and then implement the strategies identified in the plan. Each year, Suwanee's City Councilmembers, supported and supplemented with planning data

and goals provided by City department heads, set aside three days of their personal time to gather and discuss with one another and staff issues facing our community as well as predict future challenges that may arise. Having a Council willing to collectively set the direction for the next year is rare and commendable. The resulting Short-Term Work Program developed during that important planning session sets the goals for the coming year. A copy of this document is included in the supplemental section.

The City staff will continue to work very hard to carry out the goals of the Mayor, City Council, citizens, and stakeholders in Suwanee. Our staff deserves the credit and praise that go along with our noteworthy accomplishments and continued success. I would personally like to thank each staff person for his or her contributions over the past year.

I would like to thank each person within our various City departments who spend the time and energy on formulating their budget request each year. This serves as our budget starting point, so their effort is greatly appreciated. Financial Services Director Amie Sakmar leads us through the budget process each year and takes tremendous pride in producing an outstanding and meaningful budget document. Jessica Roth, Assistant to the City Manager, spends considerable time and effort managing the Capital Improvements Program. Tracy Padgett and Susan VanNus play key roles in the layout and creation of the award-winning budget document. All of these staff members typify the dedication and commitment to excellence that is the hallmark of Suwanee's staff team.

Mayor Dave Williams and each of our Councilmembers deserve recognition and credit for setting the tone and providing leadership to keep the City moving in the right direction. This commitment to community service and desire to improve your community helps motivate City staff to continue striving for excellence. Thanks for your thoughtful input and guidance on the direction of the City as outlined in both the short-term work program and this document.

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

Respectfully submitted,

Marvin R. Allen, AICP
City Manager

Budget Guide

This budget document contains a wide variety of information about the services the City of Suwanee provides to the community. The purpose of this guide is to explain how the budget document is organized and to help the reader find the information that they may be looking for.

How is this document organized?
The City's budget is organized on the basis of funds. Each fund is considered a separate budgetary and accounting entity. Resources are allocated to, and accounted for, in individual funds based upon the purposes of the specified activities.

The budget document is divided into eleven main sections separated by tabs: Executive Summary, General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund, Enterprise Fund, Agency Fund, Capital Improvement Program, Line Item Detail, Supplemental Information, ICMA, and Glossary. The content of each section is summarized below.

Executive Summary: This section relates to the entire City. It includes the transmittal letter, budgetary and financial policies, organizational charts, combined statements, and budget resolutions.

General Fund: The general fund is the primary operating fund that provides for basic government services, such as police protection, recreation and parks, planning and zoning, building inspections, code enforcement, economic and community development, special events, municipal court services, and road, sidewalk, and infrastructure maintenance. Each service area is organized by function categories. The beginning of each category is divided by a title page for easy reference.

Special Revenue Funds: Special revenue funds represent revenues that are legally restricted for specific purposes. The City maintains the following special revenue funds:

- Suwanee Day
- Cemetery
- Confiscated Assets
- Public Arts
- Hotel/Motel Tax

A statement of service for each fund has been provided to help the reader understand the function of each special revenue fund.

Capital Project Funds: Capital project funds account for financial resources used for the acquisition or construction of major capital facilities for the City's governmental fund types.

All of the capital project budgets are presented on a project basis and are not broken out by fiscal period, since most of the projects are expected to expand more than one fiscal period. The City maintains the following capital project funds:

- 2009 SPLOST
- 2005 SPLOST
- Public Facilities Maintenance
- Public Facilities Enhancement
- Paved Streets
- Storm Drainage
- Open/Green Space
- Pedestrian Underpass
- Town Center Facility Improvements
- Suwanee Tax Allocation District

A statement of service for each fund has been provided to help the reader understand the function of each capital project fund.

Debt Service Fund: The debt service fund accounts for the accumulation of resources for, and the payment of, the refunded 2002 general obligation bonds for open green space and the 2006 Urban Redevelopment Authority revenue bonds for the construction of the New City Hall.

Enterprise Fund: The City maintains one enterprise fund, the water fund. This fund's activities include all aspects of establishing, operating and maintaining equipment, and other work related to the water system. Costs are recovered through charges to water customers. Expenses have been summarized by functional categories: administration, supply, distribution, and debt service.

Agency Fund: The City maintains one agency fund, the municipal court fund. The municipal court fund accounts for the collection of various fines and forfeitures which are disbursed to other agencies. The net funds received are transferred to the general fund.

Line Item Detail: This section serves as a reference for City of Suwanee department heads. It contains the general fund line item detail of revenues and expenditures.

Capital Improvement Program: The Capital Improvement Program is a plan for capital expenditures to be incurred each year over a five year period. It provides the City Council and staff with a process of identifying and prioritizing capital projects.

Downtown Development Authority: The Downtown Development Authority of Suwanee is a legally separate entity. The authority is included in the budget document for information purposes. The majority of the Downtown Development Authority funding is provided by the City of Suwanee's general fund.

Supplemental Information: The Supplemental Information section includes economic and demographic information, short term work program, Council vision, staff mission statement, and departmental goals.

ICMA: The International City/County Management Association's (ICMA) Center for Performance Measurement was created to help cities and counties obtain accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. The comparative performance measurement program collects, analyzes, and reports comparative performance data from local governments in fifteen service areas.

Glossary: Alphabetical list of terms used throughout this document and their definitions.

Budget Policies and Procedures

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

Budget Preparation
The City of Suwanee operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below with a detailed schedule on page 15.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Budget Policies and Procedures

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

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

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

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

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

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

Budget Schedule

JANUARY 29	Proposed Budget Schedule Distributed to Department Heads
MARCH 20	Department Head Requests Due to City Manager
MARCH 27	Capital Improvements Budget Projections Due to City Manager
MARCH 31	Revenue Forecasts Complete
APRIL 10	Departmental Function Sheets (goals, objectives, measures) Due
APRIL 17	City Manager to Complete Review of All Expenditure Requests
APRIL 28	First Draft Presented to City Council for Review (Regular April Council Meeting)
APRIL 30	**Special Workshop: Budget Review @ 5:30 pm**
MAY 14	Budget Review Work Session @ 5:30 pm (Regular May Workshop)
MAY 26	Presentation of Proposed Budget Document and Capital Improvement Plan to City Council (Regular May Council Meeting)
MAY 27	Budget Available for Public Review
JUNE 11	**1ST Public Hearing on Budget and CIP as a Called Council Meeting @ 5:30 pm (Before Regular June Workshop)**
JUNE 25	**2ND Public Hearing on Budget and CIP @ 6:30 pm** **Scheduled Adoption of Budget @ 7:00 pm (Regular June Council Meeting)**
JULY 1	Begin Fiscal Year 2009 - 2010

Capital Improvement Policy

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

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

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

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

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

Debt Management Policy

I. PURPOSE

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

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

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

II. CREDITWORTHINESS OBJECTIVES

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

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

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

III. DEBT AFFORDABILITY MEASURES

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

B. Affordability Targets: The City acknowledges the importance of establishing and adhering to standards of affordability when issuing long term general obligation indebtedness. These standards may include, but are not limited to outstanding direct and overlapping debt per capita, direct debt service payments as a percentage of current revenues and current

Debt Management Policy

expenditures, and undesignated general fund balance as a percent of annual revenues and expenditures. The City will conduct a review of rating agency target ranges for these criteria no less than every third year after the initial adoption of this policy and will endeavor to maintain actual debt, value and other appropriate ratios which equal or surpass the current acceptable ranges and/or ratios associated with the City's then current ratings. The decision on whether or not to assume new debt shall be based on these costs and benefits, the current conditions of the municipal bond market, and the City's ability to afford new debt as determined by the aforementioned standards.

IV. PURPOSE AND USES OF DEBT

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

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

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

V. DEBT STANDARDS AND STRUCTURE

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

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

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

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

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

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

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

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

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

VI. DEBT ADMINISTRATION AND PROCESS

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

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

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

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

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

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

Debt Management Policy

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

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

H. Underwriters: For all competitive and negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance. The criteria used to select an underwriter in a competitive sale shall be the true interest cost. In a negotiated sale, the underwriter may be selected through a request for proposals (RFP). The criteria used to select an underwriter in a negotiated sale should include the following:
- Overall experience
- Market philosophy
- Capability
- Financial statement
- Public finance team and resources
- Breakdown of underwriter's discount

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

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

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

Investment Policy

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

2. **Objectives**

   A. Safety of the principal is the foremost objective of the City of Suwanee. Those investing funds on the City's behalf must first ensure that capital losses are avoided by limiting credit and interest risk. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest risk is the risk that market value portfolios will fail due to an increase in general interest rates.
   B. Liquidity is the second objective of the investment portfolio. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be anticipated.
   C. Return on Investment is the third objective of the investment portfolio. This objective is subordinate to safety and liquidity. After the first two objectives are met, the goal of the investment portfolio of the City of Suwanee shall be designed to attain a market-average rate of return.
   D. Maintaining the Public Trust is the fourth objective. City officials act as custodians of the public trust. In keeping with the public trust, the investment officials shall seek to avoid engaging in transactions which may jeopardize the public's faith in the abilities of those who govern the City of Suwanee.

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

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

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

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

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

Investment Policy

8. Reporting

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

9. Authorized Investment Instruments

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

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

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

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

10. Banks and Dealer Selection

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

11. Diversification and Maturities

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

12. Safekeeping and Custody

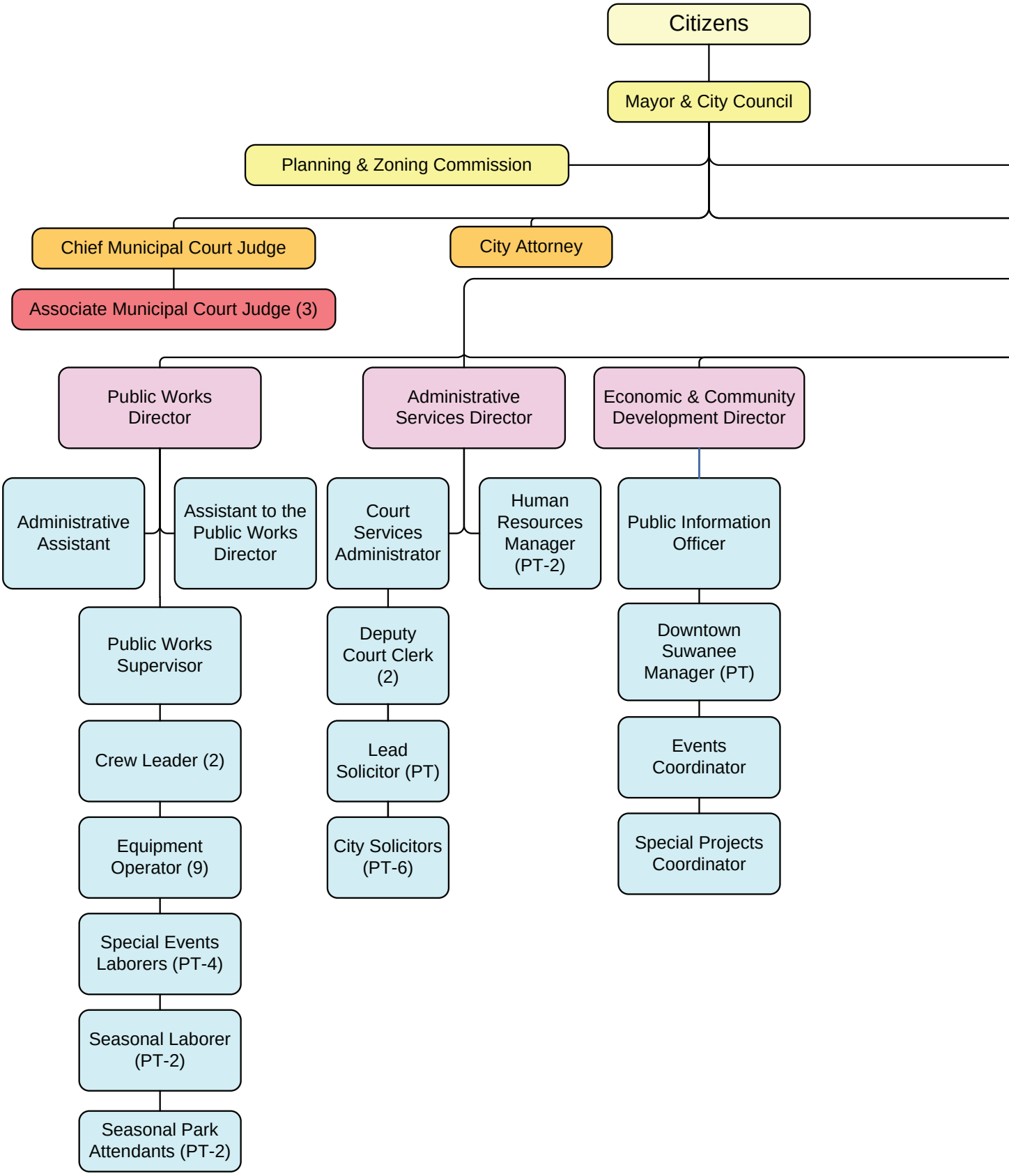
All securities shall be held by a third party custodian designated by the investment officer and approved by the Council. The third party custodian shall be required to issue a safekeeping statement to the investment officer listing the specific instrument, rate, maturity, and other pertinent information.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

13. Performance Evaluation

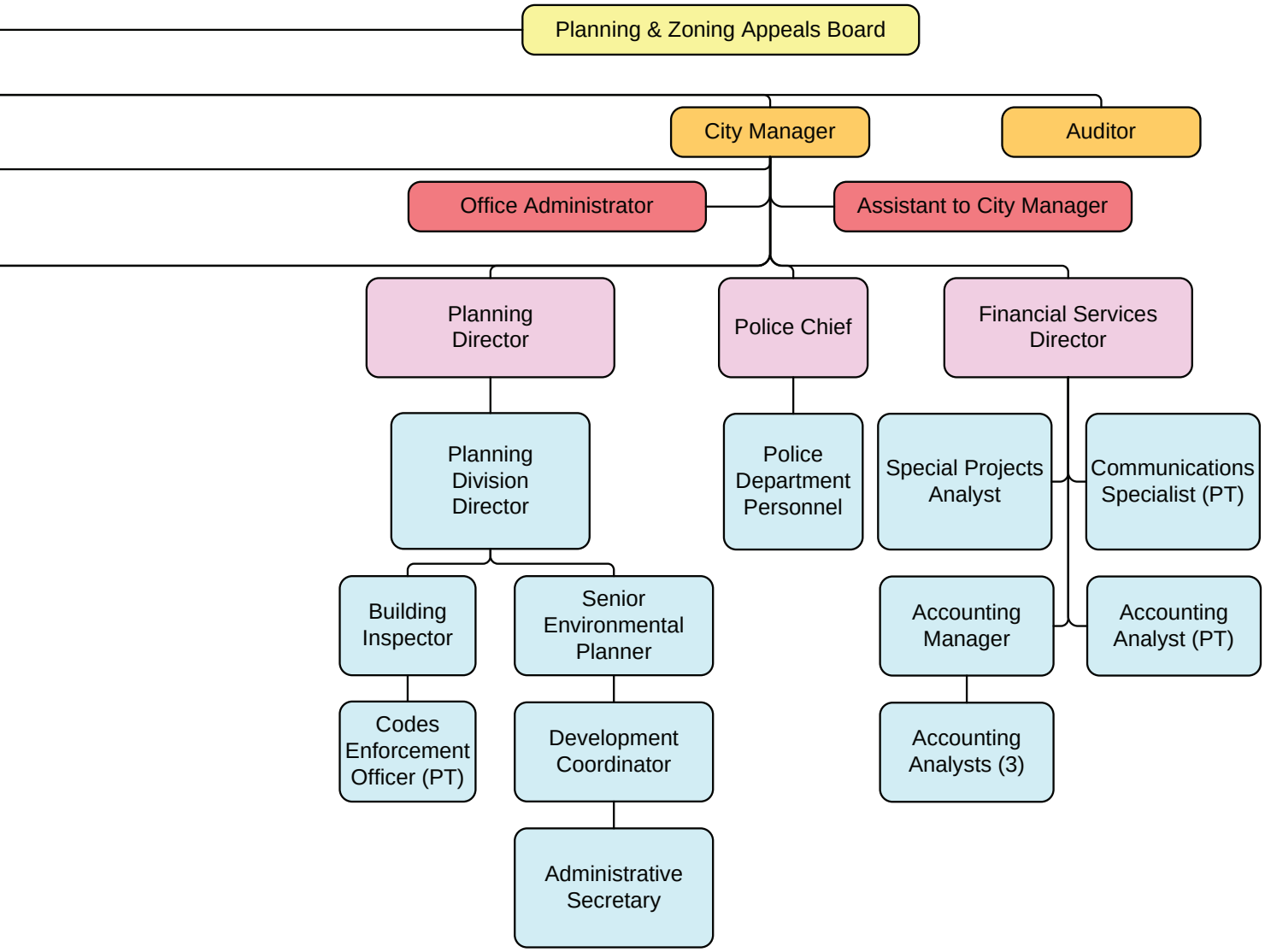
The investment officer will seek to achieve or exceed a market rate of return on the City's portfolio. Given the safety and liquidity needs of the City, the basis used to determine whether market yields are being achieved shall be the one year Treasury Bill.

This page intentionally left blank

City of Suwanee Organizational Chart

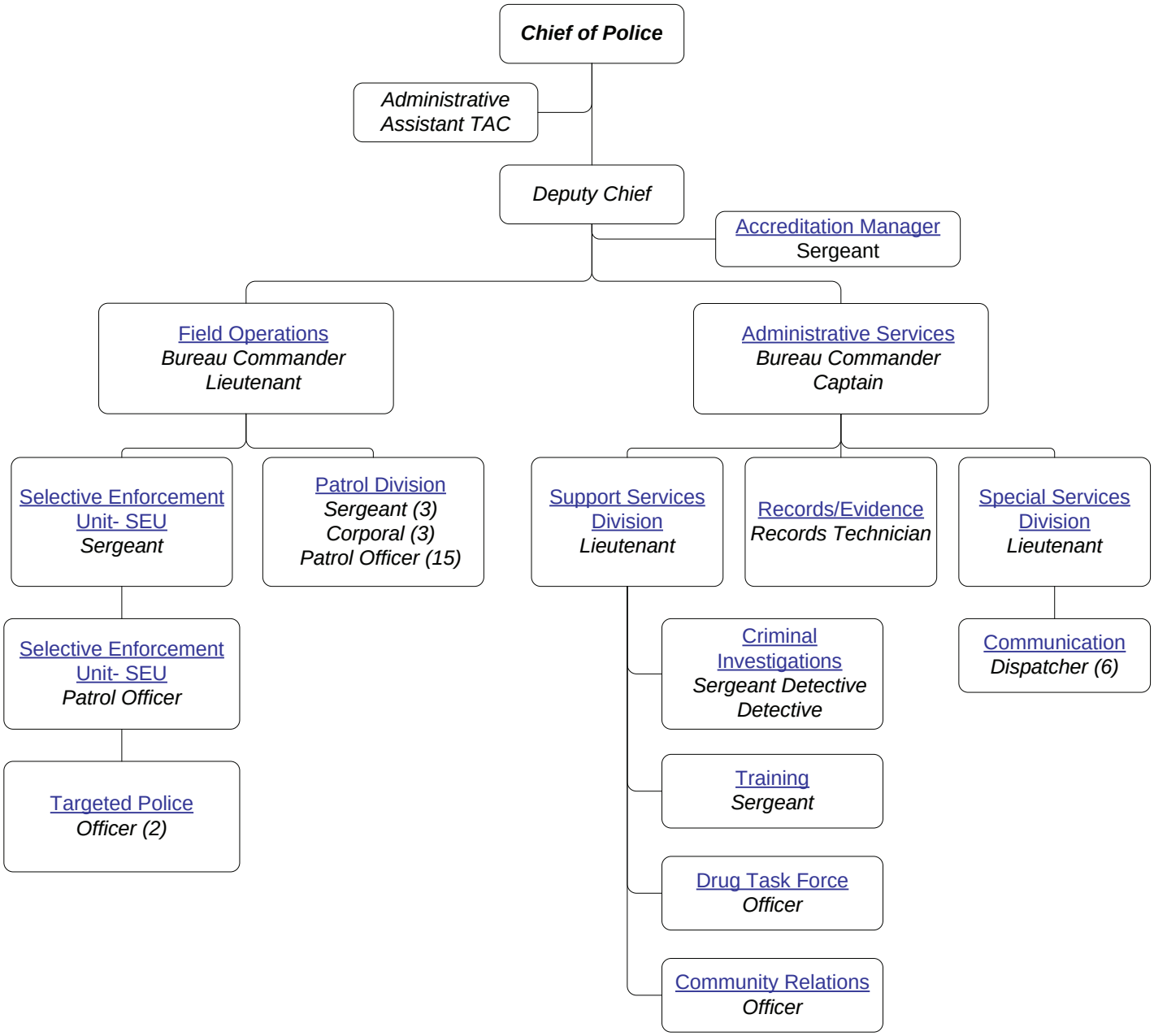


Effective Date 7-1-2009



City of Suwanee Police Department Organizational Chart

Effective Date 7-1-2009



Authorized Personnel

	Position Grade	FY 2007 Full Time	FY 2007 Part-Time	FY 2008 Full Time	FY 2008 Part-Time	FY 2009 Full Time	FY 2009 Part-Time	FY 2010 Full Time	FY 2010 Part-Time
Chief Executive									
City Manager	Appointed	1		1		1		1	
Assistant to the City Manager	72	1		1		1		1	
Office Administrator	61	1		1		1		1	
Administrative Secretary *(1)*	57	1		1					
Total Chief Executive		4		4		3		3	
General Administration									
Administrative Services Director	75	1		1		1		1	
Human Resources Manager	69	1			2		2		2
Total General Administration		2		1	2	1	2	1	2
Financial Administration									
Financial Services Director	78	1		1		1		1	
Accounting Manager	67	1		1		1		1	
Communications Specialist	63		1		1		1		1
Accounting Analyst	62	3	1	3	1	3	1	3	1
Special Projects Analyst	62			1		1		1	
Total Financial Administration		5	2	6	2	6	2	6	2
Public Information									
Public Information Officer	67		1	1		1		1	
Judicial									
Chief Judge	Appointed		1		1		1		1
Associate Judge	Appointed		3		3		3		3
Lead City Solicitor	Appointed		1		1		1		1
City Solicitor	Appointed		3		4		4		4
Court Services Administrator	65			1		1		1	
Deputy Court Clerk	60	2	2	2	1	2	1	2	1
Police Technician	61	1		1		1		1	
Total Judicial		3	10	4	10	4	10	4	10
Police Administration									
Police Chief	79	1		1		1		1	
Police Captain	72	1		1		1		1	
Administrative Assistant	60	1		1		1		1	
Total Police Administration		3		3		3		3	
Criminal Investigation									
Police Lieutenant	70	1		1		1		1	
Police Sergeant	68	1		1		1		1	
Police Officer	64	1		2		2		2	
Total Criminal Investigation		3		4		4		4	

Authorized Personnel

	Position Grade	FY 2007 Full Time	FY 2007 Part-Time	FY 2008 Full Time	FY 2008 Part-Time	FY 2009 Full Time	FY 2009 Part-Time	FY 2010 Full Time	FY 2010 Part-Time
Patrol									
Deputy Police Chief	77	1		1		1		1	
Police Captain	72					1		1	
Patrol Lieutenant	70	1		1					
Police Sergeant	68	4		5		5		5	
Police Corporal	66	3		3		3		3	
Police Officer	64	14		14		16		15	
Total Patrol		23		24		26		25	
Records & Identification									
Records & Evidence Technician	60	1		1		1		1	
Dispatcher									
Police Lieutenant	70	1		1		1		1	
Communications Officer	61	6		6		6		6	
Total Dispatcher		7		7		7		7	
Police Training *(5)*									
Police Sergeant	68		1		1		1	1	
Community Relations *(5)*									
Police Officer	64		1		1		1	1	
Targeted Police									
Police Officer	64	2		2		2		2	
Public Works Administration									
Public Works Director *(2)*	78					1		1	
Assistant to the Public Works Director	71			1		1		1	
Public Works Supervisor	67	1		1		1		1	
Crew Leader	61	1		1		2		2	
Equipment Operator	59	7		9		9		9	
Administrative Assistant	60	1		1		1		1	
Seasonal Laborer	PT		2		2		2		2
Seasonal Park Attendants Pool	PT						2		2
Special Events Laborer Pool	PT		4		4		4		4
Total Public Works Administration		10	6	13	6	15	8	15	8
Protective Inspection Administration									
Public Works & Inspections Director *(2)*	78	1		1					
Building Official *(6)*	71	1		1		1			
Building Inspector *(6)*	64	1	1	1	1	1	1	1	
Inspections Assistant *(6)*	60	1		1		1			
Total Protective Inspection Administration		4	1	4	1	3	1	1	

Authorized Personnel

	Position Grade	FY 2007 Full Time	FY 2007 Part-Time	FY 2008 Full Time	FY 2008 Part-Time	FY 2009 Full Time	FY 2009 Part-Time	FY 2010 Full Time	FY 2010 Part-Time
Planning & Zoning									
Planning Director	77	1		1		1		1	
Planning Division Director *(3)*	72			1		1		1	
Principal Planner *(3)*	69	1							
Senior Environmental Planner	69	1		1		1		1	
Development Coordinator	61	1		1		1		1	
Administrative Secretary *(1)*	57					1		1	
Total Planning & Zoning Administration		4	0	4	0	5	0	5	0
Codes Enforcement									
Codes Enforcement Officer	63		1		1		1		1
Economic Development									
Economic Development Director	77					1		1	
Economic Division Director *(4)*	75	1		1					
Events Coordinator	63		1		1	1		1	
Special Projects Coordinator	61				1	1		1	
Total Economic Development		1	1	1	2	3	0	3	0
Downtown Suwanee									
Downtown Suwanee Manager	69		1		1		1		1
Total		**72**	**25**	**79**	**27**	**84**	**27**	**83**	**24**

(1) In fiscal year 2009, the Administrative Secretary position had been moved from Chief Executive to Planning & Zoning.

(2) In fiscal year 2009, the Public Works & Inspections Director focus had been changed from Public Works and Inspections to Public Works with an emphasis on Storm Drainage.

(3) In fiscal year 2008, the Principal Planner position was upgraded to the Planning Division Director.

(4) In fiscal year 2009, the Economic Division Director position had been upgraded to the Economic Development Director.

(5) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

(6) In fiscal year 2010, the Building Official position, the Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions.

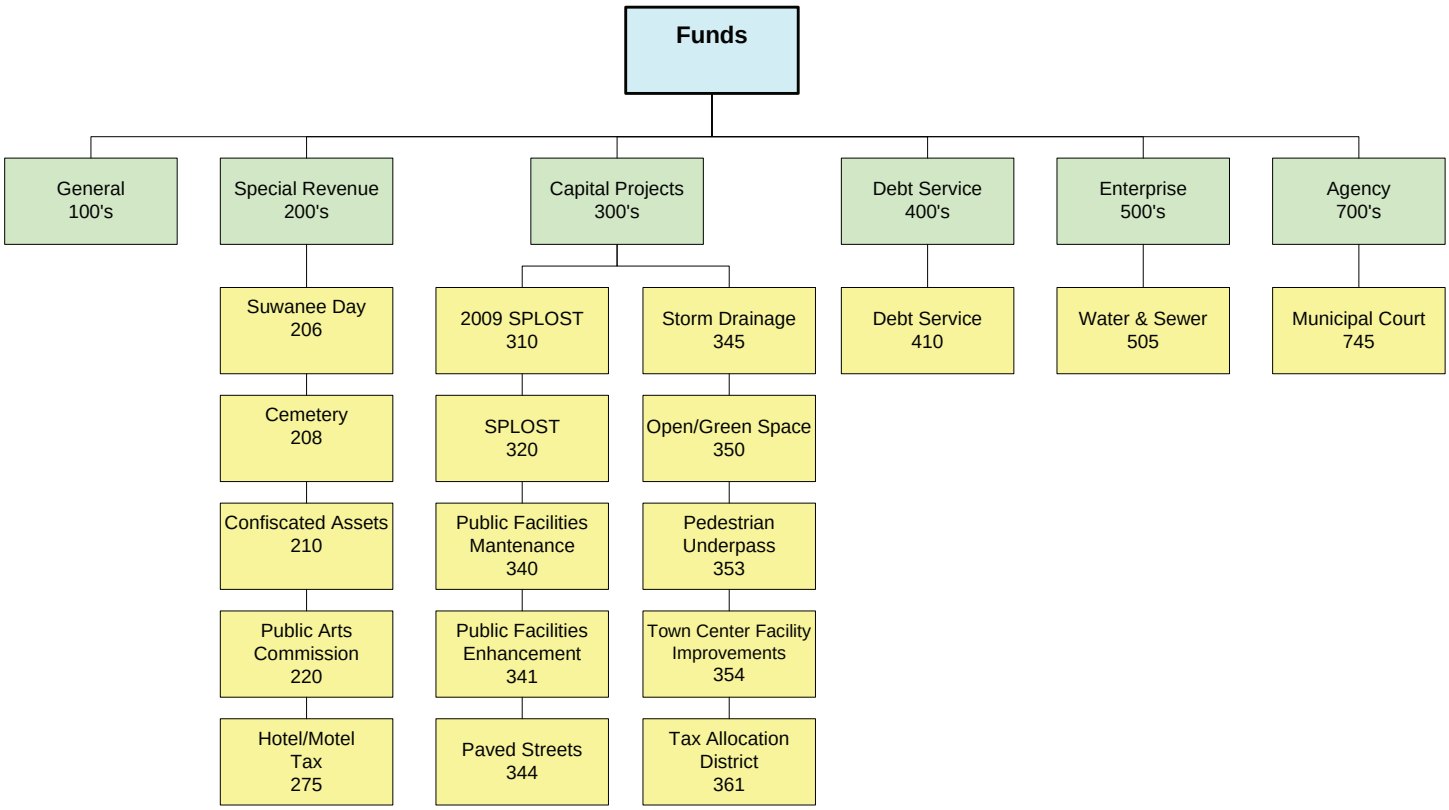
Funds

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

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

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

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



Account Coding Structure

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

100	7510	53	1100
The first 3 digits represent the Fund. For example, 100 is the General Fund.	The next 4 digits represents the function number for expenditures, or 0000 for revenues.	The next 2 digits represents the Account Class, which is either an asset, liability, revenue, expenditure, or other financing use.	The last 4 digits represents the balance sheet account, revenue source, or expenditure object.

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

100-7510-531100

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

100 - General Fund
7510 – Economic Development and Assistance
531100 – General Supplies

275-0000-111110

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

275 – Hotel/Motel Special Revenue Fund
0000 – used for revenue
111110 – Cash in bank

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

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

**The City of Suwanee is a relatively small governmental body, with 107 employees and only 6 departments.*

Administrative Functions

At the City of Suwanee, we use the following administrative functions:

General Government	1110	Governing Body - The City Council is the legislative governing authority of the City.
	1120	Legislative Committees - Consists of two boards; the Planning and Zoning Commission, and the Planning and Zoning Appeals Board.
	1320	Chief Executive - 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.
	1500	General Administration - This department consists of the Human Resources division as well as the City Clerk.
	1511	Financial Administration - responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing, and investing all City funds.
	1512	Accounting - Primarily responsible for the external audit of the City's financial records and preparation of the CAFR.
	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 Buildings - This department manages building operations and maintenance activities for the City's Governmental facilities.
	1570	Public Information - Efforts serve to help create an informed and involved citizenry.
Judicial	2650	Municipal Court - Processes all citations handles through the Court, provides assistance to the Judge, attorneys, solicitors, and defendants.
Public Safety	3210	Police Administration - Plans, directs, and manages the Police Department including patrol services, investigations, communications, training, community policing, and public relations.
	3221	Criminal Investigation Division - Responsible for the protection of persons, the apprehension of criminals, the recovery of property, and the prevention of crime.
	3223	Patrol Division - 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 and Identification Police - Maintains accurate records of arrests, reported crimes, and traffic related incidents.
	3240	Police Training - 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.
	3250	Special Detail Services Police - Police Officers who work off-duty assignments at various events and businesses within the City.
	3260	Police Station and Buildings - To provide a quality work environment for the members of the police department with preventive building maintenance and technologically forward planning for the future.
	3270	Dispatcher - Answers all emergency and non-emergency phone calls made to Suwanee Police, then dispatches all calls for service where police service is needed.
	3285	Public Relations Police - Foster an atmosphere of mutual trust, cooperation, and respect with the public.
	3290	Targeted Police - Employs specialized patrols to ensure the security of the park and recreation areas and help keep our children safe from drugs and violence through educational efforts.
Public Works	4100	Public Works Administration - Maintains safe and functional City buildings, infrastructure, traffic signage, street, water system, and City vehicles.
	4221	Paved Streets - For the repair and maintenance of all streets within the City limits.
	4250	Storm Drainage - For the repair and maintenance of the storm drainage infrastructure and for the issuance of the City's MS4 (Stormwater) Permit.
	4970	Special Detail Services Public Works - Provides staff support for special events that take place within the City.
Culture/ Recreation	6123	Playground - Provides safe and attractive playground sites and equipment, with regularly scheduled inspections and repairs.
	6190	Special Facilities and Activities - To provide the funding of production costs of event-related activities for the City.
	6220	Park Areas - Provides maintenance services for all parks and the Suwanee Greenway.
Housing and Development	7200	Protective Inspection Administration - 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 and 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 ordinances.
	7510	Economic Development and Assistance - 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.
Other Financing Uses	9100	Other Financing Uses - Accounts for operation transfers from the general fund to other funds.

Budget Comparison by Fund

Fund	FY 2007 Budget	FY 2008 Budget	FY 2009 Budget	FY 2010 Budget	Amount of Change	% Change
General Fund	$ 11,491,309	$ 11,234,720	$ 11,768,650	$ 11,335,050	$ (433,600)	-3.68%
Special Revenue Funds:						
Suwanee Day	74,250	75,000	82,200	81,700	(500)	-0.61%
Cemetery	2,250	12,500	35,500	34,360	(1,140)	-3.21%
Confiscated Assets	107,350	75,300	23,000	22,750	(250)	-1.09%
Public Arts	-	-	-	600	n/a	n/a
Hotel/Motel Tax	146,220	247,700	430,940	512,750	81,810	18.98%
Debt Service *	1,216,610	1,675,500	1,629,510	1,627,060	(2,450)	-0.15%
Enterprise	136,440	213,380	247,000	628,200	381,200	154.33%
Agency	2,165,720	1,915,800	1,835,000	1,615,680	(219,320)	-11.95%
Gross Total	15,340,149	15,449,900	16,051,800	15,858,150	(193,650)	-1.21%
Less Interfund Transfers	(1,404,600)	(557,670)	(742,500)	(627,470)	115,030	-15.49%
Net Total Budget	$ 13,935,549	$ 14,892,230	$ 15,309,300	$ 15,230,680	$ (78,620)	-0.51%

** Note: Refunding transactions removed from the FY 2007 budget for comparison purposes.*

Governmental and Proprietary Fund Types Combining Statement

	FY 2007 Actual			FY 2008 Actual		
	Governmental	Proprietary	Total	Governmental	Proprietary	Total
Revenues						
General Property Taxes	$ 5,600,838		$ 5,600,838	$ 6,920,043		$ 6,920,043
Selective Sales and Use Taxes	1,211,742		1,211,742	1,216,483		1,216,483
Business Taxes	1,438,956		1,438,956	1,517,270		1,517,270
Penalty & Interest on Taxes	43,251		43,251	37,762		37,762
Licenses and Permits	258,814		258,814	211,270		211,270
Regulatory Fees	854,060		854,060	846,435		846,435
Intergovernmental Grants	14,378		14,378	818		818
Charge for Services	252,617	$ 96,618	349,235	227,016	$ 93,405	320,421
Fines and Forfeitures	1,427,285		1,427,285	1,276,932		1,276,932
Investment Income	291,132	1,393	292,525	293,529	1,597	295,126
Contributions and Donations	89,459		89,459	56,092		56,092
Miscellaneous Revenues	18,696	678	19,374	20,791		20,791
Total Revenues	11,501,228	98,689	11,599,917	12,624,441	95,002	12,719,443
Expenditures/Expenses and Other Uses:						
General Government	1,793,177		1,793,177	1,819,854		1,819,854
Judicial	336,751		336,751	380,793		380,793
Public Safety	3,378,165		3,378,165	3,467,698		3,467,698
Public Works	945,779	75,734	1,021,513	1,244,901	104,603	1,349,504
Culture and Recreation	377,993		377,993	408,287		408,287
Housing and Development	1,150,166		1,150,166	1,337,015		1,337,015
Debt Service	1,494,717	19,073	1,513,790	1,623,590	28,445	1,652,035
Total Expenditures/Expenses and Other Uses	9,476,748	94,807	9,571,555	10,282,138	133,048	10,415,186
Excess (deficiency) of revenues over (under) expenditures	2,024,480	3,882	2,028,362	2,342,303	(38,046)	2,304,257
Other Financing Sources (Uses)						
Proceeds from capital lease	139,247		139,247	72,572		72,572
Transfer in	1,316,610	36,400	1,353,010	1,902,916	70,600	1,973,516
Refunded bonds issued	15,250,000		15,250,000			
Bond premium	31,216		31,216			
Payment to refunded bond escrow agent	(14,670,566)		(14,670,566)			
Gain (Loss) on disposal of capital assets		(126,583)	(126,583)	7,550		7,550
Transfer out	(2,724,510)		(2,724,510)	(2,073,516)		(2,073,516)
Total other financing sources	(658,003)	(90,183)	(748,186)	(90,478)	70,600	(19,878)
Net change in fund balance	1,366,477	(86,301)	1,280,176	2,251,825	32,554	2,284,379
Fund Balances, beginning of year	5,429,939	1,934,975	7,364,914	6,796,416	1,848,674	8,645,090
Fund Balances, end of year	$ 6,796,416	$ 1,848,674	$ 8,645,090	$ 9,048,241	$ 1,881,228	$ 10,929,469

FY 2009 Budget			FY 2010 Budget		
Governmental	Proprietary	Total	Governmental	Proprietary	Total
$ 7,483,768		$ 7,483,768	$ 7,034,110		$ 7,034,110
1,288,430		1,288,430	1,498,670		1,498,670
1,430,899		1,430,899	1,305,000		1,305,000
24,329		24,329	15,000		15,000
210,705		210,705	202,300		202,300
140,000		140,000	85,010		85,010
2,000		2,000	-		-
102,657	$ 90,000	192,657	83,200	$ 69,000	152,200
1,068,972		1,068,972	1,152,980		1,152,980
254,520	2,000	256,520	190,990	1,000	191,990
95,250		95,250	86,500		86,500
24,894	5,000	29,894	16,500	1,000	17,500
12,126,424	97,000	12,223,424	11,670,260	71,000	11,741,260
2,150,900		2,150,900	2,187,160		2,187,160
436,520		436,520	368,270		368,270
4,183,750		4,183,750	4,055,840		4,055,840
1,633,230	210,600	1,843,830	1,577,280	592,400	2,169,680
404,390		404,390	329,050		329,050
1,597,694		1,597,694	1,267,640		1,267,640
1,629,510	36,400	1,665,910	1,627,060	35,800	1,662,860
12,035,994	247,000	12,282,994	11,412,300	628,200	12,040,500
90,430	(150,000)	(59,570)	257,960	(557,200)	(299,240)
94,316		94,316	-	-	-
1,601,160	150,000	1,751,160	1,620,060	287,450	1,907,510
2,500		2,500	2,500		2,500
(1,934,406)		(1,934,406)	(2,201,970)		(2,201,970)
(236,430)	150,000	(86,430)	(579,410)	287,450	(291,960)
(146,000)	-	(146,000)	(321,450)	(269,750)	(591,200)
9,048,241	1,881,228	10,929,469	8,902,241	1,881,228	10,783,469
$ 8,902,241	$ 1,881,228	$ 10,783,469	$ 8,580,791	$ 1,611,478	$ 10,192,269

Governmental Fund Types Combining Statement - FY 2007 Actual

	General	Suwanee Day	Cemetery	Confiscated Asset	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues							
General Property Taxes	$ 5,600,838						$ 5,600,838
Selective Sales and Use Taxes	1,046,675				$ 165,067		1,211,742
Business Taxes	1,438,956						1,438,956
Penalty & Interest on Taxes	43,251						43,251
Licenses and Permits	258,814						258,814
Regulatory Fees	854,060						854,060
Intergovernmental Grants	14,378						14,378
Charge for Services	252,617						252,617
Fines and Forfeitures	1,320,467			$ 106,818			1,427,285
Investment Income	252,066	$ 1,286	$ 832	416	3,604	$ 32,928	291,132
Contributions and Donations	1,500	87,959					89,459
Miscellaneous Revenues	18,696						18,696
Total Revenues	11,102,318	89,245	832	107,234	168,671	32,928	11,501,228
Expenditures							
General Government	1,793,177						1,793,177
Judicial	336,751						336,751
Public Safety	3,315,676			62,489			3,378,165
Public Works	945,779						945,779
Culture and Recreation	312,682	65,311					377,993
Housing and Development	1,043,676				106,490		1,150,166
Debt Service						1,494,717	1,494,717
Total Expenditures	7,747,741	65,311	-	62,489	106,490	1,494,717	9,476,748
Excess (deficiency) of revenues over (under) expenditures	3,354,577	23,934	832	44,745	62,181	(1,461,789)	2,024,480
Other Financing Sources (Uses)							
Proceeds from capital lease	139,247						139,247
Transfers in			1,000			1,315,610	1,316,610
Refunded bonds issued						15,250,000	15,250,000
Bond premium						31,216	31,216
Payment to refunded bond escrow agent						(14,670,566)	(14,670,566)
Transfers out	(2,724,510)						(2,724,510)
Total other financing sources	(2,585,263)	-	1,000	-	-	1,926,260	(658,003)
Net change in fund balance	769,314	23,934	1,832	44,745	62,181	464,471	1,366,477
Fund Balance, beginning of year	4,811,236	23,457	21,439	16,502	125,446	431,859	5,429,939
Fund Balance, end of year	$ 5,580,550	$ 47,391	$ 23,271	$ 61,247	$ 187,627	$ 896,330	$ 6,796,416

Governmental Fund Types Combining Statement - FY 2008 Actual

	General	Suwanee Day	Cemetery	Confiscated Asset	Hotel/Motel Tax	Debt Service	Total Governmental Funds
Revenues							
General Property Taxes	$ 6,920,043						$ 6,920,043
Selective Sales and Use Taxes	1,047,884				$ 168,599		1,216,483
Business Taxes	1,517,270						1,517,270
Penalty & Interest on Taxes	37,762						37,762
Licenses and Permits	211,270						211,270
Regulatory Fees	846,435						846,435
Intergovernmental Grants	818						818
Charge for Services	227,016						227,016
Fines and Forfeitures	1,259,195			$ 17,737			1,276,932
Investment Income	264,000	$ 1,077	$ 689	869	4,215	$ 22,679	293,529
Contributions and Donations	500	52,592	3,000				56,092
Miscellaneous Revenues	20,791						20,791
Total Revenues	12,352,984	53,669	3,689	18,606	172,814	22,679	12,624,441
Expenditures							
General Government	1,819,854						1,819,854
Judicial	380,793						380,793
Public Safety	3,393,188			74,510			3,467,698
Public Works	1,244,901						1,244,901
Culture and Recreation	328,958	79,329					408,287
Housing and Development	1,186,883				150,132		1,337,015
Debt Service						1,623,590	1,623,590
Total Expenditures	8,354,577	79,329	-	74,510	150,132	1,623,590	10,282,138
Excess (deficiency) of revenues over (under) expenditures	3,998,407	(25,660)	3,689	(55,904)	22,682	(1,600,911)	2,342,303
Other Financing Sources (Uses)							
Proceeds from capital lease	72,572						72,572
Gain (Loss) on disposal of capital assets	7,550						7,550
Transfers in			11,000			1,891,916	1,902,916
Transfers out	(2,073,516)						(2,073,516)
Total other financing sources	(1,993,394)	-	11,000	-	-	1,891,916	(90,478)
Net change in fund balance	2,005,013	(25,660)	14,689	(55,904)	22,682	291,005	2,251,825
Fund Balance, beginning of year	5,580,550	47,391	23,271	61,247	187,627	896,330	6,796,416
Fund Balance, end of year	$ 7,585,563	$ 21,731	$ 37,960	$ 5,343	$ 210,309	$ 1,187,335	$ 9,048,241

Governmental Fund Types Combining Statement - FY 2009 Budget

	General	Suwanee Day	Cemetery	Confiscated Asset	Public Arts	Hotel/ Motel Tax	Debt Service	Total Governmental Funds
Revenues								
General Property Taxes	$ 7,483,768							$ 7,483,768
Selective Sales and Use Taxes	973,490					$ 314,940		1,288,430
Business Taxes	1,430,899							1,430,899
Penalty & Interest on Taxes	24,329							24,329
Licenses and Permits	210,705							210,705
Regulatory Fees	140,000							140,000
Intergovernmental Grants	2,000							2,000
Charge for Services	102,657							102,657
Fines and Forfeitures	1,046,472			$ 22,500				1,068,972
Investment Income	217,220	$ 1,200	$ 500	500	$ 100	5,000	$ 30,000	254,520
Contributions and Donations	13,750	81,000			500			95,250
Miscellaneous Revenues	24,894							24,894
Total Revenues	11,670,184	82,200	500	23,000	600	319,940	30,000	12,126,424
Expenditures								
General Government	2,150,900							2,150,900
Judicial	436,520							436,520
Public Safety	4,160,750			23,000				4,183,750
Public Works	1,597,730		35,500					1,633,230
Culture and Recreation	321,590	82,200			600			404,390
Housing and Development	1,166,754					430,940		1,597,694
Debt Service							1,629,510	1,629,510
Total Expenditures	9,834,244	82,200	35,500	23,000	600	430,940	1,629,510	12,035,994
Excess (deficiency) of revenues over (under) expenditures	1,835,940	-	(35,000)	-	-	(111,000)	(1,599,510)	90,430
Other Financing Sources (Uses)								
Proceeds from capital lease	94,316							94,316
Gain (Loss) on disposal of capital assets	2,500							2,500
Transfers in	1,650						1,599,510	1,601,160
Transfers out	(1,934,406)							(1,934,406)
Total other financing sources	(1,835,940)	-	-	-	-	-	1,599,510	(236,430)
Net change in fund balance	-	-	(35,000)	-	-	(111,000)	-	(146,000)
Fund Balance, beginning of year	7,585,563	21,731	37,960	5,343	-	210,309	1,187,335	9,048,241
Fund Balance, end of year	$ 7,585,563	$ 21,731	$ 2,960	$ 5,343	$ -	$ 99,309	$ 1,187,335	$ 8,902,241

Governmental Fund Types Combining Statement - FY 2010 Budget

	General	Suwanee Day	Cemetery	Confiscated Asset	Public Arts	Hotel/ Motel Tax	Debt Service	Total Governmental Funds
Revenues								
General Property Taxes	$ 7,034,110							$ 7,034,110
Selective Sales and Use Taxes	990,500					$ 508,170		1,498,670
Business Taxes	1,305,000							1,305,000
Penalty & Interest on Taxes	15,000							15,000
Licenses and Permits	202,300							202,300
Regulatory Fees	85,010							85,010
Intergovernmental Grants								-
Charge for Services	83,200							83,200
Fines and Forfeitures	1,130,480			$ 22,500				1,152,980
Investment Income	178,000	$ 700	$ 360	250	$ 100	4,580	$ 7,000	190,990
Contributions and Donations	5,000	81,000			500			86,500
Miscellaneous Revenues	16,500							16,500
Total Revenues	11,045,100	81,700	360	22,750	600	512,750	7,000	11,670,260
Expenditures								
General Government	2,187,160							2,187,160
Judicial	368,270							368,270
Public Safety	4,033,090			22,750				4,055,840
Public Works	1,542,920		34,360					1,577,280
Culture and Recreation	246,750	81,700			600			329,050
Housing and Development	973,410					294,230		1,267,640
Debt Service							1,627,060	1,627,060
Total Expenditures	9,351,600	81,700	34,360	22,750	600	294,230	1,627,060	11,412,300
Excess (deficiency) of revenues over (under) expenditures	1,693,500	-	(34,000)	-	-	218,520	(1,620,060)	257,960
Other Financing Sources (Uses)								
Proceeds from capital lease								-
Gain (Loss) on disposal of capital assets	2,500							2,500
Transfers in							1,620,060	1,620,060
Transfers out	(1,983,450)					(218,520)		(2,201,970)
Total other financing sources	(1,980,950)	-	-	-	-	(218,520)	1,620,060	(579,410)
Net change in fund balance	(287,450)	-	(34,000)	-	-	-	-	(321,450)
Fund Balance, beginning of year	7,585,563	21,731	2,960	5,343	-	99,309	1,187,335	8,902,241
Fund Balance, end of year	$ 7,298,113	$ 21,731	$ (31,040)	$ 5,343	$ -	$ 99,309	$ 1,187,335	$ 8,580,791

Note: Cemetery negative ending fund balance is due to expenditures appropriated in both the FY 2009 and the FY 2010 budget. Actual expenditures for both periods will not exceed actual funds on hand.

Capital Projects Combining Statements - Project Based Budgets

	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement
Revenues				
Intergovernmental Grants	$ 11,878,050	$ 7,439,960		
Investment Income		252,366	$ 750	$ 5,000
Contributions and Donations				
Miscellaneous Revenues			175,000	
Total Revenues	11,878,050	7,692,326	175,750	5,000
Expenditures				
Purchased Professional and Technical Services	2,092,500	1,577,642	50,000	150,000
Purchased Property Services				
Supplies		5,000	5,000	5,900
Capital Outlay	10,996,270	5,596,251	150,750	735,000
Other Cost				
Debt Service				
Total Expenditures	13,088,770	7,178,893	205,750	890,900
Excess (deficiency) of revenues over (under) expenditures	(1,210,720)	513,433	(30,000)	(885,900)
Other Financing Sources (Uses)				
Bond Proceeds				
Transfer In	1,329,500	496,280	30,000	885,900
Transfer Out	(118,780)	(1,009,713)		
Total Other Financing Sources	1,210,720	(513,433)	30,000	885,900
Net change in fund balance	$ -	$ -	$ -	$ -

Paved Streets	Storm Drainage	Open/Green Space	Pedestrian Underpass	Town Center Facility Improvement	Suwanee Tax Allocation District	Total
		$ 1,772,158	$ 904,378			$ 21,994,546
$ 1,500	$ 500	1,208,883	21,000	$ 698,000	$ 1,000	2,188,999
		81,010				81,010
		19,059	39,700			233,759
1,500	500	3,081,110	965,078	698,000	1,000	24,498,314
50,000	1,000	1,239,729	245,000	1,165,000	21,000	6,591,871
		71,469				71,469
1,500		109,031				126,431
150,000	2,500	18,044,401	1,516,790	8,550,000	100,000	45,841,962
		7,909				7,909
		146,531		55,000		201,531
201,500	3,500	19,619,070	1,761,790	9,770,000	121,000	52,841,173
(200,000)	(3,000)	(16,537,960)	(796,712)	(9,072,000)	(120,000)	(28,342,859)
		17,794,398		6,587,866		24,382,264
200,000	3,000		796,712	3,370,000	120,000	7,231,392
		(1,256,438)		(885,866)		(3,270,797)
200,000	3,000	16,537,960	796,712	9,072,000	120,000	28,342,859
$ -	$ -	$ -	$ -	$ -	$ -	$ -

Capital Projects Combining Statements - Project Balances as of May 1, 2009

	2009 SPLOST	2005 SPLOST	Public Facilities Maintenance	Public Facilities Enhancement
Revenues				
Intergovernmental Grants	$ 11,878,050	$ 160,780		
Investment Income		24,801	$ 750	$ 5,000
Contributions and Donations				
Miscellaneous Revenues			175,000	
Total Revenues	11,878,050	185,581	175,750	5,000
Expenditures				
Purchased Professional and Technical Services	2,092,500	344,598	50,000	150,000
Supplies		1,784	5,000	5,900
Capital Outlay	10,996,270	2,374,112	150,750	735,000
Total Expenditures	13,088,770	2,720,494	205,750	890,900
Excess (deficiency) of revenues over (under) expenditures	(1,210,720)	(2,534,913)	(30,000)	(885,900)
Other Financing Sources (Uses)				
Transfer in	1,329,500	218,780	30,000	885,900
Transfer out	(118,780)	(553,000)		
Total Other Financing Sources	1,210,720	(334,220)	30,000	885,900
Net change in fund balance	-	(2,869,133)	-	-
Fund Balance, beginning of year	-	2,869,133	-	-
Fund Balance, end of year	$ -	$ -	$ -	$ -

Paved Streets	Storm Drainage	Open/Green Space	Pedestrian Underpass	Town Center Facility Improvement	Suwanee Tax Allocation District	Total
			$ 167,127			$ 12,205,957
$ 1,500	$ 500	$ 9,987	(80)	$ 657	$ 916	44,031
		(5)				(5)
						175,000
1,500	500	9,982	167,047	657	916	12,424,983
50,000	1,000	20,000	8,905	44,315	21,000	2,782,318
1,500						14,184
150,000	2,500	265,946	331,695	370,806	100,000	15,477,079
201,500	3,500	285,946	340,600	415,121	121,000	18,273,581
(200,000)	(3,000)	(275,964)	(173,553)	(414,464)	(120,084)	(5,848,598)
200,000	3,000		553,000		62,594	3,282,774
		(679,500)		(885,866)		(2,237,146)
200,000	3,000	(679,500)	553,000	(885,866)	62,594	1,045,628
-	-	(955,464)	379,447	(1,300,330)	(57,490)	(4,802,970)
-	-	955,464	(379,447)	1,300,330	57,490	4,802,970
$ -	$ -	$ -	$ -	$ -	$ -	$ -

Statement of Revenues, Expenditures and Changes in Fund Balance — Governmental Funds

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Revenues				
General Property Taxes	$ 5,600,838	$ 6,920,043	$ 7,483,768	$ 7,034,110
Selective Sales and Use Taxes	1,211,742	1,216,483	1,288,430	1,498,670
Business Taxes	1,438,956	1,517,270	1,430,899	1,305,000
Penalty and Interest on Taxes	43,251	37,762	24,329	15,000
Licenses and Permits	258,814	211,270	210,705	202,300
Regulatory Fees	854,060	846,435	140,000	85,010
Intergovernmental Grants	14,378	818	2,000	-
Charge for Services	252,617	227,016	102,657	83,200
Fines and Forfeitures	1,427,285	1,276,932	1,068,972	1,152,980
Investment Income	291,132	293,529	254,520	190,990
Contributions and Donations	89,459	56,092	95,250	86,500
Miscellaneous Revenues	18,696	20,791	24,894	16,500
Total Revenues	11,501,228	12,624,441	12,126,424	11,670,260
Expenditures				
General Government	1,793,177	1,819,854	2,150,900	2,187,160
Judicial	336,751	380,793	436,520	368,270
Public Safety	3,378,165	3,467,698	4,183,750	4,055,840
Public Works	945,779	1,244,901	1,633,230	1,577,280
Culture and Recreation	377,993	408,287	404,390	329,050
Housing and Development	1,150,166	1,337,015	1,597,694	1,267,640
Debt Service	1,494,717	1,623,590	1,629,510	1,627,060
Total Expenditures	9,476,748	10,282,138	12,035,994	11,412,300
Excess (deficiency) of revenues over (under) expenditures	2,024,480	2,342,303	90,430	257,960
Other Financing Sources (Uses)				
Transfer In	1,316,610	1,902,916	1,601,160	1,620,060
Proceeds from capital lease	139,247	72,572	94,316	-
Refunded bonds issued	15,250,000	-	-	-
Bond premium	31,216	-	-	-
Payment to refunded bond escrow agent	(14,670,566)	7,550	-	2,500
Sale of General Fixed Assets	-	7,550	2,500	2,500
Transfer out	(2,724,510)	(2,073,516)	(1,934,406)	(2,201,970)
Total Other Financing Sources	(658,003)	(82,928)	(236,430)	(576,910)
Net change in fund balance	1,366,477	2,259,375	(146,000)	(318,950)
Fund Balances, beginning of year	5,429,939	6,796,416	9,055,791	8,909,791
Fund Balances, end of year	$ 6,796,416	$ 9,055,791	$ 8,909,791	$ 8,590,841

General Fund — Statement of Revenues, Expenditures and Changes in Fund Balance

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Revenues				
General Property Taxes	$ 5,600,838	$ 6,920,043	$ 7,483,768	$ 7,034,110
Selective Sales and Use Taxes	1,046,675	1,047,884	973,490	990,500
Business Taxes	1,438,956	1,517,270	1,430,899	1,305,000
Penalty and Interest on Taxes	43,251	37,762	24,329	15,000
Licenses and Permits	258,814	211,270	210,705	202,300
Regulatory Fees	854,060	846,435	140,000	85,010
Intergovernmental Grants	14,378	818	2,000	-
Charge for Services	252,617	227,016	102,657	83,200
Fines and Forfeitures	1,320,467	1,259,195	1,046,472	1,130,480
Investment Income	252,066	264,000	217,220	178,000
Contributions and Donations	1,500	500	13,750	5,000
Miscellaneous Revenues	18,696	20,791	24,894	16,500
Total Revenues	11,102,318	12,352,984	11,670,184	11,045,100
Expenditures				
General Government	1,793,177	1,819,854	2,150,900	2,187,160
Judicial	336,751	380,793	436,520	368,270
Public Safety	3,315,676	3,393,188	4,160,750	4,033,090
Public Works	945,779	1,244,901	1,597,730	1,542,920
Culture and Recreation	312,682	328,958	321,590	246,750
Housing and Development	1,043,676	1,186,883	1,166,754	973,410
Total Expenditures	7,747,741	8,354,577	9,834,244	9,351,600
Excess (deficiency) of revenues over (under) expenditures	3,354,577	3,998,407	1,835,940	1,693,500
Other Financing Sources (Uses)				
Proceeds from capital lease	139,247	72,572	94,316	-
Sale of General Fixed Assets	-	7,550	2,500	2,500
Transfer in	-	-	1,650	-
Transfer out	(2,724,510)	(2,073,516)	(1,934,406)	(1,983,450)
Total Other Financing Sources	(2,585,263)	(1,993,394)	(1,835,940)	(1,980,950)
Net change in fund balance	769,314	2,005,013	-	(287,450)
Fund Balances, beginning of year	4,811,236	5,580,550	7,585,563	7,585,563
Fund Balances, end of year	$ 5,580,550	$ 7,585,563	$ 7,585,563	$ 7,298,113

Statement of Revenues, Expenditures and Changes in Fund Balance — Special Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Revenues				
Selective Sales and Use Taxes	$ 165,067	$ 168,599	$ 314,940	$ 508,170
Fines and Forfeitures	106,818	17,737	22,500	22,500
Investment Income	6,138	6,850	7,300	5,990
Contributions and Donations	87,959	55,592	81,500	81,500
Total Revenues	365,982	248,778	426,240	618,160
Expenditures				
Public Safety	62,489	74,510	23,000	22,750
Public Works	-	-	35,500	34,360
Culture and Recreation	65,311	79,329	82,800	82,300
Housing and Development	106,490	150,132	430,940	294,230
Total Expenditures	234,290	303,971	572,240	433,640
Excess (deficiency) of revenues over (under) expenditures	131,692	(55,193)	(146,000)	184,520
Other Financing Sources (Uses)				
Transfer in	1,000	11,000	-	-
Transfer out	-	-	-	(218,520)
Total Other Financing Sources	1,000	11,000	-	(218,520)
Net change in fund balance	132,692	(44,193)	(146,000)	(34,000)
Fund Balances, beginning of year	186,844	319,536	275,343	129,343
Fund Balances, end of year	$ 319,536	$ 275,343	$ 129,343	$ 95,343

Debt Service — Statement of Revenues, Expenditures and Changes in Fund Balance

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Revenues				
Investment Income	$ 32,928	$ 22,679	$ 30,000	$ 7,000
Total Revenues	32,928	22,679	30,000	7,000
Expenditures				
Debt Service-Principal	350,000	1,158,092	1,155,530	1,151,480
Debt Service-Interest	964,223	465,498	471,480	473,080
Fiscal Agent's Fees	180,494	-	2,500	2,500
Total Expenditures	1,494,717	1,623,590	1,629,510	1,627,060
Excess (deficiency) of revenues over (under) expenditures	(1,461,789)	(1,600,911)	(1,599,510)	(1,620,060)
Other Financing Sources (Uses)				
Transfer in	1,315,610	1,891,916	1,599,510	1,620,060
Refunded bonds issued	15,250,000	-	-	-
Bond premium	31,216	-	-	-
Payment to refunded bond escrow agent	(14,670,566)	-	-	-
Total Other Financing Sources	1,926,260	1,891,916	1,599,510	1,620,060
Net change in fund balance	464,471	291,005	-	-
Fund Balances, beginning of year	431,859	896,330	1,187,335	1,187,335
Fund Balances, end of year	$ 896,330	$ 1,187,335	$ 1,187,335	$ 1,187,335

Statement of Revenues, Expenses and Changes in Net Assets — Proprietary Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Revenues				
Water and Sewer Charges	$ 97,296	$ 93,405	$ 95,000	$ 70,000
Investment Income	1,393	1,597	2,000	1,000
Total Revenues	98,689	95,002	97,000	71,000
Expenses				
Salaries and Benefits	19,281	20,547	22,820	27,110
Purchased Professional Services	5,848	31,917	71,500	96,490
Other Purchased Services	-	638	1,050	900
Supplies	13,508	14,041	21,430	18,280
Depreciation	37,097	37,460	43,000	43,000
Capital Outlay	-	-	50,800	406,620
Principal Expense	8,581	13,312	16,590	14,430
Interest Expense	10,492	15,133	19,810	14,020
Issuance Costs	-	-	-	7,350
Total Expenses	94,807	133,048	247,000	628,200
Excess (deficiency) of revenues over (under) expenses	3,882	(38,046)	(150,000)	(557,200)
Other Financing Sources (Uses)				
Transfer in	36,400	70,600	150,000	287,450
Loss on disposal of capital assets	(126,583)	-	-	-
Total Other Financing Sources	(90,183)	70,600	150,000	287,450
Net change	(86,301)	32,554	-	(269,750)
Total Net Assets, beginning of year	1,934,975	1,848,674	1,881,228	1,881,228
Total Net Assets, end of year	$ 1,848,674	$ 1,881,228	$ 1,881,228	$ 1,611,478

Appropriations Resolution

A RESOLUTION TO ADOPT THE FISCAL YEAR 2009-2010 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 2009-2010 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 2009-2010; 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 2009-2010; and

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

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

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

ADOPTED this 25th day of June 2009.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

Attachment A — General Fund

Revenues and Other Sources		
General Property Taxes	$	7,034,110
Selective Sales and Use Taxes		990,500
Business Taxes		1,305,000
Penalty & Interest on Taxes		15,000
Licenses and Permits		202,300
Regulatory Fees		85,010
Charge for Services		83,200
Fines and Forfeitures		1,130,480
Investment Income		178,000
Contributions and Donations		5,000
Miscellaneous Revenues		16,500
Other Financing Sources		289,950
Total Revenues and Other Sources	$	11,335,050
Expenditures and Other Uses		
Governing Body	$	128,620
Legislative Committees		8,750
Chief Executive		386,520
General Administration		202,990
Financial Administration		593,190
Accounting		35,500
Law		65,000
Data Processing/MIS		243,840
General Government Buildings		385,840
Public Information		136,910
Municipal Court		368,270
Police Administration		331,380
Criminal Investigation		346,770
Patrol		2,158,300
Records & Identification		149,720
Police Training		101,190
Special Detail Services		50,000
Police Stations & Buildings		247,300
Dispatcher		437,670
Public Relations		86,510
Targeted Police		124,250
Public Works Administration		1,459,520
Paved Streets		21,600
Storm Drainage		61,800
Special Facilities & Activities		116,500
Park Areas		130,250
Protective Inspection Administration		151,930
Planning & Zoning		409,700
Code Enforcement		39,010
Economic Development & Assistance		284,170
Downtown Suwanee		88,600
Other Financing Uses		1,983,450
Total Expenditures and Other Uses	$	11,335,050

Special Revenue Funds — Attachment A

Suwanee Day Fund		
Revenues and Other Sources		
Investment Income	$	700
Contributions and Donations		81,000
Total Revenues and Other Sources	$	81,700
Expenditures and Other Uses		
Special Activities	$	81,700
Total Expenditures and Other Uses	$	81,700
Cemetery Fund		
Revenues and Other Sources		
Investment Income	$	360
Other Financing Sources		34,000
Total Revenues and Other Sources	$	34,360
Expenditures and Other Uses		
Cemetery	$	34,360
Total Expenditures and Other Uses	$	34,360
Confiscated Assets Fund		
Revenues and Other Sources		
Fines and Forfeitures	$	22,500
Investment Income		250
Total Revenues and Other Sources	$	22,750
Expenditures and Other Uses		
Patrol	$	22,750
Total Expenditures and Other Uses	$	22,750
Public Arts Fund		
Revenues and Other Sources		
Investment Income	$	100
Contributions and Donations		500
Total Revenues and Other Sources	$	600
Expenditures and Other Uses		
Suwanee Public Arts Commission	$	600
Total Expenditures and Other Uses	$	600
Hotel/Motel Tax Fund		
Revenues and Other Sources		
Selective Sales and Use Taxes	$	508,170
Investment Income		4,580
Total Revenues and Other Sources	$	512,750
Expenditures and Other Uses		
Tourism	$	512,750
Total Expenditures and Other Uses	$	512,750

Attachment A — Capital Project Funds

2009 SPLOST Fund (Project Basis)		
Revenues	$	13,207,550
Expenditures	$	13,207,550
2005 SPLOST Fund (Project Basis)		
Revenues	$	8,188,606
Expenditures	$	8,188,606
Public Facilities Maintenance Fund (Project Basis)		
Revenues	$	205,750
Expenditures	$	205,750
Public Facilities Enhancement Fund (Project Basis)		
Revenues	$	890,900
Expenditures	$	890,900
Paved Streets Fund (Project Basis)		
Revenues	$	201,500
Expenditures	$	201,500
Storm Drainage Fund (Project Basis)		
Revenues	$	3,500
Expenditures	$	3,500
Open/Green Space Fund (Project Basis)		
Revenues	$	20,875,508
Expenditures	$	20,875,508
Pedestrian Underpass Fund (Project Basis)		
Revenues	$	1,761,790
Expenditures	$	1,761,790
Town Center Facility Improvements Fund (Project Basis)		
Revenues	$	10,655,866
Expenditures	$	10,655,866
Suwanee Tax Allocation District Fund (Project Basis)		
Revenues	$	121,000
Expenditures	$	121,000

Other Funds — Attachment A

Debt Service Fund		
Revenues and Other Sources		
Investment Income	$	7,000
Other Financing Sources		1,620,060
Total Revenues and Other Sources	$	1,627,060
Expenditures and Other Uses		
Debt Service	$	1,627,060
Total Expenditures and Other Uses	$	1,627,060
Water Fund		
Revenues		
Charges for Services	$	69,000
Investment Income		1,000
Miscellaneous Revenues		1,000
Other Financing Sources		557,200
Total Revenues	$	628,200
Expenses		
Water Administration	$	37,190
Supply		11,400
Distribution		63,700
System Improvements		480,110
Debt Service		35,800
Total Expenses	$	628,200
Municipal Court Fund		
Revenues and Other Sources		
Fines and Forfeitures	$	1,615,680
Total Revenues and Other Sources	$	1,615,680
Expenditures and Other Uses		
Municipal Court	$	485,200
Other Financing Uses		1,130,480
Total Expenditures and Other Uses	$	1,615,680
Component Unit		
Revenues and Other Sources		
Investment Income	$	500
Contributions and Donations		5,000
Other Financing Sources		7,000
Total Revenues and Other Sources	$	12,500
Expenditures and Other Uses		
Economic Development	$	12,500
Total Expenditures and Other Uses	$	12,500

Authorized Position Resolution

CITY OF SUWANEE, GEORGIA
AUTHORIZED POSITIONS RESOLUTION

A RESOLUTION TO AUTHORIZE STAFF POSITIONS AND PAY & CLASSIFICATION SYSTEM ASSIGNMENTS FOR FISCAL YEAR 2009-2010

WHEREAS, the City of Suwanee needs staff resources in order to adequately carry out the City's program of work during fiscal year 2009-2010; 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 2009-2010; 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
Chief Executive	
City Manager	Appointed
Assistant to the City Manager	72
Office Administrator	61
General Administration	
Administrative Services Director	75
Human Resources Manager (PT)	69
Human Resources Manager (PT)	69
Financial Administration	
Financial Services Director	78
Accounting Manager	67
Communications Specialist (PT)	63
Accounting Analyst	62
Accounting Analyst	62
Accounting Analyst	62
Accounting Analyst (PT)	62
Special Projects Analyst	62
Public Information	
Public Information Officer	67
Judicial	
Chief Judge	Appointed
Associate Judge	Appointed
Associate Judge	Appointed
Associate Judge	Appointed
Lead City Solicitor	Appointed
City Solicitor	Appointed
City Solicitor	Appointed
City Solicitor	Appointed
City Solicitor	Appointed
City Solicitor	Appointed
City Solicitor	Appointed
Court Services Administrator	65
Deputy Court Clerk	60
Deputy Court Clerk	60

Authorized Position Resolution

	Salary Grade
Police Administration	
Police Chief	79
Police Captain	72
Administrative Assistant	60
Criminal Investigation	
Police Lieutenant	70
Police Sergeant	68
Police Officer	64
Police Officer	64
Patrol	
Deputy Police Chief	77
Patrol Captain	72
Police Sergeant	68
Police Sergeant	68
Police Sergeant	68
Police Sergeant	68
Police Sergeant	68
Police Corporal	66
Police Corporal	66
Police Corporal	66
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Police Officer	64
Records & Identification	
Records & Evidence Technician	60
Dispatcher	
Police Lieutenant	70
Communications Officer	61
Communications Officer	61
Communications Officer	61
Communications Officer	61
Communications Officer	61
Communications Officer	61
Community Relations	
Training Officer (1)	64
Police Training	
Police Sergeant (1)	68
Targeted Police	
Police Officer	64
Police Officer	64

Authorized Position Resolution

	Salary Grade
Public Works Administration	
Public Works Director	78
Assistant to the Public Works Director	71
Public Works Supervisor	67
Crew Leader	61
Crew Leader	61
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Equipment Operator	59
Administrative Assistant	60
Seasonal Laborer	PT
Seasonal Laborer	PT
Seasonal Park Attendants Pool	PT
Special Events Laborer Pool	PT
Protective Inspection Administration	
Building Inspector	64
Planning & Zoning	
Planning & Inspections Director	77
Planning Division Director	72
Senior Environmental Planner	69
Development Coordinator	61
Administrative Secretary	57
Codes Enforcement	
Codes Enforcement Officer (PT)	63
Economic Development	
Economic Development Director	77
Events Coordinator	63
Special Projects Coordinator	61
Downtown Suwanee	
Downtown Suwanee Manager (PT)	69

PT is an abbreviation for Part-Time, hours and pay varies for these positions.

Footnotes: (1) change in position status from part-time to full-time. No new positions were added due to shifting of personnel.

These positions and assignments are further defined by the classification and compensation study completed by the Atlanta Regional Commission (ARC) on May 15, 2008, the City of Suwanee Employee Handbook, and individual job descriptions. The City Manager has discretion granted by the City Council of Suwanee, Georgia, to make administrative interpretations regarding staff positions and the aforementioned documents.

Adopted this 25th day of June 2009.

SUWANEE CITY COUNCIL,
A GEORGIA MUNICIPAL CORPORATION

Schedule of Interfund Transfers

The composition of interfund transfers for the budget year ending June 30, 2010 is as follows:

Fund	Transfer In	Fund	Transfer Out		Amount
100	General	745	Municipal Court	$	1,130,480
100	General	275	Hotel/Motel		218,500
360	Downtown Development Authority	100	General		7,000
361	Tax Allocation District	100	General		60,000
410	Debt Service	100	General		1,629,000
505	Water	100	General		287,450
				$	3,332,430

This page intentionally left blank

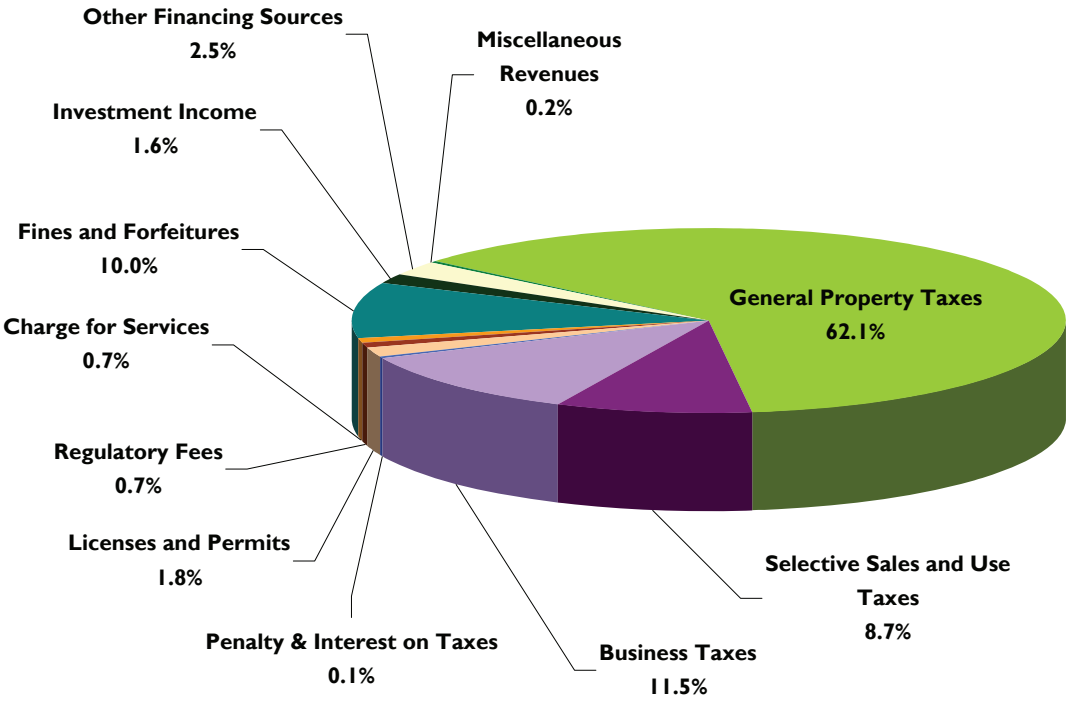
general fund

fiscal year 2009-2010

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

Summary of Revenues and Other Financing Sources — General Fund

Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget	% Change
General Property Taxes	$ 5,600,839	$ 6,920,043	$ 7,483,768	$ 7,034,110	-6.01%
Selective Sales and Use Taxes	1,046,675	1,047,884	973,490	990,500	1.75%
Business Taxes	1,438,956	1,517,270	1,430,899	1,305,000	-8.80%
Penalty and Interest on Taxes	43,251	37,762	24,329	15,000	-38.35%
Licenses and Permits	258,814	211,270	210,705	202,300	-3.99%
Regulatory Fees	854,060	846,435	140,000	85,010	-39.28%
Intergovernmental Grants	14,378	818	2,000	-	-100.00%
Charges for Services	252,617	227,015	102,657	83,200	-18.95%
Fines and Forfeitures	1,320,467	1,259,195	1,046,472	1,130,480	8.03%
Investment Income	252,066	264,001	217,220	178,000	-18.06%
Contributions Donations	1,500	500	13,750	5,000	-63.64%
Miscellaneous Revenues	18,696	20,791	24,894	16,500	-33.72%
Other Financing Sources	139,247	80,122	98,466	289,950	194.47%
TOTAL REVENUES	$ 11,241,566	$ 12,433,106	$ 11,768,650	$ 11,335,050	$ -3.68%

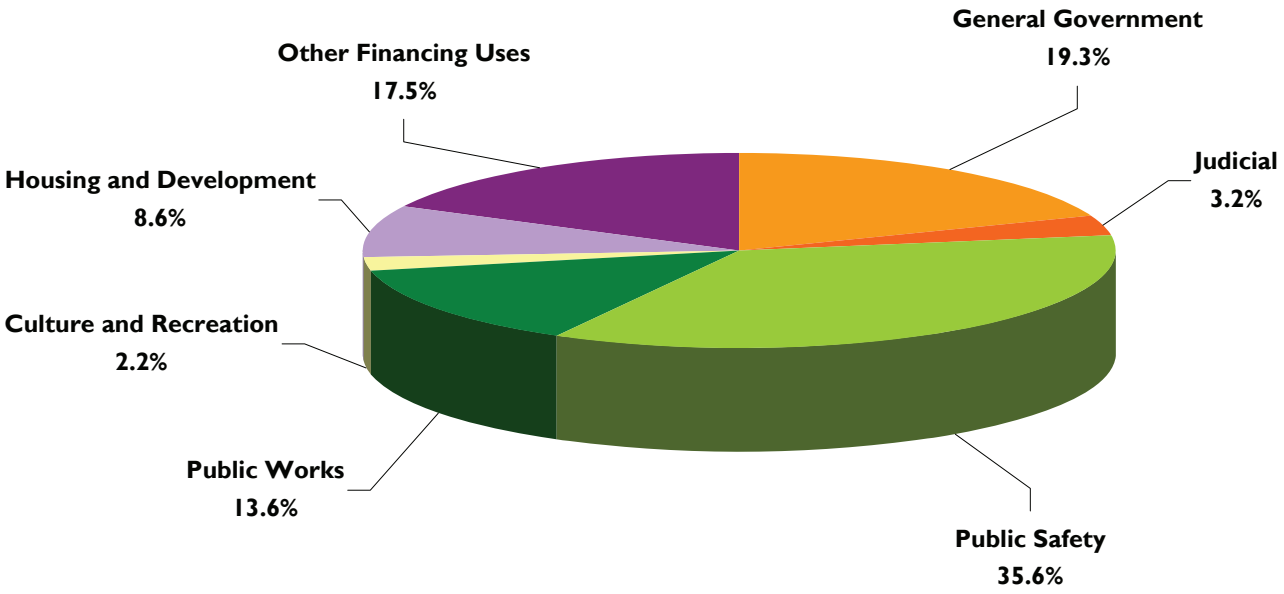


Summary of Expenditures and Other Financing Uses — General Fund

Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget	% Change
Governing Body	$ 56,025	$ 99,796	$ 122,750	$ 128,620	4.78%
Legislative Committees	3,856	6,463	6,750	8,750	29.63%
Chief Executive	377,401	354,224	388,740	386,520	-0.57%
General Administration	202,710	190,290	214,490	202,990	-5.36%
Financial Administration	487,013	512,142	592,520	593,190	0.11%
Accounting	67,900	25,000	30,100	35,500	17.94%
Law	53,190	67,306	62,500	65,000	4.00%
Data Processing/MIS	205,641	206,124	303,090	243,840	-19.55%
General Government Buildings	263,398	245,090	295,720	385,840	30.47%
Public Information	76,043	113,419	134,240	136,910	1.99%
Municipal Court	263,318	302,031	342,810	368,270	7.43%
Red Light Camera	73,433	78,762	93,710	-	-100.00%
Police Administration	282,132	293,138	325,530	331,380	1.8%
Criminal Investigation	200,680	292,550	343,400	346,770	0.98%
Patrol	1,859,936	1,974,480	2,513,340	2,158,300	-14.13%
Records & Identification	158,476	73,888	136,290	149,720	9.85%
Police Training	57,094	57,150	70,220	101,190	44.10%
Special Detail Services	130,965	90,248	70,000	50,000	-28.57%
Police Stations & Buildings	142,519	141,632	216,520	247,300	14.22%
Dispatcher	327,728	365,239	415,900	437,670	5.23%
Public Relations	45,568	35,270	44,590	86,510	94.01%
Targeted Police	110,578	69,593	24,960	124,250	397.80%
Public Works Administration	864,790	1,103,156	1,482,350	1,459,520	-1.54%
Paved Streets	33,056	33,493	21,670	21,600	-0.32%
Storm Drainage	33,385	91,273	63,000	61,800	-1.90%
Street Lighting	6,505	4,564	6,500	-	-100.00%
PW Special Detail Services	8,043	12,415	24,210	-	-100.00%
Playgrounds	4,995	9,289	11,500	-	-100.00%
Special Facilities & Activities	178,364	208,185	128,000	116,500	-8.98%
Park Areas	129,323	111,484	182,090	130,250	-28.47%
Protective Inspection Administration	387,658	407,160	302,700	151,930	-49.81%
Planning & Zoning	415,488	354,795	505,910	409,700	-19.02%
Code Enforcement	28,292	22,102	3,704	39,010	953.19%
Economic Development & Assistance	151,104	331,384	270,730	284,170	4.96%
Downtown Suwanee	61,134	71,442	83,710	88,600	5.84%
Other Financing Uses	2,724,510	2,073,516	1,934,406	1,983,450	2.54%
TOTAL EXPENDITURES	$ 10,472,251	$ 10,428,093	$ 11,768,650	$ 11,335,050	-3.68%

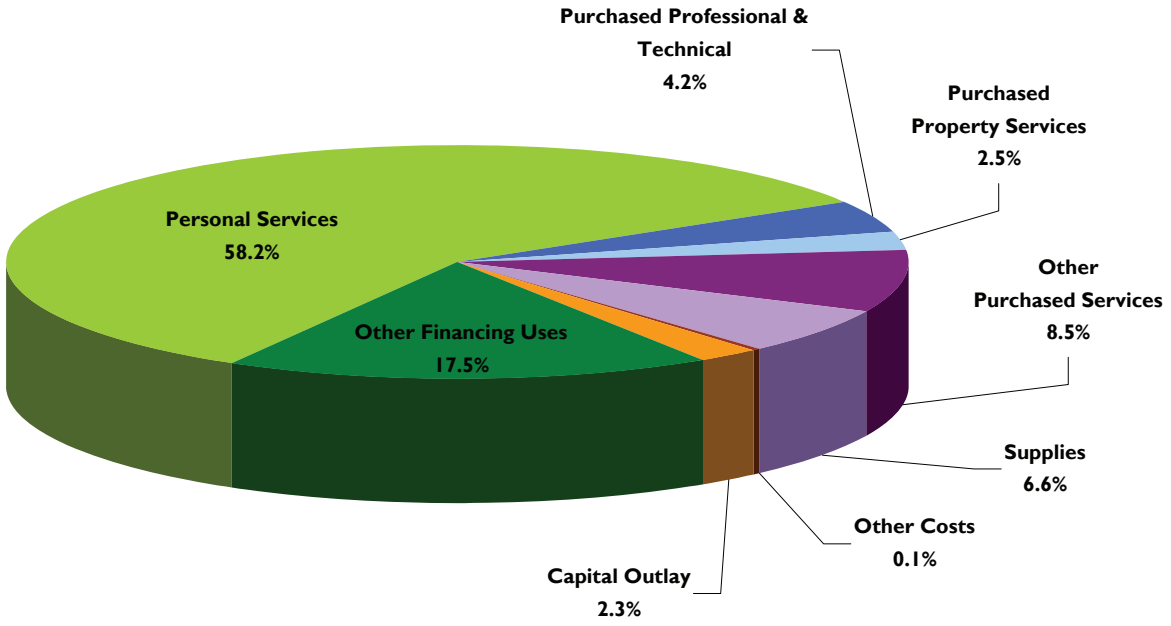
Expenditures by Service Group — General Fund

Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget	% of Total
General Government	$ 1,793,177	$ 1,819,854	$ 2,150,900	$ 2,187,160	19.3%
Judicial	336,751	380,793	436,520	368,270	3.2%
Public Safety	3,315,676	3,393,188	4,160,750	4,033,090	35.6%
Public Works	945,779	1,244,901	1,597,730	1,542,920	13.6%
Culture and Recreation	312,682	328,958	321,590	246,750	2.2%
Housing and Development	1,043,676	1,186,883	1,166,754	973,410	8.6%
Other Financing Uses	2,724,510	2,073,516	1,934,406	1,983,450	17.5%
Total Expenditures	$ 10,472,251	$ 10,428,093	$ 11,768,650	$ 11,335,050	100.0%



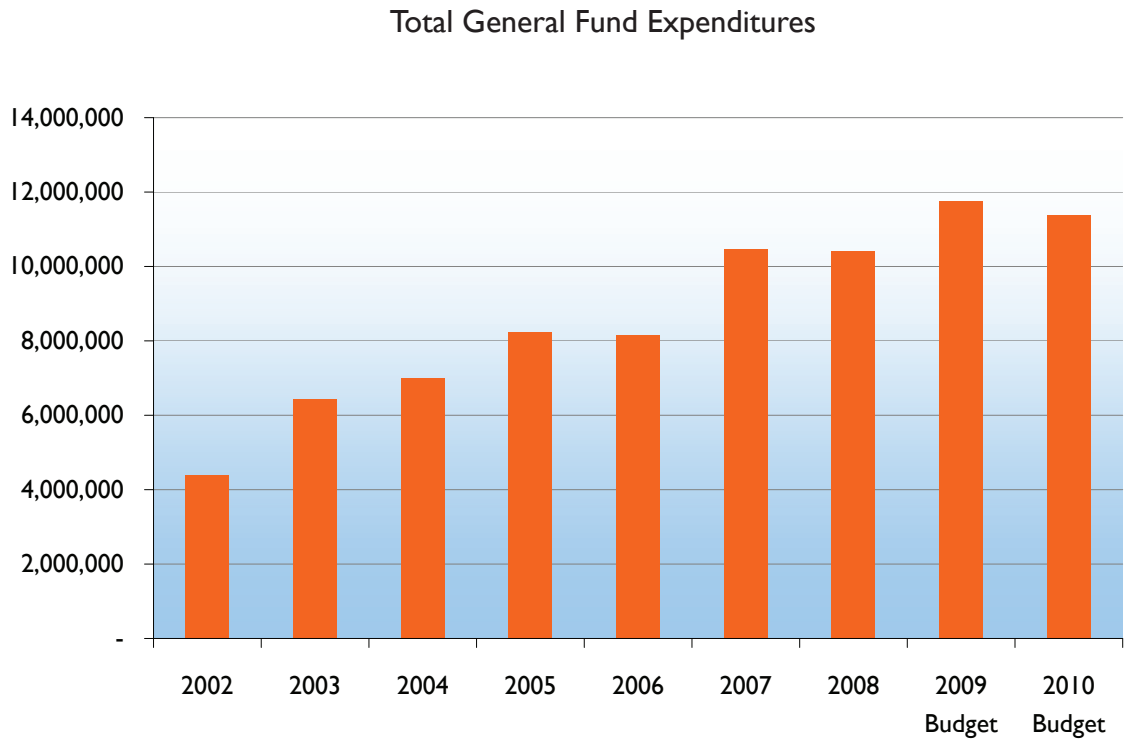
Expenditures by Category — General Fund

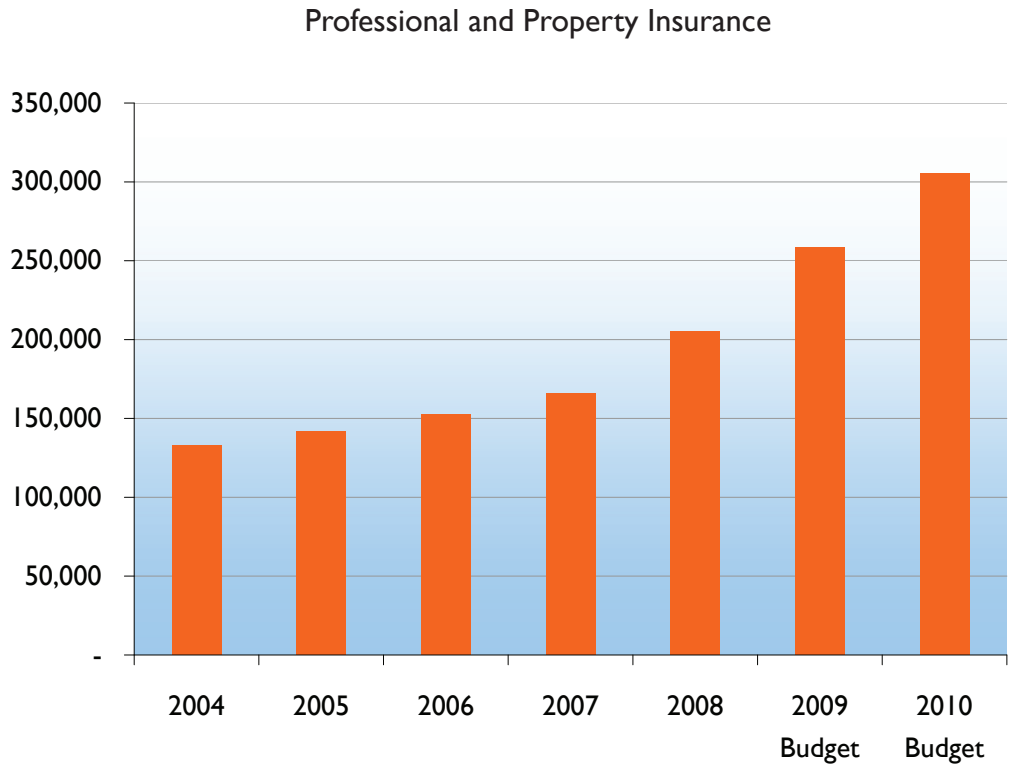
Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget	% of Total
Personal Services	$ 5,106,282	$ 5,623,993	$ 6,614,341	$ 6,592,260	58.2%
Purchased Professional & Technical	560,719	619,927	556,170	477,100	4.2%
Purchased Property Services	172,184	174,944	264,393	283,460	2.5%
Other Purchased Services	720,245	859,800	961,080	977,310	8.6%
Supplies	527,912	638,614	739,250	747,310	6.6%
Other Costs	869	14,513	16,400	13,000	0.1%
Capital Outlay	659,530	422,786	682,610	261,160	2.3%
Other Financing Uses	2,724,510	2,073,516	1,934,406	1,983,450	17.5%
Total General Fund	$ 10,472,251	$ 10,428,093	$ 11,768,650	$ 11,335,050	100.0%



Expenditures Historical Trend

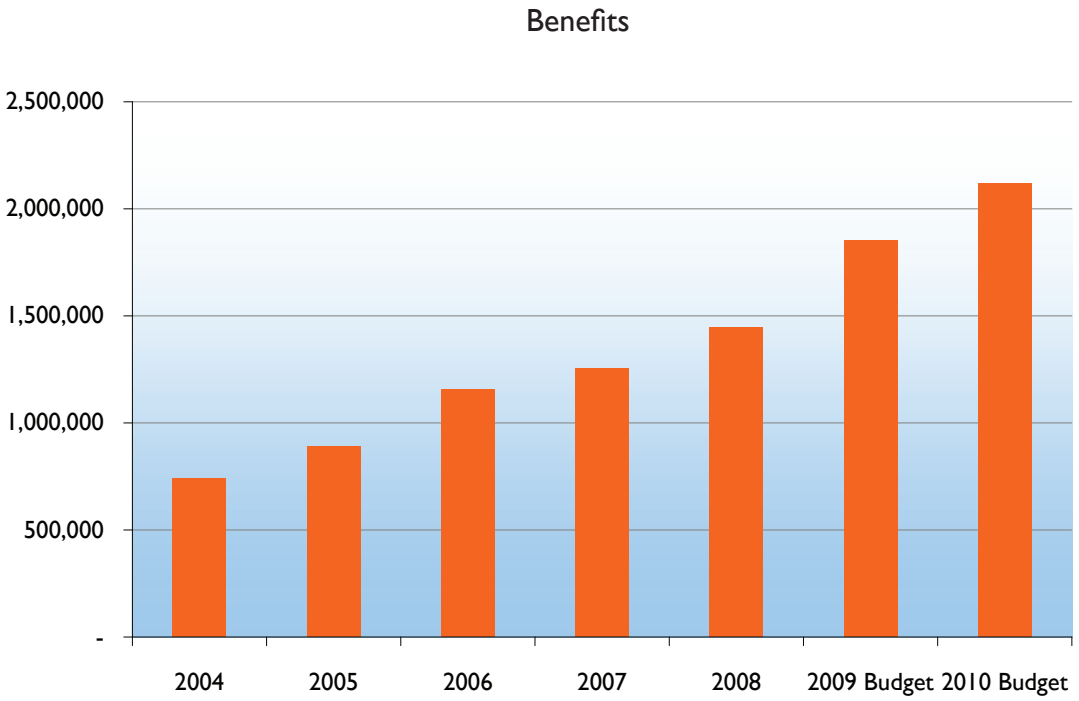
General Fund





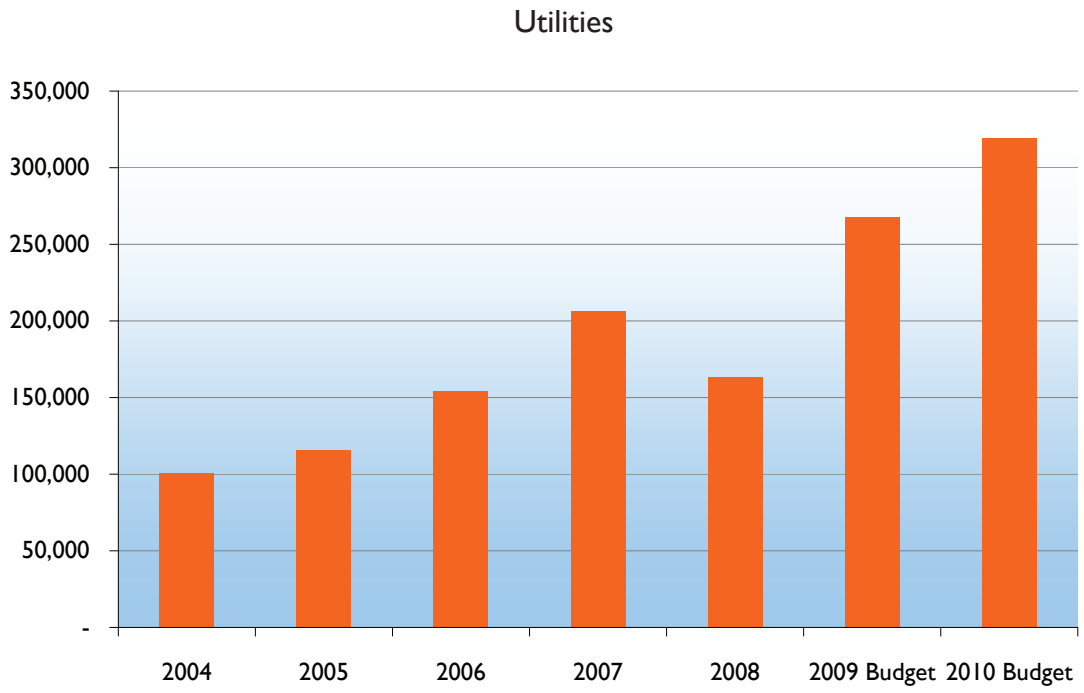
Expenditures Historical Trend

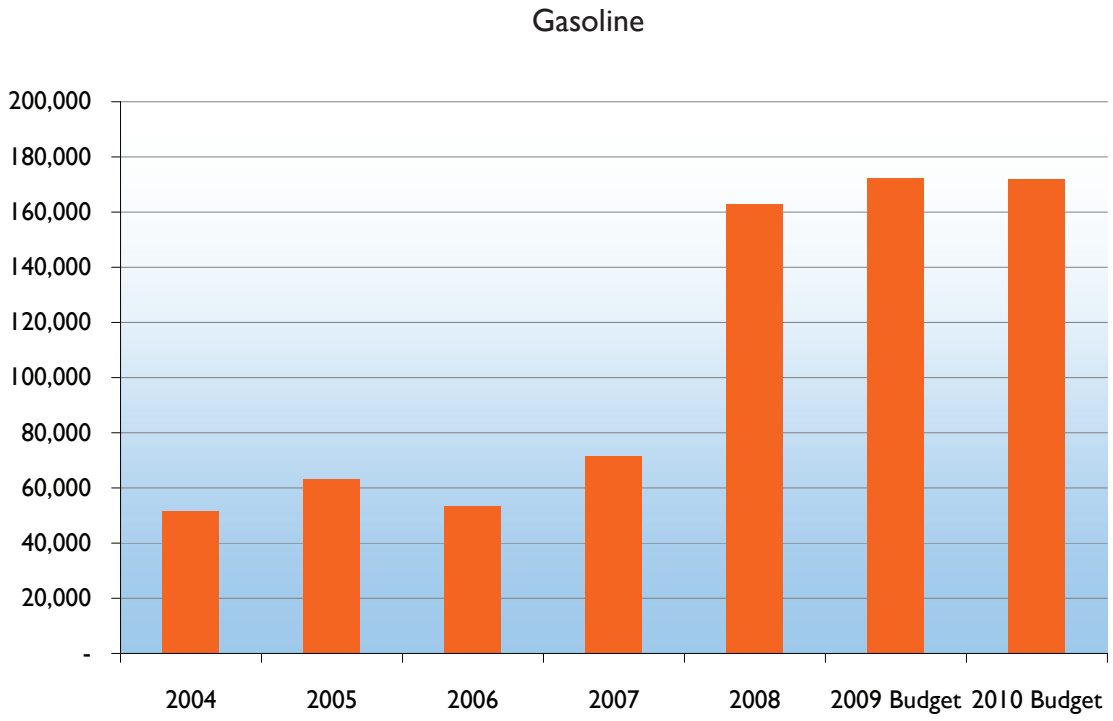
General Fund



Expenditures Historical Trend

General Fund





This page intentionally left blank

revenue definitions and assumptions

revenue definitions and assumptions

General Property Taxes
General Property Taxes - Franchise Fees
Selective Sales and Use Taxes
Business Taxes
Penalty and Interest on Taxes
Licenses and Permits
Regulatory Fees
Intergovernmental Grants
Charge for Services
Fines and Forfeitures
Investment Income
Miscellaneous Revenues
Other Financing Sources

General Property Taxes

Definition: General property taxes include taxes on Real and Personal Property, Motor Vehicle, Mobile Homes, Intangible Taxes, and Franchise Taxes.

Assumption: These taxes are projected based on estimated growth of the state approved digest at millage rates adopted by City Council. Current economic conditions and falling property values have changed how we normally calculate the growth in our overall digest. Due to declining economic environment, we used current year's collections and reduced these collections by 10% for real, personal, and motor vehicle property. All other revenues in this category are based on prior period collections with a modest 3.5% increase based on the natural growth of the tax base.

History and Projections:

Fiscal Year		*Revenues*	*% Change From Prior Year*	*Millage Rate*
1999 Actual	$	986,322	31.6%	2.5
2000 Actual		1,210,086	22.7%	2.5
2001 Actual		1,449,603	19.8%	2.5
2002 Actual		1,622,062	11.9%	2.5
2003 Actual *		3,462,019	113.4%	5.999
2004 Actual		3,765,058	8.8%	5.89
2005 Actual		4,392,240	16.7%	5.81
2006 Actual		4,484,232	2.1%	5.77
2007 Actual		5,600,838	24.9%	5.77
2008 Actual		6,920,043	23.6%	5.77
2009 Projected		7,483,768	8.1%	5.77
2010 Projected		7,034,110	-6.01%	5.77

*In fiscal year 2003, the City's millage rate increased from 2.5 to 5.999.

Real estate property taxes: As a separate verification from trend analysis, we performed an analysis of construction permit values.

Methodology: We used 90% of total building permit construction values for calendar year 2008 less November & December 2008 plus December 2007.

		Residential		Commercial		Total
90% of Construction Value	$	15,877,103	$	65,124,245	$	81,001,347
Less November 2008		(150,000)		(1,243,896)		(1,393,896)
Less December 2008		(854,000)		(123,000)		(977,000)
Plus December 2007		1,682,088		11,337,368		13,019,456
Total Construction Value	$	16,555,191	$	75,094,717	$	91,649,907
Assessed Value @ 40%	$	6,622,076	$	30,037,887	$	36,659,963
Millage Rate @ 5.77 mills	$	38,209	$	173,319	$	211,528
Estimated Construction Value Added	$	211,528				
Value Update Estimate -10%	$	(539,704)				
Projected FY 2010 Real Estate Increase	$	(328,176)				

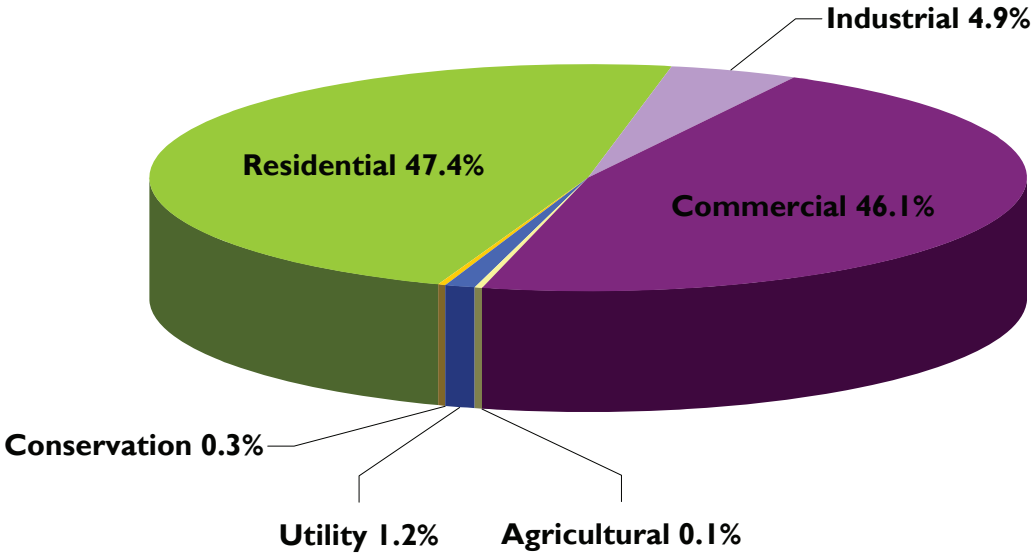
Summary of Trend Review of Real Estate Taxes Collected

Projected FY 2009 Collection	$	5,397,035
Projected FY 2010:		
Real Estate	$	4,352,710
Personal Property		504,480
Total FY 2010 Projection	$	4,857,190
Decrease	$	(539,845)
% Decrease from PY Collection		-11%

Note: Due to economic conditions, we predicted a 10% property and 10% personal property decrease. This decrease is due to declining property values and possible non-collections.

Real Property Assessed Values by Type

	2004	2005	2006	2007	2008
Residential	$ 259,299,530	$ 283,019,048	$ 358,454,950	$ 457,212,920	$ 487,957,902
Agricultural	905,000	905,000	797,040	1,275,320	1,181,440
Conservation Use	2,175,880	2,175,880	2,010,040	2,906,200	2,858,440
Commercial	152,783,190	180,979,992	354,041,707	410,537,343	475,269,516
Industrial	67,787,840	56,203,760	55,903,790	57,336,610	50,617,894
Public Utility	20,501,164	20,501,164	9,712,340	12,059,680	12,059,680
Total	$ 503,452,604	$ 543,784,844	$ 780,919,867	$ 941,328,073	$ 1,029,944,872



General Property Taxes - Franchise Fees

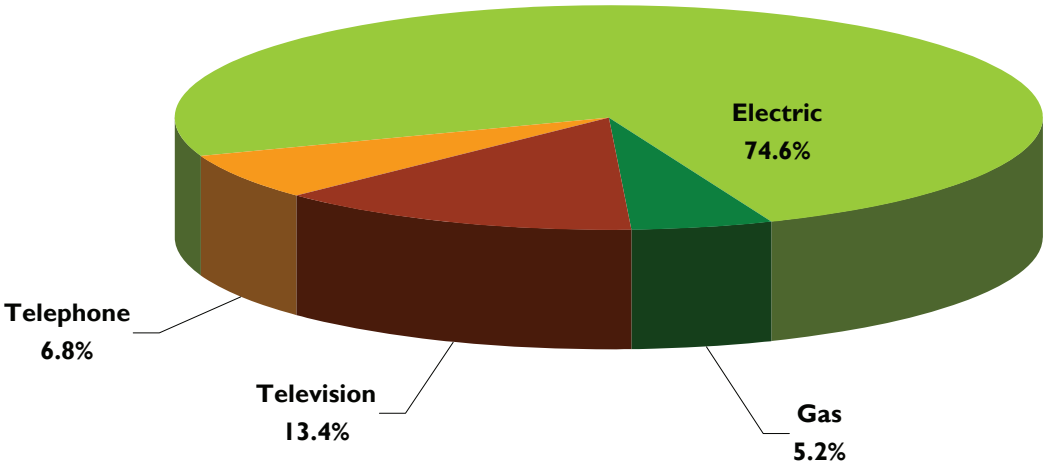
Definition: Franchise Taxes are the fees charged to utility companies for the use of City streets and right of ways to conduct their private business of delivering natural gas, telephone, cable television, water and other fiber optics cable services, and, as the right to do business in the City.

Assumptions: This category represents 16.3% of the total FY 2010 General Fund revenues. The revenue projections are typically based on historical trends in conjunction with current economic indicators. 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.

History and Projections:

Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Electric	$ 584,830	$ 1,084,483	$ 1,304,650	$ 1,375,000
Gas	87,519	90,957	94,000	96,120
Television	217,729	229,934	238,880	248,000
Telephone	92,616	116,308	116,337	125,000
Total	$ 982,694	$ 1,521,682	$ 1,753,867	$ 1,844,120
Total Revenue	$ 11,241,566	$ 12,433,106	$ 11,768,650	$ 11,335,050
% of Total Revenue	8.7%	12.2%	14.9%	16.3%

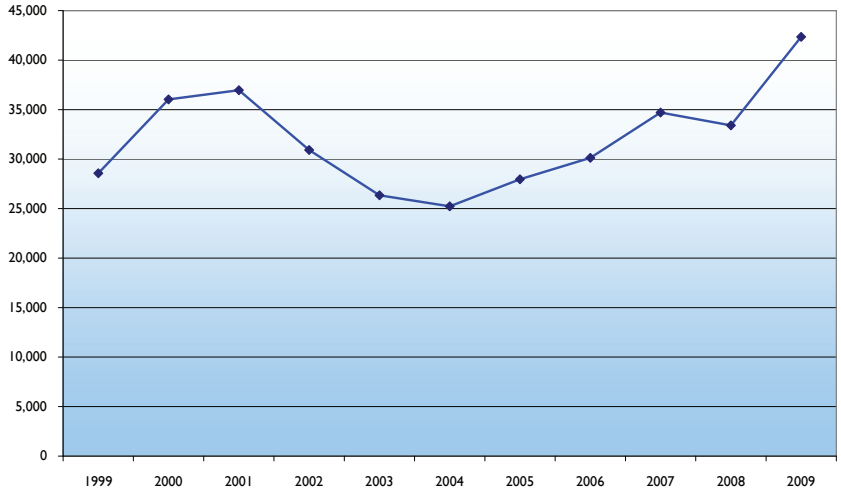


Selective Sales and Use Taxes

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; taxes imposed on the distribution of distilled spirits, malt beverages, and wine; and taxes imposed on the sale of distilled spirits by the drink.

Assumption: The revenue projections for selective sales and use taxes are based on historical trends in conjunction with current economic indicators. To determine the projection for room accommodation taxes, a monthly 2 year rolling average for the prior period is determined , an economic deflator of 5% is applied to this average, and then used for a twelve month projection for the next fiscal period. Actual collection amounts are used with a small 1% increase to determine the projection for taxes on distribution of distilled spirits and the sale of distilled spirits by the drink.

Hotel/Motel Tax Monthly Average



Fiscal Year		Monthly Average	% Change From PY
1999	$	28,567	n/a
2000		36,033	26%
2001		36,956	3%
2002		30,923	-16%
2003		26,349	-15%
2004		25,224	-4%
2005		27,956	11%
2006		30,120	8%
2007		34,699	15%
2008		33,400	-4%
2009*		42,349	27%

**In fiscal year 2009, the Hotel/Motel tax changed from 5% to 7%. The extra 2% goes to the Gwinnett Convention and Visitor's Bureau.*

Selective Sales and Use Taxes (continued)

History and Projections:

Fiscal Year		Revenues	% Change From PY
2004 Actual	$	835,728	1.6%
2005 Actual		943,569	12.9%
2006 Actual		976,761	3.5%
2007 Actual		1,046,675	7.2%
2008 Actual		1,047,884	0.1%
2009 Projected		973,490	-7.1%
2010 Budgeted		990,500	1.7%

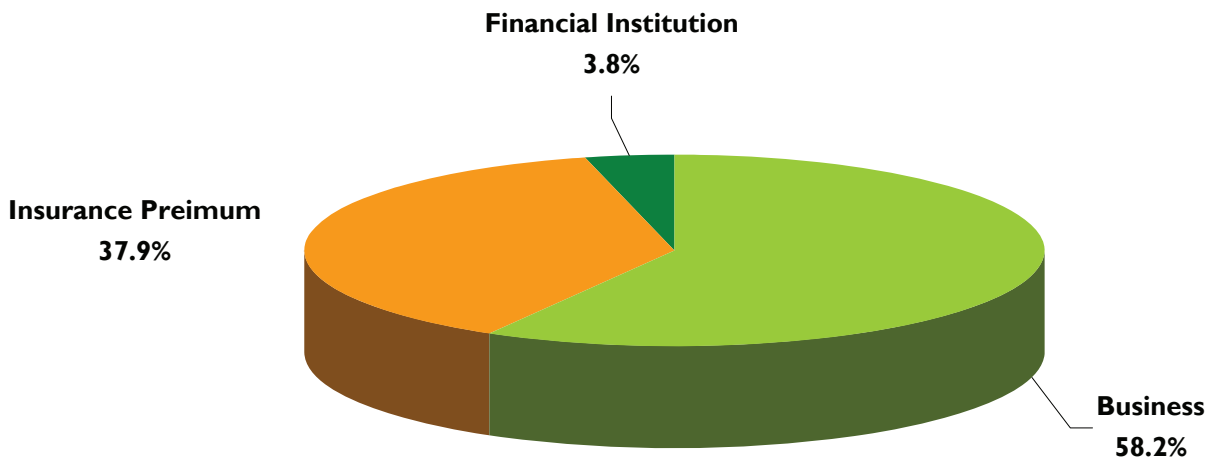
Note: 40% of the accommodation taxes from hotels are transferred to the Hotel/Motel tax fund as required by State law. The chart above represents the General fund 60% collections of accommodation taxes along with the projections on taxes collected on distribution of distilled spirits and the sale of distilled spirits by the drink.

Business Taxes

Definition: This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City.

Assumptions: Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Some of these fees are sensitive to economic conditions and have recently shown only a moderate increase. Current budget estimates were adjusted downward by 9%, the decrease in calendar year 2008 sales tax figures for Gwinnett County.

Business Taxes by Type



History and Projections:

Fiscal Year	Revenues	% Change From PY
1999 Actual	$ 478,816	16.0%
2000 Actual	495,390	3.5%
2001 Actual	529,461	6.9%
2002 Actual	828,868	56.5%
2003 Actual	957,768	15.6%
2004 Actual	997,542	4.2%
2005 Actual	1,111,413	11.4%
2006 Actual	1,325,263	19.2%
2007 Actual	1,438,956	8.6%
2008 Actual	1,517,270	5.4%
2009 Projected	1,430,899	-5.7%
2010 Budgeted	1,305,000	-8.8%

Penalty and Interest on Taxes

Definition: Penalties and interest on delinquent real and personal property taxes.

Assumption: Revenue projections for penalties and interest are based on anticipated delinquent tax collections as well as historical trends.

Property Tax Levies and Collections

Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected
1999 Actual	$ 569,190	$ 512,844	90.1%
2000 Actual	710,344	671,228	94.5%
2001 Actual	835,607	820,058	98.1%
2002 Actual	1,087,771	944,110	86.8%
2003 Actual	2,787,421	2,779,439	99.7%
2004 Actual	2,909,099	2,875,854	98.9%
2005 Actual	3,291,780	3,255,174	98.9%
2006 Actual	3,518,199	3,266,243	92.8%
2007 Actual	4,296,745	4,201,861	97.8%
2008 Actual	5,014,039	4,848,749	96.7%
2009 Projected	5,597,570	5,308,345	94.8%

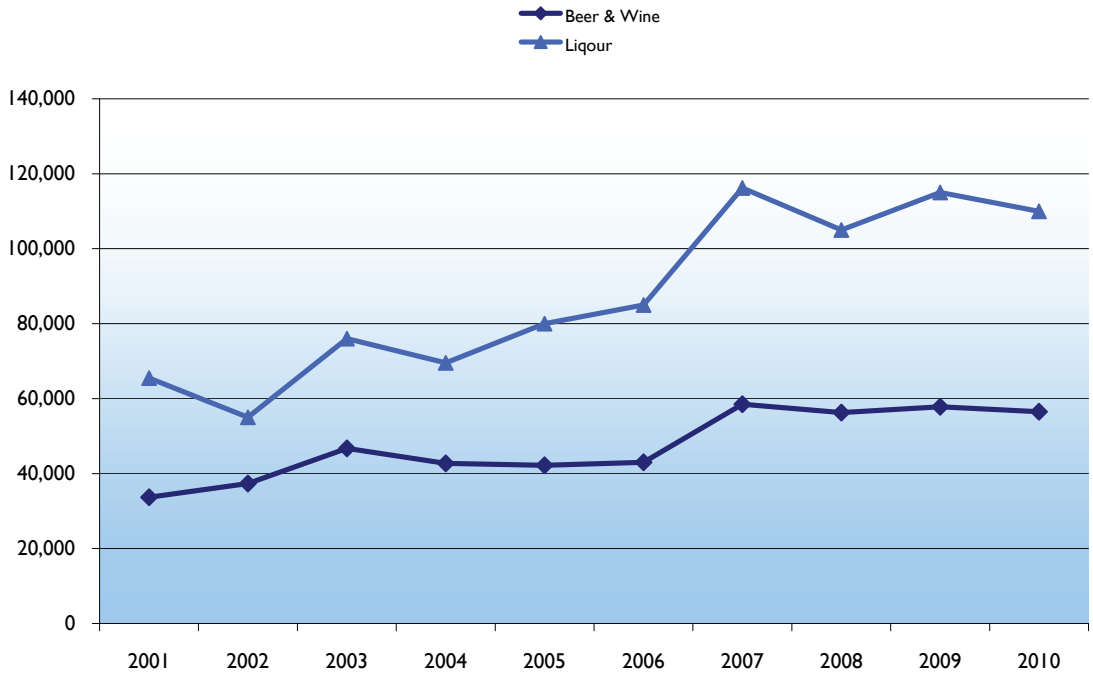
Licenses and Permits

Definitions: License 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 review and special use and variance; and fees for sign permits.

Assumption: There has been no increase in the rate structure of these revenues sources. The revenue projections in this category are based on historical growth trends using a two month rolling average. Some of the larger changes year to year are due to new business receiving two alcohol licenses during one fiscal period. Alcohol licenses are valid for one calendar year and are not pro-rated.

History and Projections:

Fiscal Year		Revenues	% Change From PY
2001 Actual	$	186,707	12.8%
2002 Actual		147,104	-21.2%
2003 Actual		184,163	25.2%
2004 Actual		202,735	10.1%
2005 Actual		213,456	5.3%
2006 Actual		177,329	-16.9%
2007 Actual		258,814	46.0%
2008 Actual		211,270	-18.4%
2009 Projected		210,705	-0.3%
2010 Budgeted		202,300	-4.0%



Regulatory Fees

Definition: Regulatory fees consist of revenues realized from fees charged for building permits and inspections.

Assumption: Revenue projections are based on historical trends in conjunction with current economic indicators along with pertinent fee increases. Commercial and residential project units authorized by zoning are reviewed for projected units to be completed in the next fiscal period. In fiscal year 2009, Suwanee experienced a construction slow down and as a result, permit fees significantly declined. The outlook for fiscal year 2010 shows a continued building decline. The table below outlines major permits projected for fiscal year 2010.

Projected Regulatory Fee Activities by Project

Project	Units	Average Permit Fee	Projected Fees
Single Family			
Village Grove	5	$ 900	$ 4,500
Stonecypher	5	780	3,900
McGinnis Reserve	10	1,200	12,000
Other	5	1,000	5,000
Multi-Family/Non-Residential			
Regions Bank	5,000 sf	$84/sf*.005	2,100
Bowling Alley	40,000 sf	$84/sf*.005	14,000
Interior Finishes			
4 Retail	1,500 sf	$54/sf*.005	19,440
Opus Interior	125,000 sf	$54/sf*.005	16,875
Remodels			
2/month		$ 300/remodel	7,200
Total Projected Activity			$ 85,015

History and Projections:

Fiscal Year	Revenues	% Change From PY
2001 Actual	$ 632,284	117.6%
2002 Actual	330,706	-47.7%
2003 Actual	217,135	-34.3%
2004 Actual	224,814	3.5%
2005 Actual	730,590	225.0%
2006 Actual	1,117,709	53.0%
2007 Actual	854,060	-23.6%
2008 Actual	846,435	-0.1%
2009 Projected	140,000	-83.5%
2010 Budgeted	85,010	-39.3%

Intergovernmental Grants

Definitions: This category consists of Federal, State, and other local governments' or agencies' reimbursements or contributions for funding local and statewide programs.

Assumption: Revenue projections are based on contract awards and intergovernmental agreements. The majority of intergovernmental grants received by the City are for capital projects and are reported in the related capital project fund. In fiscal year 2010 budget, no general fund grants have been budgeted.

Charge for Services

Definition: Charge for services consists of revenues realized from fees charged for services from various City departments. Some of these services include development plan reviews, sales of publications, accident reports, and fees charged for staff time or supplies provided during special events.

Assumption: Revenue projections are based on historical growth trends and signed special event contracts. Special event revenues received are offset by the cost of the services provided by the Police and Public Works Department and is not considered a revenue generating function.

History and Projections:

Fiscal Year		Revenues	% Change From PY
2001 Actual	$	55,324	-15.2%
2002 Actual		48,905	-11.6%
2003 Actual		125,183	156.0%
2004 Actual		68,244	-45.5%
2005 Actual		124,959	83.1%
2006 Actual		121,903	-2.4%
2007 Actual		252,617	107.2%
2008 Actual		227,015	-10.1%
2009 Projected		102,657	-54.8%
2010 Budgeted		83,200	-18.9 %

Fines and Forfeitures

Definition: Revenues in this category consists of fines and charges imposed by the City's Municipal Court and the Red Light Camera program. The City Council set some of these charges while others are mandated by the State and adopted by the City Council.

Assumption: Projections are based on the rates set by City Council and historical trends. There has been an increase in the rate structure to include a technology fee to cover police software cost. The City added a new red light camera program in fiscal year 2007. The increase in fines in fiscal years 2007 and 2008 was due to this program. In fiscal year 2009, the City stopped this program, resulting in a decrease of fine revenues.

History and Projections:

Fiscal Year		Revenues	% Change From PY
1999 Actual	$	585,680	66.8%
2000 Actual		752,000	28.4%
2001 Actual		543,730	-27.7%
2002 Actual		821,387	51.1%
2003 Actual		772,931	-5.9%
2004 Actual		927,203	20.0%
2005 Actual		972,494	4.9%
2006 Actual		1,045,252	7.5%
2007 Actual		1,320,468	26.3%
2008 Actual		1,259,195	-4.6%
2009 Projected		1,046,472	-16.9%
2010 Budgeted		1,130,480	8.0%

Investment Income

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

Assumption: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators. Current trends note a continued decline in interest rates. The decreases in prior periods are due to the City's policy of removing capital projects from the general fund and creating separate capital project funds. These individual funds' idle cash are invested and the earnings are reported in the individual fund, thus decreasing the general fund idle cash reserves.

History and Projections:

Fiscal Year		Revenues	% Change From PY
2002 Actual	$	105,723	212.3%
2003 Actual		57,050	-46.0%
2004 Actual		53,546	-6.1%
2005 Actual		88,621	65.5%
2006 Actual		154,154	73.9%
2007 Actual		252,066	63.5%
2008 Actual		264,000	4.7%
2009 Projected		217,220	-17.7%
2010 Budgeted		178,000	-18.1%

Miscellaneous Revenues

Definition: Revenues in this category consist of various one-time miscellaneous receipts. Examples would include insurance reimbursement, rebates, and rental income.

Assumption: Revenue projections are based on historical growth trends. Due to the uncertainty of some of these revenues sources, the 2010 budget projection is conservative.

History and Projections:

Fiscal Year		Revenues	% Change From PY
2002 Actual	$	15,396	-30.4%
2003 Actual		25,210	63.7%
2004 Actual		15,140	-39.9%
2005 Actual		20,926	38.2%
2006 Actual		18,397	-12.1%
2007 Actual		18,696	1.6%
2008 Actual		20,791	11.2%
2009 Projected		24,894	19.7%
2010 Budgeted		16,500	-33.7%

Other Financing Sources

Definition: Other financing sources include revenue realized from the sale of surplus property; proceeds from short-term lease agreements; transfers between various funds, and the use of accumulated reserves for a balanced budget.

Assumption: Revenue projections for short-term lease agreements are based on capital lease values approved in the current budget. Sale of surplus property is based on historical trends. Whereas transfers in and the use of accumulated reserves are based on actual budgetary needs.

general government

Governing Body
Legislative Committees
Chief Executive
General Administration
Financial Administration
Accounting
Law
Data Processing/MIS
General Government Buildings
Public Information

Governing Body — Function 1110

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 2010

- 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.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Council Meetings	21	12	22	12	12	12
Work Sessions	13	12	13	12	13	13
Ordinances Effected	17	20	12	17	9	12
Resolutions Adopted	18	20	12	18	11	13
Specially Called Meetings	*	*	*	*	19	12
Public Hearings	*	*	*	*	15	15
Executive Sessions	*	*	*	*	26	18
Council Work Retreat	*	*	*	*	1	1

** new measure*

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Mayor	Elected	1	1	1	1
Council Members	Elected	5	5	5	5
Total		6	6	6	6

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 25,244	$ 46,667	$ 66,850	$ 66,850
Other Purchased Services	23,978	42,262	47,400	55,520
Supplies	6,803	10,867	8,500	6,250
Total	$ 56,025	$ 99,796	$ 122,750	$ 128,620

MAJOR BUDGET CHANGES

- City's contribution share for the Gwinnett Municipal Association (GWMA), $27,450. Increase due to service delivery negotiations.

Legislative Committees — Function 1120

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.

OBJECTIVES FOR FISCAL YEAR 2010

- 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	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Planning Commission meetings	10	12	12	12	10	12
Zoning Board of Appeals meetings	7	12	9	12	7	12

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Planning and Zoning Board	Appointed	5	5	5	5
Zoning Board of Appeals	Appointed	5	5	5	5
Total		10	10	10	10

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 3,856	$ 5,541	$ 5,500	$ 6,500
Other Purchased Services	-	720	1,000	2,000
Supplies	-	202	250	250
Total	$ 3,856	$ 6,463	$ 6,750	$ 8,750

Chief Executive — Function 1320

STATEMENT OF SERVICE

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

The City Manager is responsible for:

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

OBJECTIVES FOR FISCAL YEAR 2010

- Ensure that the City's major capital projects are moving forward in a reasonable manner.
- Achieve progress on the Suwanee Gateway and fully utilize the study completed by Bleckly Advisory Group.
- Explore feasibility of purchasing property in Suwanee Gateway.
- Monitor efforts of the Downtown Development Authority and offer appropriate levels of support for their efforts to improve Downtown Suwanee, including renovation of Pierce's Corner.
- Manage implementation of 2030 Comprehensive Plan.
- Manage the City's participation in the International City/County Management Association (ICMA) Metro Atlanta Performance Measurement Consortium.
- Monitor potential opportunities for funding and, as appropriate, compliance with the American Recovery & Reinvestment Act.
- Manage implementation of the Downtown Suwanee Master Plan.
- Oversee the development of a long-term operating and maintenance strategy for the water system.
- Oversee development of the 2012-2016 Capital Improvement Program.
- Complete renovations to the Police Station and Municipal Court building.
- Complete construction of pedestrian underpass and associated improvements on Buford Highway.
- Explore rerouting and redesignation of GA 23 from Buford Highway.
- Oversee design of Phase II of Playtown Suwanee for a Creative Play Area.
- Oversee design of Suwanee Creek Greenway rehabilitation and extension.
- Evaluate options, make recommendations, and implement programs for providing the appropriate level of maintenance for City facilities, i.e. buildings, parks, etc.
- Manage implementation of day-forward document management program.
- Evaluate options for long-term IT needs and re-bid contracted services.
- Oversee construction of PlayTown Suwanee Phase II.
- Oversee construction of Phase II of the Alternative Transportation Plan.
- Influence and participate in design of McGinnis Ferry Road Extension.
- Oversee the Suwanee Creek Greenway capital project: rehabilitation of the Richard Trice Trail; extension to Smithtown Road; construction of restrooms at Martin Farm Park; and soft surface trails.
- Oversee construction of a community garden at Williams Farm.
- Explore and implement opportunities for enhanced internal communications.
- Identify and plan opportunities for continued learning by City Council and staff, i.e. field trips, etc.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Council Agenda Packages	24	24	24	24	24	24
Council Meetings	21	12	22	12	12	12
Council Work Sessions	13	12	13	12	13	13
Department Head Meetings	24	24	24	24	24	24
Staff Meetings	23	24	24	24	24	24
Staff Work Retreat	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of requests for information responded to within 72 hours	100%	100%	100%	100%	100%	100%

Chief Executive (continued) — Function 1320

	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		

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
City Manager	Appointed	1	1	1	1
Assistant to the City Manager	72	1	1	1	1
Office Administrator	61	1	1	1	1
Administrative Secretary *(1)*	57	1	1	0	0
Total		4	4	3	3

(1) In fiscal year 2009, the Administrative Secretary position had been moved from Chief executie to Planning & Zoning.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 306,013	$ 278,773	$ 329,790	$ 336,520
Purchased Professional & Technical	5,400	5,400	5,800	5,600
Purchased Property Services	72	-	500	-
Other Purchased Services	35,125	43,332	32,050	24,000
Supplies	24,547	24,420	20,600	20,400
Capital Outlay	6,243	2,300	-	-
Total	$ 377,400	$ 354,225	$ 388,740	$ 386,520

General Administration — Function 1500

STATEMENT OF SERVICE

General Administration consists of the Human Resources division as well as the City Clerk.

- The mission of Human Resources is to provide quality services and support to department managers and employees regarding employment training, employee relations, benefits, compensation, and safety.
- 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; and City-wide policies and procedures concerning official government records.

OBJECTIVES FOR FISCAL YEAR 2010- Human Resources

- Provide assistance in filling open positions so that the open-to-fill ratio of non-professional positions is maintained at an average of 45 days, and the ratio of professional management positions is maintained at an average of 90 days.
- Determine supervisory and employee training and development needs, implement appropriate programs, and administer tuition reimbursement.
- Enhance employee involvement by providing recognition programs and assisting supervisors with employee relations and personnel issues.
- Work in conjunction with the Police Department to obtain national accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Evaluate performance evaluation tools.
- Review Employee Handbook.

WORKLOAD MEASURES - Human Resources	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Applications/resumes processed	472	866	1,000	509	800	894	500
Positions filled	14	28	25	20	10	12	10
Employee separations	13	19	20	14	20	9	10
Employee drug tests conducted	44	72	60	49	60	62	55
Employee training workshops conducted	18 hrs	62 hrs	64 hrs	19 hrs	60 hrs	20 hrs	40 hrs
Supervisory training conducted	2 hrs	2 hrs	10 hrs	2 hrs	10 hrs	4 hrs	10 hrs

PRODUCTIVITY MEASURES - Human Resources	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Average days to fill a position (exempt/non-exempt/sworn)	69/36/*	90/30/*	90/40/*	147/45/90	90/40/90	n/a/82/90	90/45/90
Turnover rate (excluding seasonal) /sworn	18%/*	13%/*	11%/*	16%/50%	10%/20%	6%/5%	10%/10%
Employee relations issues resolved	100%	100%	100%	100%	100%	98%	100%

** data not captured*

	MISSION:	Human Resources: Provide Assistance in Filling Open Positions		
	Inputs	• Staff Directors • City Council	• Approved Personnel Position • Application	• Resumes
	Activities	• Training for knowledgte of local, state and federal employment regulations • Process applications and resumes to qualify candidates • Arrange and conduct interviews with qualified candidates	• Consult with staff directors • Assist with decision making • Advertise open positions	
	Outputs	• Number of applications and resumes processed • Number of job advertisements in local newspaper and/or trade magazines	• Number of interviews • Number of offers for employment	
Outcomes	**Initial**	Compliance with local, state and federal employment regulations in regards to hiring		
	Intermediate	Public confidence in City as a result of consistent hiring practices		
	Long-term	City is able to staff positions with well qualified candidates in order to efficiently provide services to our citizens		

OBJECTIVES FOR FISCAL YEAR 2010- City Clerk

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

WORKLOAD MEASURES - City Clerk**	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Council Workshops attended	12	12	12	12
Council meetings attended	19	12	12	12
Action Minutes prepared within 3 days	19	12	12	12
Council Minutes recorded & transcribed w/in two weeks	19	12	12	12
Open Records Requests processed	15	10	12	12
Ethics Complaints Received	2	0	0	0
Provide information regarding elections to candidates***	1	0***	0	3

*** new measures*

****no City election scheduled in FY2009*

PRODUCTIVITY MEASURES - City Clerk**	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of Workshop Minutes of Council meetings transcribed within a week	100%	100%	100%	100%	100%	100%	100%
Percent of action minutes of Council meetings transcribed and distributed within three days	100%	100%	100%	100%	100%	100%	100%
Percent of Minutes of Council meetings recorded and transcribed within two weeks	100%	100%	100%	100%	100%	100%	100%
Percent of requests for information responded to within three days of receipt	100%	100%	100%	100%	100%	100%	100%
Percent of Ethics Complaints resolved	**	**	**	100%	100%	100%	100%

*** new measures*

	MISSION:	**City Clerk: Record and transcribe Council Minutes within 2 weeks.**	
	Inputs	• City Clerk • City Council	• Mayor • Facilities
	Activities	• Training for knowledgte of local, state and federal employment regulations • Ensure compliance with local, state and federal mandates and regulations • Gather appropriate signatures for ordinances and resolutions	• Attend all Council meetings • Record and take notes
	Outputs	• Typed minutes produced per number of Council meetings • Minutes posted at City Hall	• Minutes posted on City website
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	

General Administration (continued) Function 1500

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Administrative Services Director	75	1	1	1	1
Human Resources Manager	PT	0	2	2	2
Human Resources Manager	69	1	0	0	0
Total		2	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 148,395	$ 142,168	$ 166,540	$ 166,590
Purchased Professional & Technical	17,375	8,155	8,000	8,000
Other Purchased Services	29,051	32,863	32,300	22,400
Supplies	6,785	7,103	6,650	6,000
Capital Outlay	1,104	-	1,000	-
Total	$ 202,710	$ 190,289	$ 214,490	$ 202,990

Financial Administration — Function 1511

STATEMENT OF SERVICE

The mission of Financial Administration is to provide superior customer and financial services with integrity for the enhancement of the City and the community.

Financial Administration is responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing, and investing all City funds. This includes the maintenance of all financial records, billing and collections, payroll, accounts payable, investments and cash management, and property tax collections. The Department is responsible for the following items:

- Coordination of the annual operating budget process for all City operations.
- Determination and recommendation of affordable debt levels.
- Issuance of general obligation and revenue bonds.
- Administration of debt.

All financial activities of the City are monitored by this department to ensure the financial integrity and the continued financial operations of the City. These services are provided to the City Council, City Manager, other departments, and additional users as needed.

OBJECTIVES FOR FISCAL YEAR 2010

- Train City personnel in procurement procedures, applicable laws, and MainStreet software.
- Distribute monthly financial reports by the 10th working day of the month.
- Complete monthly bank reconciliations by the 25th of each month.
- Continue staff professional and technical development.
- Ensure all tax statements are distributed in a timely manner.
- Earn the Distinguished Budget Award from the Government Finance Officers Association's (GFOA) Distinguished Budget Award Program.
- Provide timely, efficient, and accurate processing of business license and alcohol applications and annual license renewals.
- Calculate and distribute payroll payments to City employees and ensure that payroll tax liabilities are paid in a timely manner.
- Maintain current inventory of fixed assets.
- Implement e-gov payment process.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Purchase orders issued	345	400	398	425	455	500
Accounts payable checks issued	2,175	2,300	2606	2700	2600	2990
Payroll checks issued	1,955	2,000	2200	2250	2300	2420
Documents produced and published	5	3	7	8	8	8
Business licenses issued	1,501	2,000	1,563	1720	1687	1550
Alcohol licenses issued	56	60	68	70	57	62

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of vendor invoices processed within 30 days	85%	90%	90%	90%	95%	95%
Percent of monthly operations reports distributed within 7 working days	92%	90%	90%	90%	95%	95%
Percent of monthly closings completed within 5 days	100%	100%	100%	100%	100%	100%
Percent of property tax accounts collected	95%	95%	95%	92%*	98%	98%
Percent of tax penalties assessed	2%	2%	2%	2%	2%	2%

**predicted economic downturn*

Financial Administration (continued) — Function 1511

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

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Financial Services Director	78	1	1	1	1
Accounting Manager	67	1	1	1	1
Communications Specialist	PT	1	1	1	1
Accounting Analyst	62	3	3	3	3
Accounting Analyst	PT	1	1	1	1
Special Projects Analyst	62	PT	1	1	1
Total		7	8	8	8

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 375,873	$ 432,357	$ 491,920	$ 510,540
Purchased Professional & Technical	42,124	7,675	18,600	8,000
Other Purchased Services	54,172	57,055	69,400	62,650
Supplies	13,601	13,965	12,600	12,000
Capital Outlay	1,243	1,086	-	-
Total	$ 487,013	$ 512,138	$ 592,520	$ 593,190

Accounting — Function 1512

STATEMENT OF SERVICE

Accounting's mission is to ensure compliance with applicable accounting laws and procedures. The Accounting function is primarily responsible for the external audit of the City's financial records and preparation of the Comprehensive Annual Financial Report.

OBJECTIVES FOR FISCAL YEAR 2010

- Prepare the Comprehensive Annual Financial Report (CAFR) within 120 days of fiscal year end.
- Earn the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Annual audit fieldwork completed within state law guidelines.	8-21-2006	10-15-2007	9-05-2007	10-15-2008	8-26-2008	10-15-2009
Publish financial information no later than 120 days after fiscal year end as required by State law.	12-29-2006	12-31-2006	12-28-2007	12-31-2008	12-29-2008	12-31-2009

	MISSION:	**To ensure the City's capital resources are reported in accordance to GAAP, GASB, state and federal regulations**
	Inputs	• Staff • Capital assets • Vendor invoices • Accounting standards • Accounting software • Fixed asset software
	Activities	• Annual physical inventory of fixed assets • Prepare fixed asset documentation notebook • Process additions to fixed assets • Process deletions to fixed assets
	Outputs	• Number of capital assets deleted • Number of capital assets added • Capital assets depreciation schedule • Note disclosure information
Outcomes	**Initial**	The City is able to prepare financial statements in accordance with GASB 34 requirements Audit trail provided for annual audit Clean audit opinion on annual financial report
	Intermediate	Citizens are assured that City finances are properly managed City is qualified to receive state and federal funding City receives CAFR award from GFOA
	Long-term	City is able to maintain favorable bond credit rating

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 67,900	$ 25,000	$ 30,100	$ 35,500

MAJOR BUDGET CHANGES

- Increase in audit fees due to projected single audit requirements in FY2010 for Major Federal Program, the Pedestrian Underpass Fund 353.

Law

Function 1530

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 2010

- Draft and review municipal ordinances and resolutions adopted by City Council.
- Draft and review all contracts, leases, and agreements between the City and other organizations and individuals.
- Competently represent the City in legal actions filed against it and monitor outside counsel.
- Work with City on successful implementation of Tax Allocation Districts (TAD).

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Council meetings attended	20	14	11	12	11	12
Work Sessions attended	10	10	10	10	12	10
Average monthly hours billed	20	30	26	30	28	30
Number of contracts, agreements, leases reviewed	11	12	15	15	22	18

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 53,190	$ 67,306	$ 62,500	$ 65,000

Data Processing — Function 1535

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 2010

- Maintain Network Operating System (NOS) infrastructures of Microsoft, Novell, and Linux servers to ensure minimum down time.
- Maintain virtual server infrastructure.
- Maintain Secure Socket Link (SSL) published applications and desktop for remote access.
- Maintain data backup systems for data integrity.
- Assist and maintain data security and compliancy for departments.
- Coordinate, support and maintain data infrastructure in compliance with various intergovernmental agencies including that of Georgia Criminal Information Center (GCIC) and private vendors for the police department.
- Maintain GroupWise email system.
- Improve data system performance and availability.
- Maintain and upgrade existing applications as necessary.
- Provide assistance in the selection of new computer, related hardware and software applications.
- Complete projects in keeping with the agreed upon time and budget constraints.
- Continued exploration and creation of a green and cost effective department.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Workstations supported - LAN (local area network)	80	104	105	106	110	108
Email addresses under management	72	79	88	90	115	115
Business Application Software	18	20	18	22	25	25
Servers - (NOS) under management LAN	13	14	16	17	18	19
Servers - (Hardware) under management LAN	13	14	16	8	8	5
Virtual Servers Hosted	0	0	0	1	2	3
Educational Seminars	2	4	4	4	4	4
Office Space Coverage/sq ft	14,673	14,673	14673	38673	41,273	41,273

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Enterprise Server Uptime	99.98%	99.98%	100%	99%	99.99%	99.99%
Average hours staff on site per month	63	130	130	130	126	104
Average number of hours spent on server maintenance	30	36	42	42	38	35
GCIC Down time (fault of city domain) measured in hrs	0	0	0	0	0	0
Unplanned Service hrs required on non-service time blocks	17	9	3	2	2	2
Unplanned Service hrs required after 5pm per month	1.3	1.0	0.25	1	2	3
Percent of projects within budget($)	100%	100%	100%	100%	100%	100%
Printer down time due to printer malfunction, with no other printer available	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 84,891	$ 123,810	$ 132,350	$ 147,400
Purchased Property Services	11,339	987	7,000	5,500
Other Purchased Services	825	625	2,000	2,000
Supplies	46	3,664	2,500	2,500
Capital Outlay	108,540	77,039	159,240	86,440
Total	$ 205,641	$ 206,125	$ 303,090	$ 243,840

MAJOR BUDGET CHANGES

- Digital records storage, $12,000. Project decrease due to second year of project.
- Computer repair and replacement, $15,500. Computer repair and replacement has been moved from department functions to data processing.

General Government Buildings — Function 1565

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 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ -	$ 347	$ -	$ -
Purchased Property Services	36,992	47,715	68,420	96,860
Other Purchased Services	108,630	147,973	188,250	213,630
Supplies	24,517	23,617	39,050	75,350
Capital Outlay	93,258	25,438	-	-
Total	$ 263,397	$ 245,090	$ 295,720	$ 385,840

MAJOR BUDGET CHANGES

- New City Hall, approximately 24,000 square feet, opened in February 2009. Increases in operations for utilities, insurance, supplies, and cleaning have been included in the budget.

Public Information — Function 1570

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.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of newsletter editions published each year	6	6	6	6	6	6
Number of newsletters distributed	34,000	34,000	32,300	32,000	33,000	33,000
Number of press releases generated	75	50	88	60	103	65
Number of website updates	26	24	29	24	30	24
Number of list-serve notices	24	20	19	18	26	18
Number of publications produced	*	*	5	4	5	2
Number of website-generated queries and requests	*	*	*	*	*	397

* data not captured

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Media inquiries responded to within 24 hrs	95%	95%	98%	95%	98%	95%
Citizen inquiries responded to within 48 hrs	95%	95%	98%	95%	98%	95%
Generated media placements	258	150	314	270	350	250

	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
	Outputs	• Newsletter • Press Releases • Photos • State of the City • Website • 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

Public Information (continued) Function 1570

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Public Information Officer	67	PT	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 42,480	$ 76,330	$ 88,190	$ 89,860
Other Purchased Services	32,820	36,095	44,750	46,050
Supplies	742	996	1,300	1,000
Total	$ 76,042	$ 113,421	$ 134,240	$ 136,910

judicial

Municipal Court
Red Light Camera

Municipal Court — Function 2650

STATEMENT OF SERVICE

The mission of the Municipal Court is to provide those that we serve with high quality customer service that is effective, efficient, and delivered in a professional environment, while accomplishing the duties incumbent on it by the City Charter and the laws of the State of Georgia, thereby maintaining the public's respect, confidence, and satisfaction. The Municipal Court is responsible for:

- Processing all citations handled through the Court.
- Providing assistance to the Judge, attorneys and defendants during each session of the Court.
- Providing assistance to the Solicitors, who are responsible for the prosecution of all misdemeanor, traffic, animal control, and local ordinance violation cases.
- Maintaining and preparing all of the Municipal dockets.
- Recording the disposition of each case.
- Receiving all court documents and defendant correspondence, as well as, collecting fines, balancing and closing of accounts.
- Preparing requisition for purchasing and refunding.
- Preparing monthly reports.
- Preparing Warrants.
- Submitted information to DMVS for suspended license, points, etc.
- Submitting information to GCIC for criminal records dispositions.
- Monitor Probation accounts, weekly process of payments and closing cases.
- Monitor Pre-Trial and Conditional discharge programs.
- Schedule and work closely with Probation and Public Works on the completion of community service hours.
- Accepting and processing expunge of arrest records.
- Process of court dispositions request by defendants, attorneys or insurance companies.

OBJECTIVES FOR FISCAL YEAR 2010

- Ensure that justice is administered in a fair and impartial manner.
- Monitor court procedures in order to observe ways to improve efficiency and effectiveness.
- Evaluate probation service provider performance and provide feedback on their service delivery.
- Provide appropriate level of training for all court personnel.
- Complete all state-mandated documentation and reporting to ensure compliance with all laws and regulations.
- Continue Teen-Drivers Programs.
- Continue with the implementation of the Scan Work Document System.
- Work on the implementation of new Courtware updates through the year as new features become available or the implementation of new court software.
- Closely participate in the coordination of the renovation of Crossroads Center.
- Continue the collections of the Red Light Camera citation fines through the collection agency and adjust procedures as the program has ended.
- Continue with 4 arraignment sessions per month and trials once a month.

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Cases processed	11,860	11,102	13,200	12,447	10,262	9,680	10,640
Jury trials	130	80	100	98	108	84	92
Non-jury trials	325	300	320	240	265	288	340
Jail arraignments	104	130	145	140	150	80	90
Warrants issued	510	347	370	242	280	205	225
Juvenile (under 17) cases referred to Gwinnett County	80	54	60	78	86	80	88
Fine and fee payments collected	*	*	*	*	*	950,580	1,045,825
Monthly cases on probation	*	*	*	*	*	210	241
Monthly average of cases on Pre-Trial Diversion Program	*	*	*	*	*	14	16
Average number of cases processed by the solicitors per court session	*	*	*	*	*	50	62
Total of community service hours ordered by the court	*	*	*	*	*	4800	5200

* *new measure*

PRODUCTIVITY MEASURES	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of cases disposed (monthly)	94.37%	89.00%	90.00%	94.00%	94.50%	94.00%	93.50%
Percent of warrants issued (monthly)	4.25%	4.68%	4.70%	1.90%	2.10%	2.10%	2.25%
Length of court docket (hours)	3.5 hrs	4 hrs	4.5 hrs	4.25 hrs	4.8 hrs	4 hrs	4.25 hrs
Failure to appear	N/A	4.00%	5.30%	4.10%	3.40%	3.90%	4.25%
Percent of cases placed on probation	*	*	*	*	*	26%	30.5%

* *new measure*

Municipal Court (continued) — Function 2650

	MISSION:	**Process all City citations handled through Municipal Court.**
	Inputs	• Staff • Judge • Solicitor • Officer • Other Agencies • Defendants • Attorneys • Traffic and Red Light Camera Citations
	Activities	• Receive citations from Police Department, City code enforcement officers, and other agencies (animal control, state patrol) • Assist Judge, Solicitors, Attorneys, interpreters and defendants • Schedule and hold Court sessions • Finger print cards are taken during court sessions and sent to GBI, in accordance with GCIC requirements • Process fines and fees • Electronic dispositions are entered on the defendant's Drivers License record and criminal record
	Outputs	• Record disposition of each case. • Number of citations processed. • Jury trials. • Juvenile cases. • Probation. • Failure to appear drivers' license suspensions. • Warrants. • Funds Reports.
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 defendants with alcohol and drug problems to help to achieve their goal to a successful recovery. Promote, support and recommend Teen Driver's education programs
	Long-term	Maintain public's respect, confidence and satisfaction. Justice is served to protect the safety of the Citizens of Suwanee

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Chief Judge	Appointed	1	1	1	1
Associate Judge	Appointed	3	3	3	3
Lead City Solicitor	Appointed	1	1	1	1
City Solicitor	Appointed	7	4	4	4
Court Services Administrator	65	0	1	1	1
Deputy Court Clerk	60	2	2	2	2
Deputy Court Clerk	PT	1	0	0	0
Total		15	12	12	12

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 231,090	$ 266,532	$ 290,810	$ 312,710
Purchased Professional & Technical	1,629	2,789	6,000	7,000
Purchased Property Services	7,664	7,334	11,000	11,530
Other Purchased Services	13,824	14,283	19,150	20,930
Supplies	9,111	10,841	15,850	16,100
Capital Outlay	-	248	-	-
Total	$ 263,318	$ 302,027	$ 342,810	$ 368,270

Red Light Cameras — Function 2651

STATEMENT OF SERVICE

The mission of this function is to reduce the number of serious accidents with injuries at identified intersections. The presence of cameras at these intersections should produce the following:

- Deter drivers from running lights thus decreasing the number of accidents with injuries.
- Cite drivers that do run the red lights thus deterring them in the future.
- Provide photographic evidence of accidents that do occur as the result of a red light violation.

OBJECTIVES FOR FISCAL YEAR 2009

- Place monitors at identified high accident intersections.
- Issue civil citations to drivers violating the red light.
- Provide due process through Municipal Court.
- Monitor collection of fines, balancing and closing accounts.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 64,442	$ 68,194	$ 84,760	$ -
Purchased Professional & Technical	-	140	150	-
Other Purchased Services	4,275	4,782	3,800	-
Supplies	4,715	5,236	5,000	-
Capital Outlay	-	409	-	-
Total	$ 73,432	$ 78,761	$ 93,710	$ -

MAJOR BUDGET CHANGES

- Suwanee's red light camera program stopped operations in fiscal year 2009.

public safety

Police Administration
Criminal Investigation
Patrol
Records and Identification
Police Training
Special Detail Services
Police Station and Buildings
Dispatcher
Public Relations
Targeted Police

Police Administration — Function 3210

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.

OBJECTIVES FOR FISCAL YEAR 2010

- 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.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Council Meetings	12	12	12	12	12	12
Council Workshops	4	4	6	4	4	4
Police Supervisor Meetings	11	12	12	12	11	12
Citizen Police Academies held	2	2	2	2	2	2
Calls for Service	25,076	25,100	28,153	32,375	37,511	38,000
Traffic Accidents	1,223	1,267	1,219	1,280	1,141	1,150
Part I Offenses	408	425	511	525	633	600
Traffic Citations	10,650	11,500	10,271	11,300	10,627	11,000
Community Relation Activity Contacts (meetings, classes, mentoring)	6,451	6,950	3,846	4,000	4,301	4,300
Incident Reports Filed	1,812	1,900	1,767	1,943	1,845	1,900

Police Administration (continued) — Function 3210

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Average response time (emergency)	3:59	3:59	4:00*	4:00*	5:00*	5:00
Average response time (non-emergency)	5:43	5:43	5:00*	5:00*	6:00*	6:00
Percent of referred criminal cases cleared	35.4%	35%	38%	40%	47%	40%
Maintain Georgia Certification Standards (onsite)	100%	100%	100%	100%	100%	100%
CALEA National Certification (onsite)	**	**	**	**	**	passed

**new software does not measure seconds at this time*

***new measure*

	MISSION:	Conduct Community Relation Activity Contacts	
	Inputs	• Training in agency standards, programs, and City wide policies • List of community businesses, organizations, schools, neighborhoods	• Police Department personnel
	Activities	• Department meetings • Draft objectives for community contacts	• Visit community businesses, orgainizations, schools, neighborhoods
	Outputs	• Number of community meetings, classes • Number of mentoring opportunities	• Number of reports produced for evaluation
Outcomes	**Initial**	Citizens aware of police presence in positive light Police familiar with citizens and citizen activities	
	Intermediate	Citizens partnering and cooperating with City Police Department	
	Long-term	A safe and cohesive community abiding by the law	

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Police Chief	79	1	1	1	1
Police Captain	72	1	1	1	1
Administrative Assistant	60	1	1	1	1
Total		3	3	3	3

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 243,534	$ 249,990	$ 279,830	$ 291,010
Purchased Professional & Technical	24,069	14,815	11,000	11,000
Purchased Property Services	479	233	800	800
Other Purchased Services	3,823	11,551	17,690	13,350
Supplies	5,581	8,699	10,390	9,400
Capital Outlay	4,644	7,850	5,820	5,820
Total	$ 282,130	$ 293,138	$ 325,530	$ 331,380

Criminal Investigation Division — Function 3221

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.

OBJECTIVES FOR FISCAL YEAR 2010

- Ensure that referred cases are followed up in a timely manner and the victim notified of the case status.
- Maintain a solvability rate of 40% or higher on assigned cases.
- Ensure that background investigations are done in a timely and efficient manner.
- Attend and complete specialized training in the areas of juvenile investigations and child abuse.
- Perform Annual Performance Evaluations in a timely manner.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Monthly crime analysis reports	12	12	12	12	12	12
Monthly CID statistical report	12	12	12	12	12	12
Quarterly evidence inspections	4	4	4	4	4	4
Annual evidence audit	1	1	1	1	1	1
Annual training required	60 hrs	60 hrs	60 hrs	80 hrs	80 hrs	80 hrs
Annual interal affairs report	1	1	1	1	1	1
Annual performance evaluations	3	3	4	4	4	4
Background investigations	13	5	23	20	22	10
Training hours	330	300	342	360	451	400
Cases assigned	320	300	282	300	345	320

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Total clearance assigned cases	52.5%	50%	47%	50%	47%	50%
Total clearance all cases	35.4%	40%	38%	40%	38%	40%
Percent of performance evaluations completed on time	33%	100%	66%	100%	75%	100%
Percent of cases cleared by arrest	15%	18%	9.6%	18%	10%	15%
Percent of cases exceptionally cleared	36%	35%	34%	35%	34%	35%
Percent of cases unfounded	2%	6%	2.8%	6%	3%	5%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Police Lieutenant	70	1	1	1	1
Police Sergeant	68	1	1	1	1
Police Officer	64	1	2	2	2
Total		3	4	4	4

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 189,984	$ 273,935	$ 320,650	$ 327,520
Purchased Property Services	472	1,348	2,070	1,800
Other Purchased Services	3,119	3,719	7,120	5,450
Supplies	5,691	12,235	13,560	12,000
Capital Outlay	1,415	1,309	-	-
Total	$ 200,681	$ 292,546	$ 343,400	$ 346,770

Patrol Division — Function 3223

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.

OBJECTIVES FOR FISCAL YEAR 2010

- Ensure that police services are handled in a professional and timely manner.
- Limit the number of sustained complaints filed against officers.
- Limit the number of accidents and resulting injuries through enforcement and education.
- Improve police response times to emergency and non-emergency calls.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Traffic analysis reports	12	12	12	12	12	12
Calls for service	22,816	25,100	28,153	32,375	37,511	38,000
Traffic accidents	1,223	1,267	1,219	1,280	1,141	1,280
Traffic related injuries	306	300	290	300	270	300
Traffic citations	10,650	11,500	10,271	11,300	10,627	11,000
Part I crimes	408	425	511	525	633	600
Citizen complaints against officers	10	5	7	10	16	15
Police vehicles equipped with MDT	0	10	24	32	24	24
PRIDE classes	5	5	5	6	4	5
PACT Meetings	62	72	78	78	94	96

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Average response time (emergency)	3:59	3:59	4:00*	4:00*	5:00*	5:00
Average response time (non-emergency)	5:43	5:43	5:00*	5:00*	6:00*	6:00

**new software does not measure seconds at this time*

Patrol Division (continued) — Function 3223

	MISSION:	**Reduce traffic accidents through the SEU - Selective Enforcement Unit - Suwanee CARES program**
	Inputs	• Staff • Facilities • Citizens • Police vehicles • Accident data • Electronic equipment (radios, laptops, etc.) • Safety equipment (vest, guns, uniforms, etc.)
	Activities	• Patrol by pollice vehicle • Respond to calls for service • Setup observation area • Attend meetings • Attend trainings • Respond to traffic accidents • Respond to moving violations • Speed enforcement measurements
	Outputs	• Reports • Citations • Public awareness • Suwanee CARES program - Suwanee Corridor SR317 Accident Reduction and Enforcement Strategy
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

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Deputy Police Chief	77	1	1	1	1
Police Captain	72	0	0	1	1
Patrol Lieutenant	70	1	1	0	0
Police Sergeant	68	4	4	4	4
Accreditation Manager	68	0	1	1	1
Police Corporal	66	3	3	3	3
Police Officer *(1)*	64	14	14	16	15
Total		23	24	26	25

(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 1,506,385	$ 1,609,900	$ 1,940,010	$ 1,890,440
Purchased Property Services	25,324	26,411	41,520	35,000
Other Purchased Services	10,082	10,348	12,400	9,220
Supplies	96,777	157,267	169,270	148,640
Capital Outlay	221,367	170,554	350,140	75,000
Total	$ 1,859,935	$ 1,974,480	$ 2,513,340	$ 2,158,300

Records and Identification — Function 3224

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 2010

- Ensure that accurate reports of incidents and accidents are maintained.
- Provide reports to the public, media, courts, and other interested parties in a timely manner.
- Ensure that all open records requests are responded to in accordance with State Law.
- Ensure the security and integrity of all records and reports maintained are within statutes, policies, and regulations.
- Act as liaison to the various courts in providing evidence and documentation

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Records filed and maintained	2,989	2,900	2,286	2,380	649***	650***
Accident reports requested	*	*	*	*	951	950
Fingerprinting requests handled	**	75	102	120	54	40
Open records requests completed	**	90	60	75	81	80
Other filing (criminal histories, serving permits, etc.) completed	1,217	1,300	1,464	1,500	1,306	1,300
Video copying requests fulfilled (DA, Solicitor)	**	60	42	60	141	100
Report requests fulfilled (DA, Solicitor)	**	100	144	150	482	350
Local background checks completed	**	250	240	250	469	450

**new measure*

***not captured-staff position vacant*

****new records management system has the capability to link related reports, thus resulting in fewer records filed*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of open records requests fulfilled within three business days	100%	100%	100%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Records & Evidence Technician	60	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 35,839	$ 57,937	$ 77,420	$ 83,720
Purchased Property Services	4,254	-	-	-
Capital Outlay	118,383	15,951	58,870	66,000
Total	$ 158,476	$ 73,888	$ 136,290	$ 149,720

MAJOR BUDGET CHANGES

- Police Annual Software Fees, $66,000.

Police Training — Function 3240

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.

OBJECTIVES FOR FISCAL YEAR 2010

- 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	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 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	24	24	16	24	21	24
Number of times officers meet state proficiency qualifications	1	1	1	1	1	1
Quarterly firearms training opportunities conducted	3	4	2	4	3	3
Annual training hours	3,351	3,000	4,927	4,500	4,887	4,500

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of officers with Associates Degree or higher	56.25%	60%	53.3%	55%	54.3%	54%
Percent of officers with Bachelors Degree or higher	34.38%	42%	43.3%	45%	51.4%	52%
Percent of officers with Masters Degree or higher	21.88%	15%	16.6%	17%	20%	20%
Percent of officers with intermediate certification or higher	40.60%	44%	40.0%	44%	34%	34%
Percent of officers with advanced certification or higher	12.50%	14%	16.6%	16%	14%	14%
Percent of officers with supervisory certification or higher	15.60%	20%	16.6%	16%	20%	20%
Percent of officers with management certification or higher	9.30%	11%	16.6%	16%	14%	14%
Percent of officers with executive certification or higher	3.10%	3%	3.0%	3%	2%	2%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Sergeant *(1)*	68	PT	PT	PT	1

(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 45,690	$ 46,678	$ 58,620	$ 89,340
Other Purchased Services	8,689	6,352	7,750	7,750
Supplies	2,715	4,121	3,850	4,100
Total	$ 57,094	$ 57,151	$ 70,220	$ 101,190

MAJOR BUDGET CHANGES

- In fiscal year 2010, this function changed from a 20 hour a week position to a full time position.

Special Detail Services — Function 3250

STATEMENT OF SERVICE

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

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 130,965	$ 90,248	$ 70,000	$ 50,000

Police Station and Buildings — Function 3260

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 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Property Services	$ 19,599	$ 13,606	$ 33,800	$ 33,800
Other Purchased Services	105,195	110,045	154,220	176,000
Supplies	17,725	17,980	28,500	37,500
Total	$ 142,519	$ 141,631	$ 216,520	$ 247,300

MAJOR BUDGET CHANGES

- The new city hall opened in February 2009. Once City administration moved out of the old city hall, the police department expanded to include 100% of the building. In the past, this building's operations were split 50% general administration and 50% police.

Dispatcher — Function 3270

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 2010

- Answer all emergency and non-emergency phone calls made to Suwanee Police Communications.
- Dispatch all calls for service where police service is needed.
- Respond and serve all walk-in requests in a friendly and helpful manner.
- Provide accident report copies to appropriate parties.
- Transfer incoming calls to the appropriate parties.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Calls for service dispatched	22,816	25,100	28,153	33,000	37,511	38,000
Phone calls received	88,600	95,500	251,664	260,000	213,433	210,000
Criminal history checks completed	1,600	1,700	1,464	1,600	1,906	1,650
Georgia Crime Information Center (GCIC) Entries	430	480	958	950	387	350
Computer Aided Dispatch (CAD) Entries	147,277	162,000	353,464	400,000	511,514	500,000
Dispatcher training hours	305	360	184	200	81	120

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of calls for service dispatched appropriately	98.5%	99%	99%	99%	99%	99%
GCIC audit Passed (every 3 years)	Passed	Passed	Passed	Passed	Passed	n/a

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Police Lieutenant	70	1	1	1	1
Communications Officer	61	6	6	6	6
Total		7	7	7	7

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 311,345	$ 347,657	$ 392,600	$ 410,220
Other Purchased Services	14,968	16,573	20,500	25,350
Supplies	1,415	1,009	2,800	2,100
Total	$ 327,728	$ 365,239	$ 415,900	$ 437,670

Public Relations — Function 3285

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.

OBJECTIVES FOR FISCAL YEAR 2010

- Schedule, recruit and facilitate two Citizen's Police Academies.
- Maintain records for and facilitate the Police and Citizens Together (PACT) Program.
- Promote and document interaction with civic groups, neighborhood associations, and Suwanee Businesses.
- Organize and supervise the Explorer Unit. Suwanee Police Explorers is a career program under the umbrella of the Boy Scouts of America, where children between the ages of 14 and 20 years of age learn what a career in law enforcement would be like. It teaches children about integrity, honesty and civic duty.
- Attend special events and interact with those that attend them to promote a positive image of the department and an outlet to discuss the services provided by the department.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
PACT monthly summary report	12	12	12	12	12	12
Annual community relation report	1	1	1	1	1	1
Explorers meetings	25	24	28	28	35	28
Citizen Police Academies	2	2	2	2	2	2
PRIDE programs	6	4	5	6	4	4
Station tour for kids (tours/participants)	10/119	15/200	14/207	15/200	6/92	7/100
Citizen Academy (academies/participants)	2/36	2/36	2/42	2/42	2/39	2/40
Explorer meetings	25/246	25/192	28/187	28/185	35/266	28/185
Safety meetings	1/1	5/75	7/143	8/150	7/104	8/115
Senior citizens/elderly training	13/420	12/300	10/440	10/450	14/821	16/1000
Kid Print meetings	3/110	4/200	6/125	6/150	4/40	5/60
PACT meetings	62/817	60/600	78/990	78/1000	94/1181	98/1200
Business/resident contacts	74/695	20/500	133/501	140/550	91/524	95/600
Special events/movies/concerts	11/302	10/300	23/736	20/500	17/332	20/400
School visits	3/140	5/140	3/141	4/150	4/120	6/150
Community relations and child safety seat checks	95	100/50	16/16	20/20	16/16	20/20

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of Neighborhoods that are PACT neighborhoods	95.8%	96.2%	83.3%*	93.3%	93.7%	95.0%

**3 additional subdivisions*

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Police Officer *(1)*	64	PT	PT	PT	1

(1) In fiscal year 2010, a full-time police officer position moved from Patrol to Community Relations, enabling the Police Training position to become full-time.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 30,409	$ 30,287	$ 36,940	$ 81,810
Supplies	15,160	4,983	7,650	4,700
Total	$ 45,569	$ 35,270	$ 44,590	$ 86,510

MAJOR BUDGET CHANGES

- In fiscal year 2010, this function changed from a 20 hour a week position to a full time position.

Targeted Police — Function 3290

STATEMENT OF SERVICE

The mission of the Targeted Police is to create an environment that provides an atmosphere of safety for citizens while they enjoy the park and recreation areas in the City and help keep our children safe from drugs and violence through educational efforts. This mission is accomplished by:

- Dedication to the philosophical and operational concepts of Community Oriented Policing Services (COPS).
- Employing specialized patrols to ensure the security of the park system.
- Practicing progressive leadership combined with the latest in training and technology.
- Performing duties with a commitment to excellence, integrity, pride, respect, and courtesy.

OBJECTIVES FOR FISCAL YEAR 2010

- Ensure that police services are handled in a professional and timely manner.
- Develop a method of rotating officers throughout the Targeted Police Unit.
- Provide regular and visible patrol of the Suwanee Creek Greenway and all City parks.
- Establish a presence at all City parks.
- Maintain adequate number of bike certified officers within the department.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of officers assigned to unit	2	2	2	2	0	2
Special Events	17	17	20	23	23	20
Number of parks patrolled regularly	6	6	6	7	7	7
Miles of trails patrolled regularly	5	5	5	8	8	8

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Police Officer	64	2	2	2	2

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 107,489	$ 68,169	$ 20,780	$ 121,130
Purchased Property Services	684	624	620	1,020
Supplies	2,405	801	2,360	2,100
Capital Outlay	-	-	1,200	-
Total	$ 110,578	$ 69,594	$ 24,960	$ 124,250

This page intentionally left blank

public works

Public Works Administration
Paved Streets
Storm Drainage
Street Lighting
Special Detail Services

Public Works Administration — Function 4100

STATEMENT OF SERVICE

The mission of the Public Works Department is to provide a comfortable and attractive environment in and around the buildings and grounds owned by the City of Suwanee as well as a safe and functional infrastructure by ensuring that the infrastructure meets or exceeds state standards.

Activities to accomplish this mission include:

- Maintenance of nine (9) parks within the City.
- Playground structure maintenance and repair.
- Traffic signage and street light maintenance.
- Water system supply and distribution maintenance.
- City vehicle and building maintenance.
- Maintenance of City street system.
- Litter control.

The department is also responsible for serving as the City's expert on construction, management, stormwater management, engineering and related technical fields.

OBJECTIVES FOR FISCAL YEAR 2010

- Respond to all work orders in a timely, effective manner.
- Extend the useful life of City property and infrastructure through effective preventive maintenance.
- Provide a safe and dependable water supply to the City of Suwanee water system customers.
- Beautify all City facilities.

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of work orders completed	3,699	3,780	3,860	4,176	4,200	4,690	4,700
Number of times parks are mowed during the growing season	27	30	30	27	30	31	29
Number of work orders completed on playground equipment	53	55	57	62	60	58	65
Number of work orders completed for City buildings	60	308	310	342	340	368	300
Hours of litter pick-up services provided	516	538	580	645	650	791	800
Number of street lights maintained	-	573	620	679	884	767	817
Number of special events requiring special detail services	-	25	30	28	34	24	29

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percentage of work orders completed in 30 days	98%	97%	98%	98%	98%	98%
Work orders completed per FTE	445	429	418	382	469	448
Percentage of responses to outages and/or repair within 48 hours	93%	95%	94%	95%	94%	95%

	MISSION:	Maintain all City Parks in a safe and reasonable condition at all times		
	Inputs	• Staff • Training	• Knowledge of City parks • Equipment	• Storage facilities
	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		

Public Works Administration (continued) Function 4100

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Public Works Director *(1)*	78	0	0	1	1
Assistant to the Public Works Director	71	0	1	1	1
Public Works Supervisor	67	1	1	1	1
Crew Leader	61	1	1	2	2
Administrative Assistant	60	1	1	1	1
Equipment Operator	59	7	9	9	9
Seasonal Laborer	PT	2	2	2	2
Seasonal Park Attendants Pool	PT	0	0	2	2
Special Events Labor Pool	PT	4	4	4	4
Total		16	19	23	23

(1) In fiscal year 2009, the Public Works & Inspection Director focus had been changed from Public Works & Inspection to Public Works with an emphasis on Storm Drainage.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 518,641	$ 735,092	$ 971,220	$ 1,001,520
Purchased Property Services	27,008	48,046	48,700	48,500
Other Purchased Services	28,671	56,942	77,150	75,710
Supplies	235,474	225,486	315,680	333,790
Capital Outlay	54,995	37,590	69,600	-
Total	$ 864,789	$ 1,103,156	$ 1,482,350	$ 1,459,520

MAJOR BUDGET CHANGES

- New Public Works Building Operating Costs, $25,000.

Paved Streets — Function 4221

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2010

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

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Street repair work orders completed	20	15	18	22	22	18	23
Pothole repair work orders completed	5	35	14	43	40	18	20
Street overlay (lane miles)	1.73	1.16	5.12	4.91	3.78	3.85	3.88
Number of damaged or missing street signs replaced	18	30	25	39	35	11	20

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of potholes repaired within 30 days or receipt	68%	70%	72%	70%	75%	70%
Percent of damaged or missing low-priority signs corrected within 10 workdays	90%	90%	87%	90%	95%	90%

	MISSION:	**Repair and maintain City streets**
	Inputs	• Staff • Materials • Facilities • Funding • Work Orders • Operational Equipment
	Activities	• Respond to Calls for Service • Communicate with County and State for their streets within the City • Provide equipment and staff for 24 hour emergency service repair • Organize crews • Schedule regular maintenance
	Outputs	• Number of street repair and pothole repair work orders completed • Number of damaged or missing street signs replaced • Reports
Outcomes	**Initial**	City streets are open Motorists travel on a safer and smoother driving surface
	Intermediate	Citizen concerns are met
	Long-term	Citizen confidence in City services Alternative driving options with more open streets

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 29,545	$ 32,107	$ 19,670	$ 21,600
Supplies	517	1,386	2,000	-
Capital Outlay	2,994	-	-	-
Total	$ 33,056	$ 33,493	$ 21,670	$ 21,600

MAJOR BUDGET CHANGES

- Landscape Management at I-85 Exit 111, $6,800.

Storm Drainage — Function 4250

STATEMENT OF SERVICE

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

OBJECTIVES FOR FISCAL YEAR 2010

- Meet GaEPD permit requirements contained in the NPDES permit.
- Implement requirements of Suwanee's first individual MS4 Permit (Stormwater Permit) scheduled to be issued June 2009 by the Georgia Environmental Protection Division.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Inspections of storm drainage system during or just after significant rainfall	81%	85%	86%	85%	89%	85%
Number of citizen's drainage complaints and requests for service	30	29	28	30	39	40
Annual NPDES report	1	1	1	1	1	1

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of complaints or requests responded to within 48 hours	93%	95%	96%	95%	96%	95%

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 533	$ -	$ -	$ -
Other Purchased Services	31,119	91,125	61,000	54,000
Supplies	1,028	148	2,000	-
Capital Outlay	705	-	-	7,800
Total	$ 33,385	$ 91,273	$ 63,000	$ 61,800

MAJOR BUDGET CHANGES

- Field Tablet Computer, $7,800.

Street Lighting — Function 4260

STATEMENT OF SERVICE

The Street Lighting function was established to account for the maintenance and repair activities of street lighting, including the replacement of Suwanee street lamps.

OBJECTIVE FOR FISCAL YEAR 2010

- Maintain well-lit, safe and attractive public areas for the Citizens of Suwanee.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Capital Outlay	$ 6,505	$ 4,564	$ 6,500	$ -

MAJOR BUDGET CHANGES

- This function was consolidated into function 4100 Public Works Administration.

Special Detail Services — Function 4970

STATEMENT OF SERVICE

The Special Detail Services function of Public Works provides staff support for special events that take place within the City.

OBJECTIVE FOR FISCAL YEAR 2010

- To provide adequate staffing for special events in order to support a clean and safe environment for special events.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 8,043	$ 12,416	$ 24,210	$ -

MAJOR BUDGET CHANGES

- This function was consolidated into function 4100 Public Works Administration.

This page intentionally left blank

culture and recreation

Playgrounds
Special Facilities and Activities
Park Areas

Playgrounds Function 6123

STATEMENT OF SERVICE

The mission of this function is to provide playground sites and equipment that are safe, accessible, and aesthetically pleasing to the community. In order to achieve this objective, playground equipment and ground sites are inspected and repairs are made regularly.

OBJECTIVES FOR FISCAL YEAR 2010

- Provide safe and attractive playgrounds for the community.
- Conduct bi-weekly inspections of all playground equipment to ensure safety.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Capital Outlay	$ 4,995	$ 9,289	$ 11,500	$ -

MAJOR BUDGET CHANGES

- This function was consolidated into function 4100 Public Works Administration.

Special Facilities and Activities — Function 6190

STATEMENT OF SERVICE

Special facilities and activities focus on funding production costs of event-related activities for the City.

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.)

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of annual City-sponsored and co-sponsored events	16	16	25	20	21	20
Number of annual non-City sponsored events	8	8	7	8	11	10
Suwanee Day attendance	28,000	25,000	40,000	40,000	42,000	40,000
Suwanee Day Booths/Vendors	220/170	250/200	209/180	200/175	201/180	200/175
City event attendees (not including Suwanee Day)	38,000	30,000	67,000	35,000	45,000	40,000

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percentage increase in sponsorship for Suwanee Day	0%	5%	-1%	5%	1%	0%
Sponsorship fundraising for all other events	$6,000	*	$48,000	$15,000	$2,000	$5,000

**data not previously collected*

***large fundraising effort to bring the Atlanta Symphony Orchestra (ASO) to Town Center Park*

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 20,859	$ 18,914	$ -	$ -
Other Purchased Services	154,133	141,383	114,500	109,500
Supplies	3,370	38,208	13,500	7,000
Capital Outlay	-	9,680	-	-
Total	$ 178,362	$ 208,185	$ 128,000	$ 116,500

Park Areas — Function 6220

STATEMENT OF SERVICE

The purpose of this function is to manage a cost effective maintenance program for the City's parks in order to provide safe, clean, and well-maintained facilities that are ready for use by the citizens. The City currently owns 342 acres of greenspace and parks.

OBJECTIVES FOR FISCAL YEAR 2010

- To perform two major drainage renovations on the Trice section of the Suwanee Greenway.
- To provide maintenance services for all parks and the greenway.
- To manage maintenance contract for Town Center Park.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Acres of city-owned open space	282	290	305	305	342	348
Number of hours required to mow and trim park	650	650	416	575	600	750
Number of hours spent on greenway and trail maintenance	300	300	212	300	295	300
Percent of bi-weekly inspections of all playground equipment	100%	100%	100%	100%	100%	100%
Number of citizen concerns reported	2	5	2	5	2	5

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of time Greenway not accessible due to drainage issues after rain events	11%	12%	8%	12%	9%	12%
Percent of investigations, repairs, or responses to citizen concerns within 1 day	100%	100%	100%	100%	100%	100%

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ 69,441	$ 49,460	$ 106,000	$ 71,000
Purchased Property Services	38,606	24,495	39,650	39,650
Supplies	15,601	16,839	17,500	-
Capital Outlay	5,675	20,690	18,940	19,600
Total	$ 129,323	$ 111,484	$ 182,090	$ 130,250

MAJOR BUDGET CHANGES

- The decrease in expenditures from fiscal year 2009 to 2010 is due to top dressing Town Center Park in June 2009. The park will not have this performed again until fiscal year 2011.

housing and development

Protective Inspection Administration
Planning and Zoning
Code Enforcement
Economic Development and Assistance
Downtown Suwanee

Protective Inspection Administration — Function 7200

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.

OBJECTIVES FOR FISCAL YEAR 2010

- 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	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of building permits issued	686	470	538	528	359	110
Number of calls for inspections	13,181	10,000	7,455	7,400	5,027	1,600

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of building inspections performed within 24 hours	96%	95%	96%	96%	99%	99%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Public Works & Inspections Director *(1)*	78	1	1	0	0
Building Official *(2)*	71	1	1	1	0
Building Inspector *(2)*	64	1	1	1	1
Building Inspector *(2)*	PT	1	1	1	0
Inspections Assistant *(2)*	60	1	1	1	0
Total		5	5	4	1

(1) In fiscal year 2009, the Public Works & Inspections Director focus had been changed from Public Works and Inspections to Public Works with an emphasis on Storm Drainage.
(2) In fiscal year 2010, the Building Official position, Inspections Assistant position, and a part-time Building Inspector position were dissolved due to economic conditions.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 333,147	$ 344,414	$ 267,230	$ 108,300
Purchased Professional & Technical	4,324	1,420	-	12,000
Purchased Property Services	2,194	1,876	3,500	4,000
Other Purchased Services	11,760	6,482	12,800	7,850
Supplies	13,131	18,435	19,170	19,780
Capital Outlay	23,101	34,534	-	-
Total	$ 387,657	$ 407,161	$ 302,700	$ 151,930

MAJOR BUDGET CHANGES

- The decrease in Personal Services during FY2009 was due to the fact that the Public Works Director position had been moved to Public Works Administration, Function 4100.
- Due to the decline in the building market and related permit fees, staff reductions have been made.

Planning and Zoning — Function 7400

STATEMENT OF SERVICE

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

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

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

WORKLOAD MEASURES	2006 ACTUAL	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Zoning certification letters	29	25	30	29	30	12	5
Rezoning cases processed	14	18	15	11	10	2	4
Special Use permits processed	2	4	5	6	12	10	6
Variances processed	13	16	15	24	20	17	10
Text Amendments processed	3	8	3	2	5	4	10
Development permit application processed	35	40	35	52	40	26	10
Business License approvals	268	257	275	304	250	381	250
Master Plans managed/created	2	0*	1	1	1	1	3
Public Meetings attended by planning staff	35	41	41	45	48	46	50
Emails sent (Planning Director and Planning Division Director)	2,679	3,540	3,500	2,992	3,500	5,046	5,000

**Major comprehensive update initiated*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of Rezoning/Variance/Special Use cases that proceed without technical/administrative errors	100%	100%	100%	100%	100%	100%
Percent of hearing minutes distributed by the next meeting	100%	92%	96%	100%	94%	100%
Percent of agendas distributed a minimum of one week prior to meeting	92%	92%	100%	100%	100%	100%
Percent of resolutions ready for City Council signatures within one month of approval	92%	92%	95%	95%	94%	100%

Planning and Zoning (continued) Function 7400

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Planning Director	77	1	1	1	1
Planning Division Director *(1)*	72	0	1	1	1
Principal Planner *(1)*	69	1	0	0	0
Senior Environmental Planner	69	1	1	1	1
Development Coordinator	61	1	1	1	1
Administrative Secretary *(2)*	57	0	0	1	1
Total		4	4	5	5

(1) In fiscal year 2008, the Principal Planner position was upgraded to the Planning Division Director.
(2) In fiscal year 2009, the Administrative Secretary position had been moved from Chief Executive to Planning & Zoning.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 277,207	$ 220,152	$ 350,930	$ 335,100
Purchased Professional & Technical	120,722	116,022	125,000	40,000
Purchased Property Services	-	-	5,060	5,000
Other Purchased Services	13,858	12,056	18,000	13,300
Supplies	3,723	4,178	6,420	15,800
Capital Outlay	-	2,386	500	500
Total	$ 415,510	$ 354,794	$ 505,910	$ 409,700

MAJOR BUDGET CHANGES

- Arbor Day Planting, $10,000.

Code Enforcement — Function 7450

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.

OBJECTIVES FOR FISCAL YEAR 2010

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

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Number of illegal sign and banner notifications	110	155	60	90	*	*
Number of property maintenance complaints	55	50	99	100	160	150

**data not captured*

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of citizen concerns that are investigated and addressed within 48 hours	100%	96%	96%	96%	96%	96%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Code Enforcement Officer	PT	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 12,828	$ 20,384	$ 2,351	$ 37,260
Purchased Property Services	-	480	453	-
Other Purchased Services	12,269	633	900	650
Supplies	1,991	604	-	1,100
Capital Outlay	1,204	-	-	
Total	$ 28,292	$ 22,101	$ 3,704	$ 39,010

MAJOR BUDGET CHANGES

- Code enforcement officer position vacant in fiscal year 2009. One part time Building Inspector was transferred to this function in fiscal year 2010.

Economic Development and Assistance — Function 7510

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).

OBJECTIVES FOR FISCAL YEAR 2010

- Track overall progress of Suwanee Gateway Initiative.
- Continue Branding Campaign for Suwanee Gateway Initiative.
- Organize Volunteer Arts group to work in concert with the Public Arts Commission.
- Create Public Arts locational Master Plan in the Downtown area.
- Refine the process for developers to participate in the public art initiative.
- Organize Public Arts fundraising effort.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Individual meetings with I-85 Gateway stakeholders	18	20	100	150	160	150
Attend/participate in local business association meetings	24	10	10	10	12	10
Attend/participate in regional/County/State Government associations	14	10	12	10	18	12
Public presentations on I-85 Gateway Plan	4	6	7	6	8	6

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Percent of identified objectives completed	66%	100%	66%	100%	100%	100%

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Economic Development Director	77	0	0	1	1
Economic Division Director *(1)*	75	1	1	0	0
Events Coordinator	63	PT	PT	1	1
Special Projects Coordinator	61	0	PT	1	1
Total		2	3	3	3

(1) In fiscal year 2009, the Economic Division Director position had been upgraded to the Economic Development Director.

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 111,731	$ 149,257	$ 224,230	$ 224,170
Purchased Professional & Technical	15,132	132,841	11,000	20,000
Purchased Property Services	1,750	1,440	1,300	-
Other Purchased Services	15,125	13,125	16,600	24,000
Supplies	6,552	22,850	7,100	6,000
Capital Outlay	813	1,870	500	-
Other Costs	-	10,000	10,000	10,000
Total	$ 151,103	$ 331,383	$ 270,730	$ 284,170

Downtown Suwanee — Function 7520

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 2010

- 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.

WORKLOAD MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Monthly DDA meetings	15	12	13	12	15	12
Other organizational meetings	1	12	22	12	23	12
Number of funding applications submitted	5	3	4	5	5	5
Number of regional meetings and trainings attended	20	10	10	10	6	10
Number of meetings w/Old Town stakeholders	27	24	24	24	24	24

PRODUCTIVITY MEASURES	2007 ACTUAL	2008 BUDGET	2008 ACTUAL	2009 BUDGET	2009 ACTUAL	2010 BUDGET
Completion percentage of Pierce's Corner site redevelopment/improvements	0%	50%	20%	100%	0%	25%
Downtown website traffic (average visits per month after implementation)	*	*	*	*	*	10,000

**new measure*

AUTHORIZED POSITIONS	GRADE	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY2010 BUDGET
Downtown Suwanee Manager	PT	1	1	1	1

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 45,649	$ 50,912	$ 52,960	$ 51,150
Purchased Professional & Technical	4,118	14,073	20,000	25,000
Purchased Property Services	-	-	-	-
Other Purchased Services	5,600	3,988	6,750	9,000
Supplies	4,252	2,469	4,000	3,450
Capital Outlay	1,515	-	-	-
Total	$ 61,134	$ 71,442	$ 83,710	$ 88,600

This page intentionally left blank

other financing uses

other financing uses

Other Financing Uses — Function 9100

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 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Operating Transfer Out - Debt Service	$ 1,315,610	$ 1,891,916	$ 1,627,000	$ 1,629,000
Operating Transfer Out - Capital	1,211,400	11,000	-	-
Operating Transfer Out - Water	196,500	70,600	150,000	287,450
Operating Transfer Out - Cemetery	1,000	-	-	60,000
Operating Transfer Out - Paved Streets	-	100,000	100,000	7,000
Operating Transfer Out - TAD	-	-	57,406	-
Total	$ 2,724,510	$ 2,073,516	$ 1,934,406	$ 1,983,450

MAJOR BUDGET CHANGES

- In fiscal year 2008, increased debt service payments were due to the 2006 URA revenue bonds.
- In fiscal year 2007, we transferred $1 million to fully fund the new City Hall project and the Public Works Expansion project. These were large, one time transfers.

ten year projections

ten year projections

Ten Year Planning

Beginning in fiscal year 2008, the City started the process of projecting long-term economic impacts to the general fund revenues and expenditures. This is our third year implementing a long-term planning process. The schedules and assumptions used will provided elected officials and staff members with data to help analyze the long term effects of current programs and the economic health of the City as we mature and stabilize. One of the purposes of projecting long-term financial stability is to provide a roadmap to ensure the costs of implementing new capital projects, maintaining infrastructure needs, and operating costs are obtainable and realistic within the limitations of the anticipated economic resources. All capital projects included in the capital improvement program (CIP) funding requests have been included in the applicable year.

assumptions

Revenues

As everyone knows, citizens, businesses, organizations, and local governments are experiencing unprecedented financial uncertainties. After years of phenomenal growth, Suwanee's economy has slowed dramatically as a result of national and international factors. Commercial and residential development has drastically been reduced from an average of $500,000 a year to a predicted $85,000 in fiscal year 2010. Property values are predicted to decrease by 4% for fiscal year 2010 and collections rates are predicted to decline by 10%. Excise taxes and licenses are also predicted to decrease by 10% based on the calendar year 2009 decline in regional sales.

We are predicting that this economic slow down will continue into fiscal year 2011. Starting in fiscal year 2012, it is predicted that commercial growth will slowly improve over the next four years and that residential will stay at the pre-decline level (fiscal year 2009) for the next two years, than increase for two years before stabilizing. Building permits fees should remain in the $300,000 to $400,000 range for fiscal year 2012 thru 2016. Property values will continue to rise along with the anticipated growth in our digest. During this growth phase, we are predicating the digest to maintain a moderate growth pattern of five percent each year. Based on these assumptions, fiscal year 2011 will show little to no growth and fiscal years 2012 thru 2016 with moderate growth.

In year seven, we are predicting the growth pattern to stabilize and change from new development to infill. Building permit fees will be lower ranging from $200,000 to $300,000. However, infill will help maintain a healthy digest by replacing lower construction value projects with higher value projects. Potential residential areas for infill include Suwanee Lake Estates and along Martin Farms Road. We are predicting that current home values of $100,000 will be replaced with higher values ranging from $350,000 to $400,000. Commercial and office infill is predicted to occur along Lawrenceville-Suwanee Road and Buford Highway.

Other revenue source predictions include a continued three to five percent increase starting with three in year one and ending at five in year ten. All predictions have been based on no additional land annexations. If annexation occurs, predictions will change in future years.

Expenditures

In developing the fiscal year 2010 budget, current staffing decisions included no new positions and salary freezes to be implemented for one year. Based on these staffing decisions, staffing predictions have been reduced from previous estimates. Current estimates include adding one administrative support individual to general government every four years, one municipal court staff individual every five years, one police position every three years, one public works employee every four years, and one new position every five years for housing and development. The additional staff noted above is for prediction purposes only. Staffing requests will continue to be monitored and evaluated annually.

Repairs and maintenance cost will follow our current funding levels for road and storm drainage repairs with $100,000 for roads and $75,000 for storm drainage. Sidewalk repairs and new sidewalk construction will continue with $100,000 annually. Based on the age of our new parks, $200,000 for park repairs have been budgeted in years five, eight, and ten. These assumptions are based on the continuation and approval of current SPLOST funding.

Current capital projects with operating impacts have been included in the year predicted to go on line. Based on anticipated trail expansions and other possible long-term projects to be stared in years six and continue to year ten, $25,000 in operating impacts have been added for these years to cover implementation costs, matching and operating impacts. CIP general fund funding requests include all projects except for police vehicles. New and replacement police vehicles are already a component of the current year expenditures. Additional police vehicles have been included with the projections of additional staff. CIP projects listed after year five include funding for capital projects at current funding levels.

Year	Capital Operating	CIP General Funding Request	Total
1	$ 349,500	$ 608,305	$ **957,805**
2	349,500	857,001	**1,206,501**
3	372,000	583,485	**955,485**
4	409,500	509,444	**918,944**
5	409,500	250,000	**659,500**
6	434,500	250,000	**684,500**
7	459,500	250,000	**709,500**
8	484,500	250,000	**734,500**
9	509,500	250,000	**759,500**
10	534,500	250,000	**784,500**

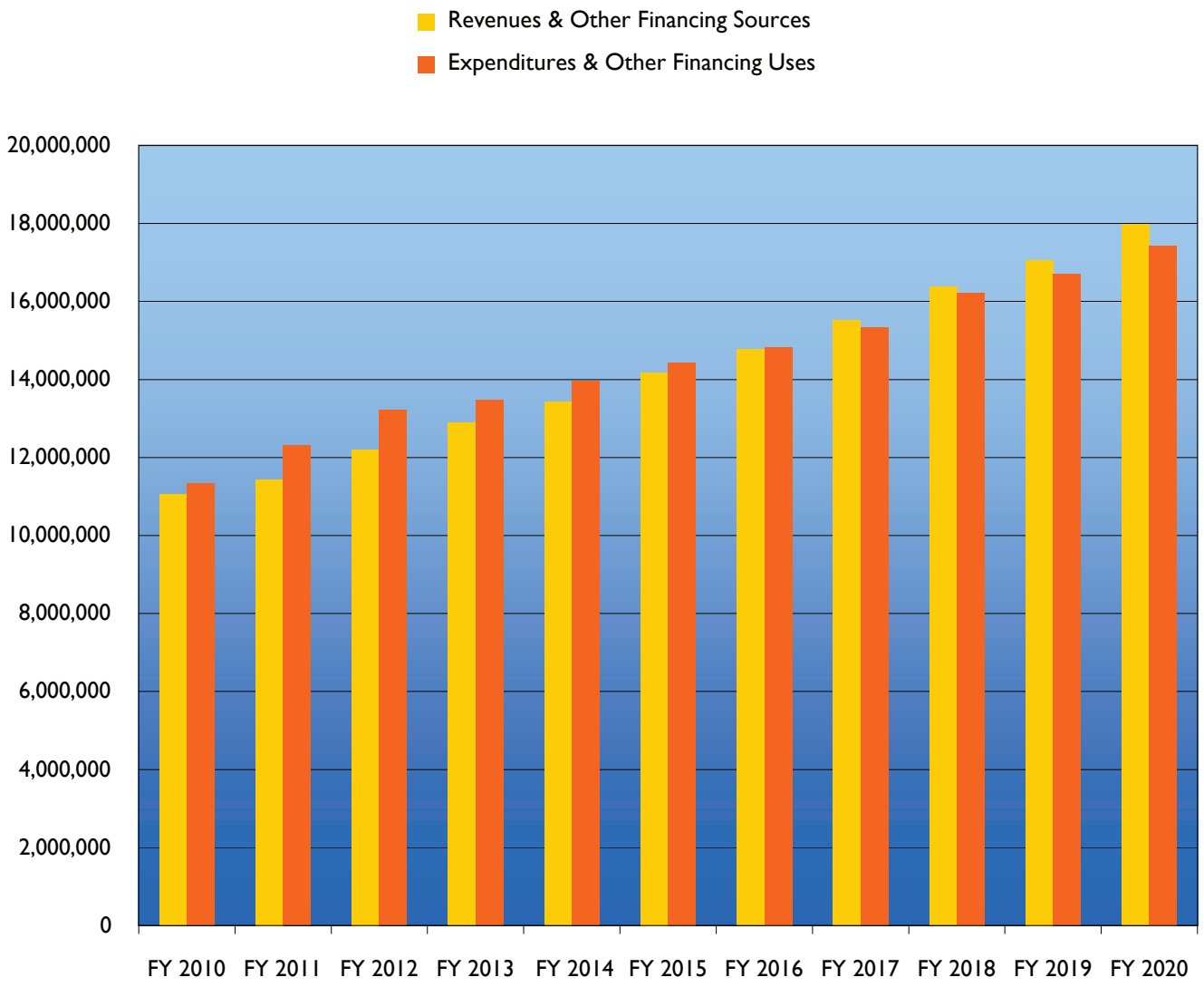
Other operating cost including supplies, utilities, contracted services, benefits and annual salary increases have been predicted using four percent increase by year. Based on the current economic revenue trends, decisions may need to be reviewed regarding projects to be funded by the general fund. Some projects may need to be delayed or alternative funding sources may need to be obtained.

General Fund Ten Year Financial Plan

	FY 2010 Budget	Prediction Year 1 FY 2011	Prediction Year 2 FY 2012	Prediction Year 3 FY 2013
Revenues				
General Property Taxes	$ 7,034,110	$ 7,174,792	$ 7,533,532	$ 7,947,876
Selective Sales and Use Taxes	990,500	1,020,215	1,071,226	1,103,363
Business Taxes	1,305,000	1,344,150	1,411,358	1,474,869
Penalty and Interest on Taxes	15,000	15,450	16,223	16,709
Licenses and Permits	202,300	208,369	218,787	228,633
Regulatory Fees	85,010	100,000	300,000	400,000
Intergovernmental Grants	-	5,000	6,000	7,000
Charge for Services	83,200	85,696	89,981	94,030
Fines and Forfeitures	1,130,480	1,187,004	1,246,354	1,308,672
Investment Income	178,000	183,340	191,590	199,254
Contributions and Donations	5,000	5,000	5,000	5,000
Miscellaneous Revenues	19,000	10,000	10,000	10,000
Total Revenues	11,047,600	11,339,016	12,100,050	12,795,405
Expenditures				
General Government	2,187,160	2,274,646	2,365,632	2,460,258
Judicial	368,270	383,001	398,321	414,254
Public Safety	4,033,090	4,194,414	4,362,190	4,653,823
Public Works	1,542,920	1,604,637	1,668,822	1,735,575
Culture and Recreation	246,750	249,218	251,710	254,227
Housing and Development	973,410	1,012,346	1,052,840	1,094,954
Roads, Streets, and Sidewalks	-	-	275,000	275,000
Projected Park Repairs	-	-		-
Projected Operating Impacts	-	349,500	349,500	372,000
CIP Funding Request	-	608,305	857,001	583,485
Total Expenditures	9,351,600	10,676,067	11,581,016	11,843,575
Excess (deficiency) of revenues over (under) expenditures	1,696,000	662,950	519,034	951,830
Other Financing Sources (Uses)				
Proceeds from capital lease	-	100,000	100,000	100,000
Transfer out	(1,983,450)	(1,629,611)	(1,626,996)	(1,624,553)
Total Other Financing Sources	(1,983,450)	(1,529,611)	(1,526,996)	(1,524,553)
Net change in fund balance	(287,450)	(866,661)	(1,007,962)	(572,723)
Fund Balances, beginning of year	7,585,563	7,298,113	6,431,452	5,423,490
Fund Balances, end of year	$ 7,298,113	$ 6,431,452	$ 5,423,490	$ 4,850,767

Prediction Year 4 FY 2014	Prediction Year 5 FY 2015	Prediction Year 6 FY 2016	Prediction Year 7 FY 2017	Prediction Year 8 FY 2018	Prediction Year 9 FY 2019	Prediction Year 10 FY 2020
$ 8,385,009	$ 8,846,185	$ 9,332,725	$ 9,846,025	$ 10,387,556	$ 10,958,872	$ 11,561,610
1,136,463	1,170,557	1,205,674	1,247,873	1,291,548	1,336,752	1,376,855
1,548,612	1,618,300	1,699,215	1,775,679	1,855,585	1,920,530	1,987,749
17,210	17,727	18,259	18,898	19,559	20,146	20,750
237,778	247,289	257,181	266,182	275,499	283,764	292,276
300,000	400,000	300,000	300,000	400,000	300,000	400,000
8,000	9,000	10,000	10,000	10,000	10,000	10,000
97,791	101,703	105,262	108,947	112,760	116,142	119,627
1,374,106	1,442,811	1,514,951	1,590,699	1,670,234	1,753,746	1,841,433
207,224	214,477	221,984	229,753	237,794	246,117	253,501
5,000	5,000	5,000	5,000	5,000	5,000	5,000
10,000	10,000	10,000	10,000	10,000	10,000	10,000
13,327,194	14,083,048	14,680,250	15,409,055	16,275,535	16,961,069	17,878,800
2,628,668	2,733,815	2,843,167	2,956,894	3,145,170	3,270,976	3,369,106
430,824	498,057	517,979	538,698	560,246	582,656	650,136
4,839,976	5,033,575	5,352,063	5,566,145	5,788,791	6,137,488	6,321,612
1,854,998	1,929,198	2,006,366	2,086,621	2,220,085	2,308,889	2,378,156
264,650	267,297	269,970	272,669	275,396	278,150	280,931
1,138,752	1,234,302	1,283,674	1,335,021	1,388,422	1,443,959	1,537,278
275,000	275,000	275,000	275,000	275,000	275,000	275,000
-	200,000	-	-	200,000	-	200,000
409,500	409,500	434,500	459,500	484,500	519,500	534,500
509,444	250,000	250,000	250,000	300,000	300,000	300,000
12,351,812	12,830,743	13,232,719	13,740,548	14,637,610	15,116,618	15,846,718
975,382	1,252,305	1,447,532	1,668,507	1,637,924	1,844,451	2,032,082
100,000	100,000	100,000	100,000	100,000	100,000	100,000
(1,610,428)	(1,601,896)	(1,592,103)	(1,589,959)	(1,587,246)	(1,588,228)	(1,587,903)
(1,510,428)	(1,501,896)	(1,492,103)	(1,489,959)	(1,487,246)	(1,488,228)	(1,487,903)
(535,046)	(249,591)	(44,571)	178,548	150,678	356,223	544,179
4,850,767	4,315,721	4,066,131	4,021,559	4,200,107	4,350,785	4,707,009
$ 4,315,721	$ 4,066,131	$ 4,021,559	$ 4,200,107	$ 4,350,785	$ 4,707,009	$ 5,251,188

Ten Year Projections



special revenue funds

fiscal year 2009-2010

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

Suwanee Day Fund 206

STATEMENT OF SERVICE

The purpose of the Suwanee Day Festival is to provide a high-quality family festival for the citizens of Suwanee. The festival is self-funded whereby it generates sponsorship dollars to offset the cost of the festival. In addition, the festival is organized by a volunteer group of citizens with a great deal of City guidance, support, and staffing.

REVENUE ASSUMPTIONS

Contributions and Donations

Definition: Contributions and donations include revenues received from sponsorships, booth rentals, and sales of tee shirts and hats for the annual Suwanee Day celebration.

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

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	Revenues	% Change from Prior Year
2001 Actual	$ 11,303	27.8%
2002 Actual	29,758	163.3%
2003 Actual	48,298	62.3%
2004 Actual	40,447	-16.3%
2005 Actual	60,929	50.6%
2006 Actual	80,333	31.8%
2007 Actual	89,245	11.1%
2008 Actual	53,669	-39.9%
2009 Projected	82,200	53.0%
2010 Budget	81,700	0.6%

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Investment Income	$ 1,286	$ 1,077	$ 1,200	$ 700
Contributions and Donations	87,959	52,592	81,000	81,000
Total	$ 89,245	$ 53,669	$ 82,200	$ 81,700

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Property Services	$ 12,462	$ 10,804	$ 11,500	$ 11,000
Other Purchased Services	31,167	42,557	39,500	33,000
Supplies	20,753	25,968	31,200	37,700
Other Costs	930	-	-	-
Total	$ 65,312	$ 79,329	$ 82,200	$ 81,700

Cemetery Fund 208

STATEMENT OF SERVICE

This fund was created to receive donations and contributions for the Jackson Street Cemetery, Shadowbrook Cemetery, and the Sims Lake Cemetery Projects.

REVENUE ASSUMPTIONS

Contributions and Donations

Definition: Contributions and donations include donations received by outside parties for the Jackson Street Cemetery, Shadowbrook Cemetery, and the Sims Lake Cemetery Projects.

Assumptions: Revenue projections are based on estimates received from the Cemetery Committee.

Investment Income

Definition: 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 the City's contribution.

Assumptions: Revenue projections are based on the current resources provided by the General Fund.

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Investment Income	$ 832	$ 689	$ 500	$ 360
Contributions	-	3,000	-	-
Other Financing Sources	1,000	11,000	35,000	34,000
Total	$ 1,832	$ 14,689	$ 35,500	$ 34,360

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional Services	$ -	$ -	$ 25,000	$ 11,550
Capital Outlay Property	-	-	10,500	22,810
Total	$ -	$ -	$ 35,500	$ 34,360

Confiscated Assets 210

drugs confiscated during a traffic stop

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 also participates in the State Drug Task Force. Annually, this task force provides the participants a percentage of the amount of funds/ property seized during the previous year. Currently, Suwanee has assigned one police officer to this task force.

REVENUE ASSUMPTIONS

Fines and Forfeitures

Definition: Cash and property confiscations relating to illegal activities.

Assumptions: Revenue projections are based on the amount received annually from the State Drug Task Force.

Investment Income

Definition: 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 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Fines and Forfeitures	$ 106,818	$ 17,737	$ 22,500	$ 22,500
Investment Income	416	869	500	250
Total	$ 107,234	$ 18,606	$ 23,000	$ 22,750

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Other Purchased Services	$ 27	$ -	$ 100	$ 100
Capital Outlay - Machinery & Equipment	62,461	74,510	22,900	22,650
Total	$ 62,488	$ 74,510	$ 23,000	$ 22,750

Public Arts Fund 220

STATEMENT OF SERVICE

The mission of the Public Arts Commission (PAC) is to 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. The PAC hopes to increase public awareness and engagement for public art initiatives.

REVENUE ASSUMPTIONS

Contributions and Donations

Definition: Contributions and donations may be received through corporate donations, individuals, and citizen groups. Donations could also be generated through the PAC's developer initiative, as well as PAC fundraising efforts.

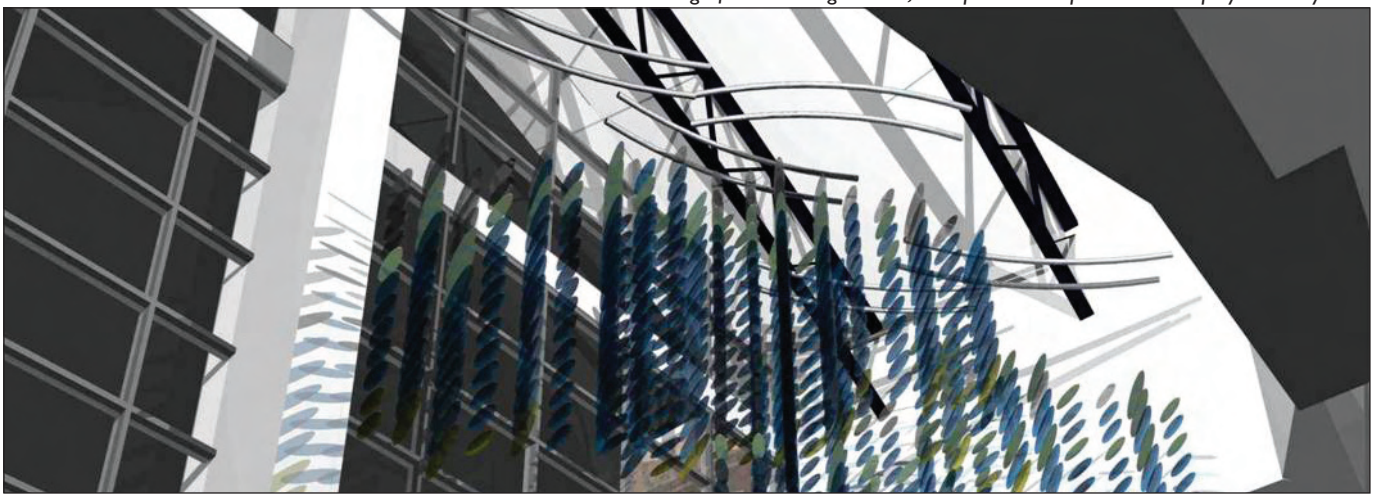
Assumptions: Revenue projections are based on projected general revenue by individuals and citizen groups.

Investment Income

Definition: 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.

Artisit's rendering of Shimmering Echoes, a suspended sculpture to be displayed in City Hall



SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Investment Income	$ -	$ -	$ 100	$ 100
Contributions and Donations	-	-	500	500
Total	$ -	$ -	$ 600	$ 600

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ -	$ -	$ 600	$ 600
Other Financing Uses	-	-	-	-
Total	$ -	$ -	$ 600	$ 600

Hotel/Motel Tax Fund 275

STATEMENT OF SERVICE

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

REVENUE ASSUMPTIONS

Selective Sales and Use Taxes

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

Assumptions: The revenue projections for selective sales and use taxes are based on historical trends in conjunction with current economic indicators. To determine the projection for room accommodation taxes, a monthly average for the prior year is determined and a twelve month projection of this average was used for the fiscal year 2010 estimate.

Investment Income

Definition: Income includes revenue from investment of fund equity.

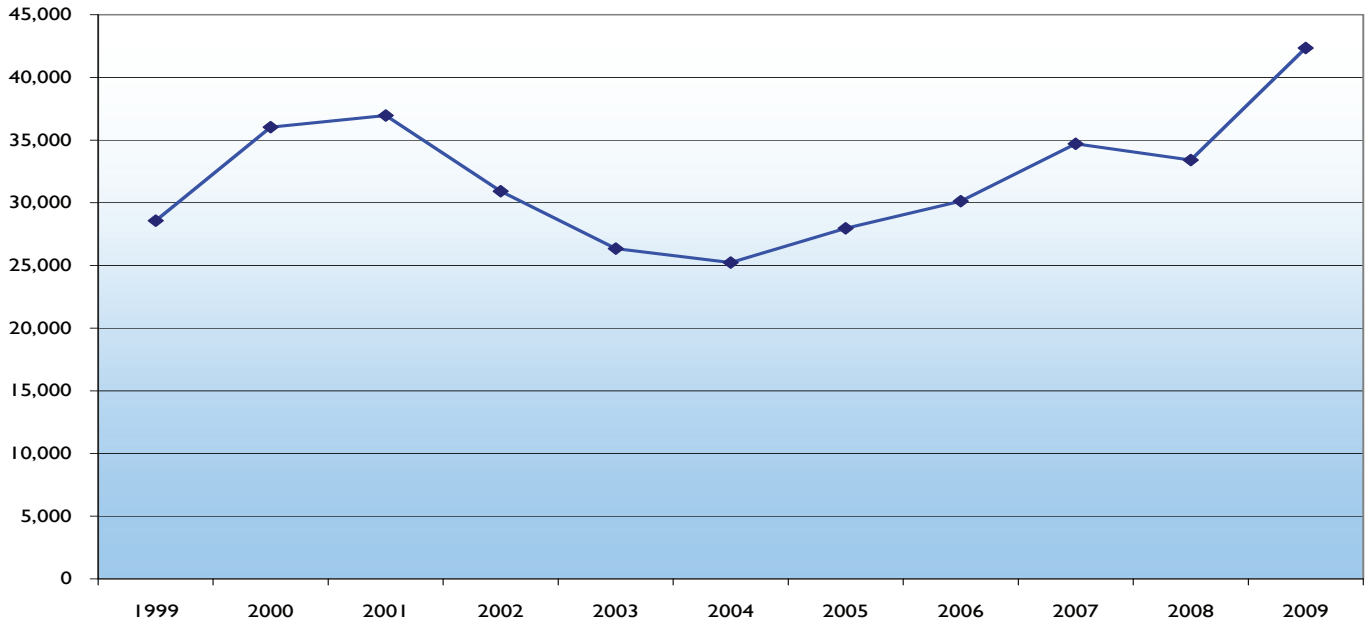
Assumptions: Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition: Other Financing sources include the City's contribution.

Assumptions: Revenue projections are based on the current resources provided by the General Fund.

Hotel Excise Tax Monthly Average



Hotel/Motel Tax Fund

History and Projections:

Fiscal Year	Revenues Monthly Average	% Change From Prior Year
1999	28,567	n/a
2000	36,033	26%
2001	36,956	3%
2002	30,923	-16%
2003	26,349	-15%
2004	25,224	-4%
2005	27,956	11%
2006	30,120	8%
2007	34,699	15%
2008	33,400	-4%
2009	42,349	27%
2010 Budget	42,349*	0%

**Fiscal year 2009 monthly average was used to determine the twelve-month projection for fiscal year 2010.*

Note: Rate changed from 5% tax to 7% tax rate in FY 2009. The additional 2% goes to the Gwinnett Convention and Visitors Bureau, per agreement.

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET**
Selective Sales and Use Taxes	$ 165,067	$ 168,599	$ 314,940	$ 508,170
Investment Income	3,604	4,215	5,000	4,580
Other Financing Sources	-	-	111,000	-
Total	$ 168,671	$ 172,814	$ 430,940	$ 512,750

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Personal Services	$ 15,988	$ 17,032	$ 17,200	$ 17,200
Purchased Professional & Technical	150	26,949	15,000	10,000
Other Purchased Services	86,841	103,169	393,560	267,030
Supplies	3,511	2,982	5,180	-
Other Financing Uses	-	-	-	218,520
Total	$ 106,490	$ 150,132	$ 430,940	$ 512,750

***In fiscal year 2010, the City changed reporting of Hotel/Motel excise taxes. Based on comments from the Georgia Department of Audits and Accounts, all of the excise tax is reported in the special revenue fund and the local portion is then transferred to the general fund.*

capital project funds

fiscal year 2009-2010

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

2009 Special Purpose Local Option Sales Tax - SPLOST 310

STATEMENT OF SERVICE

The 2009 special purpose local option sales tax fund accounts for the financial resources provided from a one-cent special local option sales tax approved by Gwinnett County voters in 2008.

REVENUE ASSUMPTIONS

Intergovernmental Grants

Definition: This category includes the distribution of the proceeds generated by the 2008 special purpose local option sales tax referendum. The City has entered into an intergovernmental agreement with Gwinnett County and has been allocated $11,878,050 to be paid out as collected from the County over the next five years.

Assumptions: Revenue projections for sales tax are sensitive to economic conditions. Due to this sensitivity, the City used 90% of the projected cash receipt estimate provided by Gwinnett County.

Investment Income

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

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

Other Financing Sources

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

Assumptions: Based on cost estimates, the Suwanee Creek Greenway Rehab/Extension project will need $579,500 in additional funding. These funds are being transferred from the 2002 Open/Green Space Fund. The Town Center Parking Facility project will need $750,000 in additional funding. These funds are being transferred from the General Fund.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Intergovernmental Grants - SPLOST	$ 11,878,050	$	$ 11,878,050
Investment Income	-		-
Other Financing Sources-General Fund	750,000		750,000
Other Financing Sources-Open Space	579,500		579,500
Total Revenues	**$ 13,207,550**	**$ -**	**$ 13,207,550**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Suwanee Creek Greenway Rehab/Extension			
Purchased Professional and Technical Services	$ 140,000	$	$ 140,000
Capital Outlay Property	1,593,830		1,593,830
Total	1,733,830	-	1,733,830
Town Center Park Well			
Purchased Professional and Technical Services	25,000		25,000
Capital Outlay Property	75,000		75,000
Total	100,000	-	100,000
Suwanee Creek Greenway Soft Surface Trails			
Purchased Professional and Technical Services	7,500		7,500
Capital Outlay Property	32,500		32,500
Total	40,000	-	40,000
Martin Farm Park Restrooms			
Purchased Professional and Technical Services	35,000		35,000
Capital Outlay Property	344,500		344,500
Total	379,500	-	379,500
City Hall Lawn Improvements			
Purchased Professional and Technical Services	10,000		10,000
Capital Outlay Property	58,000		58,000
Total	68,000	-	68,000

2009 Special Purpose Local Option Sales Tax - SPLOST (continued) 310

SUMMARY OF EXPENDITURES BY CATEGORY		Budget	Total at 5/1/2009	Balance
Sims Lake Connector Trail				
Purchased Professional and Technical Services		25,000		25,000
Capital Outlay Property		125,000		125,000
	Total	150,000	-	150,000
Suwanee Creek Park Phase 3-5				
Purchased Professional and Technical Services		65,000		65,000
Capital Outlay Property		300,000		300,000
	Total	365,000	-	365,000
Annual Resurfacing Program				
Purchased Professional and Technical Services		600,000		600,000
Capital Outlay Property		1,806,560		1,806,560
	Total	2,406,560	-	2,406,560
Road Improvement Project				
Purchased Professional and Technical Services		100,000		100,000
Capital Outlay Property		572,540		572,540
	Total	672,540	-	672,540
Annual Stormwater Projects				
Purchased Professional and Technical Services		46,000		46,000
Capital Outlay Property		300,170	-	300,170
	Total	346,170	-	346,170
Buford Highway Reconstruction & Streetscape				
Purchased Professional and Technical Services		125,000		125,000
Capital Outlay Property		736,720		736,720
	Total	861,720	-	861,720
Alternative Transportation				
Purchased Professional and Technical Services		120,000		120,000
Capital Outlay Property		687,720		687,720
	Total	807,720	-	807,720
PIB Pedestrian Improvements				
Purchased Professional and Technical Services		69,000		69,000
Capital Outlay Property		300,240		300,240
	Total	369,240	-	369,240
Police Substation				
Purchased Professional and Technical Services		225,000		225,000
Capital Outlay Property		1,556,710		1,556,710
	Total	1,781,710	-	1,781,710
Town Center Parking Facility				
Purchased Professional and Technical Services		500,000		500,000
Capital Outlay Property		2,506,780		2,506,780
	Total	3,006,780	-	3,006,780
Other Financing Uses-Transfers				
Other Financing Uses-05 SPLOST		118,780		118,780
	Total	118,780	-	118,780
Total Expenditures		**$ 13,207,550**	**$ -**	**$ 13,207,550**

2009 Special Purpose Local Option Sales Tax - SPLOST (continued) 310

OPERATIONAL IMPACT

Project	Comment
Suwanee Creek Greenway Rehab/Extension	This project would extend Suwanee Creek Greenway from the current northern terminus (between George Pierce Park and Suwanee Elementary School) to Smithtown Road. The additional trail section would increase operational cost by $8,000 annual for the trail and parking lot. This project also includes funding for boardwalk and drainage improvements to the greenway from Martin Farms Road to Suwanee Elementary. Currently this section of the greenway floods on a regular basis. When the water recedes, mud, water and other debris remain on the surface. This project should reduce the current trail maintenance due to flooding but will increase boardwalk replacement. Overall, the net operating effect should remain the same but provide the user of the trial with improved usability of the greenway system.
Town Center Park Well	The construction of a well facility at Town Center Park will provide a secondary source of irrigation water to the park. Water restrictions from the State of Georgia and Gwinnett County for irrigation are expected to increase over time. The grass at Town Center Park requires a certain amount of rainfall and/or irrigation to sustain the current grass. The well will provide the City with more options for watering during times of drought and outdoor watering restrictions. Costs for water from Gwinnett County are predicted to continue to rise. By having an alternative water system for irrigation, the City should reduce current utilities charges for irrigation and grass replacement cost.
Suwanee Creek Greenway Soft Surface Trails	This project will added soft surface trails to the Suwanee Creek Park. Base on the type of trails added, annual maintenance should be around $5,000.
Martin Farm Park Restrooms	The restroom addition at Martin Farm Park will add a bathroom to the greenway trail system. Adding an additional bathroom to the greenway will increase operating cost for utilities, daily cleaning, and repairs. These additional costs should be minimal, around $7,500 annually.
City Hall Lawn Improvements	The purpose of this project it to develop the park area behind the new City Hall. This project should include the installation of street furniture and additional walkway connections to enhance the aesthetics of the park. Annual operating costs should be minimal. Current operating costs already include lawn maintenance.
Sims Lake Connector Trail	This connector trail will be a 1,600 linear foot hard surface trail connection from Moore Road into the back of Sims Lake Park. The trail would provide additional access to the park for residents along Moore Road and other neighborhoods to the north. This project should have little to no operational impact.
Suwanee Creek Park Phase 3 - 5	This project includes an outdoor classroom; an adventure playground; open play areas; and a bird watching tower. Operational costs will include additional maintenance of play structures including staff time and supplies. Annual operating costs should be minimal, estimated at $7,500 a year.
Annual Resurfacing	This project provides the funding for the annual street resurfacing program. If this project is not continued with SPLOST funding, the general fund will need to contribute $250,000 annually to maintain existing street conditions.
Road Improvement Projects	This project provides the funding to implement various types of road improvements projects, including streetscaping, traffic signal improvements, and traffic calming. It should have little to no impact on operating costs.
Annual Stormwater Projects	This project provides the funding for the annual storm drainage program. If this project is not continued with SPLOST funding, the general fund will need to contribute $50,000 annually to maintain existing storm drainage system.
Buford Highway Reconstruction & Streetscape	Current plans for this project include a plan to conduct a corridor study along Buford Highway. The purpose of this study will be to determine recommended improvements for sidewalks, streetlights, crosswalks, and landscaping along Buford Highway between Russell Street and Suwanee Dam Road. Once the plan is completed, additional operation impacts can be evaluated.
Alternative Transportation	This project provides the funding for the annual sidewalk program and updating the alternative transportation plan. If this project is not continued with SPLOST funding, the general fund will need to contribute $100,000 annually to maintain and implement the alterative transportation plan.

2009 Special Purpose Local Option Sales Tax - SPLOST (continued) 310

Project	Comment
PIB Pedestrian Improvements	This project includes a series of intersection improvements along Peachtree Industrial Boulevard. This project should have little to no operational impact.
Police Substation	A police substation will increase police presence in the Gateway area. The station should reduce police response times in this part of the City. Operational impacts for maintenance of a new building are estimated at $30,000 a year.
Town Center Parking Facility	Additional parking spaces are needed to handle the anticipated growth in the Town Center Park and merchants' area. A parking demand analysis will be performed to identify the number of spaces needed as well as recommendation for a location of the parking structure. Based on the type of structure added, annual maintenance costs could be around $15,000.

2005 Special Purpose Local Option Sales Tax - SPLOST 320

STATEMENT OF SERVICE

The special purpose local option sales tax fund accounts for the financial resources provided from a one-cent special local option sales tax approved by Gwinnett County voters in 2004. It also includes $357,369 in re-allocation of 2001 sales tax funds.

REVENUE ASSUMPTIONS

Intergovernmental Grants

Definition: This category includes the distribution of the proceeds generated by the 2004 special purpose local option sales tax referendum. The City has entered into an intergovernmental agreement with Gwinnett County and has been allocated $6,597,060 to be paid out as collected from the County. The City has received all of the 2005 SPLOST in fiscal year 2009.

Assumptions: Revenue projections for sales tax are sensitive to economic conditions. Due to this sensitivity, the City used 90% of the projected cash receipt estimate provided by Gwinnett County.

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 includes operating financial inflows from other funds.

Assumptions: Based on cost estimates, the Pedestrian Bridge project will need $267,500 in additional funding and the play structures project will need $100,000 in additional funding. These funds are being transferred from the 2002 Open/Green Space Fund.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Intergovernmental Grants - SPLOST	$ 7,323,960	$ 7,229,180	$ 94,780
Intergovernmental Grants - 09 SPLOST	118,780		118,780
Intergovernmental Grants - State	116,000	50,000	66,000
Investment Income	252,366	227,565	24,801
Other Financing Sources	377,500	277,500	100,000
Total Revenues	**$ 8,188,606**	**$ 7,784,245**	**$ 404,361**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Street Resurfacing and Safety Improvements			
Purchased Professional and Technical Services	$ 927,985	$ 877,483	$ 50,502
Capital Outlay Property	722,515	401,393	321,122
Total	1,650,500	1,278,876	610,057
Traffic Calming			
Purchased Professional and Technical Services	55,000	45,814	9,186
Capital Outlay Property	748,500	679,156	69,344
Total	803,500	724,970	78,530
Storm Drainage System Improvements			
Purchased Professional and Technical Services	70,000	20,735	49,265
Capital Outlay Property	218,000	112,166	105,834
Total	288,000	132,901	110,100
Play Structures			
Purchased Professional and Technical Services	50,000	17,609	32,391
Capital Outlay Property	559,864	255,676	304,188
Total	609,864	273,285	336,579

2005 Special Purpose Local Option Sales Tax - SPLOST (continued) 320

SUMMARY OF EXPENDITURES BY CATEGORY		Budget	Total at 5/1/2009	Balance
Pedestrian Bridge				
Purchased Professional and Technical Services		124,600	124,600	-
Capital Outlay Property		690,000	690,000	-
	Total	814,600	814,600	-
Pedestrian Improvements at Hwy 23 & TCP				
Purchased Professional and Technical Services		48,300	21,611	26,689
Capital Outlay Property		406,600	133,496	273,104
	Total	454,900	155,107	299,793
Town Center Park Enhancements				
Purchased Professional and Technical Services		11,757	11,757	-
Capital Outlay Property		106,487	106,487	-
	Total	118,244	118,244	-
Police Communications				
Purchased Professional and Technical Services		20,000	9,994	10,006
Capital Outlay Property		559,400	487,278	72,122
	Total	579,400	497,272	82,128
Alternative Transportation				
Purchased Professional and Technical Services		100,000	57,348	42,652
Capital Outlay Property		665,058	277,387	387,671
	Total	765,058	334,735	236,889
I-85 Streetscape				
Purchased Professional and Technical Services		90,000	37,688	52,312
Capital Outlay Property		279,660	-	279,660
	Total	369,660	37,688	331,972
Police Station & Crossroads Renovation				
Purchased Professional and Technical Services		100,000	8,405	91,595
Supplies		5,000	3,216	1,784
Capital Outlay Property		575,292	34,225	541,067
	Total	680,292	45,846	634,446
Suwanee Creek Park Soft Trails				
Capital Outlay Property		44,875	44,875	-
	Total	44,875	44,875	-
Other Financing Uses-Transfers				
Other Financing Uses-Town Center Fountain		439,095	439,095	-
Other Financing Uses-Pedestrian Underpass		570,618	17,618	553,000
	Total	1,009,713	456,713	553,000
	Total Expenditures	**$ 8,188,606**	**$ 4,915,112**	**$ 3,273,494**

2005 Special Purpose Local Option Sales Tax - SPLOST (continued) 320

OPERATIONAL IMPACT

Project	Comment
Street Resurfacing and Safety Improvements	This project provides the funding for the annual street resurfacing program. If this project is not continued with SPLOST funding, the general fund will need to contribute $250,000 annually to maintain existing street conditions.
Traffic Calming	This project is a street re-alignment safety improvement. It should have little to no impact on operating costs.
Storm Drainage System Improvements	This project provides the funding for the annual storm drainage program. If this project is not continued with SPLOST funding, the general fund will need to contribute $50,000 annually to maintain existing storm drainage system.
Play Structure	This project includes improvements to Play Town Suwanee by adding a shade structure and adding a playground to Sims Lake Park. Operational costs will include additional maintenance of play structures including staff time and supplies.
Pedestrian Bridge	The Pedestrian Bridge project will provide connectivity from Town Center Park to our current greenway system. This bridge will consist of boardwalk and some metal materials. Annual operating costs should be minimal. Repair costs will increase as the boardwalk ages.
Pedestrian Improvements at Hwy 23 & TCP	The purpose of this project is to provide a safe crossing for pedestrians walking to Town Center Park and consists of signalization equipment and sidewalk improvements. This project should have little to no operational impact.
Town Center Park Enhancements	This project included finishing the stage waiting room for performers and electrical improvements to the stage lighting. Ongoing operating costs should be minimal, estimated at $5,000 a year.
Police Communications	The police are changing over their dispatch system from analog to digital. Once we purchase the new system, the annual support fees should be similar to the current fees.
Alternative Transportation	The project provides the funding for the annual sidewalk program and updating the alternative transportation plan. If this project is not continued with SPLOST funding, the general fund will need to contribute $100,000 annually to maintain and implement the alterative transportation plan.
I-85 Streetscape	The I-85 Streetscape project consists of improvements along the I-85 exit including the exit ramps. Annual operating impact will include $12,000 in professional services for maintenance.
Police Station & Crossroads Renovation	The Police Department will be expanding into the old City Hall and the Crossroad Centers, that currently houses Municipal Court, will be making safety renovation. These improvements should have little to no operational impacts. Current operations include funding for both buildings.
Suwanee Creek Park Soft Trails	This project added soft surface trails to the Suwanee Creek Park. Based on the type of trails added, annual maintenance costs should be around $5,000.

Public Facilities Maintenance Fund 340

STATEMENT OF SERVICE

The purpose of this fund is to conduct an evaluation of all City facilities and identify short term and long-term maintenance needs. This evaluation will allow the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately.

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.

Rents and Royalties

Definition: Rents and royalties funding include payments from Gwinnett County for the rental of the fire station building by the Gwinnett County Fire and EMS Department.

Assumptions: Revenues are based on our current lease agreement with Gwinnett County.

Other Financing Sources

Definition: Other Financing Sources includes operating financial inflows from other funds and the use of accumulated reserves for a balanced budget.

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

SUMMARY OF REVENUES BY CATEGORY		FY 2010 Budget
Investment Income	$	750
Rents and Royalties		175,000
Other Financing Sources		30,000
Total Revenues	**$**	**205,750**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2010 Budget
Purchase Professional and Technical Services	$	50,000
Supplies		5,000
Capital Outlay Property		150,750
Total Expenditures	**$**	**205,750**

OPERATIONAL IMPACT

Annual maintenance program should help quantify short term and long-term maintenance needs. Funding provided by the general fund will allow the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately.

Public Facilities Enhancement Fund 341

aerial view, town center

STATEMENT OF SERVICE

The purpose of this fund is to provide funding for improvements to City facilities. Current needs include improvements around the Town Center Park and the new City Hall. Enhancements include equipment, furniture, sidewalks and other capital improvements.

REVENUE ASSUMPTIONS

Investment Income

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

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

Other Financing Sources

Definition: Other Financing Sources includes operating financial inflows from other funds and the use of accumulated reserves for a balanced budget.

Assumptions: Current funding includes unused resources from the City Hall capital project.

SUMMARY OF REVENUES BY CATEGORY		FY 2010 Budget
Investment Income	$	5,000
Other Financing Sources		885,900
Total Revenues	**$**	**890,900**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2010 Budget
Purchase Professional and Technical Services	$	150,000
Supplies		5,900
Capital Outlay Property		735,000
Total Expenditures	**$**	890,900

OPERATIONAL IMPACT

Enhancements include minor changes to current structures. Operational impacts should be minor. Funding provided by the balance of the Town Center Facility Improvement Fund, 354.

Paved Streets Fund 344

STATEMENT OF SERVICE

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

REVENUE ASSUMPTIONS

Investment Income

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

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

Other Financing Sources

Definition: Other Financing Sources includes operating financial inflows from other funds and the use of accumulated reserves for a balanced budget.

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

SUMMARY OF REVENUES BY CATEGORY		FY 2010 Budget
Investment Income	$	1,500
Other Financing Sources		200,000
Total Revenues	**$**	**201,500**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2010 Budget
Purchase Professional and Technical Services	$	50,000
Supplies		1,500
Capital Outlay Property		150,000
Total Expenditures	**$**	**201,500**

OPERATIONAL IMPACT

Annual maintenance program, little to no operational impact expected. Funding provided by the general fund.

Storm Drainage Fund 345

STATEMENT OF SERVICE

This fund accounts for the annual maintenance and repair of storm drainage inlets and conveyance systems.

REVENUE ASSUMPTIONS

Investment Income

Definition:	Investment income includes revenue from investment of fund equity.
Assumptions:	Revenues are based on projected rates of return on invested funds in conjunction with current economic indicators.

Other Financing Sources

Definition:	Other Financing Sources includes operating financial inflows from other funds and the use of accumulated reserves for a balanced budget.
Assumptions:	Funds are transferred from the general fund to cover annual cost estimates for storm drainage repairs and street maintenance. Accumulated reserves are also used based on actual budgetary needs to balance the funds budget.

SUMMARY OF REVENUES BY CATEGORY		FY 2010 Budget
Investment Income	$	500
Other Financing Sources		3,000
Total Revenues	**$**	**3,500**

SUMMARY OF EXPENDITURES BY CATEGORY		FY 2010 Budget
Purchase Professional and Technical Services	$	1,000
Capital Outlay Property		2,500
Total Expenditures	**$**	**3,500**

OPERATIONAL IMPACT

Annual maintenance program, little to no operational impact expected. Funding provided by the general fund.

Open/Green Space Fund 350

sims lake park

STATEMENT OF SERVICE

This fund accounts for the financial resources provided from the 2002 General Obligation Bond Issue. In March 2002, $17.7 million in general obligation bonds were issued to fund the purchase of land and green space.

REVENUES AND ASSUMPTIONS

Intergovernmental Grants

Definition: Transfers or payments to a local government for specified purposes by another governmental unit.

Assumptions: Intergovernmental grants are budgeted based on current grant awards.

Investment Income

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

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

Contributions and Donations

Definition: Contributions and donations include revenues received from donations and sponsorships for the PlayTown Suwanee project.

Assumptions: Revenue projections were based on actual pledges.

Other Financing Sources

Definition: Other Financing Sources includes operating financial inflows from other funds, sale of land, and other bond proceeds.

Assumptions: Revenue sources were determined based on the 2001 bond referendum approved by the voters in November 2001.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Intergovernmental Grants - State	$ 25,000	$ 25,000	$ -
Intergovernmental Grants - Local	1,747,158	1,747,158	-
Investment Income	1,208,883	1,198,896	9,987
Contributions and Donations	81,010	81,015	(5)
Miscellaneous Revenues	19,059	19,059	-
Other Financing Sources	17,794,398	17,794,398	-
Total Revenues	**$ 20,875,508**	**$ 20,865,526**	**$ 9,982**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Parks			
Purchase Professional and Technical Services	$ 7,995	$ 7,995	$ -
Capital Outlay Property	1,826,675	1,826,675	-
Total	1,834,670	1,834,670	-
Suwanee Creek Park			
Purchase Professional and Technical Services	100,131	100,131	-
Purchase Property Services	22,104	22,104	-
Capital Outlay Property	1,721,824	1,721,824	-
Total	1,844,059	1,844,059	-
Town Center Park			
Purchase Professional and Technical Services	345,965	345,965	-
Purchase Property Services	37,890	37,890	-
Supplies	4,316	4,316	-
Capital Outlay Property	5,511,559	5,511,559	-
Total	5,899,730	5,899,730	-

Open/Green Space Fund (continued) 350

SUMMARY OF EXPENDITURES BY CATEGORY		Budget	Total at 5/1/2009	Balance
Delay				
Purchase Professional and Technical Services		22,320	22,320	-
Capital Outlay Property		1,842,818	1,842,818	-
Other Costs		22	22	-
	Total	1,865,160	1,865,160	-
Rivermoore				
Purchase Professional and Technical Services		1,800	1,800	-
Capital Outlay Property		85,082	85,082	-
	Total	86,882	86,882	-
The Farm				
Purchase Professional and Technical Services		7,145	7,145	-
Capital Outlay Property		240,529	240,529	-
Other Cost		834	834	-
	Total	248,508	248,508	-
Hovendick				
Purchase Professional and Technical Services		7,938	7,938	-
Capital Outlay Property		155,557	155,557	
Other Cost		4,631	4,631	-
	Total	168,126	168,126	-
Hewell				
Purchase Professional and Technical Services		229,538	229,538	-
Capital Outlay Property		3,711,074	3,711,074	-
Other Cost		2,422	2,422	-
	Total	3,943,034	3,943,034	-
PlayTown Suwanee				
Purchase Professional and Technical Services		103,660	103,660	-
Purchase Property Services		11,475	11,475	-
Supplies		104,715	104,715	-
Capital Outlay Property		406,948	406,948	-
	Total	626,798	626,798	-
Chattawah Land Trust				
Purchase Professional and Technical Services		4,000	4,000	-
	Total	4,000	4,000	-
Smithtown Road				
Purchase Professional and Technical Services		1,800	1,800	-
	Total	1,800	1,800	-
Sims Lake Phase I				
Purchase Professional and Technical Services		384,137	384,137	-
Capital Outlay Property		2,174,033	2,174,033	-
	Total	2,558,170	2,558,170	-
Community Garden				
Purchase Professional and Technical Services		20,000	-	20,000
Capital Outlay Property		265,946	-	265,946
	Total	285,946	-	285,946
Gorman Property				
Purchase Professional and Technical Services		3,300	3,300	-
Capital Outlay Property		102,356	102,356	-
	Total	105,656	105,656	-

Open/Green Space Fund (continued) 350

SUMMARY OF EXPENDITURES BY CATEGORY		Budget	Total at 5/1/2009	Balance
Debt Service				
Issuance Cost		146,531	146,531	-
	Total	146,531	146,531	-
Other Financing Uses - Transfers				
Other Financing Uses- Debt Service		309,438	309,438	-
Other Financing Uses - SPLOST		947,000	267,500	679,500
	Total	1,256,438	576,938	679,500
	Total Expenditures	**$ 20,875,508**	**$ 19,910,062**	**$ 965,446**

OPERATIONAL IMPACT

Project	Comment
Community Garden	The remaining balance of the open space fund has been allocated to develop a community garden and passive recreation on the 6.8-acre tract located on White Street and Buford Highway. Operational impacts will include utilities, trail maintenance, and landscaping, estimated annual cost $10,000

Pedestrian Underpass Fund 353

STATEMENT OF SERVICE

The pedestrian underpass project will provide the much-needed connectivity between Town Center Park, the City's governmental facilities and Main Street. The funding for this project has been obtained by a Federal Livable Centers Initiative (LCI) grant.

pedestrian tunnel

REVENUE ASSUMPTIONS

Intergovernmental Grants

Definition: Transfers or payments to a local government for specified purposes by another governmental unit.

Assumptions: Intergovernmental grants are budgeted based on current grant awards.

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 includes operating financial inflows from the general fund and SPLOST fund.

Assumptions: Operating resources are provided for the local match and the difference between budget estimates and design construction estimates determined after the design phase.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Intergovernmental Grants - Federal	$ 904,378	$ 737,251	$ 167,127
Investment Income	21,000	21,080	(80)
Miscellaneous Revenues	39,700	39,700	-
Other Financing Sources - General	226,094	226,094	-
Other Financing Sources - SPLOST	570,618	17,618	553,000
Total Revenues	**$ 1,761,790**	**$ 1,041,743**	**$ 720,047**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Purchased Professional and Technical Services	$ 245,000	$ 236,095	$ 8,905
Capital Outlay Property	1,516,790	1,185,095	331,695
Total Expenditures	**$ 1,761,790**	**$ 1,421,190**	**$ 340,600**

OPERATIONAL IMPACT

Category	Amount	Comment
Purchased Property Services	$ 5,000	Landscaping and fence maintenance
Supplies	2,000	Utilities
Total estimate	$ 7,000	

Town Center Facility Improvements Fund 354

city hall

STATEMENT OF SERVICE

This fund accounts for the long-term capital facility project at the Town Center URA property site. Current funding for this project has been provided by the funds raised from the parcels sold at the URA property site and the 2006 URA Revenue bond proceeds.

REVENUE ASSUMPTIONS

Investment Income

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

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

Other Financing Sources

Definition: Other financing sources includes operating financial inflows from the URA Town Center Fund, URA 2006 Revenue bonds and operating inflows from the General Fund.

Assumptions: Operating resources are provided from the proceeds of the parcels sold on the URA property site, URA 2006 Revenue bonds and operating inflows from the General Fund.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Investment Income	$ 698,000	$ 697,343	$ 657
Other Financing Sources - URA Bonds	6,587,866	6,587,866	-
Other Financing Sources - URA Town Center	2,641,510	2,641,510	-
Other Financing Sources - General	728,490	728,490	-
Total Revenues	**$ 10,655,866**	**$ 10,655,209**	**$ 657**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Purchased Professional and Technical Services	$ 1,165,000	$ 1,120,685	$ 44,315
Property Sire Improvements	8,075,000	7,704,194	370,806
Machinery and Equipment	475,000	475,000	-
Issuance Cost	55,000	55,000	-
Other Financing Uses	885,866	-	885,866
Total Expenditures	**$ 10,655,866**	**$ 9,354,879**	**$ 1,300,987**

OPERATIONAL IMPACT

Category	Amount	Comment
Purchased Property Services	$ 33,880	Custodial services
Other Purchased Services	39,700	Insurance and communication
Supplies	115,742	Supplies and utilities
Total estimate	$ 189,322	

Tax Allocation District 361

STATEMENT OF SERVICE

Suwanee's Tax Allocation District (TAD) was created to revitalize Suwanee's commercial district along I-85, Suwanee's Gateway. Funds obtained through the creation of a tax allocation district will ignite additional private investment and growth. Suwanee's Gateway redevelopment plan includes the following:

- Improvement of the transportation infrastructure.
- Strategic streetscape improvements that better accommodate pedestrians.
- New office and commercial sites to attract additional private investment.
- Infrastructure improvements for enhanced safety and appeal.
- Bold, new development as a catalyst for complementary development.
- Cooperative branding and marketing.
- Elimination of eyesores and obsolete structures and facilities.

REVENUE ASSUMPTIONS

Investment Income

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

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

Other Financing Sources

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

Assumptions: Currently other financial sources include Suwanee's tax allocation from the general fund for the increased taxes received from the base level of the district.

SUMMARY OF REVENUES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Investment Income	$ 1,000	$ 84	$ 916
Other Financing Sources - General	120,000	57,406	62,594
Total Revenues	**$ 121,000**	**$ 57,490**	**$ 63,510**

SUMMARY OF EXPENDITURES BY CATEGORY	Budget	Total at 5/1/2009	Balance
Purchased Professional and Technical Services	$ 21,000	$ -	$ 21,000
Property Sire Improvements	100,000	-	100,000
Total Expenditures	**$ 121,000**	**$ -**	**$ 121,000**

OPERATIONAL IMPACT

Category	Amount	Comment
Purchased Property Services	$ 5,000	Landscaping and fence maintenance
Supplies	2,000	Utilities
Total estimate	$ 7,000	

This page intentionally left blank

debt service fund

fiscal year 2009-2010

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

Debt Service Fund 410

STATEMENT OF SERVICE

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

REVENUE ASSUMPTIONS

Investment Income

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

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

Other Financing Sources

Definition: 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: The portion of the millage rate that is assessed for the current debt service payment is transferred to the debt service fund as required by bond convents.

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Investment Income	$ 32,928	$ 22,679	$ 30,000	$ 7,000
Other Financing Sources (1)	16,596,826	1,891,916	1,599,510	1,620,060
Total	$ 16,629,754	$ 1,914,595	$ 1,629,510	$ 1,627,060

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Debt Service Principal	$ 350,000	$ 630,000	$ 665,000	$ 700,000
Debt Service Interest	964,223	993,591	962,010	924,560
Fiscal Agent's Fees	2,575	-	2,500	2,500
Other Financing Uses (2)	14,848,485	-	-	-
Total	$ 16,165,283	$ 1,623,591	$ 1,629,510	$ 1,627,060

(1) FY 2007 Other Financing Sources includes the receipt of the refunding bond proceeds.

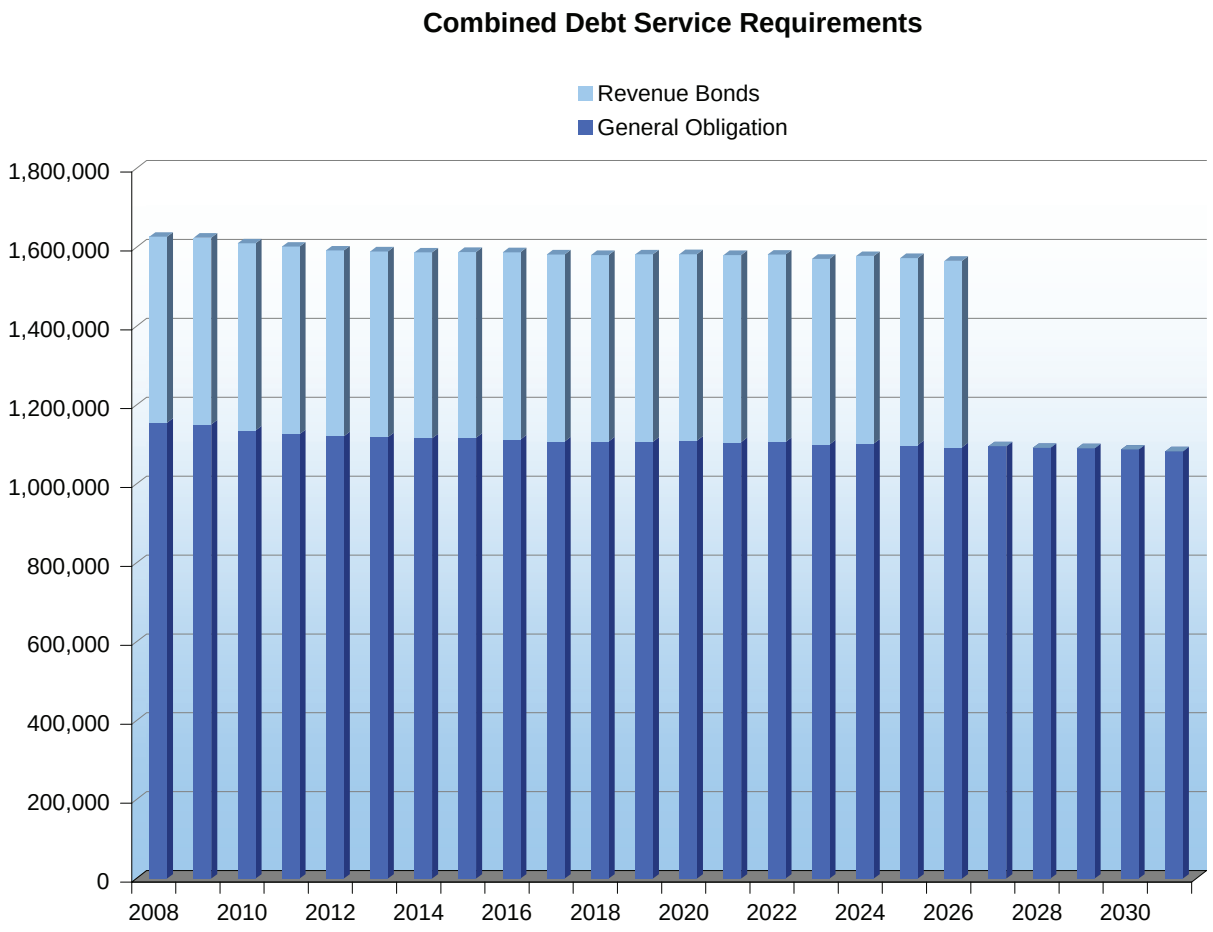
(2) FY 2007 Other Financing Uses includes the transfer of 2006 refunding bond proceeds to the bond trustee to refund the 2002 general obligation bonds.

Debt Service Fund 410

SUMMARY OF CITY DEBT BY CATEGORY

Category of Debt	Amount Outstanding
General Obligation Bonds	16,370,000
Revenue Bonds	6,150,000
Total	22,520,000

	General Obligations			Revenue Bonds			
Year Ending 31-Dec	Principal	Interest	Total Debt Service Requirements	Principal	Interest	Total Debt Service Requirements	Combined Total Debt Service Requirements
2009	$ 450,000	$ 701,480	$ 1,151,480	$ 250,000	$ 223,073	$ 473,073	$ 1,624,553
2010	465,000	671,105	1,136,105	260,000	214,323	474,323	1,610,428
2011	485,000	641,674	1,126,674	270,000	205,223	475,223	1,601,896
2012	505,000	616,330	1,121,330	275,000	195,773	470,773	1,592,103
2013	525,000	593,811	1,118,811	285,000	186,148	471,148	1,589,959
2014	545,000	571,074	1,116,074	295,000	176,173	471,173	1,587,246
2015	570,000	547,380	1,117,380	305,000	165,848	470,848	1,588,228
2016	590,000	522,730	1,112,730	320,000	155,173	475,173	1,587,903
2017	610,000	497,993	1,107,993	330,000	143,973	473,973	1,581,965
2018	635,000	473,093	1,108,093	340,000	132,423	472,423	1,580,515
2019	660,000	447,193	1,107,193	355,000	120,353	475,353	1,582,545
2020	690,000	420,193	1,110,193	365,000	107,573	472,573	1,582,765
2021	715,000	391,646	1,106,646	380,000	94,250	474,250	1,580,896
2022	745,000	361,533	1,106,533	395,000	80,190	475,190	1,581,723
2023	770,000	330,286	1,100,286	405,000	65,575	470,575	1,570,861
2024	805,000	297,802	1,102,802	425,000	50,388	475,388	1,578,189
2025	835,000	263,977	1,098,977	440,000	34,238	474,238	1,573,214
2026	865,000	228,374	1,093,374	455,000	17,517	472,517	1,565,891
2027	905,000	190,761	1,095,761	-	-	-	1,095,761
2028	940,000	151,555	1,091,555	-	-	-	1,091,555
2029	980,000	110,510	1,090,510	-	-	-	1,090,510
2030	1,020,000	67,510	1,087,510	-	-	-	1,087,510
2031	1,060,000	22,790	1,082,790	-	-	-	1,082,790
	$ 16,370,000	$ 9,120,798	$ 25,490,798	$ 6,150,000	$ 2,368,207	$ 8,518,207	$ 34,009,005



GENERAL OBLIGATION BONDS

2002 General Obligation Series

The outstanding balance of the 2002 General Obligation Bond is for the 2009 thru 2012 series that are redeemable after December 31, 2009. The remaining debt is considered defeased by the 2006 refunding series.

2006 Refunding Series, 2002 General Obligation

The General Obligation Refunding Bonds, Series 2006, were issued to advance refund a portion of the City's General Obligation Bonds, Series 2002, maturing January 2, 2013 through 2032, the aggregate principal amount of $14,110,000. After the effect of refunding and defeasance of the Refunding bonds, the City has a current outstanding balance of $16,370,000 in aggregate principal amount of general obligation bonds. The weighted average interest rate of the Bonds is approximately 4.20%, and the weighted average interest rate of the Refunded Bonds is approximately 5.15%.

Proceeds of the Bonds, after payment of issuance costs, was irrevocably deposited in escrow with The Bank of New York Trust Company, as escrow agent. The escrow obligations will bear interest and will be scheduled to mature at times sufficient to pay the principal and premium interest on the Refunded Bonds until January 1, 2012, the earliest date of redemption.

Debt Service Fund 410

Year Ending 31-Dec	Prior Bonds Principal	Prior Bonds Interest	Prior Bonds Total Debt Service Requirements	2006 Refunding Bond Series Principal	2006 Refunding Bond Series Interest	2006 Refunding Bond Series Total Debt Service Requirements	Combined Total Debt Service Requirements
2009	$ 390,000	$ 67,200	$ 457,200	$ 60,000	$ 634,280	$ 694,280	$ 1,151,480
2010	405,000	39,375	444,375	60,000	631,730	691,730	1,136,105
2011	420,000	12,600	432,600	65,000	629,074	694,074	1,126,674
2012	-	-	-	505,000	616,330	1,121,330	1,121,330
2013	-	-	-	525,000	593,811	1,118,811	1,118,811
2014	-	-	-	545,000	571,074	1,116,074	1,116,074
2015	-	-	-	570,000	547,380	1,117,380	1,117,380
2016	-	-	-	590,000	522,730	1,112,730	1,112,730
2017	-	-	-	610,000	497,993	1,107,993	1,107,993
2018	-	-	-	635,000	473,093	1,108,093	1,108,093
2019	-	-	-	660,000	447,193	1,107,193	1,107,193
2020	-	-	-	690,000	420,193	1,110,193	1,110,193
2021	-	-	-	715,000	391,646	1,106,646	1,106,646
2022	-	-	-	745,000	361,533	1,106,533	1,106,533
2023	-	-	-	770,000	330,286	1,100,286	1,100,286
2024	-	-	-	805,000	297,802	1,102,802	1,102,802
2025	-	-	-	835,000	263,977	1,098,977	1,098,977
2026	-	-	-	865,000	228,374	1,093,374	1,093,374
2027	-	-	-	905,000	190,761	1,095,761	1,095,761
2028	-	-	-	940,000	151,555	1,091,555	1,091,555
2029	-	-	-	980,000	110,510	1,090,510	1,090,510
2030	-	-	-	1,020,000	67,510	1,087,510	1,087,510
2031	-	-	-	1,060,000	22,790	1,082,790	1,082,790
	$ 1,215,000	$ 119,175	$ 1,334,175	$ 15,155,000	$ 9,001,623	$ 24,156,623	$ 25,490,798

2006 Revenue Bonds

In 2002, the City approved an urban redevelopment plan, entitled "Old Town Suwanee Urban Redevelopment Plan", to redevelop the area of the City known as "Old Town Suwanee" as the focal point of the City's center. The Urban Redevelopment Plan anticipated that the City would purchase certain tracts of land in the Old Town Suwanee area, and construct a new city park and city hall surrounded by mixed use development including commercial/retail space, office/professional uses, and residential units. All of these uses were designed to functionally integrated, with the new city hall as the centerpiece.

The project consists of the acquisition, construction, and installation of a building to be used as the new City Hall for the City. The City Hall site consists of approximately 1.3 acres and is located directly across from Town Center Park. The Urban Redevelopment Agency and the City have developed a plan to finance the project which relies on the proceeds of the bonds, funds contributed by the City, and investment earnings.

	Revenue Bonds		
Year Ending 31-Dec	Principal	Interest	Total Debt Service Requirements
2009	$ 250,000	$ 223,073	$ 473,073
2010	260,000	214,323	474,323
2011	270,000	205,223	475,223
2012	275,000	195,773	470,773
2013	285,000	186,148	471,148
2014	295,000	176,173	471,173
2015	305,000	165,848	470,848
2016	320,000	155,173	475,173
2017	330,000	143,973	473,973
2018	340,000	132,423	472,423
2019	355,000	120,353	475,353
2020	365,000	107,573	472,573
2021	380,000	94,250	474,250
2022	395,000	80,190	475,190
2023	405,000	65,575	470,575
2024	425,000	50,388	475,388
2025	440,000	34,238	474,238
2026	455,000	17,518	472,518
	$ 6,150,000	$ 2,368,208	$ 8,518,208

Direct and Overlapping Debt

Jurisdiction	Gross Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Direct Debt:			
City of Suwanee			
General Obligation Bonds	$ 16,370,000	100.00%	$ 16,370,000
Revenue Bonds	6,150,000	100.00%	6,150,000
Total Direct Debt	22,520,000		22,520,000
Overlapping Debt:			
Gwinnett County General Obligation Bonds	106,555,000	3.86%	4,113,023
Gwinnett County Board of Education	151,160,000	3.86%	5,834,776
Total Overlapping Debt	257,715,000		9,947,799
Total Direct and Overlapping Debt	$ 280,235,000		$ 32,467,799

Ratio of Outstanding Debt by Type
Last Seven Years

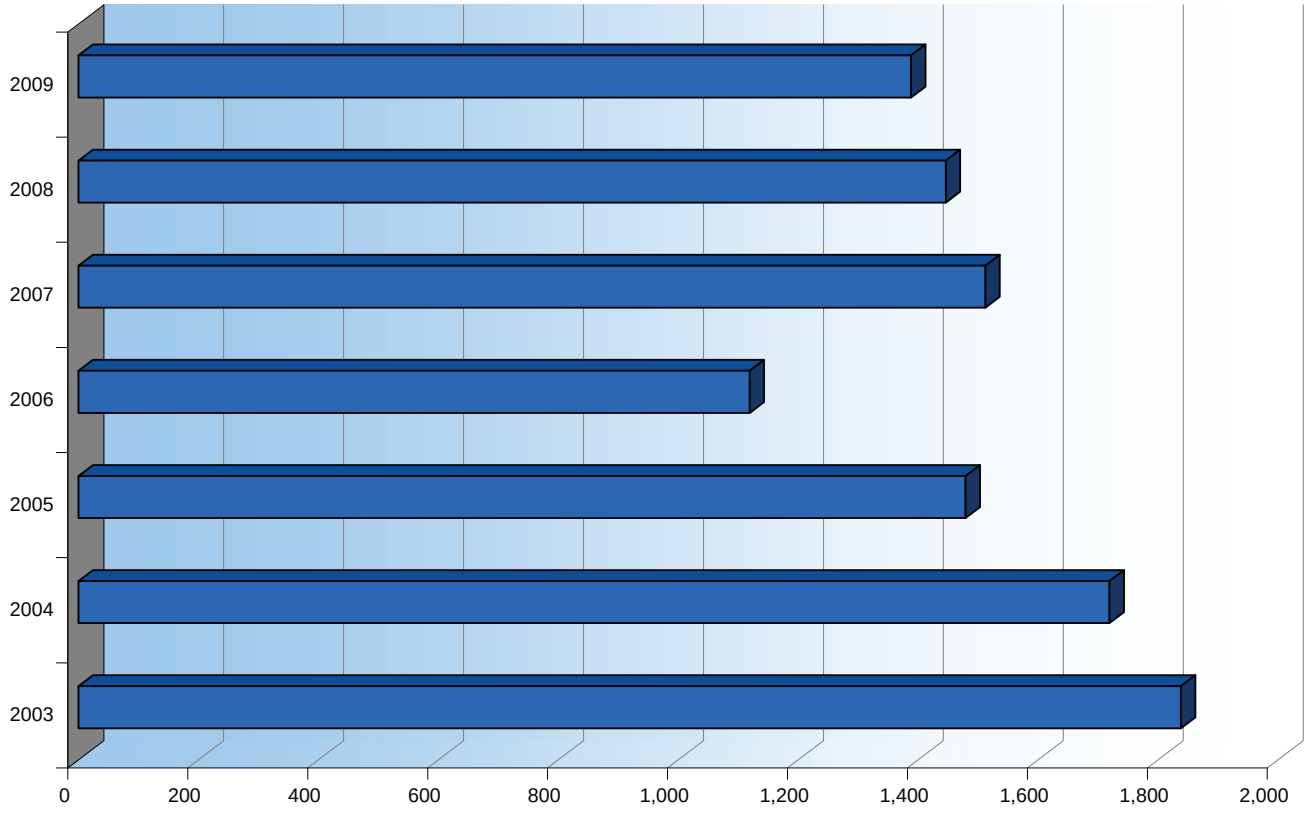
	Governmental Activities			Business-type Activities			
Fiscal Year	General Obligation Debt	Revenue Bonds	Capital Leases	Note Payable	Total	Percentage of Personal Income	Per Capita
2003	$ 17,385,000	$ 1,381,502	$ 193,841	$ -	$ 18,960,343	6.16%	$ 1,838
2004	17,065,000	1,259,830	178,171	57,833	18,560,834	5.62%	1,719
2005	16,740,000	-	134,170	106,685	16,980,855	4.91%	1,479
2006	16,405,000	-	172,925	367,384	16,945,309	3.69%	1,119
2007	17,195,000	6,620,000	201,535	381,561	24,398,096	4.85%	1,512
2008	16,795,000	6,390,000	171,735	368,251	23,724,986	4.72%	1,446
2009	16,370,000	6,150,000	151,847	354,392	23,026,239	4.34%	1,388

Debt Service Fund 410

Legal Debt Margin
Last Seven Years

	Fiscal Year						
	2003	2004	2005	2006	2007	2008	2009
Assessed value of all taxable property	$ 499,929,472	$ 554,697,180	$ 626,594,654	$ 681,700,534	$ 817,810,247	$ 984,406,123	$ 1,063,710,802
Debt limit 10% of assessed value	49,992,947	55,469,718	62,659,465	68,170,053	81,781,025	98,440,612	106,371,080
Total debt applicable to limit	17,321,298	16,945,754	16,327,672	15,973,141	16,298,670	16,795,000	16,370,000
Legal debt margin	$ 32,671,649	$ 38,523,964	$ 46,331,793	$ 52,196,912	$ 65,482,355	$ 81,645,612	90,001,080
Total debt applicable to the limit as a percentage of debt limit	34.65%	30.55%	26.06%	23.43%	19.93%	17.06%	15.39%

Debt Per Capita 2003-2009



This page intentionally left blank

enterprise fund

fiscal year 2009-2010

Enterprise Funds are 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.

Water Fund 505

STATEMENT OF SERVICE

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 345-metered customers. The current average consumption of water from the City's water system is approximately 45,000 gallons per day. Water is supplied to the City's water system by a 235-foot well and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation and chlorination. Suwanee's water system has approximately 6.5 miles of water mains, with primarily 8-inch, 6-inch and 2-inch lines.

The water fund accounts for the operations of the water system including all revenues applicable to the systems operations and all related expenses.

REVENUE ASSUMPTIONS

Charges for Services

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

Assumptions: Revenue projections are based on historical consumption usage.

Investment Income

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

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

Other Financing Sources

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

Assumptions: Operating resources are transferred from the General fund to repay the Georgia Environmental Facilities Authority (GEFA) loan used to upgrade the water system and other minor operational repairs.

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Charges for Services	$ 96,618	$ 93,405	$ 90,000	$ 69,000
Investment Income	1,393	1,597	2,000	1,000
Miscellaneous Revenues	678	-	5,000	1,000
Other Financing Sources	36,400	70,600	150,000	557,200
Total Revenues	**$ 135,089**	**$ 165,602**	**$ 247,000**	**$ 628,200**

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Administration				
Personal Services	$ 19,281	$ 20,547	$ 22,820	$ 27,110
Other Purchased Services	-	638	1,050	900
Supplies	5,876	5,698	13,230	9,180
Total	25,157	26,883	37,100	37,190
Supply				
Purchased Professional Services	1,526	16,318	55,000	6,500
Supplies	1,396	4,718	2,000	4,900
Total	2,922	21,036	57,000	11,400
Distribution				
Purchase Property Services	4,322	15,599	16,500	16,500
Supplies	4,534	3,625	6,200	4,200
Depreciation and Amortization	37,097	37,460	43,000	43,000
Total	45,953	56,684	65,700	63,700
Water System Improvements				
Purchased Professional & Technical	-	-	-	73,490
Capital Outlay Property	-	-	50,800	406,620
Total	-	-	50,800	480,110
Debt Service				
Debt Service Principal	8,581	13,312	16,590	14,430
Debt Service Interest	10,492	15,133	19,810	14,020
Issuance Cost	-	-	-	7,350
Total	19,073	28,445	36,400	35,800
Total Expenditures	**$ 93,105**	**$ 133,048**	**$ 247,000**	**$ 628,200**

Water Fund 505

In November 2006 the City closed the construction loan with the Georgia Environmental Facilities Authority (GEFA). The principal amount of the loan was $390,143 and it accrues interest at a rate of 4.03%. This loan was obtained to purchase and install a 150,000-gallon water tank that has tripled the City's water storage capacity and has helped to maintain a consistent water pressure.

At July 1, 2009, the outstanding loan balance is $354,392.

Fiscal Year	Principal	Interest	Total Debt Service Requirements
2010	$ 14,427	$ 14,017	$ 28,444
2011	15,019	13,425	28,444
2012	15,636	12,809	28,444
2013	16,278	12,167	28,444
2014	16,946	11,498	28,444
2015	17,642	10,803	28,444
2016	18,366	10,079	28,444
2017	19,120	9,325	28,444
2018	19,905	8,540	28,444
2019	20,722	7,723	28,444
2020	21,573	6,872	28,444
2021	22,458	5,986	28,444
2022	23,380	5,064	28,444
2023	24,340	4,104	28,444
2024	25,339	3,105	28,444
2025	26,380	2,065	28,444
2026	27,462	982	28,444
2027	9,400	79	9,479
	$ 354,392	$ 138,642	$ 493,035

agency fund

fiscal year 2009-2010

Agency Funds are custodial in nature and do not present results of operations or have a measurement focus. These funds are used to account for assets that the City holds for others in an agency capacity.

Municipal Court Fund 745

STATEMENT OF SERVICE

The Municipal Court fund accounts for the collection of various fines and forfeitures (mostly traffic violations) which are disbursed to other parties.

REVENUE ASSUMPTIONS

Fines and Forfeitures

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

Assumptions: Projections are based on the rates set by Council and historical trends. There has been an increase in the rate structure to include a technology fee to cover police software cost.

SUMMARY OF REVENUES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Fines and Forfeitures	$ 2,161,795	$ 2,072,406	$ 1,835,000	$ 1,615,680

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional and Technical	$ 266,004	$ 282,553	$ 217,000	$ 30,000
Other Costs	515,933	502,688	429,700	455,200
Other Financing Uses-Transfers	1,320,468	1,259,196	1,188,300	1,130,480
Total	$ 2,102,405	$ 2,044,437	$ 1,835,000	$ 1,615,680

NOTE:
The City added a new red light camera program in fiscal year 2007. The increase in fines in fiscal year 2007 and 2008 is due to this program. In fiscal year 2009, the city stopped this program, resulting in a decrease of fine revenues.

This page intentionally left blank

line item

fiscal year 2009-2010

This section serves as a reference for City of Suwanee Department Heads. It contains the General Fund line item detail of revenues and expenditures.

General Fund 100

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
General Property Taxes					
100-0000-311085	Real Property Current	$ 3,463,268	$ 4,322,419	$ 4,704,306	$ 4,352,710
100-0000-311086	Real Property Prior Years	56,081	83,889	60,000	60,000
100-0000-311102	Real HTRG Credit	86,335	99,785	113,851	-
100-0000-311285	Personal Property Current Year	652,262	526,330	552,751	504,480
100-0000-311286	Personal Property Prior Years	32,646	14,817	10,000	6,000
100-0000-311600	Real Transfer Intangible	70,624	69,957	36,791	36,800
100-0000-311710	Franchise Tax Electric	584,830	1,084,483	1,304,650	1,375,000
100-0000-311730	Franchise Tax Gas	87,519	90,957	94,000	96,120
100-0000-311750	Franchise Tax Television	217,729	229,934	238,880	248,000
100-0000-311760	Franchise Tax Telephone	92,616	116,308	116,337	125,000
100-0000-318000	Other Taxes Motor Vehicle	256,928	281,164	252,202	230,000
	Total	5,600,838	6,920,043	7,483,768	7,034,110
Selective Sales and Use Taxes					
100-0000-314100	Hotel/Motel	247,600	252,898	224,390	218,500
100-0000-314200	Alcoholic Beverage Excise	716,193	710,840	680,000	705,000
100-0000-314300	Local Option Mixed Drink	82,882	84,146	69,100	67,000
	Total	1,046,675	1,047,884	973,490	990,500
Business Taxes					
100-0000-316100	Business & Occupational Tax	880,974	933,534	823,826	760,000
100-0000-316200	Insurance Premium from State	457,189	476,899	488,323	495,000
100-0000-316300	Financial Institutions	100,793	106,837	118,750	50,000
	Total	1,438,956	1,517,270	1,430,899	1,305,000
Penalty & Interest on Taxes					
100-0000-319110	Real Estate Penalties & Interest	31,479	37,570	10,829	10,000
100-0000-319120	Personal Penalties & Interest	11,772	192	13,500	5,000
	Total	43,251	37,762	24,329	15,000
Licenses and Permits					
100-0000-321100	Regulatory Fees Beer & Wine	58,500	56,300	57,300	56,500
100-0000-321130	Regulatory Fees Liquor	116,200	105,020	115,020	110,000
100-0000-321220	Regulatory Fees Insurance	16,675	20,305	20,500	18,000
100-0000-321290	Other Business License Peddlers	400	100	300	300
100-0000-322210	Zoning & Land Use Development	47,444	9,125	4,085	5,000
100-0000-322230	Sign	19,595	20,420	13,500	12,500
	Total	258,814	211,270	210,705	202,300
Regulatory Fees					
100-0000-322100	Building Structure-Buildings	854,060	846,435	140,000	85,010
	Total	854,060	846,435	140,000	85,010
Intergovernmental Grants Federal					
100-0000-331102	Federal Grant-Justice Asst	14,378	818	2,000	-
	Total	14,378	818	2,000	-
Charges for Services					
100-0000-341391	Development Plan Review	36,956	64,743	7,632	7,000
100-0000-341400	Printing & Duplicating Service	210	229	700	700
100-0000-342100	Special Events-Police Service	150,161	104,329	70,000	50,000
100-0000-342102	Special Events-Application Fee	377	550	225	500
100-0000-342104	Special Events-Permit Fee	1,920	625	1,500	2,000
100-0000-342110	Special Events-Miscellaneous	42,306	35,687	4,100	5,000
100-0000-342120	Accident Reports	4,953	4,330	4,000	4,000
100-0000-342900	Other Special Police Service	12,449	14,123	12,000	12,000
100-0000-346900	Background Check Fee	3,285	2,400	2,500	2,000
	Total	252,617	227,016	102,657	83,200
Fines and Forfeitures					
100-0000-351170	Municipal Court	1,040,573	1,094,382	1,000,000	1,130,480
100-0000-351171	Municipal Court-Red Light	279,895	164,813	46,472	-
	Total	1,320,468	1,259,195	1,046,472	1,130,480
Investment Income					
100-0000-361000	Interest Revenues	252,066	264,000	217,220	178,000
	Total	252,066	264,000	217,220	178,000
Contributions Donations					
100-0000-371070	Contributions & Donations	1,500	500	13,750	5,000
	Total	1,500	500	13,750	5,000
Miscellaneous					
100-0000-381000	Rents & Royalties	1,060	1,545	1,500	1,500
100-0000-389000	Other Miscellaneous Revenues	17,636	19,246	23,394	15,000
	Total	18,696	20,791	24,894	16,500
Other Financing Sources					
100-0000-391200	Other Revenues-Transfer In	-	-	1,650	-
100-0000-392000	Other Revenues-GMA Lease	139,247	72,572	94,316	-
100-0000-392100	Sale of General Fixed Assets	-	7,550	2,500	2,500
100-0000-393000	Budgeted Fund Balance	-	-	-	287,450
	Total	139,247	80,122	98,466	289,950
	TOTAL REVENUES	**$ 11,241,566**	**$ 12,433,106**	**$ 11,768,650**	**$ 11,335,050**

Governing Body — Function 1110

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1110-511100	Salaries & Wages Regular	$ 23,450	$ 43,351	$ 62,100	$ 62,100
	Total	23,450	43,351	62,100	62,100
Personal Services-Employee Benefits					
100-1110-512200	Employee Benefits-SS	1,454	2,688	3,850	3,850
100-1110-512300	Employee Benefits-Mcare	340	629	900	900
	Total	1,794	3,317	4,750	4,750
Other Purchased Services					
100-1110-523200	Other Purchase Srv-Communication	90	615	2,000	1,500
100-1110-523500	Other Purchase Srv-Travel	9,194	11,961	12,000	12,150
100-1110-523600	Other Purchase Srv-Dues & Fees	6,525	22,515	23,500	29,390
100-1110-523700	Other Purchase Srv-Education	7,294	6,295	9,000	11,600
100-1110-523810	Other Purchase Srv-Liability	875	875	900	880
	Total	23,978	42,261	47,400	55,520
Supplies					
100-1110-531100	Supplies-General Supplies	1,963	2,901	2,000	1,200
100-1110-531300	Supplies-Food	4,840	7,966	6,500	5,050
	Total	6,803	10,867	8,500	6,250
	Total Governing Body	**$ 56,025**	**$ 99,796**	**$ 122,750**	**$ 128,620**

Legislative Committees — Function 1120

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1120-511100	Salaries & Wages Regular	$ 3,587	$ 5,154	$ 5,000	$ 6,000
	Total	3,587	5,154	5,000	6,000
Personal Services-Employee Benefits					
100-1120-512200	Employee Benefits-SS	218	314	400	400
100-1120-512300	Employee Benefits-Mcare	51	73	100	100
	Total	269	387	500	500
Other Purchased Services					
100-1120-523700	Other Purchase Srv-Education	-	720	1,000	2,000
	Total	-	720	1,000	2,000
Supplies					
100-1120-531100	Supplies-General Supplies	-	202	250	250
	Total	-	202	250	250
	Total Legislative Committees	**$ 3,856**	**$ 6,463**	**$ 6,750**	**$ 8,750**

Chief Executive — Function 1320

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1320-511100	Salaries & Wages Regular	$ 242,173	$ 222,492	$ 249,530	$ 248,450
100-1320-511300	Salaries & Wages Overtime	1,537	1,577	2,500	1,000
	Total	243,710	224,069	252,030	249,450
Personal Services-Employee Benefits					
100-1320-512100	Employee Benefits-Group Health	16,948	21,084	37,010	45,740
100-1320-512200	Employee Benefits-SS	14,489	13,910	14,580	15,470
100-1320-512300	Employee Benefits-Mcare	3,534	3,253	3,670	3,620
100-1320-512400	Employee Benefits-Retirement	20,094	14,013	18,530	19,070
100-1320-512700	Employee Benefits-Workers Comp	695	363	1,100	1,150
100-1320-512910	Employee Benefits-EAP	118	101	150	150
100-1320-512920	Employee Benefits-Other Disability	6,425	1,084	1,920	1,870
100-1320-512930	Employee Benefits-Wellness	-	895	800	-
	Total	62,303	54,703	77,760	87,070
Purchased Professional & Technical					
100-1320-521230	Purchase Contract Service-Rental	5,400	5,400	5,800	5,600
	Total	5,400	5,400	5,800	5,600
Purchased Property Services					
100-1320-522200	Purchase Property Srv-Repair	72	-	500	-
	Total	72	-	500	-
Other Purchased Services					
100-1320-523200	Other Purchase Srv-Communicate	650	3,140	4,500	1,000
100-1320-523300	Other Purchase Srv-Advertise	10	-	100	100
100-1320-523400	Other Purchase Srv-Printing	31	92	500	400
100-1320-523500	Other Purchase Srv-Travel	5,007	3,685	7,000	5,000
100-1320-523600	Other Purchase Srv-Dues & Fees	8,694	9,995	5,500	10,000
100-1320-523700	Other Purchase Srv-Education	2,518	1,255	9,000	6,600
100-1320-523800	Other Purchase Srv-Licenses	-	-	50	-
100-1320-523810	Other Purchase Srv-Liability	875	875	900	900
100-1320-523850	Other Purchase Srv-Contract	17,340	24,289	4,500	-
	Total	35,125	43,331	32,050	24,000
Supplies					
100-1320-531100	Supplies-General Supplies	14,805	16,451	14,500	14,500
100-1320-531270	Supplies-Gasoline	548	1,160	2,200	2,000
100-1320-531300	Supplies-Food	2,642	1,185	3,300	3,300
100-1320-531400	Supplies-Promotional	3,348	2,458	-	-
100-1320-531500	Supplies-Customer Service	2,971	2,913	-	-
100-1320-531600	Supplies-Books & Periodicals	234	254	600	600
	Total	24,548	24,421	20,600	20,400
Capital Outlay					
100-1320-542400	Machinery & Equipment	6,243	2,300	-	-
	Total	6,243	2,300	-	-
	Total Chief Executive	**$ 377,401**	**$ 354,224**	**$ 388,740**	**$ 386,520**

General Administration — Function 1500

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1500-511100	Salaries & Wages Regular	$ 126,715	$ 119,274	$ 143,560	$ 143,680
	Total	126,715	119,274	143,560	143,680
Personal Services-Employee Benefits					
100-1500-512100	Employee Benefits-Group Health	7,284	4,337	5,180	6,280
100-1500-512200	Employee Benefits-SS	7,938	7,424	9,100	8,910
100-1500-512300	Employee Benefits-Mcare	1,856	1,736	2,290	2,100
100-1500-512400	Employee Benefits-Retirement	3,699	7,524	4,060	3,950
100-1500-512700	Employee Benefits-Workers Comp	300	136	870	870
100-1500-512910	Employee Benefits-EAP	51	48	150	150
100-1500-512920	Employee Benefits-Other Disability	552	517	630	650
100-1500-512930	Employee Benefits-Wellness Program	-	1,171	700	-
	Total	21,680	22,893	22,980	22,910
Purchased Professional & Technical					
100-1500-521200	Purchase Contract Srv-Professional	17,375	8,155	8,000	8,000
	Total	17,375	8,155	8,000	8,000
Other Purchased Services					
100-1500-523200	Other Purchase Srv-Communication	1,137	485	3,800	2,000
100-1500-523300	Other Purchase Srv-Advertising	8,645	11,531	6,000	6,500
100-1500-523400	Other Purchase Srv-Printing	347	108	1,750	2,000
100-1500-523500	Other Purchase Srv-Travel	2,430	1,220	2,750	2,000
100-1500-523600	Other Purchase Srv-Dues & Fees	740	2,474	1,250	900
100-1500-523700	Other Purchase Srv-Education	6,390	1,421	4,750	3,000
100-1500-523710	Other Purchase Srv-Adult Ed	6,000	10,915	6,000	-
100-1500-523850	Other Purchase Srv-Contract	3,362	4,710	6,000	6,000
	Total	29,051	32,864	32,300	22,400
Supplies					
100-1500-531100	Supplies-General Supplies	2,831	4,457	2,850	2,500
100-1500-531300	Supplies-Food	674	890	1,000	1,000
100-1500-531400	Supplies-Books & Periodicals	3,280	1,757	2,800	2,500
	Total	6,785	7,104	6,650	6,000
Capital Outlay					
100-1500-542400	Machinery & Equipment	1,104	-	1,000	-
	Total	1,104	-	1,000	-
	Total General Administration	**$ 202,710**	**$ 190,290**	**$ 214,490**	**$ 202,990**

Financial Administration — Function 1511

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1511-511100	Salaries & Wages Regular	$ 274,479	$ 309,304	$ 349,840	$ 364,600
100-1511-511300	Salaries & Wages Overtime	13,790	12,597	10,500	6,000
	Total	288,269	321,901	360,340	370,600
Personal Services-Employee Benefits					
100-1511-512100	Employee Benefits-Group Health	36,251	52,491	64,370	71,520
100-1511-512200	Employee Benefits-SS	17,873	20,060	22,470	22,650
100-1511-512300	Employee Benefits-Mcare	4,180	4,691	5,300	5,300
100-1511-512400	Employee Benefits-Retirement	26,865	27,074	32,950	35,900
100-1511-512700	Employee Benefits-Workers Comp	695	635	1,220	1,270
100-1511-512910	Employee Benefits-EAP	155	192	400	400
100-1511-512920	Employee Benefits-Other Disability	1,585	1,716	3,120	2,900
100-1511-512930	Employee Benefits-Wellness	-	3,600	1,750	-
	Total	87,604	110,459	131,580	139,940
Purchased Professional & Technical					
100-1511-521200	Purchase Contract Srv-Professional	42,124	7,675	18,600	8,000
	Total	42,124	7,675	18,600	8,000
Other Purchased Services					
100-1511-523200	Other Purchase Srv-Communication	9,634	15,086	20,800	18,500
100-1511-523300	Other Purchase Srv-Advertising	447	920	1,000	1,000
100-1511-523400	Other Purchase Srv-Printing	8,908	18,303	23,500	20,000
100-1511-523500	Other Purchase Srv-Travel	5,020	4,829	6,000	5,500
100-1511-523600	Other Purchase Srv-Dues & Fees	4,469	5,099	7,500	6,000
100-1511-523700	Other Purchase Srv-Education	3,788	5,510	8,000	8,000
100-1511-523800	Other Purchase Srv-Licenses	15	-	250	250
100-1511-523810	Other Purchase Srv-Liability	875	875	900	900
100-1511-523850	Other Purchase Srv-Contract	21,017	6,434	1,450	2,500
	Total	54,173	57,056	69,400	62,650
Supplies					
100-1511-531100	Supplies-General Supplies	12,001	11,600	10,000	10,000
100-1511-531300	Supplies-Food	364	1,122	1,600	1,000
100-1511-531400	Supplies-Books & Periodicals	477	648	1,000	1,000
100-1511-531600	Supplies-Small Equipment	758	595	-	-
	Total	13,600	13,965	12,600	12,000
Capital Outlay					
100-1511-542400	Machinery & Equipment	1,243	1,086	-	-
	Total	1,243	1,086	-	-
	Total Financial Administration	**$ 487,013**	**$ 512,142**	**$ 592,520**	**$ 593,190**

Accounting — Function 1512

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-1512-521200	Purchase Contract Srv-Professional	$ 67,900	$ 25,000	$ 30,100	$ 35,500
	Total	67,900	25,000	30,100	35,500
	Total Accounting	**$ 67,900**	**$ 25,000**	**$ 30,100**	**$ 35,500**

Law — Function 1530

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-1530-521200	Purchase Contract Srv-Professional	$ 53,190	$ 67,306	$ 62,500	$ 65,000
	Total	53,190	67,306	62,500	65,000
	Total Law	**$ 53,190**	**$ 67,306**	**$ 62,500**	**$ 65,000**

Data Processing — Function 1535

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-1535-521220	Purchase Contract Srv-Prof American	$ 67,762	$ 87,847	$ 92,300	$ 102,400
100-1535-521230	Purchase Contract Service-Mainstreet	17,129	35,962	40,050	45,000
	Total	84,891	123,809	132,350	147,400
Purchased Property Services					
100-1535-522200	Purchase Property Srv-Repair	11,339	987	7,000	5,500
	Total	11,339	987	7,000	5,500
Other Purchased Services					
100-1535-523850	Other Purchase Srv-Contract	825	625	2,000	2,000
	Total	825	625	2,000	2,000
Supplies					
100-1535-531100	Supplies-General Supplies	46	3,664	2,500	2,500
	Total	46	3,664	2,500	2,500
Capital Outlay					
100-1535-542400	Machinery & Equipment-Computer	3,683	302	2,500	10,000
100-1535-542401	Machinery & Equipment-Server	27,693	14,997	10,750	11,750
100-1535-542402	Machinery & Equipment-Software	25,337	24,202	20,185	21,190
100-1535-542403	Machinery & Equipment-New	6,782	18,038	26,500	26,500
100-1535-542404	Machinery & Equipment-Thoroughbred	6,345	11,065	-	-
100-1535-542405	Machinery & Equipment-New Program	38,700	8,435	99,305	17,000
	Total	108,540	77,039	159,240	86,440
	Total Data Processing	**$ 205,641**	**$ 206,124**	**$ 303,090**	**$ 243,840**

General Government Buildings — Function 1565

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Property Services					
100-1565-522100	Purchase Property Srv-Cleaning	$ 3,875	$ 4,090	$ 4,200	$ 3,900
100-1565-522110	Purchase Property Srv-Disposal	565	887	1,150	1,650
100-1565-522130	Purchase Property Srv-Custodial	6,295	8,970	27,500	49,160
100-1565-522200	Purchase Property Srv-Repair	20,124	17,475	19,500	10,000
100-1565-522310	Purchase Property Srv-Rental	4,289	1,977	640	2,000
100-1565-522320	Purchase Property Srv-Rental	1,845	14,663	15,430	30,150
	Total	36,993	48,062	68,420	96,860
Other Purchased Services					
100-1565-523100	Other Purchase Srv-Insurance	70,389	104,727	124,500	155,630
100-1565-523200	Other Purchase Srv-Communicate	37,372	38,733	57,350	55,000
100-1565-573000	Other Costs-Payments to Other	869	4,513	6,400	3,000
	Total	108,630	147,973	188,250	213,630
Supplies					
100-1565-531100	Supplies-General Supplies	7,189	7,281	9,750	9,750
100-1565-531210	Supplies-Water & Sewer	1,082	1,054	2,100	3,000
100-1565-531220	Supplies-Natural Gas	3,982	3,742	5,000	9,600
100-1565-531230	Supplies-Electricity	10,197	10,890	16,200	48,000
100-1565-531600	Supplies-Small Equipment	2,067	650	6,000	5,000
	Total	24,517	23,617	39,050	75,350
Capital Outlay					
100-1565-542300	Machinery & Equipment	93,258	25,438	-	-
	Total	93,258	25,438	-	-
	Total General Government Buildings	**$ 263,398**	**$ 245,090**	**$ 295,720**	**$ 385,840**

Public Information — Function 1570

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-1570-511100	Salaries & Wages Regular	$ 39,236	$ 52,989	$ 57,280	$ 58,190
	Total	39,236	52,989	57,280	58,190
Personal Services-Employee Benefits					
100-1570-512100	Employee Benefits-Group Health	14	12,725	18,160	19,420
100-1570-512200	Employee Benefits-SS	2,433	3,301	3,550	3,610
100-1570-512300	Employee Benefits-Mcare	569	772	830	850
100-1570-512400	Employee Benefits-Retirement	-	5,364	6,870	6,990
100-1570-512700	Employee Benefits-Workers Comp	200	159	350	350
100-1570-512910	Employee Benefits-EAP	3	29	50	50
100-1570-512920	Employee Benefits-Other Disability	26	313	400	400
100-1570-512930	Employee Benefits-Wellness	-	677	700	-
	Total	3,245	23,340	30,910	31,670
Other Purchased Services					
100-1570-523200	Other Purchase Srv-Communication	220	202	250	350
100-1570-523210	Other Purchase Srv-Newsletter	13,698	12,424	14,650	15,500
100-1570-523400	Other Purchase Srv-Printing	744	60	500	500
100-1570-523410	Other Purchase Srv-Printing	16,263	21,493	26,150	27,000
100-1570-523500	Other Purchase Srv-Travel	860	945	1,200	1,200
100-1570-523600	Other Purchase Srv-Dues & Fees	55	375	400	400
100-1570-523700	Other Purchase Srv-Education	980	595	1,600	1,100
	Total	32,820	36,094	44,750	46,050
Supplies					
100-1570-531100	Supplies-General Supplies	652	870	600	500
100-1570-531400	Supplies-Books & Periodicals	90	126	700	500
	Total	742	996	1,300	1,000
	Total Public Information	**$ 76,043**	**$ 113,419**	**$ 134,240**	**$ 136,910**

Municipal Court — Function 2650

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-2650-511100	Salaries & Wages Regular	$ 172,775	$ 192,785	$ 209,650	$ 226,400
100-2650-511300	Salaries & Wages Overtime	8,531	9,298	6,500	4,500
	Total	181,306	202,083	216,150	230,900
Personal Services-Employee Benefits					
100-2650-512100	Employee Benefits-Group Health	24,645	32,728	39,760	45,740
100-2650-512200	Employee Benefits-SS	11,241	12,894	13,020	14,320
100-2650-512300	Employee Benefits-Mcare	2,629	2,941	3,180	3,350
100-2650-512400	Employee Benefits-Retirement	10,228	13,231	15,100	15,900
100-2650-512700	Employee Benefits-Workers Comp	350	340	950	950
100-2650-512910	Employee Benefits-EAP	72	88	150	150
100-2650-512920	Employee Benefits-Other Disability	619	900	1,400	1,400
100-2650-512930	Employee Benefits-Wellness	-	1,329	1,100	-
	Total	49,784	64,451	74,660	81,810
Purchased Professional & Technical					
100-2650-521290	Purchase Contract Srv-Other	1,491	1,787	4,500	5,000
100-2650-521292	Purchase Contract Srv-Legal	138	1,003	1,500	2,000
	Total	1,629	2,790	6,000	7,000
Purchased Property Services					
100-2650-522130	Purchase Property Srv-Custodial	3,550	3,360	6,000	6,530
100-2650-522320	Purchase Property Srv-Rental	4,114	3,974	5,000	5,000
	Total	7,664	7,334	11,000	11,530
Other Purchased Services					
100-2650-523100	Other Purchase Srv-Insurance	5,800	5,000	8,800	9,680
100-2650-523200	Other Purchase Srv-Communication	1,519	1,434	1,700	1,700
100-2650-523400	Other Purchase Srv-Printing	-	255	1,100	1,000
100-2650-523500	Other Purchase Srv-Travel	2,610	3,823	3,750	3,500
100-2650-523600	Other Purchase Srv-Dues & Fees	329	393	550	550
100-2650-523700	Other Purchase Srv-Education	3,566	3,378	3,250	4,500
	Total	13,824	14,283	19,150	20,930
Supplies					
100-2650-531100	Supplies-General Supplies	3,746	4,328	4,750	3,500
100-2650-531210	Supplies-Water & Sewer	95	104	500	500
100-2650-531230	Supplies-Electricity	5,222	6,360	10,500	12,000
100-2650-531400	Supplies-Books & Periodicals	48	50	100	100
	Total	9,111	10,842	15,850	16,100
Capital Outlay					
100-2650-542400	Machinery & Equipment	-	248	-	-
	Total	-	248	-	-
	Total Municipal Court	**$ 263,318**	**$ 302,031**	**$ 342,810**	**$ 368,270**

Red Light Cameras — Function 2651

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-2651-511100	Salaries & Wages Regular	$ 56,329	$ 59,352	$ 71,220	$ -
100-2651-511300	Salaries & Wages Overtime	889	-	2,000	-
	Total	57,218	59,352	73,220	-
Personal Services-Employee Benefits					
100-2651-512100	Employee Benefits-Group Health	816	751	2,230	-
100-2651-512200	Employee Benefits-SS	3,548	3,711	4,540	-
100-2651-512300	Employee Benefits-Mcare	830	868	1,070	-
100-2651-512400	Employee Benefits-Retirement	1,421	1,965	1,750	-
100-2651-512700	Employee Benefits-Workers Comp	350	136	450	-
100-2651-512910	Employee Benefits-EAP	28	45	100	-
100-2651-512920	Employee Benefits-Other Disability	232	369	400	-
100-2651-512930	Employee Benefits-Wellness	-	998	1,000	-
	Total	7,225	8,843	11,540	-
Purchased Professional & Technical					
100-2651-521200	Purchase Contract Srv-Professional	-	140	150	-
	Total	-	140	150	-
Other Purchased Services					
100-2651-523200	Other Purchase Srv-Communication	3,749	4,122	3,000	-
100-2651-523400	Other Purchase Srv-Printing	-	-	200	-
100-2651-523500	Other Purchase Srv-Travel	127	-	100	-
100-2651-523700	Other Purchase Srv-Education	399	660	500	-
	Total	4,275	4,782	3,800	-
Supplies					
100-2651-531100	Supplies-General Supplies	3,127	3,697	3,000	-
100-2651-531230	Supplies-Electricity	1,588	1,539	2,000	-
	Total	4,715	5,236	5,000	-
Capital Outlay					
100-2651-542400	Machinery & Equipment	-	409	-	-
	Total	-	409	-	-
	Total Red Light Cameras	**$ 73,433**	**$ 78,762**	**$ 93,710**	**$ -**

Police Administration — Function 3210

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3210-511100	Salaries & Wages Regular	$ 182,659	$ 187,690	$ 205,520	$ 211,800
100-3210-511300	Salaries & Wages Overtime	-	1,118	1,300	1,500
	Total	182,659	188,808	206,820	213,300
Personal Services-Employee Benefits					
100-3210-512100	Employee Benefits-Group Health	19,589	20,825	22,290	24,860
100-3210-512200	Employee Benefits-SS	11,325	11,742	12,810	13,300
100-3210-512300	Employee Benefits-Mcare	2,648	2,746	3,040	3,100
100-3210-512400	Employee Benefits-Retirement	19,610	20,493	24,720	25,600
100-3210-512700	Employee Benefits-Workers Comp	6,428	2,805	7,750	8,800
100-3210-512910	Employee Benefits-EAP	93	88	150	150
100-3210-512920	Employee Benefits-Other Disability	1,183	1,290	1,800	1,900
100-3210-512930	Employee Benefits-Wellness	-	1,192	450	-
	Total	60,876	61,181	73,010	77,710
Purchased Professional & Technical					
100-3210-521200	Purchase Contract Srv-Professional	24,069	14,815	11,000	11,000
	Total	24,069	14,815	11,000	11,000
Purchased Property Services					
100-3210-522200	Purchase Property Srv-Repair	479	233	800	800
	Total	479	233	800	800
Other Purchased Services					
100-3210-523200	Other Purchase Srv-Communication	1,433	1,965	5,300	1,750
100-3210-523400	Other Purchase Srv-Printing	36	-	100	100
100-3210-523500	Other Purchase Srv-Travel	776	7,779	10,300	10,000
100-3210-523600	Other Purchase Srv-Dues & Fees	1,578	1,808	1,690	1,200
100-3210-523900	Other Purchase Srv-Other	-	-	300	300
	Total	3,823	11,552	17,690	13,350
Supplies					
100-3210-531270	Supplies-Gasoline	3,059	6,197	7,540	7,000
100-3210-531300	Supplies-Food	974	1,150	1,000	900
100-3210-531400	Supplies-Books & Periodicals	218	259	450	300
100-3210-531600	Supplies-Small Equipment	436	277	600	500
100-3210-531700	Supplies-Other Supplies	895	816	800	700
	Total	5,582	8,699	10,390	9,400
Capital Outlay					
100-3210-542400	Machinery & Equipment	4,644	7,850	5,820	5,820
	Total	4,644	7,850	5,820	5,820
	Total Police Administration	**$ 282,132**	**$ 293,138**	**$ 325,530**	**$ 331,380**

Criminal Investigation — Function 3221

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3221-511100	Salaries & Wages Regular	$ 130,377	$ 191,325	$ 220,840	$ 230,020
100-3221-51300	Salaries & Wages Overtime	7,006	11,143	10,000	6,000
	Total	137,383	202,468	230,840	236,020
Personal Services-Employee Benefits					
100-3221-512100	Employee Benefits-Group Health	21,420	28,363	36,890	36,210
100-3221-512200	Employee Benefits-SS	9,641	13,258	14,310	14,640
100-3221-512300	Employee Benefits-Mcare	2,255	3,101	3,360	3,430
100-3221-512400	Employee Benefits-Retirement	14,075	19,918	25,500	27,600
100-3221-512700	Employee Benefits-Workers Comp	4,288	4,106	6,450	7,320
100-3221-512910	Employee Benefits-EAP	82	110	200	200
100-3221-512920	Employee Benefits-Other Disability	839	1,156	2,100	2,100
100-3221-512930	Employee Benefits-Wellness	-	1,458	1,000	-
	Total	52,600	71,470	89,810	91,500
Purchased Property Services					
100-3221-522210	Purchase Property Srv-Repair	472	1,348	2,070	1,800
	Total	472	1,348	2,070	1,800
Other Purchased Services					
100-3221-523200	Other Purchase Srv-Communication	1,338	1,876	2,200	250
100-3221-523500	Other Purchase Srv-Travel	770	983	2,150	2,000
100-3221-523600	Other Purchase Srv-Dues & Fees	35	35	130	-
100-3221-523900	Other Purchase Srv-Other	976	825	2,640	3,200
	Total	3,119	3,719	7,120	5,450
Supplies					
100-3221-531270	Supplies-Gasoline	4,161	10,472	11,330	10,000
100-3221-531700	Supplies-Other Supplies	1,530	1,764	2,230	2,000
	Total	5,691	12,236	13,560	12,000
Capital Outlay					
100-3221-542400	Machinery & Equipment	1,415	1,309	-	-
	Total	1,415	1,309	-	-
	Total Criminal Investigation	**$ 200,680**	**$ 292,550**	**$ 343,400**	**$ 346,770**

Patrol — Function 3223

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3223-511100	Salaries & Wages Regular	$ 999,052	$ 1,068,497	$ 1,254,350	$ 1,192,100
100-3223-511300	Salaries & Wages Overtime	47,525	51,625	46,000	33,000
	Total	1,046,577	1,120,122	1,300,350	1,225,100
Personal Services-Employee Benefits					
100-3223-512100	Employee Benefits-Group Health	178,334	219,642	280,260	305,240
100-3223-512200	Employee Benefits-SS	71,622	74,372	81,280	76,000
100-3223-512300	Employee Benefits-Mcare	16,752	17,406	19,140	17,800
100-3223-512400	Employee Benefits-Retirement	93,520	106,481	136,390	143,100
100-3223-512700	Employee Benefits-Workers Comp	92,871	60,507	102,000	111,100
100-3223-512910	Employee Benefits-EAP	657	656	1,300	1,100
100-3223-512920	Employee Benefits-Other Disability	6,052	6,125	12,290	11,000
100-3223-512930	Employee Benefits-Wellness	-	4,589	7,000	-
	Total	459,808	489,778	639,660	665,340
Purchased Property Services					
100-3223-522200	Purchase Property Srv-Repair	2,920	2,868	5,700	5,000
100-3223-522210	Purchase Property Srv-Repair	22,404	23,543	35,820	30,000
	Total	25,324	26,411	41,520	35,000
Other Purchased Services					
100-3223-523200	Other Purchase Srv-Communication	9,739	10,196	12,000	8,860
100-3223-523600	Other Purchase Srv-Dues & Fees	343	152	400	360
	Total	10,082	10,348	12,400	9,220
Supplies					
100-3223-531100	Supplies-General Supplies	13,929	8,806	9,800	9,800
100-3223-531270	Supplies-Gasoline	49,413	106,296	113,340	113,340
100-3223-531600	Supplies-Small Equipment	5,185	7,547	11,130	5,500
100-3223-531700	Supplies-Other Supplies	28,250	34,618	35,000	20,000
	Total	96,777	157,267	169,270	148,640
Capital Outlay					
100-3223-542200	Machinery & Equipment	221,368	170,554	350,140	75,000
	Total	221,368	170,554	350,140	75,000
	Total Patrol	**$ 1,859,936**	**$ 1,974,480**	**$ 2,513,340**	**$ 2,158,300**

Records and Identification — Function 3224

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3224-511100	Salaries & Wages Regular	$ 23,468	$ 43,953	$ 55,540	$ 59,320
100-3224-511300	Salaries & Wages Overtime	-	791	800	1,500
	Total	23,468	44,744	56,340	60,820
100-3224-512100	Employee Benefits-Group Health	7,917	5,356	8,780	9,490
100-3224-512200	Employee Benefits-SS	1,455	2,774	3,540	3,900
100-3224-512300	Employee Benefits-Mcare	340	649	840	950
100-3224-512400	Employee Benefits-Retirement	2,207	3,888	6,120	7,300
100-3224-512700	Employee Benefits-Workers Comp	200	-	750	750
100-3224-512910	Employee Benefits-EAP	31	19	50	50
100-3224-512920	Employee Benefits-Other Disability	221	291	500	460
100-3224-512930	Employee Benefits-Wellness	-	217	500	-
	Total	12,371	13,194	21,080	22,900
Capital Outlay					
100-3224-542400	Machinery & Equipment	122,637	15,950	58,870	66,000
	Total	122,637	15,950	58,870	66,000
	Total Records & Identification	**$ 158,476**	**$ 73,888**	**$ 136,290**	**$ 149,720**

Police Training — Function 3240

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3240-511100	Salaries & Wages Regular	$ 26,658	$ 28,854	$ 30,540	$ 65,980
100-3240-511300	Salaries & Wages Overtime	-	149	750	1,500
	Total	26,658	29,003	31,290	67,480
Personal Services-Employee Benefits					
100-3240-512100	Employee Benefits-Group Health	7,426	7,519	8,880	5,260
100-3240-512200	Employee Benefits-SS	1,652	1,809	1,970	4,190
100-3240-512300	Employee Benefits-Mcare	386	423	470	980
100-3240-512400	Employee Benefits-Retirement	2,905	3,111	3,410	3,380
100-3240-512500	Employee Benefits-Tuition	4,912	3,717	9,000	5,000
100-3240-512700	Employee Benefits-Workers Comp	1,390	-	2,500	2,500
100-3240-512910	Employee Benefits-EAP	31	29	50	50
100-3240-512920	Employee Benefits-Other Disability	329	460	550	500
100-3240-512930	Employee Benefits-Wellness	-	606	500	-
	Total	19,031	17,674	27,330	21,860
Other Purchased Services					
100-3240-523500	Other Purchase Srv-Travel	832	-	250	250
100-3240-523700	Other Purchase Srv-Education	7,857	6,352	7,500	7,500
	Total	8,689	6,352	7,750	7,750
Supplies					
100-3240-531400	Supplies-Books & Periodicals	51	-	500	250
100-3240-531700	Supplies-Other Supplies	2,665	4,121	3,350	3,850
	Total	2,716	4,121	3,850	4,100
	Total Police Training	**$ 57,094**	**$ 57,150**	**$ 70,220**	**$ 101,190**

Special Detail Services — Function 3250

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3250-511100	Salaries & Wages Regular	$ 130,965	$ 90,248	$ 70,000	$ 50,000
	Total	130,965	90,248	70,000	50,000
	Total Special Detail Services	**$ 130,965**	**$ 90,248**	**$ 70,000**	**$ 50,000**

Police Stations & Buildings — Function 3260

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Property Services					
100-3260-522100	Purchase Property Srv-Cleaning	$ 6,170	$ 8,970	$ 22,400	$ 22,400
100-3260-522110	Purchase Property Srv-Disposal	1,345	526	3,000	3,000
100-3260-522200	Purchase Property Srv-Repair	12,084	4,111	8,400	8,400
	Total	19,599	13,607	33,800	33,800
Other Purchased Services					
100-3260-523100	Other Purchase Srv-Insurance	87,148	93,154	125,000	140,000
100-3260-523110	Other Purchase Srv-IT	-	-	1,770	-
100-3260-523200	Other Purchase Srv-Communicate	18,047	16,891	27,450	36,000
	Total	105,195	110,045	154,220	176,000
Supplies					
100-3260-531100	Supplies-General Supplies	1,304	1,062	3,100	3,100
100-3260-531210	Supplies-Water & Sewer	1,081	1,026	2,400	2,400
100-3260-531220	Supplies-Natural Gas	3,982	3,742	7,000	7,000
100-3260-531230	Supplies-Electricity	10,080	10,890	15,000	24,000
100-3260-531700	Supplies-Other Supplies	1,278	1,260	1,000	1,000
	Total	17,725	17,980	28,500	37,500
	Total Police Stations & Buildings	**$ 142,519**	**$ 141,632**	**$ 216,520**	**$ 247,300**

Dispatcher — Function 3270

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3270-511100	Salaries & Wages Regular	$ 217,910	$ 241,508	$ 270,550	$ 276,120
100-3270-511300	Salaries & Wages Overtime	4,491	5,848	5,500	3,500
	Total	222,401	247,356	276,050	279,620
Personal Services-Employee Benefits					
100-3270-512100	Employee Benefits-Group Health	46,212	52,546	58,190	70,080
100-3270-512200	Employee Benefits-SS	13,948	15,384	17,120	17,340
100-3270-512300	Employee Benefits-Mcare	3,262	3,598	4,790	4,100
100-3270-512400	Employee Benefits-Retirement	22,447	23,571	29,750	33,440
100-3270-512700	Employee Benefits-Workers Comp	1,390	1,078	2,300	2,440
100-3270-512910	Employee Benefits-EAP	193	174	350	350
100-3270-512920	Employee Benefits-Other Disability	1,492	2,574	2,850	2,850
100-3270-512930	Employee Benefits-Wellness	-	1,376	1,200	-
	Total	88,944	100,301	116,550	130,600
Other Purchased Services					
100-3270-523200	Other Purchase Srv-Communication	14,968	16,573	20,500	25,350
	Total	14,968	16,573	20,500	25,350
Supplies					
100-3270-531700	Supplies-Other Supplies	1,415	1,009	2,800	2,100
	Total	1,415	1,009	2,800	2,100
	Total Dispatcher	**$ 327,728**	**$ 365,239**	**$ 415,900**	**$ 437,670**

Public Relations — Function 3285

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3285-511100	Salaries & Wages Regular	$ 25,641	$ 25,478	$ 30,500	$ 56,440
100-3285-511300	Salaries & Wages Overtime	-	74	750	1,500
	Total	25,641	25,552	31,250	57,940
Personal Services-Employee Benefits					
100-3285-512100	Employee Benefits-Group Health	-	-	-	9,620
100-3285-512200	Employee Benefits-SS	1,590	1,584	1,940	3,600
100-3285-512300	Employee Benefits-Mcare	372	370	450	840
100-3285-512400	Employee Benefits-Retirement	2,806	2,781	3,300	6,780
100-3285-512700	Employee Benefits-Workers Comp	-	-	-	2,480
100-3285-512910	Employee Benefits-EAP	-	-	-	50
100-3285-512920	Employee Benefits-Other Disability	-	-	-	500
	Total	4,768	4,735	5,690	23,870
Supplies					
100-3285-531100	Supplies-General Supplies	14,457	3,453	5,350	2,600
100-3285-531300	Supplies-Food	442	696	1,200	1,200
100-3285-531400	Supplies-Books & Periodicals	210	467	500	400
100-3285-531700	Supplies-Other Supplies	50	367	600	500
	Total	15,159	4,983	7,650	4,700
	Total Public Relations	**$ 45,568**	**$ 35,270**	**$ 44,590**	**$ 86,510**

Targeted Police — Function 3290

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-3290-511100	Salaries & Wages Regular	$ 80,633	$ 49,769	$ 9,200	$ 73,200
100-3290-511300	Salaries & Wages Overtime	53	127	2,000	3,000
	Total	80,686	49,896	11,200	76,200
Personal Services-Employee Benefits					
100-3290-512100	Employee Benefits-Group Health	8,262	8,531	180	27,790
100-3290-512200	Employee Benefits-SS	5,384	3,593	1,130	4,750
100-3290-512300	Employee Benefits-Mcare	1,259	840	200	1,110
100-3290-512400	Employee Benefits-Retirement	8,640	4,496	2,570	6,400
100-3290-512700	Employee Benefits-Workers Comp	2,785	-	4,000	4,000
100-3290-512910	Employee Benefits-EAP	47	56	100	100
100-3290-512920	Employee Benefits-Other Disability	426	330	900	780
100-3290-512930	Employee Benefits-Wellness	-	427	500	-
	Total	26,803	18,273	9,580	44,930
Purchased Property Services					
100-3290-522210	Purchase Property Srv-Repair	684	624	620	1,020
	Total	684	624	620	1,020
Supplies					
100-3290-531270	Supplies-Gasoline	-	18	260	-
100-3290-531600	Supplies-Small Equipment	909	45	600	600
100-3290-531700	Supplies-Other Supplies	1,496	737	2,700	1,500
	Total	2,405	800	3,560	2,100
	Total Targeted Police	**$ 110,578**	**$ 69,593**	**$ 24,960**	**$ 124,250**

Public Works Administration — Function 4100

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-4100-511100	Salaries & Wages Regular	$ 341,509	$ 465,276	$ 640,330	$ 684,100
100-4100-511300	Salaries & Wages Overtime	43,072	65,551	52,000	21,000
	Total	384,581	530,827	692,330	705,100
Personal Services-Employee Benefits					
100-4100-512100	Employee Benefits-Group Health	54,708	91,204	121,400	137,020
100-4100-512200	Employee Benefits-SS	23,844	33,025	44,980	43,650
100-4100-512300	Employee Benefits-Mcare	5,577	7,724	10,590	10,370
100-4100-512400	Employee Benefits-Retirement	34,599	46,171	70,450	77,100
100-4100-512500	Employee Benefits-Tuition Reimburse	281	821	2,900	1,000
100-4100-512700	Employee Benefits-Workers Comp	12,488	18,636	20,000	21,530
100-4100-512910	Employee Benefits-EAP	289	358	750	750
100-4100-512920	Employee Benefits-Other Disability	2,274	3,011	5,000	5,000
100-4100-512930	Employee Benefits-Wellness	-	3,314	2,820	-
	Total	134,060	204,264	278,890	296,420
Purchased Property Services					
100-4100-522200	Purchase Property Srv-Repair	20,777	40,288	39,500	39,500
100-4100-522320	Purchase Property Srv-Rental	6,231	7,759	9,200	9,000
	Total	27,008	48,047	48,700	48,500
Other Purchased Services					
100-4100-523200	Other Purchase Srv-Communicate	7,829	8,933	12,040	11,800
100-4100-523300	Other Purchase Srv-Advertising	80	-	300	300
100-4100-523500	Other Purchase Srv-Travel	3,225	4,055	3,840	3,840
100-4100-523600	Other Purchase Srv-Dues & Fe	1,737	1,868	2,100	1,900
100-4100-523700	Other Purchase Srv-Education	3,625	5,366	6,700	6,700
100-4100-523800	Other Purchase Srv-Licenses	310	349	800	800
100-4100-523850	Other Purchase Srv-Contract	9,591	389	1,200	8,600
100-4100-523851	Other Purchase Srv-Mosquito	-	-	500	-
100-4100-523860	Other Purchase Srv-Solid Was	509	5,601	8,500	-
100-4100-523900	Other Purchase Srv-Other	811	-	850	850
100-4100-573100	Other Purchase Srv-Inmate Work	955	30,380	40,320	40,920
	Total	28,672	56,941	77,150	75,710
Supplies					
100-4100-531100	Supplies-General Supplies	51,777	70,610	70,000	76,000
100-4100-531101	Supplies-Uniform	-	-	4,870	4,500
100-4100-531210	Supplies-Water & Sewer	56,260	19,743	38,950	38,950
100-4100-531220	Supplies-Natural Gas	6,722	3,975	7,400	15,600
100-4100-531230	Supplies-Electricity	103,123	97,464	158,140	158,140
100-4100-531270	Supplies-Gasoline	9,393	25,640	26,320	30,900
100-4100-531400	Supplies-Books & Periodicals	484	40	700	400
100-4100-531600	Supplies-Small Equipment	7,715	8,015	9,300	9,300
	Total	235,474	225,487	315,680	333,790
Capital Outlay					
100-4100-542200	Machinery & Equipment	54,995	37,590	69,600	-
	Total	54,995	37,590	69,600	-
	Total Public Works Administration	**$ 864,790**	**$ 1,103,156**	**$ 1,482,350**	**$ 1,459,520**

Paved Streets — Function 4221

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-4221-521200	Purchase Contract Srv-Sweeping	$ 10,880	$ 14,507	$ 19,670	$ 14,800
100-4221-521210	Purchase Contract Srv-Landscape	18,665	17,600	-	6,800
	Total	29,545	32,107	19,670	21,600
Supplies					
100-4221-531100	Supplies-General Supplies	3,511	1,386	2,000	-
	Total	3,511	1,386	2,000	-
	Total Paved Streets	**$ 33,056**	**$ 33,493**	**$ 21,670**	**$ 21,600**

Storm Drainage — Function 4250

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Other Purchase Services					
100-4250-523852	Other Purchase Srv-MS4 Admin	$ 19,489	$ 80,755	$ 61,000	$ 54,000
100-4250-523854	Other Purchase Srv-MS4 Needs	11,630	10,370	-	-
	Total	31,119	91,125	61,000	54,000
Supplies					
100-4250-531100	Supplies-General Supplies	2,266	148	2,000	-
	Total	2,266	148	2,000	-
Capital Outlay					
100-4250-542400	Machinery & Equipment	-	-	-	7,800
	Total	-	-	-	7,800
	Total Storm Drainage	**$ 33,385**	**$ 91,273**	**$ 63,000**	**$ 61,800**

Street Lighting — Function 4260

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Capital Outlay					
100-4260-541400	Property-Infrastructure	$ 6,505	$ 4,564	$ 6,500	$ -
	Total	6,505	4,564	6,500	-
	Total Street Lighting	**$ 6,505**	**$ 4,564**	**$ 6,500**	**$ -**

Special Detail Services — Function 4970

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-4970-511100	Salaries & Wages Regular	$ 7,452	$ 11,533	$ 22,400	$ -
	Total	7,452	11,533	22,400	-
Personal Services-Employee Benefits					
100-4970-512200	Employee Benefits-SS	462	715	1,400	-
100-4970-512300	Employee Benefits-Mcare	129	167	410	-
	Total	591	882	1,810	-
	Total PW Special Detail Services	**$ 8,043**	**$ 12,415**	**$ 24,210**	**$ -**

Playgrounds — Function 6123

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Capital Outlay					
100-6123-541200	Property-Site Improvements	$ 4,940	$ 8,873	$ 9,000	$ -
100-6123-541400	Property-Infrastructure	55	416	2,500	-
	Total	4,995	9,289	11,500	-
	Total Playgrounds	**$ 4,995**	**$ 9,289**	**$ 11,500**	**$ -**

Special Facilities and Activities — Function 6190

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-6190-521200	Purchase Contract Srv-Professional	$ 20,859	$ 18,914	$ -	$ -
	Total	20,859	18,914	-	-
Other Purchased Services					
100-6190-523200	Other Purchase Srv-Communication	16	381	2,000	2,000
100-6190-523300	Other Purchase Srv-Advertising	924	-	3,000	3,000
100-6190-523400	Other Purchase Srv-Printing	900	400	2,000	3,000
100-6190-523860	Other Purchase Srv-Movie Night	7,559	540	-	-
100-6190-523870	Other Purchase Srv-Caboose	8,709	8,924	5,000	5,000
100-6190-523873	Other Purchase Srv-Art in the Park	9,693	3,000	20,000	15,000
100-6190-523882	Other Purchase Srv-Large Pop	38,104	19,731	35,000	35,000
100-6190-523890	Other Purchase Srv-Other TC	83,848	70,175	40,000	40,000
100-6190-523892	Other Purchase Srv-Other Events	4,381	6,238	7,000	6,000
100-6190-523894	Other Purchase Srv-Market	-	35	500	500
100-6190-523895	Other Purchase Srv-Top 10	-	31,959	-	-
	Total	154,134	141,383	114,500	109,500
Supplies					
100-6190-531100	Supplies-General Supplies	2,231	3,605	3,000	3,000
100-6190-531102	Supplies-Christmas Lighting	1,050	30,488	10,000	2,000
100-6190-531300	Supplies-Food	90	4,115	500	2,000
	Total	3,371	38,208	13,500	7,000
Capital Outlay					
100-6190-542210	Machinery & Equipment-Trailer	-	9,680	-	-
	Total	-	9,680	-	-
	Total Special Facilities & Activities	**$ 178,364**	**$ 208,185**	**$ 128,000**	**$ 116,500**

Park Areas — Function 6220

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Purchased Professional & Technical					
100-6220-521200	Purchase Contract Srv-Professional	$ 69,441	$ 49,460	$ 106,000	$ 71,000
	Total	69,441	49,460	106,000	71,000
Purchased Property Services					
100-6220-522200	Purchase Property Srv-Repair	38,606	24,495	39,650	39,650
	Total	38,606	24,495	39,650	39,650
Supplies					
100-6220-531103	Supplies-Arbor Day	15,601	16,839	17,500	-
	Total	15,601	16,839	17,500	-
Capital Outlay					
100-6220-541200	Property-Site Improvements	5,675	20,690	18,940	19,600
	Total	5,675	20,690	18,940	19,600
	Total Park Areas	**$ 129,323**	**$ 111,484**	**$ 182,090**	**$ 130,250**

Protective Inspection Administration — Function 7200

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-7200-511100	Salaries & Wages Regular	$ 246,225	$ 248,583	$ 190,030	$ 58,900
100-7200-511300	Salaries & Wages Overtime	10,421	7,354	4,000	3,000
	Total	256,646	255,937	194,030	61,900
Personal Services-Employee Benefits					
100-7200-512100	Employee Benefits-Group Health	27,618	33,726	29,060	15,250
100-7200-512200	Employee Benefits-SS	15,912	15,913	13,310	3,900
100-7200-512300	Employee Benefits-Mcare	3,721	3,740	3,130	900
100-7200-512400	Employee Benefits-Retirement	21,467	25,227	15,970	7,100
100-7200-512700	Employee Benefits-Workers Comp	6,270	6,795	9,000	9,100
100-7200-512910	Employee Benefits-EAP	124	149	200	150
100-7200-512920	Employee Benefits-Other Disability	1,389	1,450	1,430	10,000
100-7200-512930	Employee Benefits-Wellness	-	1,476	1,100	-
	Total	76,501	88,476	73,200	46,400
Purchased Professional & Technical					
100-7200-521200	Purchase Contract Srv-Professional	4,324	1,420	-	12,000
	Total	4,324	1,420	-	12,000
Purchased Property Services					
100-7200-522200	Purchase Property Srv-Repair	2,194	1,876	3,500	4,000
	Total	2,194	1,876	3,500	4,000
Other Purchased Services					
100-7200-523200	Other Purchase Srv-Communication	3,137	2,779	3,300	1,800
100-7200-523400	Other Purchase Srv-Printing	2,607	489	2,500	1,000
100-7200-523500	Other Purchase Srv-Travel	102	282	1,500	750
100-7200-523600	Other Purchase Srv-Dues & Fees	1,160	1,090	2,000	1,300
100-7200-523700	Other Purchase Srv-Education	4,755	1,842	3,500	3,000
	Total	11,761	6,482	12,800	7,850
Supplies					
100-7200-531100	Supplies-General Supplies	5,488	2,974	3,600	2,500
100-7200-531270	Supplies-Gasoline	4,872	13,121	11,370	8,790
100-7200-531400	Supplies-Books & Periodicals	1,723	1,336	2,500	1,500
100-7200-531600	Supplies-Small Equipment	1,048	1,004	1,700	6,990
	Total	13,131	18,435	19,170	19,780
Capital Outlay					
100-7200-542200	Machinery & Equipment	23,101	34,534	-	-
	Total	23,101	34,534	-	-
	Total Protective Inspection Administration	**$ 387,658**	**$ 407,160**	**$ 302,700**	**$ 151,930**

Planning and Zoning — Function 7400

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-7400-511100	Salaries & Wages Regular	$ 213,884	$ 161,934	$ 258,360	$ 240,200
100-7400-511300	Salaries & Wages Overtime	2,549	3,314	3,000	3,000
	Total	216,433	165,248	261,360	243,200
Personal Services-Employee Benefits					
100-7400-512100	Employee Benefits-Group Health	29,527	25,780	43,500	45,380
100-7400-512200	Employee Benefits-SS	13,418	10,283	16,290	15,050
100-7400-512300	Employee Benefits-Mcare	3,138	2,405	3,820	3,520
100-7400-512400	Employee Benefits-Retirement	12,455	13,494	21,080	23,600
100-7400-512700	Employee Benefits-Workers Comp	695	386	1,650	1,700
100-7400-512910	Employee Benefits-EAP	124	96	250	250
100-7400-512920	Employee Benefits-Other Disability	1,418	1,162	2,380	2,400
100-7400-512930	Employee Benefits-Wellness	-	1,299	600	-
	Total	60,775	54,905	89,570	91,900
Purchased Professional & Technical					
100-7400-521200	Purchase Contract Srv-Professional	120,722	116,022	125,000	40,000
	Total	120,722	116,022	125,000	40,000
Purchased Property Services					
100-7400-522200	Purchase Property Srv-Repair	-	-	2,000	4,000
100-7400-522310	Purchase Property Srv-Rental	-	-	3,060	1,000
	Total	-	-	5,060	5,000
Other Purchased Services					
100-7400-523200	Other Purchase Srv-Communication	3,033	3,565	4,300	2,300
100-7400-523300	Other Purchase Srv-Advertising	3,140	2,105	2,000	2,300
100-7400-523400	Other Purchase Srv-Printing	1,411	3,413	5,000	2,500
100-7400-523500	Other Purchase Srv-Travel	2,066	1,024	3,000	1,500
100-7400-523600	Other Purchase Srv-Dues & Fees	978	635	1,250	1,500
100-7400-523700	Other Purchase Srv-Education	3,229	1,314	2,450	3,200
	Total	13,857	12,056	18,000	13,300
Supplies					
100-7400-531100	Supplies-General Supplies	2,531	3,047	3,070	3,000
100-7400-531300	Supplies-Food	341	299	2,100	800
100-7400-531400	Supplies-Books & Periodicals	631	475	750	1,000
100-7400-531500	Supplies-Arbor Day	-	-	-	10,000
100-7400-531600	Supplies-Small Equipment	198	357	500	1,000
	Total	3,701	4,178	6,420	15,800
Capital Outlay					
100-7400-542200	Machinery & Equipment-Furniture	-	2,386	500	500
	Total	-	2,386	500	500
	Total Planning & Zoning	**$ 415,488**	**$ 354,795**	**$ 505,910**	**$ 409,700**

Code Enforcement — Function 7450

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-7450-511100	Salaries & Wages Regular	$ 11,271	$ 17,133	$ 285	$ 32,710
	Total	11,271	17,133	285	32,710
Personal Services-Employee Benefits					
100-7450-512200	Employee Benefits-SS	699	1,075	18	2,050
100-7450-512300	Employee Benefits-Mcare	163	251	4	500
100-7450-512700	Employee Benefits-Workers Comp	695	1,314	2,000	2,000
100-7450-512930	Employee Benefits-Wellness	-	612	44	-
	Total	1,557	3,252	2,066	4,550
Purchased Property Services					
100-7450-522200	Purchase Property Srv-Repair	-	480	453	-
	Total	-	480	453	-
Other Purchased Services					
100-7450-523200	Other Purchase Srv-Communication	319	-	-	-
100-7450-523900	Other Purchase Srv-Other	11,950	633	900	650
	Total	12,269	633	900	650
Supplies					
100-7450-531100	Supplies-General Supplies	1,991	543	-	600
100-7450-531600	Supplies-Small Equipment	1,204	61	-	500
	Total	3,195	604	-	1,100
	Total Code Enforcement	**$ 28,292**	**$ 22,102**	**$ 3,704**	**$ 39,010**

Economic Development and Assistance — Function 7510

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-7510-511100	Salaries & Wages Regular	$ 91,426	$ 118,995	$ 156,240	$ 150,050
100-7510-511300	Salaries & Wages Overtime	1,501	5,480	3,000	3,000
	Total	92,927	124,475	159,240	153,050
Personal Services-Employee Benefits					
100-7510-512100	Employee Benefits-Group Health	8,341	9,447	37,920	43,730
100-7510-512200	Employee Benefits-SS	5,762	7,754	9,860	9,490
100-7510-512300	Employee Benefits-Mcare	1,348	1,813	2,320	2,220
100-7510-512400	Employee Benefits-Retirement	2,361	3,611	11,320	13,360
100-7510-512700	Employee Benefits-Workers Comp	600	477	750	750
100-7510-512910	Employee Benefits-EAP	31	76	150	150
100-7510-512920	Employee Benefits-Other Disability	362	492	1,420	1,420
100-7510-512930	Employee Benefits-Wellness	-	1,111	1,250	-
	Total	18,805	24,781	64,990	71,120
Purchased Professional & Technical					
100-7510-521200	Purchase Contract Srv-Professional	15,132	25,236	-	10,000
100-7510-521210	Purchase Contract Srv-Gateway	-	48,399	11,000	10,000
100-7510-521220	Purchase Contract Srv-Other	-	59,206	-	-
	Total	15,132	132,841	11,000	20,000
Purchased Property Services					
100-7510-522130	Purchase Property Srv-Custodial	1,750	1,440	1,300	-
	Total	1,750	1,440	1,300	-
Other Purchased Services					
100-7510-523100	Other Purchase Srv-Insurance	2,470	2,470	-	-
100-7510-523200	Other Purchase Srv-Communication	612	1,202	2,300	3,000
100-7510-523300	Other Purchase Srv-Advertising	1,043	160	2,000	4,000
100-7510-523400	Other Purchase Srv-Printing	434	1,546	4,000	5,000
100-7510-523500	Other Purchase Srv-Travel	5,241	4,786	4,000	6,000
100-7510-523600	Other Purchase Srv-Dues & Fees	1,185	1,465	1,550	2,000
100-7510-523700	Other Purchase Srv-Education	2,140	497	2,750	4,000
100-7510-523800	Other Purchase Srv-Payments	2,000	1,000	-	-
	Total	15,125	13,126	16,600	24,000
Supplies					
100-7510-531100	Supplies-General Supplies	958	3,266	1,900	3,000
100-7510-531110	Supplies-Banners	-	14,500	-	-
100-7510-531210	Supplies-Water & Sewer	36	37	150	-
100-7510-531230	Supplies-Electricity	3,125	2,713	2,250	-
100-7510-531300	Supplies-Food	2,134	2,275	2,500	2,500
100-7510-531400	Supplies-Books & Periodicals	299	60	300	500
	Total	6,552	22,851	7,100	6,000
Capital Outlay					
100-7510-542400	Machinery & Equipment	813	1,870	500	-
	Total	813	1,870	500	-
Other Costs					
100-7510-573000	Other Costs-Payments to Others	-	10,000	10,000	10,000
	Total	-	10,000	10,000	10,000
	Total Economic Development	**$ 151,104**	**$ 331,384**	**$ 270,730**	**$ 284,170**

Downtown Suwanee — Function 7520

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
Personal Services-Salaries					
100-7520-511100	Salaries & Wages Regular	$ 41,938	$ 45,177	$ 46,710	$ 46,000
100-7520-511300	Salaries & Wages Overtime	95	1,424	1,500	1,000
	Total	42,033	46,601	48,210	47,000
Personal Services-Employee Benefits					
100-7520-512200	Employee Benefits-SS	2,606	2,898	2,990	2,920
100-7520-512300	Employee Benefits-Mcare	610	678	710	680
100-7520-512700	Employee Benefits-Workers Comp	400	159	550	550
100-7520-512930	Employee Benefits-Wellness	-	575	500	-
	Total	3,616	4,310	4,750	4,150
Purchased Professional & Technical					
100-7520-521200	Purchase Contract Srv-Professional	4,118	14,073	20,000	25,000
	Total	4,118	14,073	20,000	25,000
Other Purchased Services					
100-7520-523200	Other Purchase Srv-Communication	-	96	250	500
100-7520-523300	Other Purchase Srv-Advertising	929	503	2,000	2,500
100-7520-523400	Other Purchase Srv-Printing		-	1,000	1,500
100-7520-523500	Other Purchase Srv-Travel	3,703	1,698	1,250	2,000
100-7520-523600	Other Purchase Srv-Dues & Fees	123	348	500	500
100-7520-523700	Other Purchase Srv-Education	845	1,344	1,750	2,000
	Total	5,600	3,989	6,750	9,000
Supplies					
100-7520-531100	Supplies-General Supplies	1,164	740	1,250	1,200
100-7520-531210	Supplies-Water & Sewer	512	119	250	250
100-7520-531230	Supplies-Electricity	909	973	800	1,000
100-7520-531300	Supplies-Food	1,412	566	1,200	500
100-7520-531400	Supplies-Books & Periodicals	1,770	71	500	500
	Total	5,767	2,469	4,000	3,450
	Total Downtown Suwanee	**$ 61,134**	**$ 71,442**	**$ 83,710**	**$ 88,600**

Other Financing Uses — Function 9100

Account	Description	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY2010 Budget
100-9100-611000	Operating Trans Out 410	$ 1,315,610	$ 1,891,916	$ 1,627,000	$ 1,629,000
100-9100-611010	Operating Trans Out Capital	1,372,500	111,000	100,000	-
100-9100-611020	Operating Trans Out Water	36,400	70,600	150,000	287,450
100-9100-611030	Operating Trans Out TAD	-	-	57,406	60,000
100-9100-611040	Operating Trans Out DDA	-	-	-	7,000
	Total	2,724,510	2,073,516	1,934,406	1,983,450
	Total Other Financing Uses	**$ 2,724,510**	**$ 2,073,516**	**$ 1,934,406**	**$ 1,983,450**
	TOTAL EXPENDITURES	**$ 10,472,251**	**$ 10,428,093**	**$ 11,768,650**	**$ 11,335,050**

This page intentionally left blank

capital improvement program

2010-2014

The Capital Improvement Program outlines in detail the proposed projects by each department over the next five years. This section includes a summary of the proposed projects, the funding required and the proposed funding source.

Summary

2010-2014 Capital Improvement Program

Suwanee's capital assets are the physical foundation of our service delivery. The City owns and maintains a variety of facilities, ranging from the PlayTown Suwanee super playground to the state-of-the art City Hall that opened in early 2009. Suwanee has a range of parks, trails, and other protected open spaces. The City owns and maintains an extensive network of infrastructure, including 59 miles of streets, a growing stormwater system, and a water system with a well, a 150,000 gallon elevated water storage tank, and 6.5 miles of water lines. Lastly, the City owns a fleet of over 50 vehicles and inventory of equipment ranging from a police radio system to a backhoe.

City-Owned Facilities & Structures	
Facility or Structure	Year of Acquisition or Construction
Burnette Pavilion	1999
City Hall Park	1992
City Hall	2009
Crossroads Center	1994
Pierce's Corner	2005
PlayTown Suwanee	2004
Fire Station #13	1975
Police Station	1997
Public Works Barn	1990
Public Works Facility	2008
Sims Lake Park	2008
Suwanee Creek Park	2004
Suwanee Creek Greenway	1990, 2004
Town Center Park	2002
Water Tank, Well, etc.	Varied
White Street Barn & Farm	2003

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

the concept of capital planning

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

The CIP is a planning document. Projects within the CIP are potential projects and the CIP can change. Projects can be added, removed, or revised depending on the Council's wishes. A specific project does not funded until it is included in a formal budget adopted by the Council.

In the private sector, clear criteria usually exist for determining which capital investments to make and when to make them. Most often, the decision rests on the best way to maximize profits. The return for a capital investment by government, however, is very often a social benefit, which, while real, is often difficult to measure. Therefore, the City must have a process for selecting the projects with the greatest public benefits, thereby maximizing the taxpayers' return on their investment. In developing the CIP, the City can clearly assess its needs, ensuring the projects that are proposed are the ones that will best serve the needs of the community, while still balancing the community's ability to pay for the projects. Finally, the CIP promotes financial stability through long term planning of resources and needs. The impact of capital funding on the operating budget is clearly visible.

2010-2014 Capital Improvement Program

Summary

suwanee's capital improvement policy

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

- It is a mandatory project.
- It is a maintenance project based on approved replacement schedules.
- It will improve efficiency.
- It is mandated by policy.
- It has a broad extent of usage.
- It lengthens the expected useful life of a current asset.
- It has a positive effect on operation and maintenance costs.
- There are grant funds available.
- It will eliminate hazards and improve public safety.
- There are prior commitments.
- It replaces an asset lost to disaster or damage.
- Project implementation is feasible.
- It is not harmful to the environment.
- It conforms to and/or advances the City's goals and plans.
- It assists with the implementation of departmental goals and policies.
- It provides cultural, aesthetic, and/or recreational value.

The 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. Each project is scored and ranked according to specific criteria. Capital projects and capital asset purchases will receive a higher priority based on conformance with the following criteria:

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.

development of the CIP

In conjunction with submission of funding requests for the operating budget, department directors also submit capital project requests. An administrative review committee, consisting of the City Manager, Financial Services Director and Assistant to the City Manager, reviews and scores the submitted projects. The committee evaluates each project, using a scoring matrix that allows for the prioritization of projects. The matrix allows for an objective and consistent evaluation and scoring process. The matrix and resulting scores and shown on the following pages.

CIP Scoring Matrix

2010-2014 Capital Improvement Program

Criteria	Possible Scores					
Funding	SPLOST, Open Space Funds, etc. identified for project (15)	Funds identified from General Fund (9)	Potential funds to be applied for (grant or other non-City funding) (6)	No identified funds (0)		
Legal Mandates	Court decision (*)	Regulatory requirement (*)	Pending legal action (12)	Potential legal action (9)	Normal project liability (0)	
Public Health & Safety	Existing hazard (severe) (*)	Existing hazard (minor) (12)	Potential hazard (severe) (12)	Potential hazard (minor) (3)	No health or safety issue (0)	
Implementation Feasibility	No implementation obstacles identified (15)	Minor implementation obstacles (12)	Major implementation obstacles (3)	Implementation not likely (0)		
Operating Budget Impact	Decreases operating/ maintenance costs (10)	Minimal or no impact on operating/ maintenance costs (6)	Slight increase in operating costs and/or personnel requirements (-2)	Significant increase in operating costs and/or personnel requirements (-4)	Very large increase in operating costs and/or personnel requirements (-8)	
Environmental or Pollution Impact	Enhances environment/ reduces pollution (5)	Benefits environment/ slightly reduces pollution (3)	No environmental change/status quo pollution (0)	Minor negative environmental change/slight pollution (-1)	Diminishes environment/ creates pollution (-3)	
Percentage of City Population Served	100% (10)	50-99% (8)	10-49% (6)	<10% (2)		
Preservation of Facility	Loss of facility imminent without project (15)	Additional damage likely without project (12)	Project constitutes normal maintenance (9)	Project constitutes normal minor maintenance (3)	New facility (0)	
Project Life	≥20 years with no extraordinary maintenance (10)	≥20 years with extraordinary maintenance (8)	10-20 years with no extraordinary maintenance (6)	10-20 years with extraordinary maintenance (2)	<10 years (0)	
Conformity to City Plans & Goals	In the Comprehensive Plan, STWP, or other City-wide plan (10)	In the ATP, DWMP, Water System Study, or other small area plan (8)	Under consideration for plan inclusion (6)	Recommended by the City Council (4)	Recommended by staff (2)	Identified by staff (0)
Departmental Plans & Goals	Critical to accomplishing established goals/ plans (15)	Will assist in accomplishing established goals/ plans (9)	Necessary for department but may harm another (6)	Will not help or hinder accomplishing established goals/ plans (0)		
Recreational/ Cultural/ Aesthetic Value	Major value (5)	Moderate value (4)	No value (0)	Slightly detrimental (-1)		
Estimated Frequency of Use (Average)	7 days/week (10)	Several days a week (8)	Several days a month (4)	Once a month or less (2)		

2010-2014 Capital Improvement Program

CIP Scoring Summary

	Funding	Legal Mandates	Public Health & Safety	Implementation Feasibility	Operating Budget Impact	Environmental Impact	% of City Population Served	Preservation of Facility	Project Life	City Plans & Goals	Departmental Plans & Goals	Recreational/Aesthetic Value	Frequency of Use (Average	Intangible Benefits (Optional)	**Total**
Equipment & Vehicles															
City Vehicles - Replacement	9	0	3	15	6	0	10	9	0	0	0	0	10	0	62
Police Vehicles - New Purchases	9	0	0	15	0	0	10	0	0	2	9	0	10	15	70
Police Vehicles - Replacement	9	0	3	15	6	0	10	9	0	10	0	0	10	20	92
Public Works Equipment - New Purchases	9	0	0	15	6	0	10	0	0	2	9	0	8	0	59
Public Works Equipment - Replacement	9	0	3	15	6	0	10	9	0	2	9	0	8	0	71
Public Works Vehicles - New Purchase	9	0	0	15	2	0	10	0	0	2	9	0	10	0	57
Facilities															
City Hall Lawn Improvement	15	0	0	12	2	0	6	0	10	2	0	4	10	0	61
Crossroad Center Renovation	15	0	12	15	6	0	2	0	10	2	9	0	2	10	83
Facility Maintenance	15	0	3	15	6	0	10	9	6	2	0	0	10	0	76
Jackson Street Cemetery Improvements	6	0	0	12	0	0	2	12	10	6	0	5	2	0	55
Police Communication System	15	0	0	15	6	0	10	15	0	2	15	0	10	0	88
Police Department Expansion	15	0	0	15	6	0	10	0	10	10	9	0	10	10	95
Police Substation	15	0	12	12	-2	0	10	0	10	10	9	5	10	5	96
Shadowbrook Cemetery Improvements	6	0	0	12	0	0	2	12	10	6	0	5	2	0	55
Sims Lake Park Cemetery Improvements	6	0	0	12	0	0	2	12	10	6	0	4	2	0	54
Town Center Parking Structure	15	0	3	12	-2	5	8	0	8	10	9	4	10	10	92
Recreation															
Community Garden	15	0	0	12	-2	5	6	0	10	10	9	5	10	2	82
Martin Farm Park Bathrooms	15	0	0	15	2	0	6	0	10	6	0	4	10	0	68
Playtown Suwanee, Phase II	15	0	0	15	2	0	6	0	6	10	0	4	10	0	68
Sims Lake Park Connector (ATP #2)	15	0	0	12	2	0	6	0	10	8	0	4	10	-5	62
Suwanee Creek Greenway Soft Surface Trails	15	0	0	15	2	0	6	0	8	10	0	5	10	0	71
Suwanee Creek Park, Phase III	15	0	0	15	2	0	6	0	8	10	0	4	10	0	70
Transportation															
Alternative Transportation Plan Projects	15	0	0	15	2	0	8	0	10	10	9	4	10	0	83
Buford Highway Corridor Improvements	15	0	12	12	-4	3	10	0	10	10	15	5	10	0	98
I-85 Streetscape Project	15	0	0	12	-4	5	10	0	6	10	9	4	10	0	77
Old Town District Road Improvements	6	0	0	12	-4	3	6	9	8	10	9	4	10	0	73
PIB Pedestrian Improvements (ATP #8)	15	0	12	12	6	3	6	0	6	10	9	4	10	0	93
Radar Sign Program	9	0	12	15	0	0	10	0	0	2	9	0	10	0	67
Resurfacing Program	15	0	3	15	6	0	10	9	6	10	9	4	10	0	97
Suwanee Creek Greenway Ext. to Smithtown	15	0	0	12	2	3	6	0	8	10	9	4	10	0	79
Suwanee Creek Greenway Rehabilitation	15	0	3	15	10	3	6	15	8	10	9	4	10	20	128
Suwanee Dam Road Sidewalks	15	0	3	12	-2	3	8	0	8	8	9	5	10	0	79
Water & Stormwater															
Stormwater Program	15	0	3	15	6	3	2	12	10	10	9	0	10	0	95
Town Center Park Well	15	*	0	12	2	3	8	12	10	10	9	5	10	20	116
Water System Infrastructure Improvements	6	0	12	15	10	5	2	12	10	10	9	0	10	0	101

Project	Score	Rank
Suwanee Creek Greenway Rehabilitation	128	1
Town Center Park Well	116	2
Water System Infrastructure Improvements	101	3
Buford Highway Corridor Improvements	98	4
Resurfacing Program	97	5
Police Substation	96	6
Police Department Expansion	95	7
Stormwater Program	95	7
PIB Pedestrian Improvements (ATP #8)	93	9
Police Vehicles - Replacement	92	10
Town Center Parking Structure	92	10
Police Communication System	88	12
Crossroad Center Renovation	83	13
Alternative Transportation Plan Projects	83	13
Community Garden	82	15
Suwanee Creek Greenway Ext. to Smithtown	79	16
Suwanee Dam Road Sidewalks	79	16
I-85 Streetscape Project	77	18
Facility Maintenance	76	19
Old Town District Road Improvements	73	20
Public Works Equipment - Replacement	71	21
Suwanee Creek Greenway Soft Surface Trails	71	21
Police Vehicles - New Purchases	70	23
Suwanee Creek Park, Phase III	70	23
Martin Farm Park Bathrooms	68	25
Playtown Suwanee, Phase II	68	25
Radar Sign Program	67	27
City Vehicles - Replacement	62	28
Sims Lake Park Connector (ATP #2)	62	28
City Hall Lawn Improvement	61	30
Public Works Equipment - New Purchases	59	31
Public Works Vehicles - New Purchase	57	32
Jackson Street Cemetery Improvements	55	33
Shadowbrook Cemetery Improvements	55	33
Sims Lake Park Cemetery Improvements	54	35

2010-2014 Capital Improvement Program

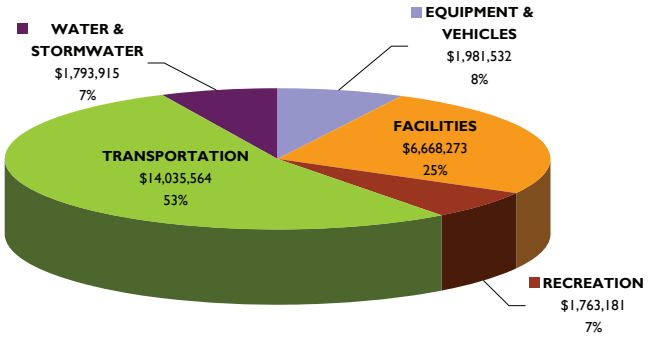
Overview

2010-2014 CIP… by the numbers

26,242,465
dollars
36
projects
30
police cars
16
miles of paving
5
road improvement projects
4
greenway projects
3
park additions
3
cemetery projects
1
community garden
1
police substation
5
years

The 36 projects in the 2010-2014 CIP total $26,242,465 and can be defined by five broad categories: Equipment and Vehicles; Facilities; Recreation; Transportation; and Water/Stormwater. At $14,035,564, the projects in the Transportation category constitute over half of the CIP (53.48%). The Facilities category is also fairly significant, totaling $6,668,273 or 25.41%.

PROJECTS BY CATEGORY

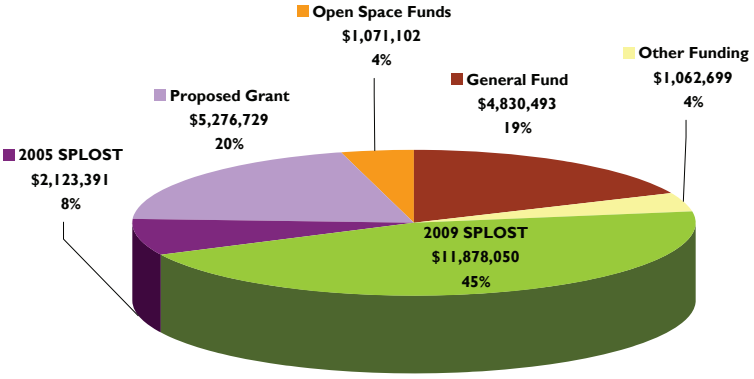


The largest project, from a cost standpoint, includes improvements to the Buford Highway corridor. With an estimated cost of $4,972,882, including an earmark of over $860,000 from the 2009 SPLOST, the City plans to implement recommended improvements from the soon-to-be completed study of this corridor. Another significant project includes construction of additional parking facilities to serve Town Center. The CIP designates $3,606,780 to this project, including over $2.2 million from the 2009 SPLOST. Maintaining the City's streets is a costly and important project, requiring more than $3.4 million over the next five years, much of it also coming from the 2009 SPLOST. This will allow the City to resurface approximately 16 miles of roadway.

financing strategy

An important component of the CIP is the financing strategy. This determines how the identified projects are funded and the impact on future operating budgets. Ideally, the strategy should be designed in such a way that limits the costs of implementing the capital projects but still meets the needs of the community. Additionally, the strategy should ensure the long-term financial strength and flexibility of the City. Rather than incurring significant debt, the City has a history of using "pay-as-go" as its dominant financing source for capital needs and is still committed to that philosophy. With the magnitude of the proposed CIP, a variety of funding sources are needed to ensure the projects can be successfully funded and implemented with pay-as-go sources.

PROPOSED FUNDING SOURCES



Constituting over 53% of the CIP, the SPLOST program is the largest source of proposed financing for the 2010-2014 CIP. $2,123,391 has been earmarked from the 2005 SPLOST and the City anticipates using the final proceeds from this program by the end of FY 2010. The 2009 SPLOST, approved by voters in November 2008, will contribute $11,878,050 or 45% of the CIP.

The City proposes to use its General Fund for approximately 19% of the CIP. Projects identified for funding from this source tend to be recurring expenses, such as vehicle replacements, building maintenance, etc.

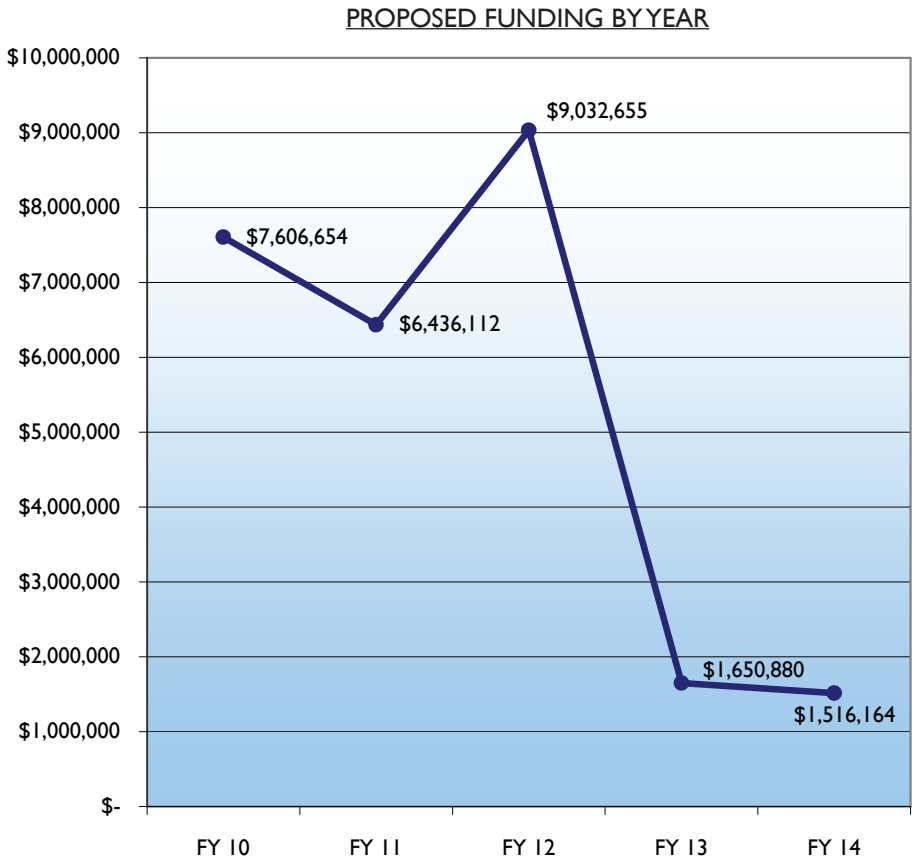
$1,071,102 will be used from the Open/Green Space Fund for various park and recreation improvements. This amount represents the final remaining amount in this fund and the City anticipates closing it upon completion of these projects, which are all scheduled for FY 2010.

The City plans to leverage its designated funding sources to apply for approximately $5.2 million in grant funding. If received, these sources will constitute over 20% of the CIP and will bring valuable money into the City. If the City does not receive these funds, the specific projects will be re-evaluated for other sources of funding and/or postponement.

Lastly, the CIP proposes using over $1 million in Other Funds. These funds are largely from the close-out of other capital projects that were completed under budget, such as the new City Hall, pedestrian tunnel, etc.

project scheduling

Also important to implementation of the CIP is the scheduling of projects. This element is particularly important with pay-as-go financing since the City must ensure it has adequate resources available to fund the projects. For projects paid out of the operating budget, the City's cash flow must be considered so that major expenses are timed to correspond to the City's available cash on hand. For projects with external funding resources, such as SPLOST proceeds and grants, they need to coincide with the City's receipt of these revenues. Highlights of the 2010-2014 CIP are as follows:



- **FY 2010:** With proposed funding of $7,606,654, FY 2010 will be the second biggest year, constituting 29% of the overall CIP. Recreation projects will dominate this year, with the following projects scheduled:
  - Rehabilitation of the Richard Trice section of Suwanee Creek Greenway
  - Extension of the Suwanee Creek Greenway to Smithtown Road
  - A new connector trail for Sims Lake Park
  - Construction of soft surface trails near Martin Farm Road
  - Construction of restroom facilities at Martin Farm Park
  - Construction of a Community Garden on White Street
  - Addition of a pavilion and trails to PlayTown Suwanee.

- City facilities will be another focus of 2010, with the largest project being the Police Department expansion into the former City Hall and renovation of the Crossroads Center for the municipal court. Other projects scheduled for this year include:
  - New recording and telephone system for the Police Department
  - Infrastructure improvements to the City's water system
  - Construction of an irrigation well at Town Center Park
  - Purchase of land(s) for additional parking to serve Town Center

2010-2014 Capital Improvement Program

Overview

- **FY 2011:** This will be the third largest year of the CIP, with proposed funding at $6,436,112, equaling almost 25% of the CIP. Careful planning will be important to accommodate proposed General Fund expenditures for this year. In order to stabilize the operating budget in response to the current economic conditions, the City opted to postpone some expenses to FY 2011, such as replacement of equipment and vehicles. Therefore, the proposed FY 2011 General Fund expenditures, at $652,768, are higher than in any other year. Highlights of FY 11 projects include:
    - Improvement of the lawn behind City Hall
    - Phase 1 improvements to the City's cemeteries
    - Road improvements to Stonecypher Road and Main Street
    - Purchase of land for the Police substation
    - Construction of additional parking to serve Town Center

- **FY 2012:** At $9,032,655, FY 2012 will be the largest year of the CIP. General Fund expenditures will stabilize again to more normal levels at just over $500,000. Notable projects for this year will include:
    - Suwanee Creek Park Phase 3
    - Police substation construction
    - Buford Highway corridor improvements
    - Peachtree Industrial Boulevard pedestrian improvements
    - Phase 2 improvements to the City's cemeteries

- **FY 2013:** FY 2013 will be one of the smallest years of the CIP, at $1,650,880 or 6.29%. The majority of this year will focus on annually recurring projects and capital purchases.

- **FY 2014:** At $1,516,164, or 5.78%, FY 2014 will be the smallest year of the CIP. Like FY 2013, this emphasis in this year will be annually recurring projects and capital purchases.

- **Annual Recurring Projects/Purchases:** The following are projects and purchases that will be recurring throughout the CIP:
    - Police Vehicles – replacements and additions to the fleet
    - Other City Vehicles – Administration, Public Works, etc.
    - Public Works Equipment – replacements and additions to the inventory
    - Facility Maintenance
    - Alternate Modes Transportation Plan Implementation – sidewalk and trail projects
    - Street Resurfacing
    - Stormwater Projects
    - Water System Infrastructure Projects

Summary of Projects by Category

2010-2014 Capital Improvement Program

	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS	% OF TOTAL
EQUIPMENT & VEHICLES							
City Vehicles - Replacement	$-	$131,250	$82,688	$135,763	$91,163	$440,864	
Police Vehicles - New Purchases	$-	$232,158	$81,254	$42,658	$89,582	$445,652	
Police Vehicles - Replacement	$-	$193,465	$243,762	$127,974	$223,955	$789,156	
Public Works Equipment - New Purchases	$-	$57,225	$11,576	$-	$-	$68,801	
Public Works Equipment - Replacement	$-	$38,670	$58,538	$17,362	$64,538	$179,108	
Public Works Vehicles - New Purchase	$-	$-	$27,563	$-	$30,388	$57,951	
2010-2014 Category Total	$-	$652,768	$505,381	$323,757	$499,626	$1,981,532	7.55%
FACILITIES							
City Hall Lawn Improvement	$-	$68,000	$-	$-	$-	$68,000	
Crossroads Center Renovation	$135,198	$-	$-	$-	$-	$135,198	
Facility Maintenance	$46,086	$15,000	$20,000	$25,000	$30,000	$136,086	
Jackson Street Cemetery Improvements	$-	$30,910	$122,265	$-	$7,040	$160,215	
Police Communications System	$82,128	$-	$-	$-	$-	$82,128	
Police Department Expansion	$515,666	$-	$-	$-	$-	$515,666	
Police Substation	$-	$881,710	$900,000	$-	$-	$1,781,710	
Shadowbrook Cemetery Improvements	$-	$31,775	$59,250	$-	$14,275	$105,300	
Sims Lake Park Cemetery Improvements	$-	$23,675	$46,475	$-	$7,040	$77,190	
Town Center Parking Structure	$750,000	$2,856,780	$-	$-	$-	$3,606,780	
2010-2014 Category Total	$1,529,078	$3,907,850	$1,147,990	$25,000	$58,355	$6,668,273	25.41%
RECREATION							
Community Garden	$285,946	$-	$-	$-	$-	$285,946	
Martin Farm Park Restrooms	$379,500	$-	$-	$-	$-	$379,500	
PlayTown Suwanee, Phase II	$542,235	$-	$-	$-	$-	$542,235	
Sims Lake Park Connector Trail (ATP #2)	$150,000	$-	$-	$-	$-	$150,000	
Suwanee Creek Greenway Soft Surface Trails	$40,000	$-	$-	$-	$-	$40,000	
Suwanee Creek Park, Phase III	$-	$-	$365,500	$-	$-	$365,500	
2010-2014 Category Total	$1,397,681	$-	$365,500	$-	$-	$1,763,181	6.72%
TRANSPORTATION							
Alternate Transportation Plan Projects	$236,889	$208,580	$208,580	$208,580	$-	$862,629	
Buford Highway Corridor Improvements	$-	$-	$4,972,882	$-	$-	$4,972,882	
I-85 Streetscape Project	$381,972	$-	$-	$-	$-	$381,972	
Old Town Road Improvements	$-	$708,932	$-	$133,530	$-	$842,462	
PIB Pedestrian Improvements (ATP #8)	$-	$-	$369,240	$-	$-	$369,240	
Radar Sign Program	$-	$19,800	$20,790	$21,830	$-	$62,420	
Resurfacing Program	$710,060	$676,640	$676,640	$676,640	$676,640	$3,416,620	
Road Improvement Projects	$-	$-	$484,110	$-	$-	$484,110	
Suwanee Creek Greenway Extension to Smithtown Road	$714,000	$-	$-	$-	$-	$714,000	
Suwanee Creek Greenway Rehabilitation	$1,019,327	$-	$-	$-	$-	$1,019,327	
Suwanee Dam Road Sidewalks	$909,902	$-	$-	$-	$-	$909,902	
2010-2014 Category Total	$3,972,150	$1,613,952	$6,732,242	$1,040,580	$676,640	$14,035,564	53.48%
WATER & STORMWATER							
Stormwater Projects	$110,100	$161,542	$161,542	$161,543	$161,543	$756,270	
Town Center Park Improvements - Irrigation Well Facility	$100,000	$-	$-	$-	$-	$100,000	
Water System Infrastructure Improvements	$497,645	$100,000	$120,000	$100,000	$120,000	$937,645	
2010-2014 Category Total	$707,745	$261,542	$281,542	$261,543	$281,543	$1,793,915	6.84%
Annual Totals:	$7,606,654	$6,436,112	$9,032,655	$1,650,880	$1,516,164	$26,242,465	100.00%
Percentage by Year of 2010-2014 CIP	28.99%	24.53%	34.42%	6.29%	5.78%		

2010-2014 Capital Improvement Program — Proposed Funding Sources

		FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS	% OF TOTAL
GENERAL FUND	Buford Highway Corridor Improvements	$-	$-	$132,856	$-	$-	$132,856	
	City Vehicles - Replacement	$-	$131,250	$82,688	$135,763	$91,163	$440,864	
	Jackson Street Cemetery Improvements	$-	$30,910	$122,265	$-	$7,040	$160,215	
	Old Town Road Improvements	$-	$-	$-	$133,530	$-	$133,530	
	Police Vehicles - New Purchases	$-	$232,158	$81,254	$42,658	$89,582	$445,652	
	Police Vehicles - Replacement	$-	$193,465	$243,762	$127,974	$223,955	$789,156	
	Public Works Equipment - New Purchases	$-	$57,225	$11,576	$-	$-	$68,801	
	Public Works Equipment - Replacement	$-	$38,670	$58,538	$17,362	$64,538	$179,108	
	Public Works Vehicles - New Purchase	$-	$-	$27,563	$-	$30,388	$57,951	
	Radar Sign Program	$-	$19,800	$20,790	$21,830	$-	$62,420	
	Resurfacing Program	$-	$100,000	$100,000	$100,000	$100,000	$400,000	
	Shadowbrook Cemetery Improvements	$-	$31,775	$59,250	$-	$14,275	$105,300	
	Sims Lake Park Cemetery Improvements	$-	$23,675	$46,475	$-	$7,040	$77,190	
	Stormwater Program	$-	$75,000	$75,000	$75,000	$75,000	$300,000	
	Town Center Parking Structure	$750,000	$-	$-	$-	$-	$750,000	
	Water System Infrastructure Improvements	$287,450	$100,000	$120,000	$100,000	$120,000	$727,450	
	Total for General Fund Projects	$1,037,450	$1,033,928	$1,182,017	$754,117	$822,981	$4,830,493	18.41%
OPEN SPACE	Community Garden	$285,946	$-	$-	$-	$-	$285,946	
	PlayTown Suwanee, Phase II	$205,656	$-	$-	$-	$-	$205,656	
	Suwanee Creek Greenway Extension to Smithtown Road	$214,000	$-	$-	$-	$-	$214,000	
	Suwanee Creek Greenway Rehabilitation	$365,500	$-	$-	$-	$-	$365,500	
	Total for Open Space Funds	$1,071,102	$-	$-	$-	$-	$1,071,102	4.08%
2009 SPLOST	***Administrative Buildings***							
	Crossroads Center Renovation	$118,780	$-	$-	$-	$-	$118,780	
	2009 SPLOST Administrative Buildings Total	$118,780	$-	$-	$-	$-	$118,780	
	Recreation							
	City Hall Lawn Improvement	$-	$68,000	$-	$-	$-	$68,000	
	Martin Farm Park Restrooms	$379,500	$-	$-	$-	$-	$379,500	
	Sims Lake Park Connector Trail (ATP #2)	$150,000	$-	$-	$-	$-	$150,000	
	Suwanee Creek Greenway Extension to Smithtown Road	$500,000	$-	$-	$-	$-	$500,000	
	Suwanee Creek Greenway Rehabilitation	$653,827	$-	$-	$-	$-	$653,827	
	Suwanee Creek Greenway Soft Surface Trails	$40,000	$-	$-	$-	$-	$40,000	
	Suwanee Creek Park, Phase III	$-	$-	$365,500	$-	$-	$365,500	
	Town Center Park Improvements - Irrigation Well Facility	$100,000	$-	$-	$-	$-	$100,000	
	2009 SPLOST Recreation Total	$1,823,327	$68,000	$365,500	$-	$-	$2,256,827	
	Parking Facilities							
	Town Center Parking Structure	$-	$2,256,780	$-	$-	$-	$2,256,780	
	2009 SPLOST Parking Facilities Total	$-	$2,256,780	$-	$-	$-	$2,256,780	
	Public Safety							
	Police Substation	$-	$881,710	$900,000	$-	$-	$1,781,710	
	2009 SPLOST Public Safety Total	$-	$881,710	$900,000	$-		$1,781,710	
	Roads, Streets, and Bridges							
	Alternate Transportation Plan Projects	$-	$208,580	$208,580	$208,580	$-	$625,740	
	Buford Highway Corridor Improvements	$-	$-	$861,720	$-	$-	$861,720	
	Old Town Road Improvements	$-	$188,430	$-	$-	$-	$188,430	
	PIB Pedestrian Improvements (ATP #8)	$-	$-	$369,240	$-	$-	$369,240	
	Resurfacing Program	$100,003	$576,640	$576,640	$576,640	$576,640	$2,406,563	
	Road Improvement Projects	$-	$-	$484,110	$-	$-	$484,110	
	Stormwater Projects	$-	$86,542	$86,542	$86,543	$86,543	$346,170	
	Suwanee Dam Road Sidewalks	$181,980	$-	$-	$-	$-	$181,980	
	2009 SPLOST Roads, Streets, and Bridges Total	$281,983	$1,060,192	$2,586,832	$871,763	$663,183	$5,463,953	
	Total for 2009 SPLOST	$2,224,090	$4,266,682	$3,852,332	$871,763	$663,183	$11,878,050	45.26%

Proposed Funding Sources (continued)

2010-2014 Capital Improvement Program

		FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS	% OF TOTAL
2005 SPLOST	Alternate Transportation Plan Projects	$236,889	$-	$-	$-	$-	$236,889	
	I-85 Streetscape Project	$331,972	$-	$-	$-	$-	$331,972	
	PlayTown Suwanee, Phase II	$236,579	$-	$-	$-	$-	$236,579	
	Police Department Expansion	$515,666	$-	$-	$-	$-	$515,666	
	Police Communication System	$82,128	$-	$-	$-	$-	$82,128	
	Resurfacing Program	$610,057	$-	$-	$-	$-	$610,057	
	Stormwater Program	$110,100	$-	$-	$-	$-	$110,100	
	Total for 2005 SPLOST	$2,123,391	$-	$-	$-	$-	$2,123,391	8.09%
PROPOSED GRANT	Buford Highway Corridor Improvements	$-	$-	$3,978,306	$-	$-	$3,978,306	
	I-85 Streetscape	$50,000	$-	$-	$-	$-	$50,000	
	Old Town Road Improvements	$-	$520,502	$-	$-	$-	$520,502	
	Suwanee Dam Road Sidewalks	$727,922	$-	$-	$-	$-	$727,922	
	Total for Proposed Grant/Loan	$777,922	$520,502	$3,978,306	$-	$-	$5,276,729	20.11%
OTHER	Crossroads Center Renovation	$16,418	$-	$-	$-	$-	$16,418	
	Facility Maintenance	$46,086	$15,000	$20,000	$25,000	$30,000	$136,086	
	PlayTown Suwanee, Phase II	$100,000	$-	$-	$-	$-	$100,000	
	Town Center Parking Structure	$-	$600,000	$-	$-	$-	$600,000	
	Water System Infrastructure Improvements	$210,195	$-	$-	$-	$-	$210,195	
	Total for Other Funding	$372,699	$615,000	$20,000	$25,000	$30,000	$1,062,699	4.05%

Total for 2010-2014 CIP	$26,242,465	100.00%

This page intentionally left blank

equipment and vehicles

equipment and vehicles

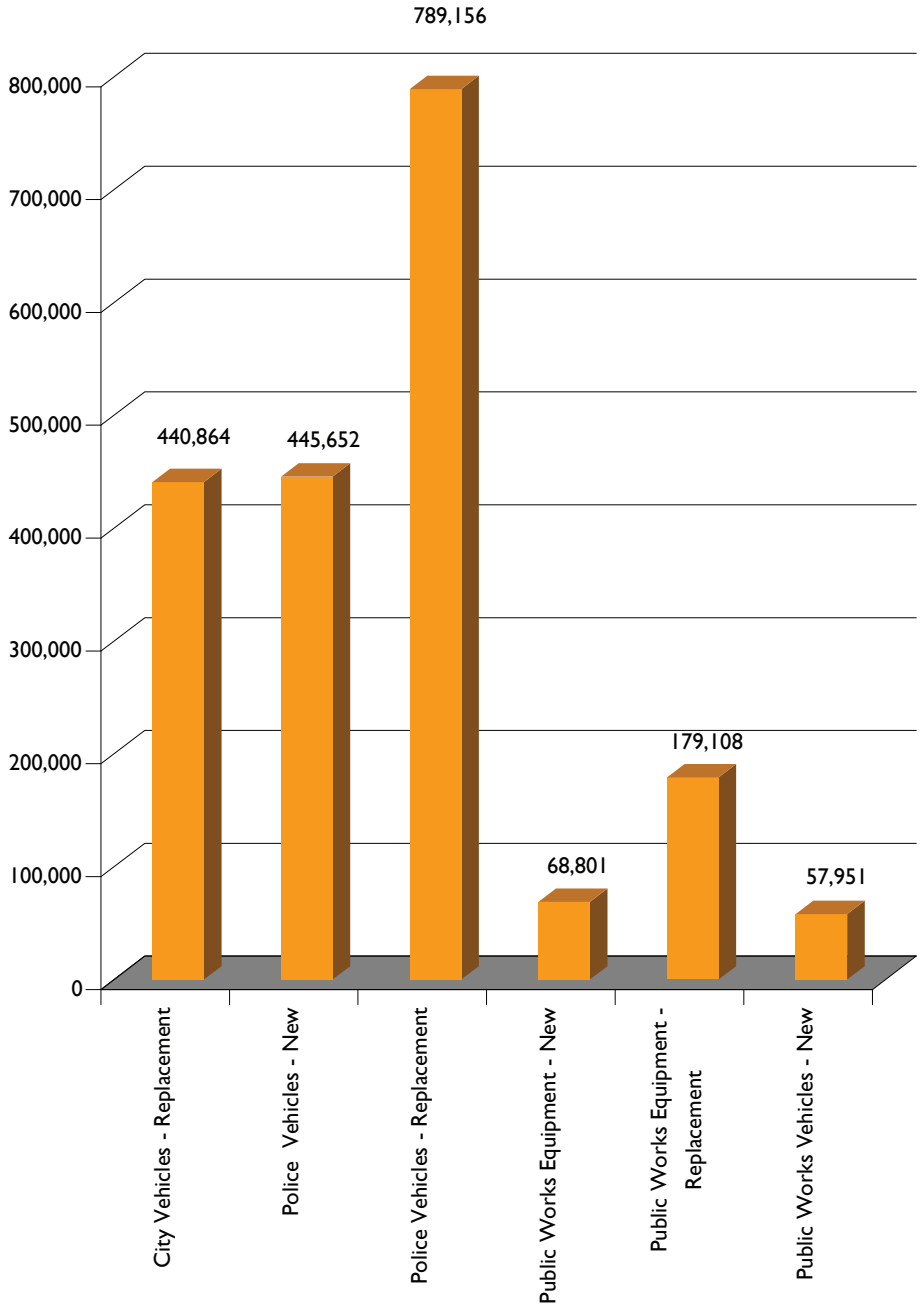
Equipment and Vehicles — Summary

	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS
EQUIPMENT & VEHICLES						
City Vehicles - Replacement	$ 0	$ 131,250	$ 82,688	$ 135,763	$ 91,163	$ 440,864
Police Vehicles - New Purchases	0	232,158	81,254	42,658	89,582	445,652
Police Vehicles - Replacement	0	193,465	243,762	127,974	223,955	789,156
Public Works Equipment - New Purchases	0	57,225	11,576	0	0	68,801
Public Works Equipment - Replacement	0	38,670	58,538	17,362	64,538	179,108
Public Works Vehicles - New Purchase	0	0	27,563	0	30,388	57,951
2010-2014 Category Total	$ 0	$ 652,768	$ 505,381	$ 323,757	$ 499,626	$ 1,981,532

Projects in the Equipment & Vehicles category total $1,981,532 or 7.55% of the CIP. No expenditures are proposed in this category for FY 2010. This decision was made in order to stabilize the operating budget in response to the current economy. The majority of the projects recur annually throughout the remaining years of the CIP. All of the projects are proposed for funding out of the General Fund. At $789,156, the purchase of replacement vehicles for the Police Department constitutes the largest project for this category. Other significant projects include the purchase of replacement vehicles for Administration/Public Works and the purchase of additional vehicles for the Police Department fleet.

2010-2014 Capital Improvement Program

Proposed Spending for Equipment & Vehicles: $1,981,532



Equipment and Vehicles

Projects

Project: City Vehicles – Replacement
Total Cost: $440,864

Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

The Public Works department has developed a Fleet Retirement Schedule for all non-Police vehicles. The department assesses each vehicle on its safety, mileage, age, number of hours the motor is run, the economics of maintaining the vehicle, etc. Based on their assessment, the department anticipates replacing the following vehicles:

FY 11: 4 pickup trucks; 1 administration vehicle
FY 12: 2 pickup trucks; 1 administration vehicle
FY 13: 2 pickup trucks; 1 dump truck; 1 bucket truck
FY 14: 3 pickup trucks

Vehicle #	Vehicle Description	Vehicle Year	Current Mileage	Avg. Yearly Mileage	Current Condition	Assigned Division	Projected Retirement
13	Dodge 1500 Pickup	1994	86,550	5,770	Poor	Public Works	FY 11
5	Ford F150 XL Pickup	1995	143,793	10,271	Poor	Planning	FY 11
4	Ford F250 Crew Cab	1999	94,655	9,307	Poor	Public Works	FY 11
16	Ford Taurus	1997	68,767	5,730	Poor	Public Works	FY 11
12	Ford F150 XLT Pickup	1999	147,863	14,786	Fair	Public Works	FY 11
3	Ford F250 XL Pickup	2001	72,472	9,059	Fair	Public Works	FY 12
8	Ford F150 Pickup	2003	78,912	13,152	Fair	Public Works	FY 12
10	Ford Explorer XLS	2002	68,382	9,769	Poor	Administration	FY 12
7	Ford F150 Pickup	2003	66832	11138	Good	Planning	FY 13
6	Ford F800 Dump Truck	1996	19,313	1,486	Good	Public Works	FY 13
11	Ford F350 Bucket Truck	1995	98,792	7056	Fair	Public Works	FY 13
1	Ford F150 XLT Pickup	2001	70,455	7,850	Good	Public Works	FY 13
2	Chevrolet Silverado Hybrid Pickup	2006	33,174	11,058	Excellent	Public Works	FY 14
9	Ford F150 Pickup	2006	27,136	9,045	Good	Inspections	FY 14
14	Ford F150 Pickup	2007	22,942	11,410	Good	Public Works	FY 14
15	Chevrolet Silverado Hybrid Pickup	2007	15,278	5,092	Excellent	Inspections	FY 15
17	F250 Crew Cab Stake Bed	2008	6258	6258	Excellent	Public Works	TBD

Projected Retirements
FY10: No vehicles are scheduled for replacement
FY 11: 4 pickup trucks; 1 administration vehicle
FY 12: 2 pickup trucks; 1 administration vehicle
FY 13: 2 pickup trucks; 1 dump truck; 1 bucket truck
FY 14: 3 pickup trucks

Project: Police Vehicles – New Purchases
Total Cost: $445,652
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund; GMA Lease/Purchase

As the department adds additional officers, the City will need to purchase vehicles in order to continue the policies of one vehicle per officer and allowing take-home vehicles. Per department policy, new officers do not receive a vehicle until they have completed their 12-month probationary period. Therefore, the vehicles are purchased in the fiscal year following the addition of the officer(s). Based on the projected personnel requests, the following needs have been identified:

FY 11: 6 vehicles
FY 12: 2 vehicles
FY 13: 1 vehicle
FY 14: 2 vehicles

A 5% inflator has been applied to each year's costs. These costs projections assume the purchase of a standard police pursuit car. The actual cost could vary if other vehicle types were purchased, i.e. motorcycles.

The City has applied for 3 additional officers through the COPS program, who will begin in FY 10. These projections assume the addition of those officers, therefore the need to purchase vehicles for them in FY 11.

Project: Police Vehicles – Replacement
Total Cost: $789,156
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund; GMA Lease/Purchase

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

FY 10: 3 vehicles
FY 11: 5 vehicles
FY 12: 6 vehicles
FY 13: 3 vehicles
FY 14: 5 vehicles

A 5% inflator has been applied to each year's costs. These projections assume the purchase of a standard police pursuit car. The replacement of police vehicles is included in the STWP. Note: The vehicles anticipated for replacement in FY 10 were purchased at the end of FY 09.

Equipment and Vehicles — Projects

Suwanee Police Department Fleet Retirement Schedule

Vehicle (Last 6 of VIN)	Vehicle Year	Odometer	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
901 (285993) Chief	2008	10,018					
902 (640336) Byers	2002	50,625					1
903 (122688) Clark	2007	33,298					
904 (122682) Edmisten	2007	48,744					
905 Tahoe (379119) Casanas	1998	129,829	1				
906 (285989) DC Moon	2008	6,695					
908 (137374) McCoy	2002	87,500			1		
909 (133309) Mooney	2006	35,067					
910 (227416) Stewart	2008	8,741					
912 (123019) Jacobs	2005	65,745				1	
913 (208904) Hassell	2000	105,158		1			
914 Van (528045)	1997	64,271					
915 (108563) Hickey	2006	29,643					
916 (208905) Roetzer	2007	24,112					
917 (238739)	1999	102,142			1		
918 (114524) Kerr	2002	124,205	1				
919 (114525) Skinner	2002	108,817		1			
920 (114522)	2002	109,462		1			
921 (163462) Stevens	2003	81,971			1		
922 (163461) O'Donnell	2003	107,666		1			
923 (208902) Cloy	2000	97,901			1		
924 (136298) Carter	2004	53,663					1
925 (138931) Williams	2004	50,047					1
926 (138939) Byun	2004	80,251			1		
927 (123022) Dye	2005	60,100				1	
928 (108561) Pope	2006	51,009					1
929 (102659) Harmon	2006	45,119					
930 (178555) Schumacher	2006	59,830					1
931 (178558) Robinson	2003	73,186				1	
932 (103251) Thompson	2008	16,100					
933 (106591) Knoll	2007	25,770					
934 (227415) Hitchcock	2008	22,232					
935 (285909) Dickens	2008	9,750					
Honda (080327)	1999	111,843			1		
940 (118688) Black	2003	115,821		1			
941 (229705) Scott	2000	125,300	1				
NEW (285842)	2008	250					
NEW (285863)	2008	250					
NEW (540737)	2009	250					
		Retired Vehicles	3	5	6	3	5
		Estimated Cost	$0	$193,465	$243,762	$127,974	$223,955

Project: Public Works Equipment – New Purchases
Total Cost: $68,801

Proposed Funding Year: FY 2011 & 12
Proposed Funding Source: General Fund

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

FY 11: Used forklift ($13,125); wood chipper ($44,100)
FY 12: Sand spreader ($11,576)

Project: Public Works Equipment – Replacement
Total Cost: $179,108

Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

The Public Works Department has identified the following equipment for replacement:

FY 10: No equipment is scheduled for replacement
FY 11: 4 mowers ($31,500); 1 utility tractor ($7.170)
FY 12: 2 mowers ($16,538); 1 utility tractor ($42,000)
FY 13: 2 mowers ($17,362)
FY 14: 2 mowers ($18,233); 1 utility tractor ($46,305)

The cost projections assume a 5% increase in equipment cost/year.

Public Works Current Inventory

Item	Year Acquired	Current Condition
Ford 3930 Utility Tractor	1985	Fair
6 x 12 Utiltiy Trailer # 1	1988	Fair
Ford 3910 Utility Tractor	1989	Good
Lawnaire IV Aerator	1990	Good
Mikasa Packer	1990	Poor
6 x 18 Utility Trailer # 2	1995	Fair
Kubota Riding Front Deck Mower	1998	Fair
MI-T-M High Pressure Washer	1998	Poor
New Holland Backhoe	1999	Good
Ferri TM45 Boom Arm	2001	Poor
Exmark 52" Mower Old # 1	2002	Poor
Bobcat	2002	Good
Exmark 52" # SC1	2002	Fair
6 x 16 Bobcat Trailer # 13	2003	Good
John Deere Gator # G5	2004	Fair

Item	Year Acquired	Current Condition
Exmark 52" # SC2	2004	Fair
Scag Mower # SL1	2005	Good
Ingersoll-Rand Sweeper	2005	Good
5 x 10 Utility Trailer # 5	2005	Good
Salt Dogg 1500SHPE Spreader	2006	Fair
8 x 20 Trailer (Ole Yellow)	2007	Good
Scag Mower # OS1	2007	Good
Scag Mower # SL2	2007	Good
Scag Mower # OS2	2008	Excellent
John Deere Gator # G6	2008	Excellent
John Deere Gator # G7	2008	Excellent
John Deere Gaotr # G8	2008	Excellent
Scag Mower # BU1	2009	Excellent
Billy Goat Push Blower	2009	Excellent
Mini Track Hoe (Bobcat)	2009	Excellent

Projected Replacements
FY 10: No equipment is scheduled for replacement
FY 11: 4 mowers ($31,500); 1 utility tractor ($7.170)
FY 12: 2 mowers ($16,538); 1 utility tractor ($42,000)
FY 13: 2 mowers ($17,362)
FY 14: 2 mowers ($18,233); 1 utility tractor ($46,305)

Equipment and Vehicles

Projects

Project: Public Works Vehicles – New Purchases
Total Cost: $57,951

Proposed Funding Year: FY 2012 & 14
Proposed Funding Source: General Fund

The Public Works Department anticipates that additional employees will be added to their staff. In order to accommodate a larger staff, the department will need to add more vehicles to its current inventory. These purchases are in addition to any replacements purchased for retiring fleet. The department anticipates adding vehicles in the following years:

FY 12: 1 vehicle
FY 14: 1 vehicle

The cost projections assume a 5% increase in vehicle cost/year.

facilities

facilities

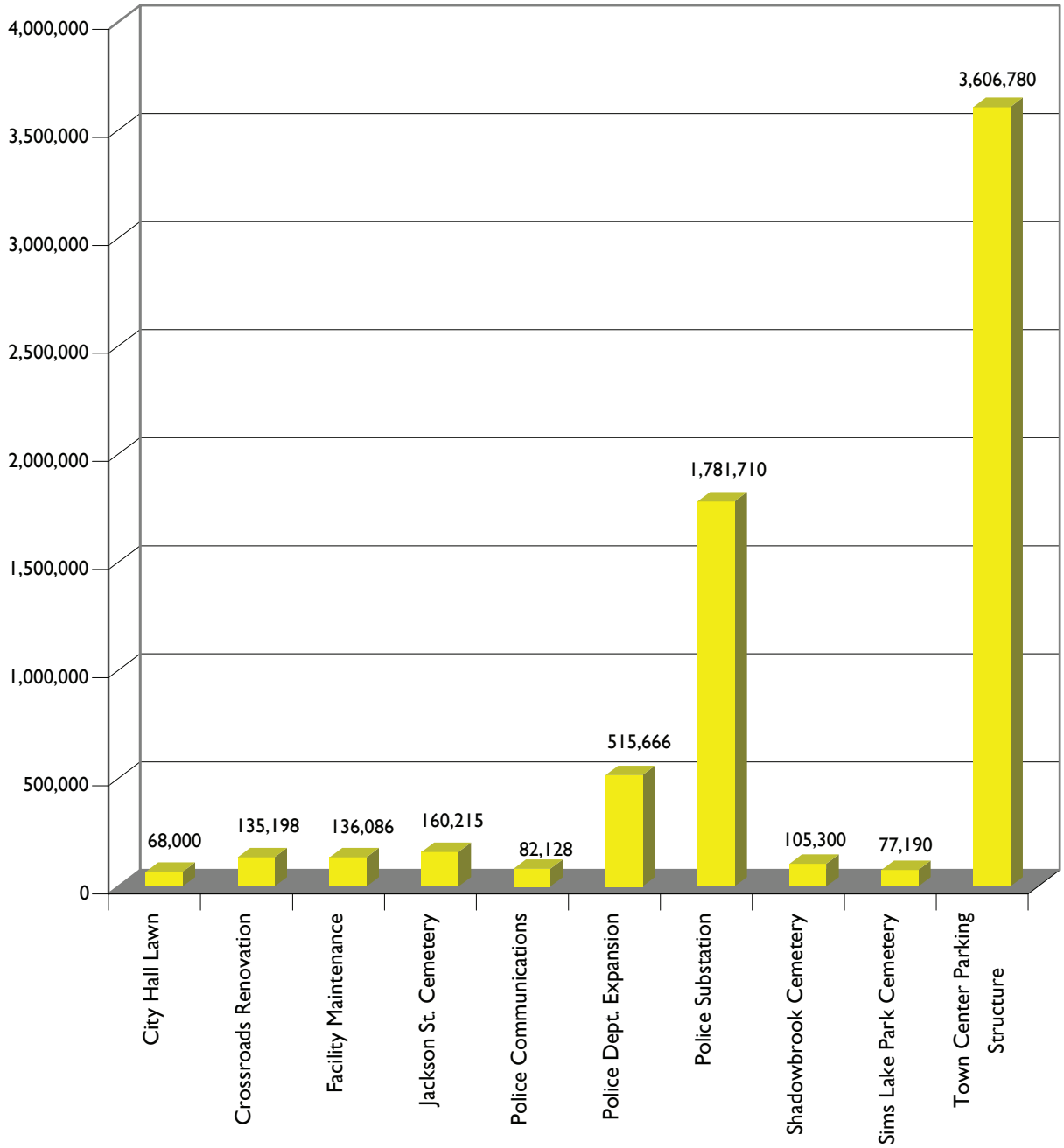
Facilities — Summary

	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS
FACILITIES						
City Hall Lawn Improvement	$ 0	$ 68,000	$ 0	$ 0	$ 0	$ 68,000
Crossroads Center Renovation	135,198	0	0	0	0	135,198
Facility Maintenance	46,086	15,000	20,000	25,000	30,000	136,086
Jackson Street Cemetery Improvements	0	30,910	122,265	0	7,040	160,215
Police Communications System	82,128	0	0	0	0	82,128
Police Department Expansion	515,666	0	0	0	0	515,666
Police Substation	0	881,710	900,000	0	0	1,781,710
Shadowbrook Cemetery Improvements	0	31,775	59,250	0	14,275	105,300
Sims Lake Park Cemetery Improvements	0	23,675	46,475	0	7,040	77,190
Town Center Parking Structure	$ 750,000	$ 2,856,780	$ 0	$ 0	$ 0	$ 3,606,780
2010-2014 Category Total	1,529,078	3,907,850	1,147,990	25,000	58,355	6,668,273

Projects in the Facilities category total $6,668,273 or 25.41% of the CIP. At $3,606,780, the construction of additional parking for Town Center constitutes the largest project for this category. The new Police substation is another significant project, at $1,781,710. Other noteworthy projects include the expansion of the current Police Station and renovation of the Crossroads Center. New to the CIP are three phases of improvements projects to the City's cemeteries. Finally, this category includes the City's facility maintenance program, which identifies proposed projects that will be necessary during the five-year planning period, such as HVAC units, roof replacement, etc. Planning for maintenance not only ensures the City's facilities are appropriately preserved, but also makes certain that the City has identified funding to pay for such work.

2010-2014 Capital Improvement Program

Proposed Spending for Facilities: $6,668,273



Facilities — Projects

Project: City Hall Lawn Improvement
Total Cost: $68,000
Proposed Funding Year: FY 2011
Proposed Funding Source: 2009 SPLOST

The purpose of this project is to more fully develop the park area behind the new City Hall. The project is still in concept stages and has not been designed. However, it is anticipated the project will include the installation of street furniture, additional walkway connections, etc. to enhance the aesthetics of the park and allow it to tie in more with Town Center Park.

Project: Crossroads Center Renovation
Total Cost: $135,198
Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST and other funds

The Crossroads Center currently houses Municipal Court. The intent of this project is to renovate the building to accomplish some needs of the Court. Heery International has provided a preliminary estimate of $135,198 to complete the desired renovations. This project will be completed along with the Police Department expansion.

Project: Facility Maintenance
Total Cost: $136,086
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund

Staff proposes to conduct an evaluation of all City facilities in FY 10 for the purposes of identifying short- and long-term maintenance needs. This evaluation will allow the City to budget and plan appropriately for upcoming needs and to ensure the City's facilities are maintained adequately. The evaluation will include all buildings, parking lots, trails, parks, etc. The City will establish a new Facility Maintenance Fund to pay for these projects. The parking lot for the new Public Works Facility needs to be repaved in FY 09. This project has an estimated cost of $36,086. $10,000 has been allocated for other needs in FY 09. The proposed estimates will be updated upon completion of the facility evaluation.

Project: Jackson Street Cemetery Improvements
Total Cost: $160,215
Proposed Funding Year: FY 2011, 12 & 14
Proposed Funding Source: General Fund

This project includes improvements to the Jackson Street Cemetery, which have been identified in the 2009 Preservation Assessment completed for three City-owned cemeteries. The improvements to the Jackson Street Cemetery will be conducted in three phases over three different fiscal year. Improvements are as follows:

Phase I (FY 11): Modifying the entrance to create a circular drive; hand-filling any sunken graves; completing a tree assessment and selected tree removal; signage; and first conservation treatment, among other minor tasks.

Phase II (FY 12): Acquisition of additional historical data; pre- and post-emergent weed control; mulch; sodding; clearing around the edges of the property; installation of a historical marker, etc.

Phase III (FY 14): Development of a brochure specific to this cemetery and other minor tasks.

Project: Police Communication System
Total Cost: $82,128

Proposed Funding Year: FY 2010
Proposed Funding Source: 2005 SPLOST

The department currently has the Freedom Recorder system with an annual maintenance and service contract through NICE/CRS Solutions. Support/coverage for the Freedom Recorder will end on March 1, 2010, requiring the purchase of a new system. NICE/CRS has provided a quote of $22,708 for a NiceCall Focus III. This system meets the standards for State Certification and State Retention of Records and has the ability to capture ANI-ALI information. The department also plans to upgrade their phone system to match the new (Automatic Number Identification - Automatic Location Identifier) system installed at City Hall. This project will be completed in conjunction with the building renovation. Both communication projects will be funded with 2005 SPLOST.

Project: Police Department Expansion
Total Cost: $515,666

Proposed Funding Year: FY 2010
Proposed Funding Source: 2005 SPLOST

Due to relocation of the Chief Executive, Administration, Finance, Planning, and Public Works departments to the new City Hall, the Police Department will expand to use the entire former City Hall building. This will require some renovations to make the building compatible for the department's use. Council has approved the use of 2005 SPLOST funds for this project. This project is identified in the STWP.

Project: Police Substation
Total Cost: $1,781,710

Proposed Funding Year: FY 2011 & 12
Proposed Funding Source: 2009 SPLOST

SUWANEE GATEWAY

One of Council's goals in the STWP is to purchase property in the Suwanee Gateway. While such property can serve various functions, the primary vision is for a police substation. Such a station will increase police presence in the Gateway and the goal is to have the station be very visible, particularly when entering Suwanee from I-85. The station will also reduce police response times in this part of the City. It is anticipated that the City will need to construct the station, rather than renovating an existing building.

Facilities Projects

Project: Shadowbrook Cemetery Improvements
Total Cost: $105,300
Proposed Funding Year: FY 2011, 12 & 14
Proposed Funding Source: General Fund

This project includes improvements to the Shadowbrook Cemetery, identified in the 2009 Preservation Assessment completed for three City-owned cemeteries. The improvements to the Shadowbrook Cemetery will be conducted in three phases over three different fiscal years. Improvements are as follows:

Phase I (FY 11): Repairs to the iron fencing; fire ant control program; sodding of eroded areas; first priority conservation treatments, etc.

Phase II (FY 12): Acquisition of additional historic data; pre- and post-emergent weed control program; mulching; resodding areas; tree assessment and selected pruning of the historic oak trees; historic marker program; second priority stone treatments, etc.

Phase III (FY 14): Development of a brochure specific to this cemetery; arborist assessment and additional tree maintenance; final phase of conservation work, etc.

Project: Sims Lake Cemetery Improvements
Total Cost: $77,190
Proposed Funding Year: FY 2011, 12 & 14
Proposed Funding Source: General Fund

This project includes improvements to the Sims Lake Park Cemetery, which were identified in the 2009 Preservation Assessment completed for three City-owned cemeteries. The improvements to the Sims Lake Park Cemetery will be conducted in three phases over three different fiscal years. Improvements are as follows:

Phase I (FY 11): Arborist assessment and selected tree pruning, removal, and replacement.

Phase II (FY 12): Historical research; arborist assessment and additional tree maintenance; conservation treatment, etc.

Phase III (FY 14): Development of a brochure specific to this cemetery and other minor tasks.

Project: Town Center Parking Structure
Total Cost: $3,606,780
Proposed Funding Year: FY 2010 & 11
Proposed Funding Source: General Fund, 2009 SPLOST and Other Funds

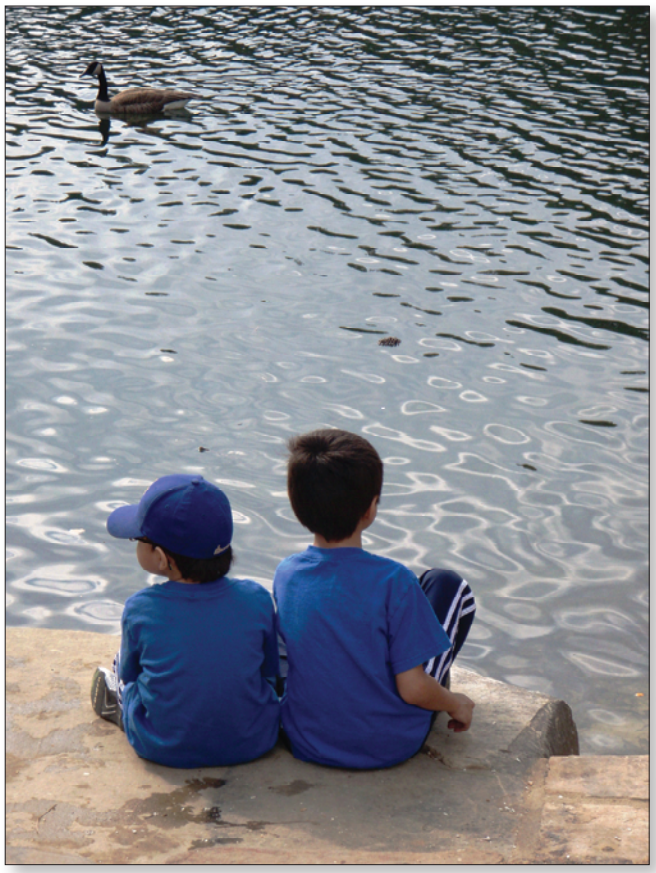
With the current number of parking spaces and future anticipated growth in the Town Center, staff proposes the completion of a parking analysis for Town Center in FY 10. The analysis would help identify the number of spaces needed to accommodate future growth, as well as recommendations on the best way to implement such parking. It is unknown at this time where the parking may be located or how it might function. This project is included on the STWP and Council has allocated $2,256,774 from the 2009 SPLOST program. $600,000 in interest arbitrage from the City Hall project is also proposed for this.

recreation

recreation

Recreation — Summary

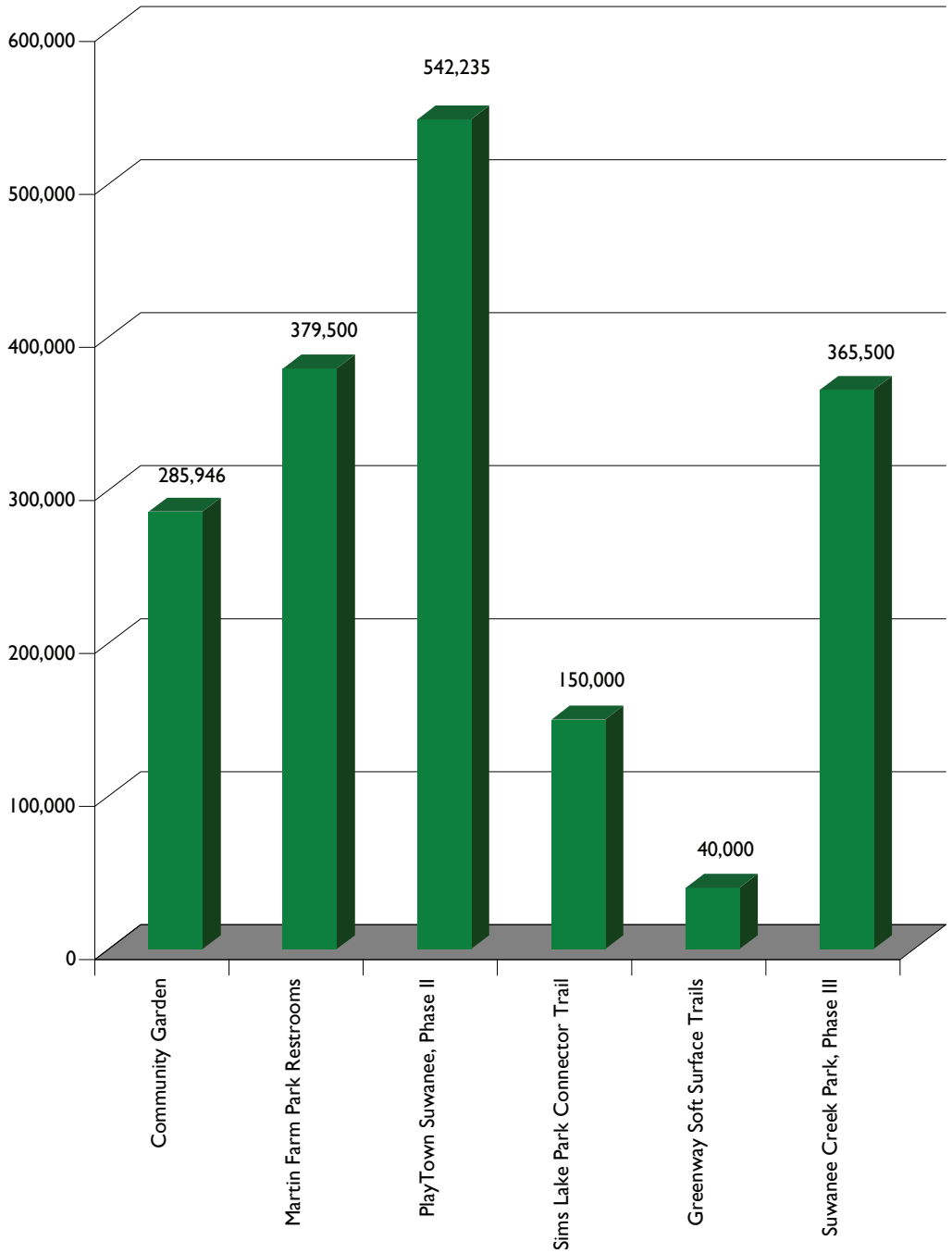
	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS
RECREATION						
Community Garden	$ 285,946	$ 0	$ 0	$ 0	$ 0	$ 285,946
Martin Farm Park Restrooms	379,500	0	0	0	0	379,500
PlayTown Suwanee, Phase II	542,235	0	0	0	0	542,235
Sims Lake Park Connector Trail (ATP #2)	150,000	0	0	0	0	150,000
Suwanee Creek Greenway Soft Surface Trails	40,000	0	0	0	0	40,000
Suwanee Creek Park, Phase III	0	0	365,500	0	0	365,500
2010-2014 Category Total	$ 1,397,681	$ 0	$ 365,500	$ 0	$ 0	$ 1,763,181



Projects in the Recreation category total $1,763,181 or 6.72% of the CIP. Notable projects include the construction of a community garden on White Street, PlayTown Suwanee Phase II, and Suwanee Creek Park Phase III. Funding for the recreation projects comes from a variety of sources – the Open/Green Space Fund and both the 2005 and 2009 SPLOST programs. Most of the City's recreation facilities are still fairly new so they do not need significant maintenance at this time. As they age, however, it will be important to identify maintenance needs and incorporate them into the CIP.

2010-2014 Capital Improvement Program

Proposed Spending for Recreation: $1,763,181



Recreation Projects

Project: Community Garden
Total Cost: $285,946
Proposed Funding Year: FY 2010
Proposed Funding Source: Open/Green Space Funds

One project on the STWP is to develop a community garden and passive recreation site on the 6.8-acre tract located on White Street and Buford Highway. The design and engineering are scheduled for completion in summer 2009, with construction to begin in early fall. It is anticipated that the project will be phased over time, with the community garden constructed during Phase 1. Other elements will likely include walking trails, seating, an area for group gatherings, restrooms, and a venue for horticultural and ecological education. The target completion date for Phase 1 is spring 2010.

Project: Martin Farm Park Restrooms
Total Cost: $379,500
Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST

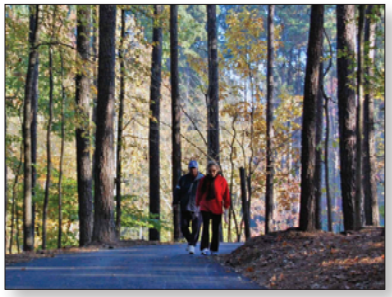
Users of the Suwanee Creek Greenway do not have access to restroom facilities at the Martin Farm Park trailhead and must travel to other parks. The purpose of this project is to construct a facility at this site, which would be conveniently located between other restroom facilities. The projected cost for this project is based on the restroom facility recently constructed at Sims Lake Park. This is identified as a project on the STWP and funding has been allocated from the 2009 SPLOST program.

Project: PlayTown Suwanee, Phase II
Total Cost: $542,235
Proposed Funding Year: FY 2010
Proposed Funding Source: 2005 SPLOST, Open/Green Space Funds, & Other Funds

This project includes the construction of a pavilion at PlayTown Suwanee, similar in design to the one at Sims Lake Park, as well as trails from the park. In March 2009, the City purchased an adjoining tract, with the intention of constructing trails from PlayTown Suwanee to Stonecypher Road. The $100,000 in other funding will come from the close-out of the Pedestrian Underpass project.

Project: Sims Lake Park Connector Trail
Total Cost: $150,000

Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST



Project #2 of the Alternate Modes Transportation Plan is a connector trail to Sims Lake Park. This would be a hard surface trail of about 1,600 linear feet, from Moore Rd into the back of Sims Lake Park. The trail would provide additional access to the park for residents along Moore Rd and other neighborhoods to the north. This project is ranked #5 in the ATP.

Project: Suwanee Creek Greenway Soft Surface Trails
Total Cost: $40,000

Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST

This project includes the construction of soft surface trails on the piece of property the City currently owns off Martin Farm Road. This would offer greenway users additional options on the Suwanee Creek Greenway section between Lawrenceville Suwanee Road and Martin Farm Road.

Project: Suwanee Creek Park, Phase III
Total Cost: $365,500

Proposed Funding Year: FY 2012
Proposed Funding Source: 2009 SPLOST

The STWP identifies the completion of Phases 3-5 of Suwanee Creek Park in FY 12. Staff proposes obtaining bids for Phase 3 in FY 12, which includes: an outdoor classroom; an adventure playground; open play areas #2 and #3, and a bird watching tower. Should these improvements be less than $365,000, additional phases can be incorporated as well.

This page intentionally left blank

transportation

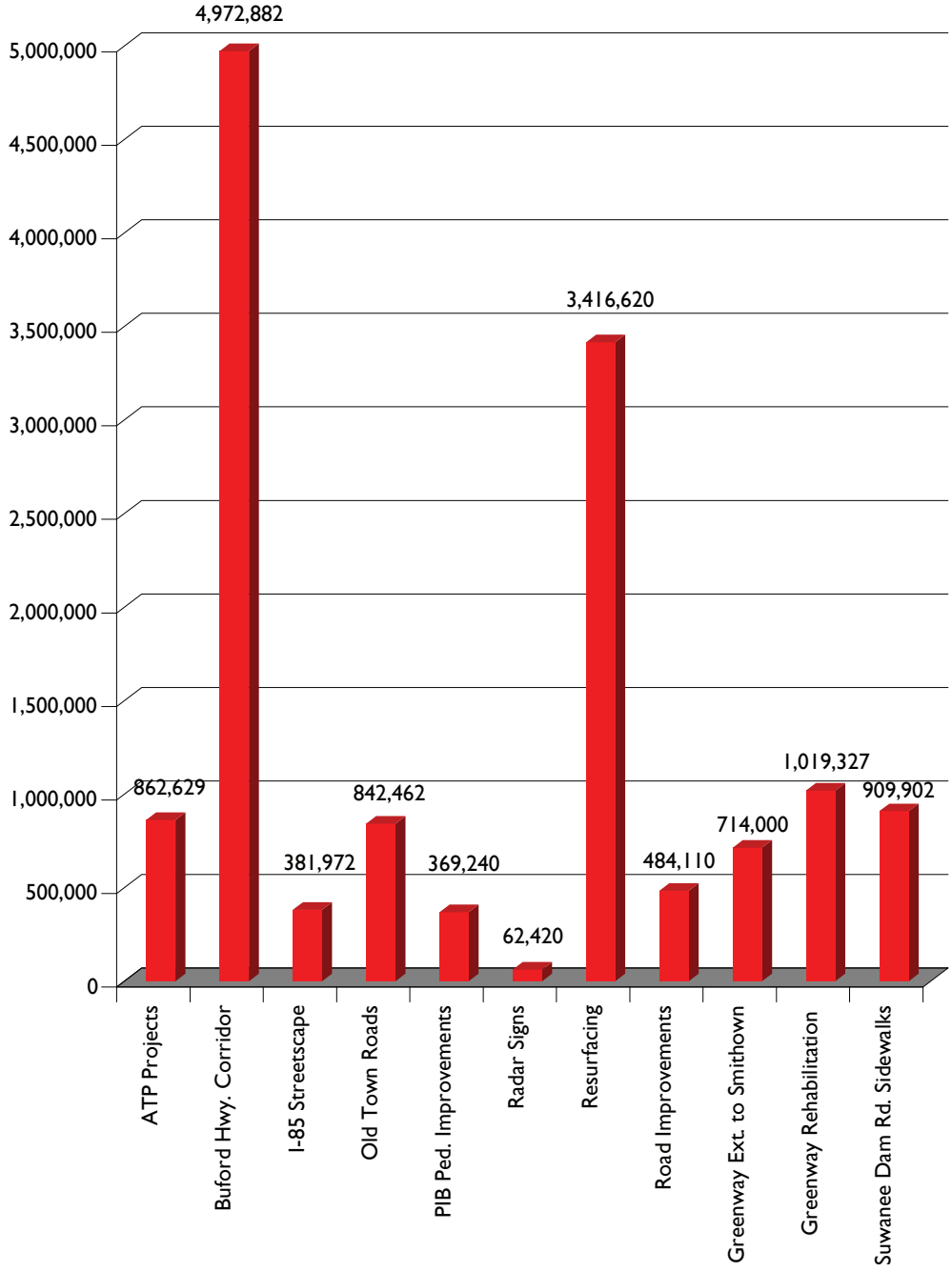
Transportation Summary

	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS
TRANSPORTATION						
Alternate Transportation Plan Projects	$ 236,889	$ 208,580	$ 208,580	$ 208,580	$ 0	$ 862,629
Buford Highway Corridor Improvements	0	0	4,972,882	0	0	4,972,882
I-85 Streetscape Project	381,972	0	0	0	0	381,972
Old Town Road Improvements	0	708,932	0	133,530	0	842,462
PIB Pedestrian Improvements (ATP #8)	0	0	369,240	0	0	369,240
Radar Sign Program	0	19,800	20,790	21,830	0	62,420
Resurfacing Program	710,060	676,640	676,640	676,640	676,640	3,416,620
Road Improvement Projects	0	0	484,110	0	0	484,110
Suwanee Creek Greenway Extension to Smithtown Road	714,000	0	0	0	0	714,000
Suwanee Creek Greenway Rehabilitation	1,019,327	0	0	0	0	1,019,327
Suwanee Dam Road Sidewalks	909,902	0	0	0	0	909,902
2010-2014 Category Total	$ 3,972,150	$ 1,613,952	$ 6,732,242	$ 1,040,580	$ 676,640	$ 14,035,564

At $14,035,564, transportation projects constitute over half of the CIP. The largest project, by far, includes proposed improvements to the Buford Highway corridor, estimated to cost almost $5 million. The annual resurfacing program, with an average cost each year of approximately $700,000, is another significant expenditure in this category. FY 2010 will see two projects planned for the Suwanee Creek Greenway, including an extension to Smithtown Road and rehabilitation of the Richard Trice section. With the 2009 update to the Downtown Suwanee Master Plan, there are several new projects included in this category that arose from that planning process. This category also includes continued implementation of the Alternate Modes Transportation Plan. The 2009 SPLOST is an important funding source for transportation projects, funding almost 36% of the projects in this category.

2010-2014 Capital Improvement Program

Proposed Spending for Transportation: $14,035,564



Transportation Projects

Project: Alternate Modes Transportation Projects **Proposed Funding Year:** Recurring
Total Cost: $875,000 **Proposed Funding Source:** 2009 SPLOST (FY 10-13); Funding TBD (FY 14)

This project includes an annual allocation from the SPLOST Program to implement various projects of the Alternate Modes Transportation Plan. This annual allocation will cover typical sidewalk and trail projects; larger projects have been identified as separate projects in the CIP. On April 28, 2009, the City Council approved an agreement for on-demand design services with multiple firms to implement this Plan. Projects completed in FY10 will be completed with the remaining 2005 SPLOST funds and the 2009 SPLOST funds will be used for projects in FY 11 to FY 14.

Project: Buford Hwy Corridor Improvements **Proposed Funding Year:** FY 2012
Total Cost: $4,972,882 **Proposed Funding Source:** 2009 SPLOST, Proposed Grant, General Fund

The Planning & Inspections Department plans to conduct a corridor study along Buford Highway in FY 2010. The purpose of this study will be to determine recommended improvements for sidewalks, streetlights, crosswalks, landscaping, etc. along Buford Highway between Russell Street and Suwanee Dam Road. This project will implement the recommended strategies and will include design and construction. Upon completion of the corridor study and design, a better project estimate will be developed. The Downtown Suwanee Master Plan identifies LCI Implementation funds as a potential funding source. This project is included on the STWP, as well as the Downtown Suwanee Master Plan.

Project: I-85 Streetscape Project **Proposed Funding Year:** FY 2010
Total Cost: $381,972 **Proposed Funding Source:** 2005 SPLOST, Grant

This project includes landscaping enhancements to the I-85 interchange at Lawrenceville Suwanee Road. The City has been awarded a $50,000 GateWAY grant from the Georgia Department of Transportation for this project.

Project: Old Town Road Improvements **Proposed Funding Year:** FY 2011 & 13
Total Cost: $842,462 **Proposed Funding Source:** 2009 SPLOST, Grant, General Fund

Project 1: This project includes streetscape enhancements to Stonecypher Road and sidewalk improvements to Main Street. The overall cost is estimated to be $708,928 and staff has identified LCI Implementation Funds as a possible funding source. This source requires a 20% local match or approximately $188,426. Project 1 is proposed for FY 2011.

Project 2: This project is also on Main Street, from Russell Street to its terminus at Calaboose Street. It would include the implementation of streetscape improvements identified in the Downtown Suwanee Master Plan. The overall cost is estimated to be $133,530. Project 2 is proposed for FY 2013.

These projects are supported by the 2030 Comprehensive Plan, the Alternate Modes Transportation Plan, and the Downtown Suwanee Master Plan.

Project: Peachtree Ind. Blvd. Pedestrian Improvements
Total Cost: $369,240
Proposed Funding Year: FY 2012
Proposed Funding Source: 2009 SPLOST

During preparation of the Alternate Modes Transportation Plan, many comments were made concerning the difficulty pedestrians and bicycles face in crossing the busy Peachtree Industrial Boulevard corridor. Construction of a crossing improvement project is the number #1 ranked project in the Plan. Staff recommends a series of intersection improvements along Peachtree Industrial Boulevard, as one solution to this problem. Council has allocated $369,244 from the 2009 SPLOST program for this project. Implementation of the Plan is included on the STWP.

Project: Radar Sign Program
Total Cost: $62,420
Proposed Funding Year: FY 2011 & 13
Proposed Funding Source: General Fund

This is a new program involving the purchase and installation of radar signs on streets within the City. The purpose of these signs is to alert motorists of their speed, in order to calm traffic and reducing speeding. The projected costs assume four units for FY 11, four units for FY 12, and four units for FY 13.

Project: Resurfacing Program
Total Cost: $3,416,620
Proposed Funding Year: Recurring
Proposed Funding Source: 2005 & 2009 SPLOST, General Fund

The Public Works Department recommends resurfacing local streets every 20 years. Based on the City's current street inventory, this would require the City to resurface approximately three miles each year in order to meet that maintenance goal. As the City's streets age, however, it will likely become necessary to resurface them every 12-15 years. The cost assumptions are based on resurfacing 3.1 miles in FY 10 and increasing that number by 0.10 miles each year. A 6% inflator is factored for each year since the costs for these projects are expected to continue increasing.

Transportation Projects

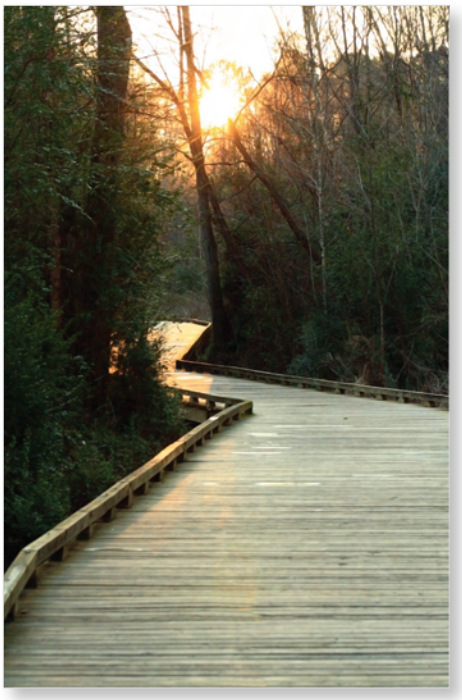
Project: Road Improvement Projects
Total Cost: $484,110
Proposed Funding Year: FY 2012
Proposed Funding Source: 2009 SPLOST

The Public Works department projects the need to implement various types of road improvement projects, including streetscaping, traffic signal improvements, traffic calming, etc., throughout the City. At this time, there are no specific identified projects. However, money has been allocated from the 2009 SPLOST program to implement these projects as the need arises.

Project: Suwanee Creek Greenway Extension to Smithtown Road
Total Cost: $714,000
Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST, Open/Green Space Funds

This project will extend Suwanee Creek Greenway from it current northern terminus (between George Pierce Park and Suwanee Elementary School) to Smithtown Road. As this would be the northern trailhead, a small parking lot would likely be constructed as well. This project is included in the STWP.

Project: Suwanee Creek Greenway Rehabilitation
Total Cost: $1,019,327
Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST, Open/Green Space Funds



Storm water floods over the Richard Trice section of the Suwanee Creek Greenway on a regular basis, leaving behind mud, water and other debris. A boardwalk or similar design will greatly improve the usability of the greenway system along this older section of the Suwanee Greenway. This project is included in the STWP.

water and stormwater

water and stormwater

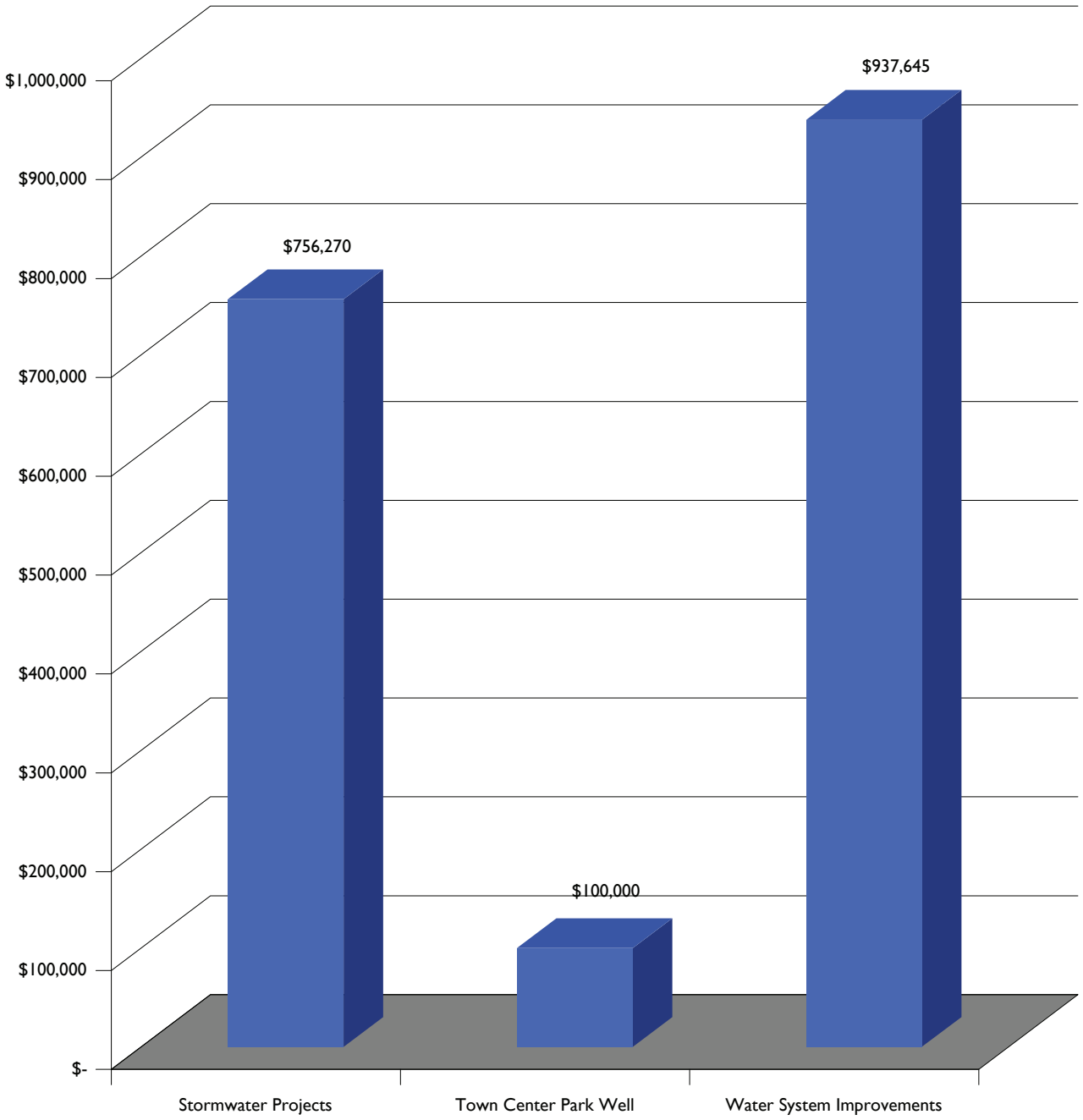
Water & Stormwater — Summary

	FY 10	FY 11	FY 12	FY 13	FY 14	PROJECT TOTALS
WATER & STORMWATER						
Stormwater Projects	$ 110,100	$ 161,542	$ 161,542	$ 161,543	$ 161,543	$ 756,270
Town Center Park Improvements - Irrigation Well Facility	100,000	0	0	0	0	100,000
Water System Infrastructure Improvements	497,645	100,000	120,000	100,000	120,000	937,645
2010-2014 Category Total	$ 707,745	$ 261,542	$ 281,542	$ 261,543	$ 281,543	$ 1,793,915

At 6.84%, Water and Stormwater is one of the smallest categories of the CIP. There are three projects in this category, totaling $1,793,915. Two of the projects are annual recurring programs – the stormwater program and the water system infrastructure program. The other project is the construction of an irrigation well to serve Town Center Park.

2010-2014 Capital Improvement Program

Proposed Spending for Water & Stormwater: $1,793,915



Projects — Water & Stormwater

Project: Stormwater Projects
Total Cost: $756,270
Proposed Funding Year: Recurring
Proposed Funding Source: 2005 & 2009 SPLOST, General Fund

Projects for the annual infrastructure program will be identified from needs assessments, citizen complaints, and as infrastructure failures occur. The City's stormwater infrastructure system is in relatively good shape. However, as the system ages, it is expected that small- to medium-sized projects will be required each year.

Project: Town Center Park Improvements – Irrigation Well
Total Cost: $10,000
Proposed Funding Year: FY 2010
Proposed Funding Source: 2009 SPLOST

The Public Works department proposes the construction of a well facility to serve Town Center Park, providing a secondary source of irrigation water. The grass requires a certain amount of water from rainfall and/or irrigation to sustain it and to maintain a good healthy appearance, particularly during events season. The well will provide the City more options for watering during times of drought and outdoor watering restrictions.

Project: Water System Infrastructure Improvements
Total Cost: $937,645
Proposed Funding Year: Recurring
Proposed Funding Source: General Fund, Other

The City completed an analysis of the Water System in 2009, which included recommendations for needed improvements. Some of the recommended improvements for the short-term are:

- Resolution of line constriction near Stonecypher Road and Eva Kennedy Road
- Replacement of 2-inch line near King Street and Davis Street and on Martin Farm Road
- Replacement of undersized lines on Scales Road
- Construction of a new well, including well house, pump, and chemical feed equipment. The location has not yet been determined.
- Installation of a back-up power generator at one of the well sites

On April 28, 2009, the Council authorized staff to proceed with design and engineering of the above projects. Staff intends to apply for ARRA funding through the Georgia Environmental Facilities Authority for these projects. The terms for this funding are a 20-year loan with a 40% forgiveness of the principal, 2% loan origination fees on the total principal, and a 3% interest rate. The 40% forgiveness is represented by the "Other" financing for FY 10. Other improvement projects identified by the analysis will be completed in FY 11-14.

downtown development authority

fiscal year 2009-2010

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

Downtown Development Authority

STATEMENT OF SERVICE

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

Daily administrative operations of the DDA are funded in function 7520 Downtown Suwanee in the General fund. The City is providing $7,000 funding to the DDA for fiscal year 2010 to support the facade grant program.

SUMMARY OF REVENUES BY CATEGORY	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Investment Income	$ 1,209	$ 1,250	$ 500
Contributions	15,156	6,000	5,000
Other Financial Sources	-	46,000	7,000
Total	$ 16,365	$ 53,250	$ 12,500

SUMMARY OF EXPENDITURES BY CATEGORY	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2010 BUDGET
Purchased Professional & Technical	$ -	$ -	$ 500
Other Purchased Services	6,505	3,000	-
Supplies	-	250	-
Capital Outlay	-	50,000	
Other Costs	-	-	12,000
Total	$ 6,505	$ 53,250	$ 12,500

This page intentionally left blank

supplemental information

fiscal year 2009-2010

statistical information

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

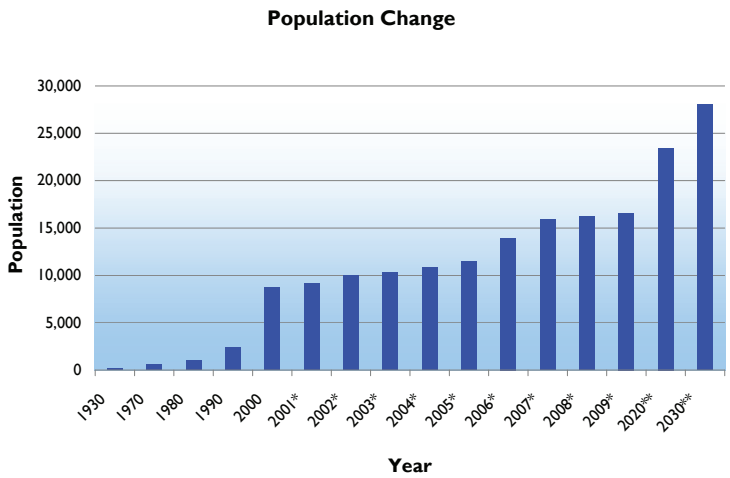
Location:
Suwanee is located in the north central portion of the State of Georgia, approximately 30 miles northeast of the City of Atlanta. The City is located in the northwestern portion of Gwinnett County. Suwanee is part of the Atlanta Standard Metropolitan Statistical Area, as designated by the Bureau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

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

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

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

1930	214
1970	615
1980	1,026
1990	2,412
2000	8,725
2001*	9,100
2002*	9,979
2003*	10,318
2004*	10,800
2005*	11,478
2006*	13,953
2007*	15,866
2008*	16,188
2009*	16,589
2020**	23,453
2030**	28,041



** Estimated population 2001 - 2009 Planning Department estimates from building permits.*
*** Estimated population for 2020 and 2030 are provided by the City's Comprehensive Master Plan.*
Minority population for greater Suwanee area (2000): 15.5%

Area:

10.4 square miles

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

Average Mean Temperature:
61.3 Degrees Fahrenheit

Average Rainfall:
50.77 Inches Annually

Prevailing Winds:
Northwest, Mean Speed 0 9.1 MPH

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

Miles of Roads:

The City maintains approximately 60 miles of streets

Number of Street Lights:

Approximately 767

Parks:

Number of Park Sites: 13

Total Acreage of Parks Open to the Public: 114.01

Total Acreage of Parks (including undeveloped): 342.47

Park Sites/Greenways/Cemeteries/Open Space	Acres	Public Accessible
Annandale Tract - Suwanee Greenway	12.37	4.40
Buford Highway Tract near Baxley Point	35.89	-
Burnette Park Drive Tract 1	1.81	-
Burnette Park Drive Tract 2	0.64	-
City Hall Cemetery	0.62	0.62
City Hall Back Lawn Park	1.32	1.32
City Hall Park	0.40	0.40
Hardy DeLay Tract 2 - North Tract	7.32	-
Hovendick Tract 1 - Suwanee Greenway	8.58	0.61
Hovendick Tract 2 - Suwanee Greenway	1.12	1.12
Main Street Park	0.53	0.53
Martin Farm Park Suwanee Greenway Tract	8.56	3.91
McGinnis Reserve - Suwanee Greenway Tract	1.92	1.92
McGinnis Ferry Road Tract 1	2.81	-
Moore Road Tract 1 (River Moore Tract)	2.23	-
Moore Road Tract 2 (River Club Tract)	4.50	-
Playtown Suwanee (Hardy DeLay Tract 1-South)	18.60	3.11
Sims Lake Park Tract	62.15	34.05
Smithtown Road Tract	0.5	-
Suwanee Creek Park	85.44	26.66
Suwanee Greenway Tract NE of Annandale Lane	6.93	6.93
Suwanee Greenway Tract NE of Martin Farm Road	48.6	14.91
Suwanee Greenway Tract (Pedestrian Bridge)	11.77	2.69
Town Center Park	10.83	10.83
White Street Farm Tract	7.03	-
Total	**342.47**	**114.01**

water system

The City of Suwanee owns and operates a water supply, treatment, and distribution system serving approximately 345 metered customers. The current average consumption of water from the City's water system is approximately 45,500 gallons per day. Water is supplied to the City's water system by a 235-foot well and stored in a 150,000 gallon tank owned by the City. Water drawn from the well requires treatment for fluoridation and chlorination. Suwanee's water system has approximately 6.5 miles of water mains, with primarily 8-inch, 6-inch and 2-inch lines.

construction last ten years[1]

	Residential		Total Construction	
Calendar Year	Units	Estimated Costs	Units	Estimated Costs
1998	215	$ 36,365,000	533	$ 47,895,400
1999	98	22,339,400	403	210,967,086
2000	164	45,786,000	459	117,823,400
2001	87	15,971,300	392	59,107,000
2002	82	15,179,070	319	37,033,743
2003	117	16,150,315	384	33,272,685
2004	310	54,164,261	553	74,953,048
2005	557	72,932,181	793	98,551,383
2006	460	56,535,984	686	[2] 229,105,377
2007	184	35,471,399	538	126,688,769
2008	101	17,641,225	359	90,001,497

(1) Source - City of Suwanee Planning and Development Permit Summary

(2) Increase in construction values due to the Hewlett Packard and e-delta com commercial expansion.

awards

Suwanee is proud that many of its initiatives and projects have earned regional, state, and national awards and certification over the past several years. Summarized below is a listing of recent awards:

- Distinguished Budget Presentation Award, Government Finance Officers Association, FY 2008-2009 Budget Document, 3rd consecutive year
- Georgia Downtown Award in "Best Problem-Solving" category for Town Center, Georgia Downtown Association and Georgia Department of Community Affairs (2008)
- Inspiration Award, Open Space Initiative, Park Pride (2008)
- Public Safety Unit of the Year, Criminal Investigation Unit, Gwinnett Chamber Valor Awards (2008)
- Certificate of Achievement for Excellence in Financial Reporting, Government Finance Officers Association, Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2007, 5th consecutive year

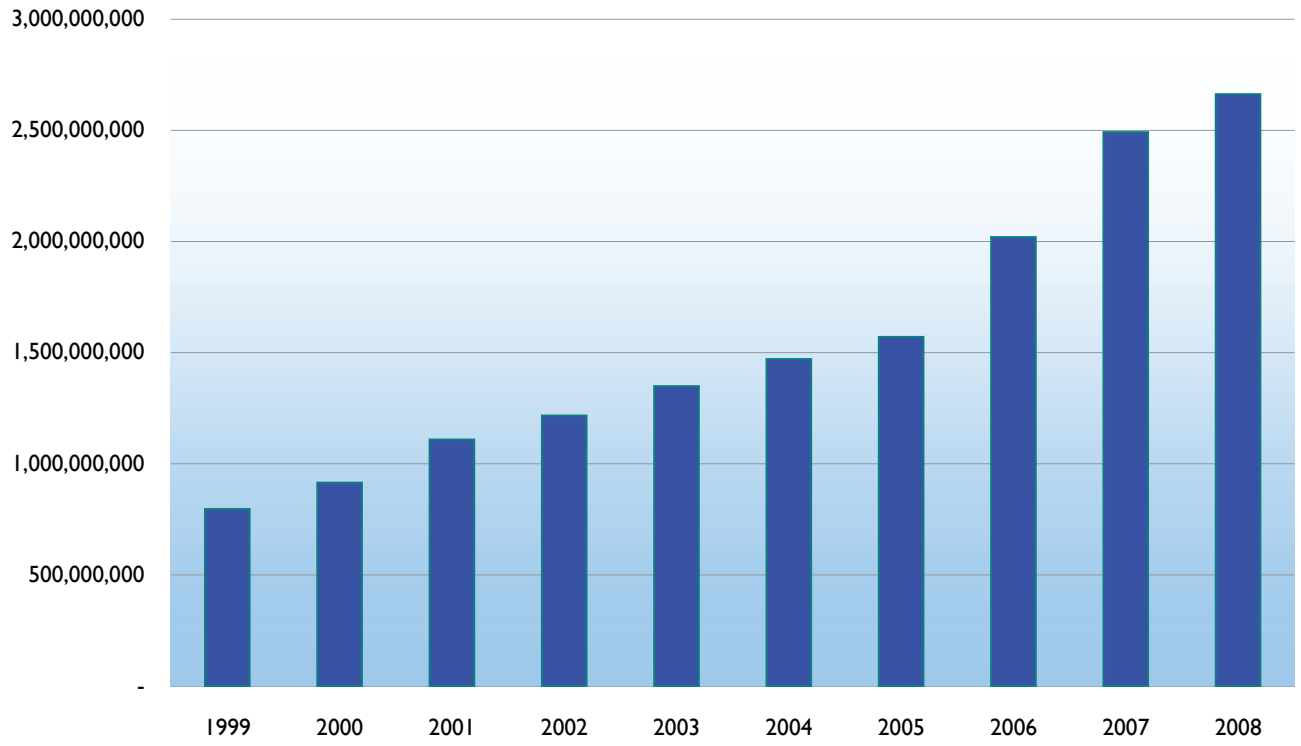
assessed and estimated value of taxable property[1] last 10 years

	Real & Personal Property		Motor Vehicles		Total		
Calendar Year	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessed Value	Estimated Value	Assessment Ratio
1999	$ 300,843,710	$ 752,109,275	$ 17,705,092	$ 44,262,730	$ 318,548,802	$ 796,372,005	40%
2000	343,791,152	859,477,880	22,449,155	56,122,888	366,240,307	915,600,768	40%
2001	415,304,489	1,038,261,223	28,292,690	70,731,725	443,597,179	1,108,992,948	40%
2002	452,705,802	1,131,764,505	34,262,410	85,656,025	486,968,212	1,217,420,530	40%
2003	502,632,580	1,256,581,450	37,014,660	92,536,650	539,647,240	1,349,118,100	40%
2004	551,629,260	1,379,073,150	37,110,630	92,776,575	588,739,890	1,471,849,725	40%
2005	592,052,554	1,480,131,385	36,509,110	91,272,775	628,561,664	1,571,404,160	40%
2006	771,207,527	1,928,018,818	36,827,660	92,069,150	808,035,187	2,020,087,968	40%
2007	954,022,841	2,385,057,103	43,015,330	107,538,325	997,038,171	2,492,595,428	40%
2008	1,017,885,192	2,544,712,980	47,323,460	118,308,650	1,065,208,652	2,663,021,630	40%

NOTE: (1) Tax digest gross values before exemptions.

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

Estimated Taxable Property 1999-2008



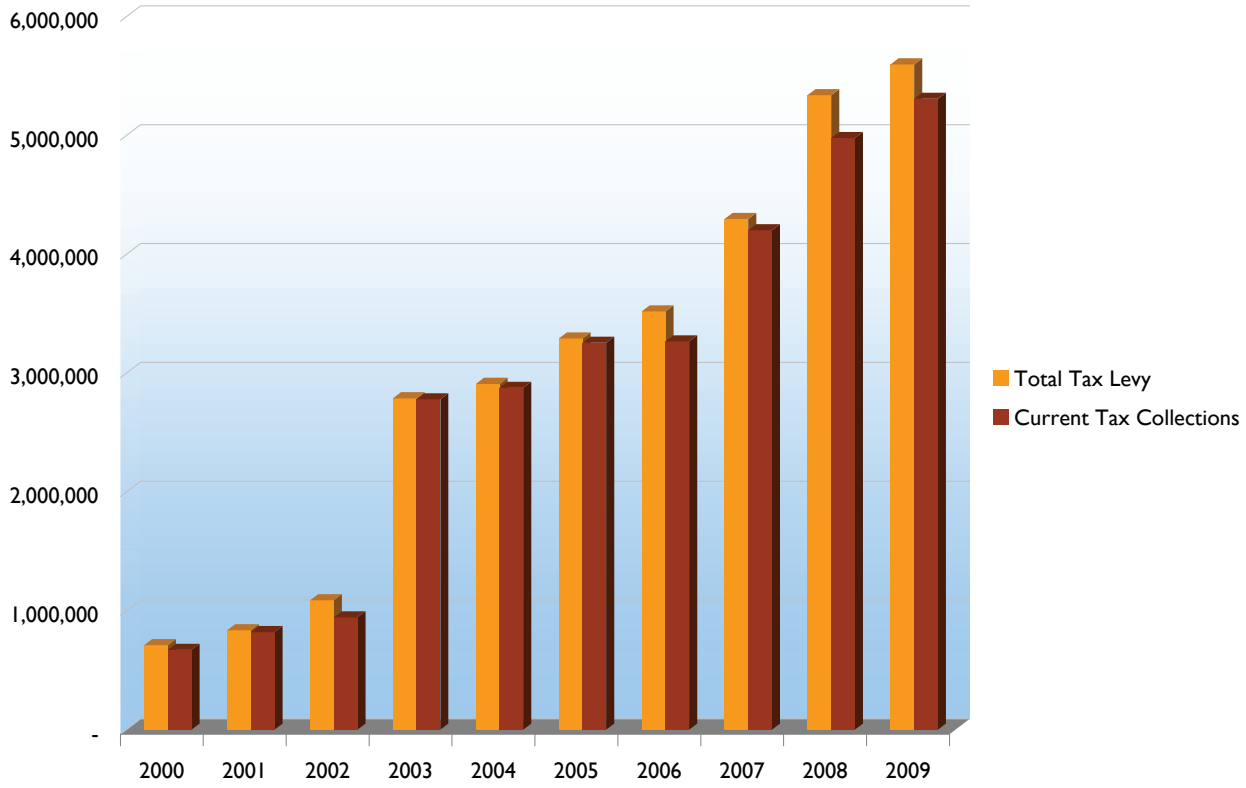
property tax levies and collections
last 10 fiscal years

Fiscal Year Ended	Total Tax Levy [1]	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Collections as Percent of Current Levy	Outstanding Delinquent Taxes	Outstanding Delinquent Taxes as Percentage of Current Levy
2000	$ 710,344	$ 671,228	94.5%	$ 18,461	$ 689,689	97%	$ 59,824	8.4%
2001	835,607	820,058	98.1%	36,746	856,804	103%	33,552	4.0%
2002	1,087,771	944,110	86.8%	11,529	955,639	88%	95,688	8.8%
2003	2,787,421	2,779,439	99.7%	19,792	2,799,231	100%	94,681	3.4%
2004	2,909,099	2,875,854	98.9%	12,369	2,888,223	99%	162,072	5.6%
2005	3,291,780	3,255,174	98.9%	49,152	3,304,326	100%	132,844	4.0%
2006	3,518,199	3,266,243	92.8%	36,150	3,302,393	94%	354,740	10.1%
2007	4,296,745	4,201,861	97.8%	88,727	4,290,588	100%	272,965	6.4%
2008	5,014,039	4,848,749	96.7%	98,706	4,947,455	99%	247,824	4.9%
2009 [2]	5,597,570	5,308,345	94.8%	133,743	5,442,088	97%	398,289	7.1%

NOTES:

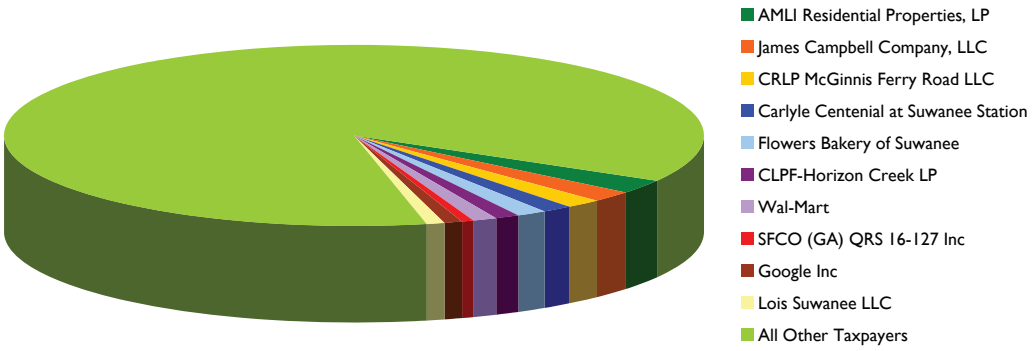
(1) Relates to preceding calendar year digest.

(2) Projected for fiscal year 2009.



principal tax payers
june 30, 2009

Taxpayer	Type of Business	Assessed Valuation	Percentage of Assessed Valuation	Current Year Tax Levy	Percentage of Current Year's Tax Levy
AMLI Residential Properties, LP	Apartments	$ 25,329,600	2.5%	$ 146,152	2.6%
James Campbell Company, LLC	Office/Warehouse	20,403,340	2.0%	117,727	2.1%
CRLP McGinnis Ferry Road LLC	Apartments	15,230,120	1.5%	87,878	1.6%
Carlyle Centennial at Suwanee Station	Retail	14,630,000	1.4%	50,961	0.9%
Flowers Bakery of Suwanee	Bakery Products	14,077,190	1.4%	80,313	1.4%
CLPF-Horizon Creek LP	Warehouse	11,252,280	1.1%	64,926	1.2%
Wal-Mart Retail	Retail	11,179,190	1.1%	64,504	1.2%
SFCO (GA) QRS 16-127 Inc.	Warehouse	8,041,000	0.8%	46,397	0.8%
Google Inc	Technology	7,918,360	0.8%	45,689	0.8%
Lois Suwanee LLC	Warehouse	6,739,200	0.7%	38,885	0.7%
All Other Taxpayers		883,084,912	86.8%	4,854,138	86.7%
		$ 1,017,885,192	100.0%	$ 5,597,570	100.0%



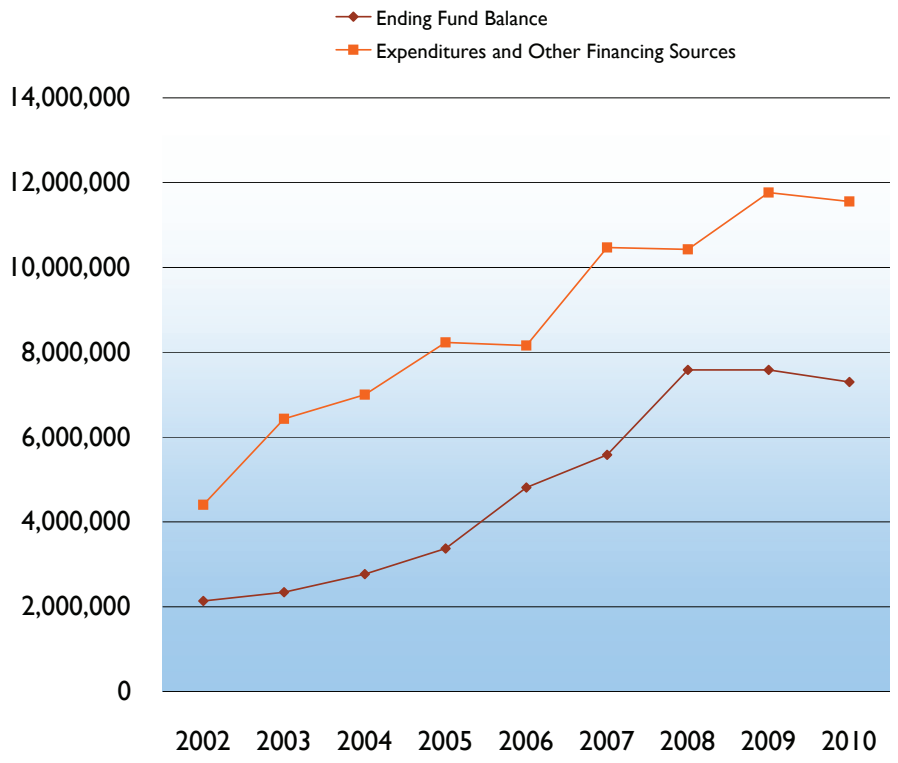
analysis of general fund balance

Fiscal Year	Ending Fund Balance	Expenditures and Other Financing Sources	Fund Balance as a Percentage	Number of Months of Fund Balance Reserves
2002	$ 2,135,102	$ 4,402,674	48.50%	5.82
2003	2,340,953	6,430,346	36.40%	4.37
2004	2,766,402	7,000,870	39.52%	4.74
2005	3,372,190	8,232,250	40.96%	4.92
2006	4,811,143	8,157,267	58.98%	7.08
2007	5,580,537	10,472,251	53.29%	6.39
2008	7,585,561	10,428,083	72.74%	8.73
2009*	7,585,561	11,768,650	64.46%	7.73
2010**	7,298,111	11,557,020	63.15%	7.58

*Projected balance

** Projected balance using $287,450 in reserves for the water system.

City's fund balance policy strives to maintain between three and six months of current expenditures and other financing sources in fund balance.



big ticket items FY2010

During the budgeting 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 balanced budget to the Council.

The following is a summary of larger dollar requested items for Fiscal Year 2010 that were included, or removed due to budgetary restraints.

big ticket items included in the general fund budget

FUNCTION	DESCRIPTION		AMOUNT
1110	GWMA City Contribution	$	27,450
1512	Annual Audit		35,500
1530	Annual Attorney Fees		65,000
1535	IT Consultant		102,400
1535	Accounting Software Support Fees		45,000
1535	Software Annual License Fees		21,190
1535	Digital Records Storage		12,000
1535	Accounting Technical Support		26,500
1535	Computer Repair & Replacement		15,500
1565	New City Hall Operating Cost		163,803
1570	Newsletter Production & Printing		42,500
3223	Repairs		35,000
3224	Police Annual Software Fees		66,000
4100	Public Works Park Attendants		26,910
4100	Public Works Seasonal Labor		19,290
4100	Inmate Work Crew		40,920
4100	Repairs		39,500
4100	New Public Works Building Operating Costs		25,000
4100	Street Lighting - Utilities		97,760
4100	Park Electricity		54,380
4100	Park Water Usage		35,000
4221	Street Sweeping		14,800
4221	Landscape Management I-85 Exit 111		6,800
4250	MS4 Permit Requirements		54,000
4250	Field Tablet Computer		7,800
6190	Events		116,500
6220	Landscape Management & Tree Removal		71,000
6220	Park Repairs		39,650
6220	Park Site Improvements		19,600
7200	Professional Services Inspections		9,000
7400	Professional Services Planning		40,000
7400	Arbor Day		10,000
7510	General Consulting		10,000
7510	TAD Implementation		10,000
7510	Partnership Gwinnett		10,000

big ticket items included in the general fund budget (continued)

FUNCTION	DESCRIPTION		AMOUNT
7520	Downtown Suwanee Funding	$	91,350
9100	GO Bond Payment		1,155,920
9100	URA Bond Payment		473,080
9100	Water Fund Transfer		287,450
9100	TAD Fund Transfer		60,000
9100	DDA Fund Transfer		7,000
All	Salaries		4,444,080
All	Overtime		94,000
All	FICA		280,990
All	M-Care		65,830
All	Retirement		450,590
All	Group Health		927,590
All	Other		41,800
All	Workers Compensation		176,940
All	Gasoline Fuel Usage		172,030
All	Property/Casualty Insurance		305,310
	Total Big Ticket Items	$	10,449,713
	Total Budget	$	11,335,050
	% of Budget Summarized		92.2%

big ticket items cut from departmental budget requests

FUNCTION	DESCRIPTION		AMOUNT
1320	One Summer Intern	$	5,200
1500	Adult Education		6,000
1500	Voting Equipment		79,890
1570	Web-site Upgrade		75,000
3223	Four Police Vehicles Leased		162,800
3270	Radio & Phone Recording System		23,000
4100	Public Works Park Attendants		16,150
4100	Used Forklift		12,500
4100	Public Works Truck		25,000
6190	City Hall Holiday Decorations		15,000
6220	Town Center Park Top-dressing		35,000
7200	Professional Services Inspection		21,000
9100	Cemetery Fund Transfer		52,000
9100	Paved Street Capital Transfer		100,000
9100	Storm Drainage Capital Transfer		75,000
All	Performance Based Salary Increases		124,562
All	8 & 4 Hours of Additional Pay		18,500
All	Wellness Program		46,500
	Total Big Ticket Items Excluded	$	893,102

Mission Statements

council's vision statement

We Will Lead the North Georgia Region by:

1. Promoting Sustainable and Balanced Growth;
   meaning:
   - *aesthetically pleasing*
   - *business/commerce*
   - *diverse population and housing choices*
   - *housing*
   - *growth*

2. Demanding (taking a Proactive approach) Natural Resource Preservation; and
   meaning:
   - *environmental features*
   - *greenspace*

3. Demanding Progressive and Responsible Government
   meaning:
   - *open*
   - *ethical*
   - *efficient*
   - *embracing change*

…While Building a Strong Sense of Community.

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.

ONGOING EFFORTS:

1. Successfully manage the day-to-day operations of the City;
2. Provide ongoing staff support and resources to the Mayor and Council;
3. Work toward promoting a safe, viable, and sustainable City for all of the residents and visitors of Suwanee;
4. Recruit and maintain quality staff;
5. Maintain positive environment and S.E.E. culture at the City;
6. Monitor and oversee City's financial resources;
7. Oversee and submit annual budget;
8. Oversee implementation of the annual STWP;
9. Oversee and manage implementation of capital projects;
10. Respond to crisis and unplanned events;
11. Continue award-winning efforts;
12. Ensure Suwanee remains a regional leader.

ONGOING MAJOR INITIATIVES:

1. Oversee/Manage City Hall construction;
2. Oversee Comprehensive Plan development and adoption;
3. Complete Compensation and Classification Study;
4. Determine how best to utilize TAD in Suwanee Gateway (what project(s) to do first);
5. Complete TAD negotiations with Gwinnett County and BOE;
6. Monitor crime and provide guidance and resources to address;
7. Evaluate and implement, as appropriate, creative approaches to police retention (e.g. take home vehicles, etc.);
8. GCVB negotiations/Hotel-Motel Tax spending;
9. Tax Equity/HB 489 negotiations;
10. Oversee water system study;
11. Monitor impact of continued drought (parks, events);
12. Oversee Pedestrian Underpass Construction.

NEW SHORT-TERM INITIATIVES:

1. Explore Recruitment and Career Development throughout the City;
2. Police Substation. Explore creating a police substation in Suwanee Gateway;
3. Evaluate the need for Splash Guards at TCP;
4. Oversee development of an Urban Forest Management Plan;
5. Custodial Services. New City Hall will add a lot of operating costs to the City and square footage;
6. Evaluate the need for a water contingency plan. Consider developing a contingency plan for water distribution in City if the drought were to persist to catastrophic levels;
7. IT Services. Study the City's information technology needs in a comprehensive manner;
8. Website. It is getting outdated. Need to utilize it more in the future (online payments, etc.);
9. Stormwater Mgmt. Program/Erosion Control. We have to do our own because we are not part of the Gwinnett Stormwater Utility. There will be increased workloads in the future - increased record management, inspections, and overall compliance. James is handling;
10. Begin work on Police Department Renovation;
11. Develop/refine policies for citizen requests for public improvements;
12. Complete Old Town Master Plan update;
13. Implement selected TAD project.

LONG-TERM INITIATIVES:

1. Crossroads Renovation. Scheduled for the future. No funds identified at this time. Future project. No action item at this time;
2. PlayTown Suwanee additions;
3. Suwanee Creek Greenway enhancements;
4. Suwanee Creek Park enhancements;
5. Code Enforcement Activities. Likely to change as our community ages;
6. Evaluate and purchase financial software;
7. Other capital projects.

City Clerk

1. Continue to maintain a high level of customer service to the citizens of Suwanee and co-workers by providing or conducting training for all first line employees on a continuing basis, at least once a year.
2. Continue in all areas of responsibility in accordance with the City's vision and mission statement.
3. Continue to collect data and participate in the ICMA Performance Measures initiative.
4. Coordinate the 2009 Election in compliance with State statutes.
5. Continue to assist Council with reporting requirements through the State Ethics Commission.
6. Monitor new employee work eligibility verification (E-Verify) as required by O.C.G.A. 13-10-91 and act as the City Systematic Alien Verification Entitlement (SAVE) contact.
7. Continue to work with departments to investigate document imaging and Digital recording avenues for records storage and minutes.
8. Continue training through University of Georgia and complete the mandatory 30 hours training every three years to maintain the Municipal Clerk certification (1 training session per year).
9. Monitor the City's Safety Committee and advise City Manager of progress, challenges and initiatives.

Municipal Court

1. Continue to Exceed Expectations in customer service through providing customer service training for staff, open communication to allow staff input and providing funds for staff training. We will investigate the Rosetta Stone program to assist staff in learning Spanish to improve customer service.
2. Continue at four (4) arraignment sessions per month (first four Wednesdays of the month) and trials once a month. Red light trials will be added to the Monday night trials. (Note: Red Light Court no longer needed due to suspension of the program in January 2009). Due to the increase citations with e-tickets, staff will continue to monitor the number of citations per court session. There are space limitations at Crossroads Center and the staff experiences overcrowding when the docket is over 80+. Court sessions will be limited to 170 citations. Based on previous history, around 80-100 show-up.
3. Conduct and facilitate semi-annual meetings of Judges, Solicitors and staff to discuss court operations.
4. Monitor Red Light Camera Collections provider – Penn Credit.
5. Continue to monitor Probation provider.
6. Continue to monitor Courtware Solutions (CSI) rates as e-tickets increase.
7. Participate in coordination of the renovation of Crossroads Center (based on passing of SPLOST).

Human Resources

1. Continue to provide recruitment, selection, hiring and retention assistance to City departments.
2. Work with PD in CALEA National certification in the areas of Human Resources.
3. Budget for a Market Study in FY 2010 to remain competitive in the market and in compliance with FLSA.
4. Train managers on "new" Performance Evaluation tool.
5. Continue to monitor the Wellness Program utilizing the services of the Benefits Broker, Garner and Glover.
6. Continue to provide new employee orientation to provide new hire employees policies and other pertinent information regarding the City on their first day of reporting and implement a 6-month orientation.
7. Provide supervisory training in the areas of performance documentation, progressive discipline, employee rights, City of Suwanee Personnel Policies, functions of a municipal government at least once per year.
8. Conduct customer service training for all first line employees on a continual basis (at least once per year).
9. Continue supervisor and employee training in the following areas:
   - Drug Free Workplace
   - Performance Evaluation – at least twice a year
   - Employee Policies
10. Implement training in the following areas:
    - Diversity in the Workplace
    - Harassment in the Workplace
11. Continue training through GLGPA towards Certified Human Resource Professional.
12. Continue to provide adult literacy class through Gwinnett Tech and monitor program and employee progress.
13. Investigate implementation of an employee intra-net site.
14. Investigate ability to complete employment application online.

Summary – Regular/Daily Activities

- Manage General Economic Development Activities.
- Manage Suwanee Gateway initiative.
- Manage downtown and DDA initiatives.
- Handle citizen inquiries.
- Continue participation in various community activities and organizations.
- Create existing publications (including newsletter and website).
- Continue media relations efforts.
- Manage Hotel Fund Expenditures.
- Produce and manage City and non-City events best utilizing City resources.
- Manage Public Arts Initiative.

Suwanee Gateway Initiative

1. Re-initiate and continue to implement the TEE program, working closely with codes enforcement as well as Gateway property owners. (1st-2nd Q 09)
2. Visit 10 Gateway businesses per month to discuss branding initiative, cooperative marketing efforts, etc.
3. Work with Redpepper to gain media attention for businesses and Gateway initiative; primarily working through the "business of the month" program.
4. Continue advertising campaign. Evaluate January – June 2009 advertising initiative; create and implement 2009-2010 campaign.
5. Grow Gateway PACT program/participation with 6 meetings offered this year.
6. Support newly formed "Gateway Business Alliance." This is a business-driven group inspired by the City's Gateway branding initiative.
7. Continue ongoing communication with Gateway businesses via "list-serve" format (ex: County and State road improvements in area); minimum of one per month.
8. Develop a one page, easy to read, introduction to the Gateway initiative to hand out to Gateway businesses during ongoing visits.
9. Continue to implement TADs in area. Evaluate continuation of TAD implementation pending State and County decisions.
10. Explore alternative financing options (including a Gateway CID).
11. Complete initial phase of streetscape improvements (timing TBD).
12. Monitor State and County DOT improvements (primarily McGinnis Ferry Extension).
13. Monitor Opus and other development opportunities in area.

Downtown Suwanee Program Goals for 2009

1. Launch and promote Downtown Suwanee website. Solicit support/participation by downtown businesses. (1st Q 09)
2. Install directory signs in Old Town. (2nd Q 09)
3. Continue to market Pierce's Corner to prospective developers and tenants.
4. Address stabilization of condition of Pierce's Corner.
5. Participate in Downtown Master Plan process (keep DDA involved and up to speed; promote community participation; implement short-term goals as a result of the planning process; etc.)
6. Make progress toward establishing historic preservation program and ethic in Suwanee.
   - Evaluate a demolition ordinance.
   - Cultivate understanding of the value of historic preservation as an economic development tool.
   - Begin steps to establish a local historic district.
7. Explore and implement ways to diversify sources of funding for the DDA.
8. Explore ways to assist with relocation of Metal Products Company facility.
9. Continue to seek funding for downtown plan (primarily in Old Town area), to include sidewalks, traffic flow, parking, amenities, and wayfinding signage.
10. Work with ad hoc downtown business groups on promotion and retail-boosting activities.
11. Support downtown special events.

Communications

1. Enhance City's list-serve mailings by adopting Emma as service provider (allows for custom-designed, branded stationary and html capabilities).
2. Investigate if its possible to enhance City of Suwanee website (update look and improve functionality) without having to build a completely new infrastructure and with a minimum of cost.
3. Hire and work with a professional photographer to obtain outstanding photos for Suwanee ads and publications.
4. Investigate the possibility of creating a "Suwanee Tube" -type video series or adding video as a component of City website.
5. Using the National Citizen Survey results and Council/management priorities, explore additional messaging and outlets for advertisements and public relations efforts.
6. Explore and implement creative ideas to capitalize on existing advertising campaign through proactive public relations efforts.

Public Arts Initiative

1. Install public art piece(s) in the new City Hall as a result of the RFQ/RFP process.
2. Create volunteer public arts organization.
3. Continue refining developer component of the public arts initiative.
4. Support and provide guidance to the Public Arts Commission.

Events (See attached list of proposed 2009 events)

1. Develop partnerships to bring a wide variety of events to Suwanee.
2. 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.
3. Evaluate additional private events in order to leverage City resources.
4. Create ways to enhance volunteer involvement in conjunction with City-sponsored events and other department activities.
5. Events Coordinator on target for CFEE designation in 2010 (Certified Festival & Events Executive). Coursework and other requirements approximately 2/3 complete.

2009 Tentative Schedule of Events

MARCH	28	Saturday	2 pm	City Hall Grand Opening
APRIL	12	Sunday	6:30 am	Community Sunrise Service*
	18	Saturday	11 am	A Special Day for Gwinnett Special Olympics*
	25	Saturday	12 pm	Suwanee's Big Backyard Bash
MAY	Entire month			Art on a Limb
	every Saturday		8 am	Farmers Market
	1	Friday	7 pm	Majic 107.5/97.5 Outdoor Concert Series
	2	Saturday	8 am	Gwinnett Road Race*
	7	Thursday	6:30 pm	National Day of Prayer Service*
	8	Friday	7 pm	Jazz Night with High School Bands*
	16	Saturday	12 pm	Petapalooza
	22	Friday	7 pm	Gwinnett Daily Post Memorial Day Concert
JUNE	every Saturday		8 am	Farmers Market
	5	Friday	7 pm	Majic 107.5/97.5 Outdoor Concert Series
	6	Saturday	9 am	C3 Center 5K & 1 mile Run*
	13	Saturday	8 pm	Town Center Cinema Movie Night*
	27	Saturday	8 pm	Town Center Cinema Movie Night*
JULY	every Saturday		8 am	Farmers Market
	11	Saturday	8 pm	Town Center Cinema Movie Night*
	25	Saturday	8 pm	Movies Under the Stars
	31	Friday	8 pm	Suwanee Performing Arts presents Beauty & the Beast
AUGUST	every Saturday		8 am	Farmers Market
	1	Saturday	8 pm	Suwanee Performing Arts presents Beauty & the Beast
	7	Friday	7 pm	Majic 107.5/97.5 Outdoor Concert Series
	15	Saturday	7 pm	Large Concert
	29	Saturday		Paddle in the Park @ Sims Lake Park
	30	Sunday		Paddle in the Park @ Sims Lake Park
SEPTEMBER	every Saturday		8 am	Farmers Market (except 9/19)
	4	Friday	7 pm	Majic 107.5/97.5 Outdoor Concert Series
	12	Saturday	8 am	Suwanee Day 5K & 10K Runs
	19	Saturday	10 am	Suwanee Day
OCTOBER	3	Saturday	8 am	Farmers Market
	10	Saturday	8 am	Farmers Market
	10	Saturday	7 pm	Festa della Pasta on Main Street
	17	Saturday	8 am	Farmers Market
	24	Saturday	12 pm	Taste of Suwanee*
	31	Saturday	11 am	Trek or Treat
NOVEMBER	7	Saturday	9 am	Skylar's Run and Fall Festival*
DECEMBER	5	Saturday	5 pm	Old Town Holiday Festival and Caboose Lighting
	11	Friday	6 pm	Christmas in the Park*
	12	Saturday	6 pm	Christmas in the Park*
	13	Sunday	6 pm	Christmas in the Park*

* Denotes private event applications or plans – not confirmed or approved.

Departmental Goals — Financial Services

GOAL 1:	**To continue to receive the certificate of excellence in financial reporting from GFOA**
OBJECTIVE:	To have the city's financials in compliance with GASB.
ACTIVITIES:	1. Each year staff will continue to submit the city's CAFR to GFOA for the certification process. 2. Staff will attend training to ensure that new accounting pronouncements are correctly implemented and reported. 3. Staff will continue to review CAFR reports submitted to GFOA for the award program to ensure technology knowledge is maintained.
TIME FRAME:	Staff seeks to receive the award on all future CAFR reports with milestones for ten and twenty year's consecutive awards. (Note: first award received for fiscal year 2003)
GOAL 2:	**To review and revise the City's budget practices to ensure that the City continues to receive the Distinguished Budget Presentation Award from the Government Finance Officers Association and to strive for special recognition for policy communication**
OBJECTIVE:	To develop a budget document that articulates priorities and issues for the next fiscal year.
ACTIVITIES:	1. Review GFOA's award criteria. 2. Review other city and county budget document. 3. Develop an implementation plan to phase in the required 26 criteria's. 4. Add long term operating and revenue projections section. 5. Continuously review and revise the budget document for ease of use and readability. 6. Help department heads complete ICMA performance measurements for metro Atlanta annually and include applicable measurements in budget document.
TIME FRAME:	Staff will strive to complete steps that with each future budget document focus on one or more of the required elements. Estimated time frame to achieve all 26 criteria, budget report FY 2011. Special recognition, budget report FY 2012.
UPDATE:	Fiscal year 2009 budget document satisfied 24 of the 26 criteria for all three reviewers and only one reviewer rated 2 of the 26 criteria's as not meeting the standard.
GOAL 3:	**Fiscal accountability for Bond Proceeds and Interest Earnings**
OBJECTIVE:	Compliance with IRS Arbitrage regulations
ACTIVITIES:	1. To ensure that the URA arbitrage calculation is prepared timely and the unallowable interest earnings are timely paid to the IRS. 2. To ensure that the Open Space arbitrage calculation is completed after we have spent the remaining bond proceeds.
TIME FRAME:	Annual calculations will be preformed until all of the bond proceeds have been expended.
UPDATE:	URA and Open Space calculations will be completed by February 2009 and the required IRS form and tax penalty will be filed.
GOAL 4:	**Efficient and Effective Cash Management over Bond Proceeds and SPLOST Funds**
OBJECTIVE:	To have appropriate funds available for land acquisitions and capital improvements.
ACTIVITIES:	1. Obtain an understanding on priority of capital improvements involving bond and SPLOST projects. 2. Determine pull down schedules for cash flow needs. 3. Determine appropriate investment vehicles for idle funds.
TIME FRAME:	Staff will continue to review cash flow needs and adjust investments to allow for the necessary pull downs needed to complete land purchases and capital improvements.
GOAL 5:	**To provide accounting structure and funding for sustainability of city facilities, capital assets, and infrastructure at accepted condition levels.**
OBJECTIVE:	Capital planning and funding resources for repairs and maintains of city facilities, capital assets, and infrastructure.
ACTIVITIES:	1. Determine capital assets grouping and acceptable conditions levels. 2. Determine appropriate maintenance schedule for short-term and long-term maintenance. 3. Develop policies and funding structure for each grouping of capital assets. 4. Propose funding levels and budget recommendations to support acceptable conditions levels. 5. Including funding structure in the CIP and 10 year projections. 6. Update and review policies and funding plan each budget period.
TIME FRAME:	Capital planning will begin with the FY 2010 budget and will be incorporated and improved over the next five budget periods. Initial funding maybe delayed due to current economic conditions.

GOAL 6:	**Participate in GFOA's Popular Annual Financial Reporting Awards Program**
OBJECTIVE:	To make financial information accessible to ordinary citizens and other interested parties that may be challenged by more detailed traditional financial reports.
ACTIVITIES:	1. Review GFOA program guidelines and requirements for Popular Annual Financial Reports. 2. Review Popular Annual Financial Reports for other governments. 3. Prepare a Popular Annual Financial Report that meets GFOA guidelines.
TIME FRAME:	Prepare our first Popular Annual Financial Report for fiscal year 2009 and to receive the award by fiscal year 2011.

GOAL 7:	**Improve internal and external customer communication**
OBJECTIVES:	To provide professional written communication including forms, manuals, applications and web information.
ACTIVITIES:	1. Review and redesign or create forms for all internal and external customers. 2. Review and create written communication for external customers for real estate, water billing, hotel/motel excise taxation, new business, and renewals of licenses. 3. Design a web-based renewal process for business license renewal. This system would allow current business to renewal their licenses on line and pay the appropriate fee. 4. Design a web-based monthly reporting form for liquor by the drink and whole sellers and annual renewal of alcohol licenses. This system would allow the user to complete the form, calculate the amount due, pay the amount due, and print out the new license. 5. Consolidate financial information on the website.
TIME FRAME:	Staff will select one function area each year and redesign all forms related to that section. Web based forms parameters and funding requirements will be completed by December 2012.
UPDATE:	We have updated external communications for real estate, water billing, hotel/motel excise taxation, new business and renewals. We will be focusing on internal communications in the upcoming year.

GOAL 8:	**Improve the Efficiency and Effectiveness of Accounting Staff Time.**
OBJECTIVE:	To implement accounting procedures and cross walks to allow for collection of payments via e-commerce and to provide timely and accurate billing information to customers.
ACTIVITIES:	1. Obtain an understanding of e-commerce and web site requirements. 2. Visit governments that are currently involved in e-commerce and review their activities and partners. 3. Discuss options for e-commerce with our current accounting provider and IT consultant. 4. Outline a plan of necessary steps and estimated costs.
TIME FRAME:	Staff will draft an implementation plan and cost estimate for the fiscal year 2012 budget. We will be implementing starting in fiscal year 2013, if funding available.

GOAL 9:	**Annual Review of Hotel/Motel and Liquor taxes reported**
OBJECTIVE:	To ensure proper revenue receipts are being submitted.
ACTIVITIES:	1. Obtain an understanding of how Hotel/Motel and Liquor by the drink audits are performed. 2. Establish written procedures for annual review. 3. Determine percentages to be reviewed each year.
TIME FRAME:	Written procedures completed by December 2009. First review internally performed by June 2010.

GOAL 10: Written operational procedures for all financial activities

OBJECTIVES: Clear and concise daily operational manual for cross training of city staff.

ACTIVITIES:
1. Prepare detail outlines for operational steps for the following functions:
   a. Accounts Payable
   b. Payroll and Leave Management
   c. Water billings, receipts and deposit collections
   d. Issuing a Business License
   e. Fixed Asset Management
   f. Hotel/Motel
   g. Alcohol
   h. Franchise Agreements
   i. Real Estate and Property Tax payment collection
2. Cross train finance staff.

TIME FRAME: We have written informal guidelines but not one comprehensive policy. We need to maintain a constant staff to allow for appropriate training and the ability to accomplish more than just getting the daily tasks completed. Estimated time frame: December 2011.

GOAL 11: Enhance employee health and wellbeing

OBJECTIVES: To establish and implement a documented wellness program to will allow the City to enhance employee health while controlling rising health care costs.

ACTIVITIES:
1. Work as a team with Human Resources and our current insurance agent to research and plan a documented wellness program.
2. Determine budget needs and provide Council with a program summary and cost estimates.
3. Survey staff members for program interest and health needs.
4. Establish a Suwanee Wellness Team from a group of interested employees.
5. Expand the current health fair to help gather information.
6. Implement wellness program.
7. Review documented results with health insurance companies for cost containment and hopefully cost reductions that can be used to implement expanded employee health related wellness programs.

TIME FRAME: Due to the current economic conditions, we are recommending to freeze this program in fiscal year 2010. We hope to re-start this program in fiscal year 2011 and will begin at step one to re-program the objectives and goals of Suwanee's Wellness Program.

GOAL 12: To develop a secession plan that provides for a strong number 2 for the finance department.

OBJECTIVE: To share job knowledge and responsibilities in order to provide knowledge base of key accounting responsibilities for ease of transition during vacations, sick

ACTIVITIES:
1. Identify transition staff.
2. Provide appropriate training and knowledge.
3. Seek opportunities for transition staff to use knowledge.
4. Share responsibilities for key departmental functions.

TIME FRAME: Seek ongoing opportunities to share job knowledge and key responsibilities.

GOAL 13: To improve accountability and stewardship of city assets by requiring Departments to submit purchase orders for goods, non-service items, over $1,000

OBJECTIVE: Improve compliance with Department's Budget on supplies and equipment purchases.

ACTIVITIES:
1. Review other cities and Gwinnett County's policies on purchasing and purchase orders.
2. Develop policies and procedures for obtaining, approving, and recording purchase orders.
3. Clarify approval and signature requirements for purchases requiring a signed agreement.
4. Implement and design parameters for the purchase order module on MainStreet, accounting software.
5. Work with IT consultant to install Mainstreet software on non-accounting staff member's computers.
6. Select one department for testing and review results. Make changes to software parameters and procedures for problems that arise.
7. Training department heads in the new procedures and software.
8. Begin to implement purchase orders requirements.

TIME FRAME: Our current software system has logic and security issues that will not allow for City wide departmental implementation. We will be reviewing our options during the e-gov project. We may need to change accounting software in the next five years to provide the financial structure and accountability needed by internal and external customers.

Departmental Goals

Planning & Inspections Department

1. Successfully Undertake the Department's Daily Activities;
    a. Manage Development Process;
    b. Manage Rezoning/Variance/SUP Processes;
    c. Handle Citizen Inquiries;
    d. Manage Zoning Ordinance and Development Regulations;
    e. Continue participation in various community and state-wide activities and organizations;
2. 2030 Comprehensive Plan
    a. Complete and adopt the plan;
    b. Implement projects in the plan;
3. Continue to implement/create Town Center across from City Hall;
    a. Manage site development;
4. Implement I-85 Streetscape Project;
    a. Select Contractor;
    b. Monitor Construction;
5. Continue to monitor economic conditions;
    a. Monitor trends;
    b. Create quarterly report;
6. Work towards advancing GIS capabilities including enterprise GIS system;
    a. Increase capabilities of current data;
    b. Prepare data for future public use;
7. Complete a comprehensive review of development review procedures;
    a. Update forms and applications;
    b. Create brochures, FAQ's, etc. to educate the community on planning applications;
8. Develop plan for community planning academy;
9. Develop a community garden;
    a. Complete a plan;
    b. Select Contractor;
    c. Monitor Construction;
10. Create annual report for presentation to council and boards documenting department activity and projects;
11. Research grant opportunities to implement projects;
12. Manage the Mixed-Use and ongoing projects to insure a quality development;
    a. Highland Station, McGinnis Reserve, Suwanee Station, Suwanee Old Town, Stonecypher, Three Bridges and Village Grove;
13. Continue working on Pedestrian Underpass across Railroad and Pedestrian Improvements on Buford Highway at Town Center Site;
14. Enhance Training for appointed Board Members;
15. Explore methods for managing infill in the Historic Old Town and Town Center Character Areas.
16. Review uses for all Zoning Districts.

Departmental Goals — Police Department

1. Complete the remodel of the police department.
    a. Assist City Hall with the move to the new City Hall at Town Center Park.
    b. Design and remodel vacated area of City Hall.
    c. Purchase required furniture
    d. Upgrade phone system (dependent on budget)
2. Improve the P.A.C.T. program from past year of performance.
    a. Increase P.A.C.T. neighborhoods from the 27 neighborhoods to 28 neighborhoods.
    b. Divide current job functions of Training officer to have one full time patrol officer dedicated to Crime Prevention, Community Relations, and P.A.C.T..
    c. Have at minimum 85 % of identified P.A.C.T. areas to be certified as P.A.C.T. neighborhoods.
3. Improve professional training within the agency.
    a. Provide all training required by C.A.L.E.A. and Georgia State Certification.
    b. Develop career paths for each officer and support staff.
    c. If budgeted through S.P.L.O.S.T., determine location and build precinct / training center for the Suwanee Police Department.
4. Enhance professionalism of the Suwanee Police Department.
    a. Become a Nationally Accredited Police Department through C.A.L.E.A.
    b. Insure that at least two Suwanee Officers attend a National C.A.L.E.A. Conference.
5. Implement a D.U.I. Task force.
    a. Assign 2 officers to the Selective Enforcement Unit dedicated to D.U.I. enforcement.
    b. Provide training related to D.U.I. violations.
    c. Establish filing systems and monthly statistical reports related to D.U.I. enforcement.

Public Works Department – General

1. Manage efforts of staff and the City of Suwanee's consultant, Integrated Science and Engineering, Inc., and proceed through the GaEPD and Metropolitan North Georgia Water Planning District Stormwater Audit process and acquire Suwanee's first individual NPDES MS4 Stormwater Permit from GaEPD.
2. Complete computer connectivity project to allow computer data communications between the Windsor Park Drive Public Works Facility and the computer server units housed in the New City Hall Building and Police Station Building.
3. Direct, supervise and coordinate the operations of the Public Works Department to ensure that their responsibilities and projects are performed in the most efficient, practical and cost effective manner.
4. Ensure compliance of the City's existing NPDES Phase I MS4 Permit through inspection programs, testing, corrective work, etc. and prepare the required annual report to GaEPD.
5. Maintain and improve lines of communication and continuity between Public Works Department and other City Departments, Council, general public, Georgia Department of Transportation, Georgia Environmental Protection Division, developers, contractors, etc.
6. Ensure Public Works Department staff maintains and operates Town Center Park so that all events are successful.
7. Continue to improve Customer Service.
8. Prepare traffic safety resolutions such as Speed Zones, No Parking, No Thru Trucks, etc. and maintain proper street signage to ensure safe travel on City streets.
9. Acquire maintenance or monitoring vendors for various elements in the New City Hall Building such as elevator, HVAC, janitorial, generator, fire alarm, etc.
10. Implement the proposed new MS4 (NPDES) permit compliance and maintenance programs in accordance with GaEPD permit requirements.
11. 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.
12. Continue to monitor and address service requests and work orders in a timely manner to provide good customer service.
13. Manage inmate labor force to augment City employees in ground maintenance, etc.
14. Re-inspect City's roads to update road conditions in the pavement management system.
15. Implement the City's road maintenance contracts.
16. Continue managing maintenance contracts for Town Center Park grounds.
17. Continue enhanced right-of-way/grounds maintenance program in the Suwanee Gateway area. This initiative was implemented in 2007.
18. Manage efforts of Chicora Foundation, Inc. our cemetery consultant and the Cemetery Preservation Committee in completing a recommended master plan for our three historic City cemetery.
19. Work with Public Works staff to attain additional CDL license holders within the department.
20. Improve the initial maintenance program for the new Sims Lake Park grounds and facilities.
21. Continue to implement temporary drainage projects on the Suwanee Greenway Trice section until the greenway enhancement project is underway.
22. Continue and improve maintenance of highway medians.
23. Continue and improve maintenance of City rights-of-ways.
24. Continue and improve maintenance of existing parks, greenways, sidewalks, roads, and City facilities.
25. Public Works Director to acquire State mandated soil erosion and sedimentation control training and State certification.
26. Continue updating process of the street sign map via ESRI ArcMap software.
27. Continue updating process of the water system map via ESRI ArcMap software.
28. Continue to make improvements at the Public Works maintenance facility to improve functionality of the facility and grounds.
29. Develop a recommended City street name sign policy for city maintained streets and privately maintained streets.
30. Public Works Director to acquire training and become proficient in ESRI ArcMap software to meet department needs.
31. Continue to study ways to expand the present level of joint involvement with other Gwinnett Municipalities in the management of the Stormwater program (NPDES) should opportunities be available, reasonable, economically sound, and feasible.
32. Identify, replace and/or acquire additional maintenance equipment. Such items that are not identified as of yet, could be but not limited to mowers, trucks, weed eaters, chain saws, ditching equipment, blowers, testing equipment, computers, desk, and other types of equipment.
33. Continue efforts to maximize efficiency and effectiveness of community service workers.
34. Continue training programs, certification, and/or recertification for Water System Operators, Water System Distribution Operators, soil erosion and sedimentation control, pesticide applicators, professional turf grass, etc. for Public Works employees.

Water System

1. Monitor water quality testing and continue to provide safe drinking water to the City of Suwanee water system customers.
2. Manage efforts of staff and City of Suwanee consultant, Rindt-McDuff Associates to finalize the Water System Study including recommended Capital Improvement Plan and associated rate structure for the Water System.
3. Prepare annual Water System Water Quality Report (aka Consumer Confidence Report) and provide to GaEPD and citizens.
4. Begin implementation of approved recommended items contained within the proposed Water System Study possibly including such things as explore additional water supply options and/or opportunities, etc.
5. Continue education programs for water system operators and increase the number of State certified water distribution/operator license holders within the Public Works employees.
6. Continue to monitor the water system cross connection with Gwinnett County, our elevated water tank, water system equipment, and well capacity to provide a water source for City water customers.
7. Continue communications improvements with the implemented calling post system for water system customers notifying customers of such instances as water main breaks, flushing, etc.
8. Monitor State laws and regulations that may affect our water supply and system.
9. Explore installation of automated equipment to measure required levels of chemical constitutes for our water system.

Construction & Design Management/Capital Improvement Program/SPLOST

1. Manage 2009 SPLOST Street Resurfacing Program.
2. Manage design and construction of 2009 SPLOST program drainage improvement projects.
3. Manage locating a site, design/bid specification, and construction of a proposed irrigation well for Town Center Park lawn.
4. Construction management of the Eva Kennedy Road & Martin Farm Road traffic calming/road improvement construction projects.
5. Construction management of the Sharon Industrial Way and Burnette Road/Mill Creek Run drainage projects.
6. Construct intersection pedestrian and traffic signal improvements at the intersection of Buford Highway and Suwanee Dam Road/ Lawrenceville-Suwanee Road with construction management via our management consultant, Heery International, Inc.
7. Acquire Georgia Department of Transportation traffic signal permit approval and install Street Hawk type pedestrian improvement project at the intersection of Buford Highway and Town Center Avenue via our management consultant, Heery International, Inc.
8. Manage construction to resurface Police Department Building parking lot.

Short Term Work Program

The City of Suwanee is required by the State of Georgia to have an approved and adopted short term work program for implementation of the Comprehensive Plan. Short term work programs are the key implementation tools that reflect current, one to five years, goals and objectives of Council along with the activities and strategies to achieve them. Suwanee updates and formally adopts their short term work program annually. The program is on a calendar year time frame.

Suwanee's short term work program has the following sections:

- Projects to be undertaken in economic development, capital projects, community facilities, housing, land use, transportation, plan updating, and future projects.
- Time frames for project implementation.
- The entity, department, or individual responsible for implementing the projects.
- Estimated costs and funding sources needed for project implementation.
- Identification of the success measure to determine if the project was successful.

The following pages include the adopted 2010 short term work program.

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
ECONOMIC DEVELOPMENT									
Downtown Promotions - Continue to promote Downtown through special promotions, festivals and advertisements (newsletter, website) at Town Center Park and Main St. Park	■	■	■	■	■	City	$75,000/Year plus Staff Time	Local	Citizen surveys indicate attendance at and support for events; promotions in newsletters, on website, etc.
Downtown Suwanee Master Plan - Update plan	■					City	Staff Time, TBD	Local	Plan completed and adopted
Downtown Suwanee Master Plan - Implement projects in plan	■	■	■	■	■	City DDA	Varies	Local, County, State	Incorporate projects in CIP; complete projects, as appropriate
Economic Development - Continue to work with Gwinnett Chamber of Commerce, including Partnership Gwinnett, to encourage businesses to locate in the City	■	■	■	■	■	City Chamber	Staff Time; Partnership Gwinnett contribution	Local	Council/staff attendance at minimum of 12 meetings/year
Economic Indicators - Track economic indicators for Suwanee area, i.e. foreclosures, unemployment, homes for sale, occupation taxes, home occupations, etc.	■	■	■	■	■	City	Staff Time	Local	Present quarterly reports at workshops
Historic District - Explore creation of a local historic district in Old Town	■					DDA City Staff	Staff Time	Local	Determine need
Hotel Rooms - Reduce the number of external entry hotel rooms in the City	■	■	■	■	■	City	Staff Time, plus costs TBD	Local, TBD	Reduce rooms
I-85 Business District Economic Development Plan - Implement strategies identified by plan	■	■	■	■	■	City	TBD	Local, County, State of Georgia	Identification and completion of projects
Local Business Involvement - Continue to participate with local business development and other business and civic associations	■	■	■	■	■	City	Staff Time	Local	Participate in a minimum of 15 organizations
Main Street Program - Promote program in community	■	■	■	■	■	City DDA Citizens	Staff Time	Local	Awareness of program in community
COMMUNITY FACILITIES – Municipal Operations									
Alcohol Beverage Ordinance - Evaluate ordinance to allow for sales in non-enclosed locations at Town Center	■					City Staff	Staff Time	Local	Evaluate options and make recommendation to Council
Awards - Seek Awards from Local and National Organizations	■	■	■	■	■	City	Staff Time	Local	Receive Positive Recognition

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Board Training - Enhance Training and Knowledge of Boards & Commissions	■	■	■	■	■	City Board Members	$2500/year plus Staff Time	Local	Continue orientation sessions for new members; conduct minimum of two training sessions/year (one for legal and one for planning education)
Cemetery Policies - Evaluate current policies	■					City; Cemetery Preservation Committee	Staff Time $20,000 (consultant)	Local	Evaluate during Cemetery Preservation study; report to Council
Chattahoochee River - Investigate ways to create public access to the Chattahoochee River	■	■	■	■	■	City	Staff Time, TBD	Local	Determine viability; provide access, as appropriate
Citizen Engagement - Continue outreach program to enhance citizen engagement; make efforts to engage youth, seniors, minorities, and others	■	■	■	■	■	City	Staff Time	Local	Increased subscriptions to Crossroads, visits to website, etc.; undertake initiatives to create community leaders; increased involvement from targeted groups
City Services - Maintain high levels of City services	■	■	■	■	■	City Consultants Contractors Vendors, etc.	Varies	Local; Varies	Continue to be recognized as regional leaders; receive favorable responses from National Citizen Survey
Code Enforcement - Undertake enhanced code enforcement initiative	■					City	Staff Time	Local	Proactively enforce property maintenance codes; Code violations in City are reduced
Education - Work with Gwinnett Board of Education to encourage construction of schools within our community	■	■	■	■	■	City Board of Education	Staff Time	Local	Construction of new schools or improvements to existing schools within Suwanee
Environmental Stewardship & Sustainability - Promote environmental stewardship in municipal operations; explore options for implementing sustainable design standards.	■	■	■	■	■	City	Varies	Local	Apply for LEED certification for City Hall; purchase recycled/ recyclabe materials when possible; purchase hybrid and gas-conserving vehicles for City fleet; apply for ARC Green Communities program
Facility Maintenance - Develop a long-term maintenance plan for City facilities	■	■	■	■	■	City	TBD	Local	Inventory existing facilities and prepare maintenance/renovation schedule; incorporate into CIP

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Fee Structure Analysis - Undertake study to evaluate current fee structure	■					City	Staff Time	Local	Complete analysis and present to Council; amend fee structure, as appropriate
IT Needs - Evaluate long-term needs	■					City	Staff Time	Local	Identify needs; prepare RFQ and bid out services
Joint Meetings - Hold Joint City Council/DDA/Planning Commission/ Zoning Board of Appeals Meetings	■	■	■	■	■	City Council, DDA, Planning Commission and Zoning Board of Appeals Members	Staff Time	Local	Invite DDA quarterly and PC/ZBA annually to Council workshop
Landscape Ordinance - Review & Evaluation	■					City	Staff Time	Local	Conduct review; present appropriate amendments to Planning Commission & Council
Learning Opportunities - Implement continual learning opportunities through visits to peer cities	■	■	■	■	■	City	Varies	Local	Conduct minimum of 1 trip/year for Council and management staff; consider including corporate and community partners, as appropriate
Litter Removal Program	■	■	■	■	■	City	$49,000/year	Local	Continue to implement Litter Removal Program
Local History Project - Capture and document local history	■					City	Staff Time	Local	Complete project
MS4 Permit - Receive individual permit	■					City, Consultant	$73,000/year	Local	Complete necessary requirements to receive permit
Mary Lou Street Property - Clarify options for future use	■					City City Attorney	Staff Time	Local	Identify options during Downtown Suwanee Master Plan and report recommendations to Council
Median Enhancements - Partner with Gwinnett Clean and Beautiful for Median Enhancements	■	■	■	■	■	City Gwinnett Clean & Beautiful	Staff Time	Local	Coordinate with GC&B; identify business sponsorships
Online Bill Payment Options via Website	■	■	■			City	Unknown	Local	Identify options; fund in operating budget
Pedestrian Projects - Partner with Gwinnett County and Ga. DOT to identify and construct sidewalks and multi-use trails along major arterials	■	■	■	■	■	City County	N/A	Local; Gwinnett County	Construct new facilities

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
PMUD Regulations and Policies - Review and evaluation	■					City	Staff Time	Local	Conduct review; present appropriate amendments to Planning Commission & Council
Rezoning & SUP Reviews - Amend process to have applicants detail positive contributions to the community	■					City	Staff Time	Local	Amend and implement new process
Special Events - Continue City's involvement as Special Events Coordinator	■	■	■	■	■	City	$75,000/year plus Staff Time	Local	Sponsor and coordinate events that meet attendee expectations; explore options for diversifying the type of events offered
Staffing - Recruit and retain quality employees	■	■	■	■	■	City	Varies	Local	Turnover rate shall be at or below the mean for GA local governments; Complete regular Class & Compensation Studies
Stormwater Funding - Continue to analyze funding options, including Stormwater Utility	■	■	■	■	■	City	Staff Time	Local	Ongoing
Suwanee Gateway Land Acquisition - Explore feasibility of acquiring land in Suwanee Gateway	■	■	■	■	■	City	Staff Time; Acquisition costs, if appropriate	Local	Continue to monitor potential land acquisitions; make recommendations to Council
Suwanee Gateway Tax Allocation District - Implement bonding mechanism for TAD	■	■	■	■	■	City	Staff Time	Local	Identify and implement
Town Center - Create a Mixed-Use Town Center anchored by a Park/Town Square	■	■	■	■	■	City DDA Private Sector	N/A	Local, Bond Proceeds, Loans, SPLOST, Other	Construct projects identified in Downtown Suwanee Master Plan; work with private developers for other projects, as appropriate
Traffic Reduction Education - Educate citizens on ways they can work to reduce traffic/improve congestion	■	■	■	■	■	City	Staff Time	Local	Publicize on website, in newsletter, etc.; improve local traffic conditions
Water System Master Plan	■					City	Staff Time plus consultant fees ($50,000)	Local	Complete Master Plan
Water System Strategy - Develop long-term strategy for water system	■	■	■	■	■	City	Varies	Local; Water Fund	Complete Water System Master Plan and evaluate recommendations; incorporate appropriate improvements into CIP

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
COMMUNITY FACILITIES – Public Safety									
Citizens Police Academy - Participate in leadership component of Citizens Police Academy	■	■	■	■	■	City Staff City Council	Staff Time	Local	Conduct 2 sessions per year; Council participate in leadership component of each session
CALEA - Obtain accreditation	■					City	Staff Time, TBD	Local	Implement requirements for accreditation; conduct local inspections and receive accreditation
Community Policing - Continue to implement and expand community oriented policing programs	■	■	■	■	■	City Neighborhood groups	Staff time	Local	Expand PACT program; increase citizen participation in PACT
Driver Speeding - Undertake education efforts to reduce driver speeding	■	■	■	■	■	City	Staff Time	Local	Reduce complaints/ incidents of driver speeding
Police Fleet Replacement - Retirement and replacement of police fleet vehicles, as appropriate	■	■	■	■	■	City	FY10 - $196,065 FY11 - $247,044 FY12 - $216,165 FY13 - $226,970 FY14 - $95,328	General Fund (GMA Lease Purchase)	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible
Traffic Enforcement - Continue effective and proactive traffic enforcement efforts/program (Selective Enforcement Unit)	■	■	■	■	■	City	Staff Time	Local	Utilization of directed patrols in problem areas; enhanced DUI enforcement; reduced accidents
HOUSING									
Housing Affordability & Choices - Continue to value housing affordability and housing choices when making zoning decisions	■	■	■	■	■	City	Staff Time	Local	Evaluate during zoning decisions
Home Occupations - Review and update Home Occupation Ordinance, as appropriate	■					City	Staff Time	Local	Research options; present recommendation to Planning Commission & Council; adopt amendments
Senior Housing - Explore options for seniors housing regulations	■					City	Staff Time	Local	Research options; present recommendation to Planning Commission & Council
Sewer Upgrades - Identify housing that is not currently connected to sewer for modernization	■					City; Gwinnett County Dept. of Water Resources	Staff Time	Local	Research locations and complete list

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Zoning Ordinance Review - Review Zoning Ordinance and amend it to pre-empt problems with rapid growth and uncontrolled development	■	■	■	■	■	City	Staff Time	Local	Ongoing; identify and present amendments, as needed
LAND USE									
Annexation - Continue efforts to annex property in close proximity to the City Limits (consistent with adopted plans)	■	■	■	■	■	City	Staff Time	Local	Continued implementation of annexation list, as appropriate
Annexation - Meet with Duluth and Sugar Hill to develop mutual Annexation Plan	■					City	Staff Time	Local	Host a meeting; develop plan, if appropriate
Annexation - Explore Phase III I-85 annexation consistent with Fiscal Impact Analysis	■	■				City	Staff Time	Local	Explore viability of annexation and if appropriate, execute process
Commercial Centers - Promote the development of planned commercial centers rather than strip development	■	■	■	■	■	City	Staff Time	Local	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 Time	Local	Address in local plans and regulations; review projects for conformance during zoning and development process
Design Guidelines - Implement Comprehensive Plan Design Guidelines	■	■	■	■	■	City	Staff Time	Local	Review projects for conformance during zoning and development process
Design Guidelines - Explore form-based design guidelines	■					City	Staff Time	Local	Research guidelines; present recommendation to Planning Commission and Council
Land Use - Carefully monitor non-residential land use allocations	■	■	■	■	■	City	Staff Time	Local	Monitor as needed with rezoning and SUP applications
Land Use - Promote better cooperation with Gwinnett County and nearby cities regarding rezoning of properties near the City	■	■	■	■	■	City County Nearby municipalities	Staff Time	Local	Ensure compliance with H.B. 489

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Water Regulations - Implement various water-related requirements (NPDES, Soil & Erosion Control, N. Ga. Water Planning District)	■	■	■	■	■	City	Unknown, Increased Staff Resources	Local	Maintain updated regulations
TRANSPORTATION									
Bike-Sharing Program - Research options and feasibility of implementing a program	■					City	Staff Time	Local	Research options and make recommendation to Council
Buford Highway Concept Plan - Develop a concept plan for traffic calming on Buford Highway	■	■							Adopt plan; work with GDOT to implement
Commuter Rail - Host a meeting with cities and community Improvement districts located along the commuter rail corridor	■					City Other Cities CIDs	Staff Time	Local	Host a meeting
Commuter Rail - Promote commuter rail station in Suwanee	■	■	■	■	■	City; Georgia Passenger Rail Authority	Staff Time	Local; State	Project is included in State's Work Plan
County Road Projects - Coordinate with Gwinnett County on major road initiatives in the City	■	■	■	■	■	City	Staff time	Local	City has adequate road network
McGinnis Ferry Rd. Extension - Influence and promote construction of McGinnis Ferry Rd. extension	■	■	■	■	■	Gwinnett County Georgia DOT City	$25 Million	Gwinnett County; Ga. DOT	Participate in design process; communicate with GwDOT and GDOT; road is constructed
Road Maintenance - Maintain up-to-date Road Maintenance Plan	■	■	■	■	■	City Gwinnett County	$3,406,463	2009 SPLOST ($2,406,463) General Fund $1,000,000	Incorporate projects into CIP; annual program is conducted to maintain local roads
Smithtown Road Bridge - Influence and promote construction of Smithtown Rd. bridge	■	■	■	■	■	City Gwinnett County Georgia DOT	Unknown	Gwinnett County; Ga. DOT	Construction of road and bridge
Transit - Coordinate with Gwinnett County on implementation of the County Transit System serving the City	■	■	■	■	■	City	Staff Time	Local	Transit extends to appropriate locations in City
PLAN UPDATING									
Comprehensive Plan - Conduct annual review of comprehensive plan	■	■	■	■	■	City	Staff Time	Local	Undertake yearly update

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Comprehensive Plan - Prepare and adopt amendments to the Plan as appropriate and timely	■	■	■	■	■	City	Staff Time	Local	Undertake yearly update
Downtown Suwanee Master Plan - Update master plan	■	■				City	Staff Time plus consultant fees	Local	Adopt plan
Short Term Work Program - Update STWP annually	■	■	■	■	■	City	Staff Time	Local	Undertake yearly update

CAPITAL PROJECTS

Alternative Transportation Plan Phase 1 - Construct projects to create pedestrian connections	■					City	$300,000	2005 SPLOST	Complete ATP projects #3, #13, #15, #18, #19, and #25
Alternative Transportation Plan Phase 2- Construct projects to create pedestrian connections	■	■				City	$982,721	2005 SPLOST ($175,000) 2009 SPLOST ($807,721)	Identify Phase 2 projects; bid, design, and complete projects
Annual Resurfacing Projects - Complete projects based on needs assessment and infrastructure failures	■	■	■	■	■	City	$3,406,463	2009 SPLOST ($2,406,463) General Fund $1,000,000	Safe and well-maintained infrastructure system
Annual Stormwater Projects - Construct projects identified from needs assessment and infrastructure failures	■	■	■	■	■	City	$1,125,000	2009 SPLOST ($346,166) General Fund ($750,000)	Safe and well-maintained infrastructure system
Beautification Improvements to the I-85 Area – Streetscape local roads: design and construction	■	■				City	$331,974	2005 SPLOST	Construct project
Buford Highway Reconstruction & Streetscaping - Reconstruct road south of Lawrenceville-Suwanee Road, based on adopted concept plan and design standards			■	■	■	City	$1,500,000	2009 SPLOST ($861,721)	Reconstruction promotes expansion of Town Center; pedestrian-friendly
Buford Hwy. & Lawrenceville Suwanee Road Pedestrian Improvements - Signalization and pedestrian enhancements	■					City	$448,309	2005 SPLOST	Complete project
City Hall Lawn Improvement - Improve the lawn area behind new City Hall			■			City	$68,000	2009 SPLOST	Design and construct project

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Community Garden & Williams Barn Rehabilitation	■	■	■			City	$255,061	Open Space ($224,061) General Fund ($31,000)	Develop concept and construction plans; research and adopt operating policies; construct project
Eva Kennedy Road Reconstruction - Traffic calming, improve sidewalks, road improvements	■					City	$766,416	2005 SPLOST	Complete project
Facility Maintenance - Ensure long-term maintenance of City facilities	■	■	■	■	■	City	TBD	Local	Incorporate needs into CIP; complete planned maintenance, as appropriate
Fleet Replacement - Retire and replace City fleet vehicles, based on Fleet Retirement Schedule and CIP	■	■	■	■	■	City	FY10: $50,000 FY11: $78,750 FY12: $82,688 FY13: $135,763 FY14: $91,163	General Fund (GMA Lease Purchase)	Incorporate needs into CIP; provide safe fleet vehicles; reduce maintenance costs; purchase hybrid and fuel-efficient vehicles, when possible
Jackson Street Paving		■	■	■	■	City Private Development	$495,787 (not city funded)	Private, Other	Work with private developer to complete project
Martin Farm Park Restrooms - Construct restroom facilities at Martin Farm Park trailhead	■					City	$379,500	2009 SPLOST	Design and construct project
Martin Farm Road Traffic Calming	■					City	$13,484	2005 SPLOST	Complete project
Mill Creek Run/Burnette Road Stormdrainage Project	■					City	$45,000	2005 SPLOST	Complete project
Old Town Gateways - Gateway signs at Main Street, Eva Kennedy Road, Russell Street, Stonecypher Road	■					DDA	$16,000	DDA	Complete project
Peachtree Industrial Blvd. Pedestrian Improvements - ATP Project #8: Construct pedestrian crossings			■	■		City	$400,000	2009 SPLOST ($369,243)	Facilitate pedestrian crossings on PIB
PlayTown Suwanee Phase II - Pavilion and trails	■					City	$515,000	2005 SPLOST ($136,581) Open Space ($252,000) General Fund ($100,000)	Design and construct project

2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Police Fleet New Vehicles - As operating budget allows, add vehicles to existing fleet to accommodate additional officers	■	■	■	■	■	City	FY10 - $78,427 FY11 - $41,175 FY12 - $86,465 FY13 - $45,396 FY14 - $95,328	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP; continue one vehicle per office policy; continue take-home vehicle benefit; purchase hybrid and fuel-efficient vehicles, when possible
Police Recording System - Replace current Freedom Recorder system	■					City	$16,310	2009 SPLOST	Purchase system that meets State retention requirements and complies with State and CALEA accreditation
Police Station & Crossroads Center Renovation - Renovate former City Hall and Crossroads Center for police and court functions	■					City	$626,758	2005 SPLOST ($507,978) 2009 SPLOST ($118,780)	Program renovations; complete project/move
Police Station Parking Lot Resurfacing	■					City	$70,000	General Fund	Complete project
Police Substation - Build a police substation on the eastern side of I-85 interchange		■	■	■		City	$1,900,000	2009 SPLOST ($1,781,706)	Acquire property; complete needs analysis; design and construct project
Public Works Equipment (New) - Acquire additional equipment to supplement current inventory, as appropriate	■	■	■	■	■	City	FY10: $12,500 FY11: $44,100 FY13: $195,000	General Fund	Incorporate needs into CIP; continue high levels of service; improve efficiency of operations
Public Works Equipment (Replacement) - Retire and replace existing equipment, as appropriate	■	■	■	■	■	City	FY10: $15,000 FY11: $22,920 FY12: $58,538 FY13: $17,364 FY14: $18,233	General Fund	Incorporate needs into CIP; provide safe fleet equipment; reduce maintenance costs
Public Works Vehicles (New) - As operating budget allows, add vehicles to existing fleet to accommodate additional employees	■	■	■	■	■	City	FY10: $25,000 FY12: $27,563 FY14: $30,388	General Fund (GMA Lease Purchase)	Incorporate anticipated needs into CIP; purchase hybrid and fuel-efficient vehicles, when possible
Road Improvement Projects - Reconstruct existing roads and/or construct new roads and associated improvements	■	■	■	■	■	City	Varies depending on project	2009 SPLOST ($672,536)	Safe and well-maintained infrastructure system; reduced congestion on local road network
Sharon Industrial Way Stormdrainage Project	■					City	$45,000	2005 SPLOST	Complete project
Sims Lake Park Connector Trail - ATP Project #2: Construct connector trail from Moore Rd. to Sims Lake Park		■	■			City	$150,000	2009 SPLOST	Design and construct project

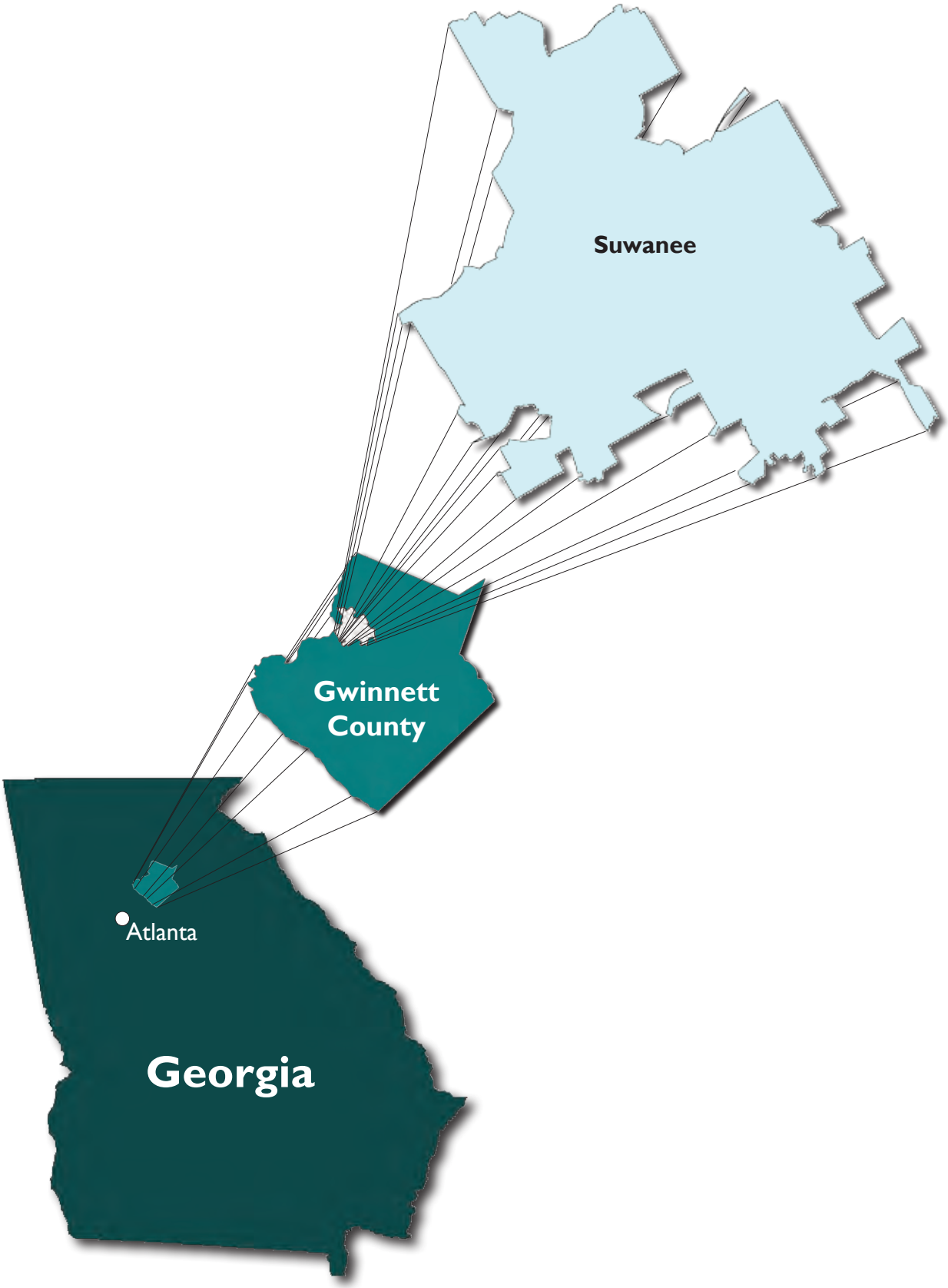
2009-2013 Short Term Work Program

Project	Year of Implementation					Responsibility	Estimated Cost*	Funding Source	Success Measure
	2009	2010	2011	2012	2013				
Suwanee Creek Greenway Extension from Suwanee Creek Park - ATP Project #22: Extend Greenway from Park across Buford Hwy.					■	City	$1,000,000	TBD	Fund, design, and construct project
Suwanee Creek Greenway Rehabilitation/Extension - Drainage improvements and overall rehabilitation of Trice Trail, including trail access improvements from Smithtown Road	■	■				City	$1,714,000	Open Space ($579,500) 2009 SPLOST ($1,153,827)	Design and construct project
Suwanee Creek Greenway Soft Surface Trails - Construct trails between Martin Farm Rd. and Lawrenceville-Suwanee Rd.	■	■				City	$40,000	2009 SPLOST	Design and construct project
Suwanee Creek Park Phases 3-5 - Complete Additional Phases at Suwanee Creek Park				■		City	$365,000	2009 SPLOST	Design and construct project
Town Center Electronic Reader Sign - Construct an electronic reader sign to serve Town Center/Town Center Park		■				City	$55,000	TBD	Fund, design and construct project
Town Center Park Shade Structure - Construct architectural shade structure to serve Town Center Park			■			City	$100,000	TBD	Fund & construct project
Town Center Park Well - Investigate feasibility of constructing well	■					City	$100,000	2009 SPLOST	Complete hydrology study; design and construct project, if feasible
Town Center Parking Structure - Complete parking demand analysis and construct appropriate structure		■	■	■		City	$3,000,000	2009 SPLOST ($2,256,774) General Fund $600,000	Complete demand analysis; construct project
Traffic Calming Design - Design/ Engineer various sidewalk/ traffic calming projects around Old Town (Traffic Calming: Eva Kennedy Rd., Martin Farm Rd.)	■					City	$23,600	2005 SPLOST	Complete design and oversee construction of project
Water System Infrastructure Improvements - Complete projects identified by Water System Master Plan	■	■	■	■	■	City	$540,000	General Fund	Well-maintained infrastructure system

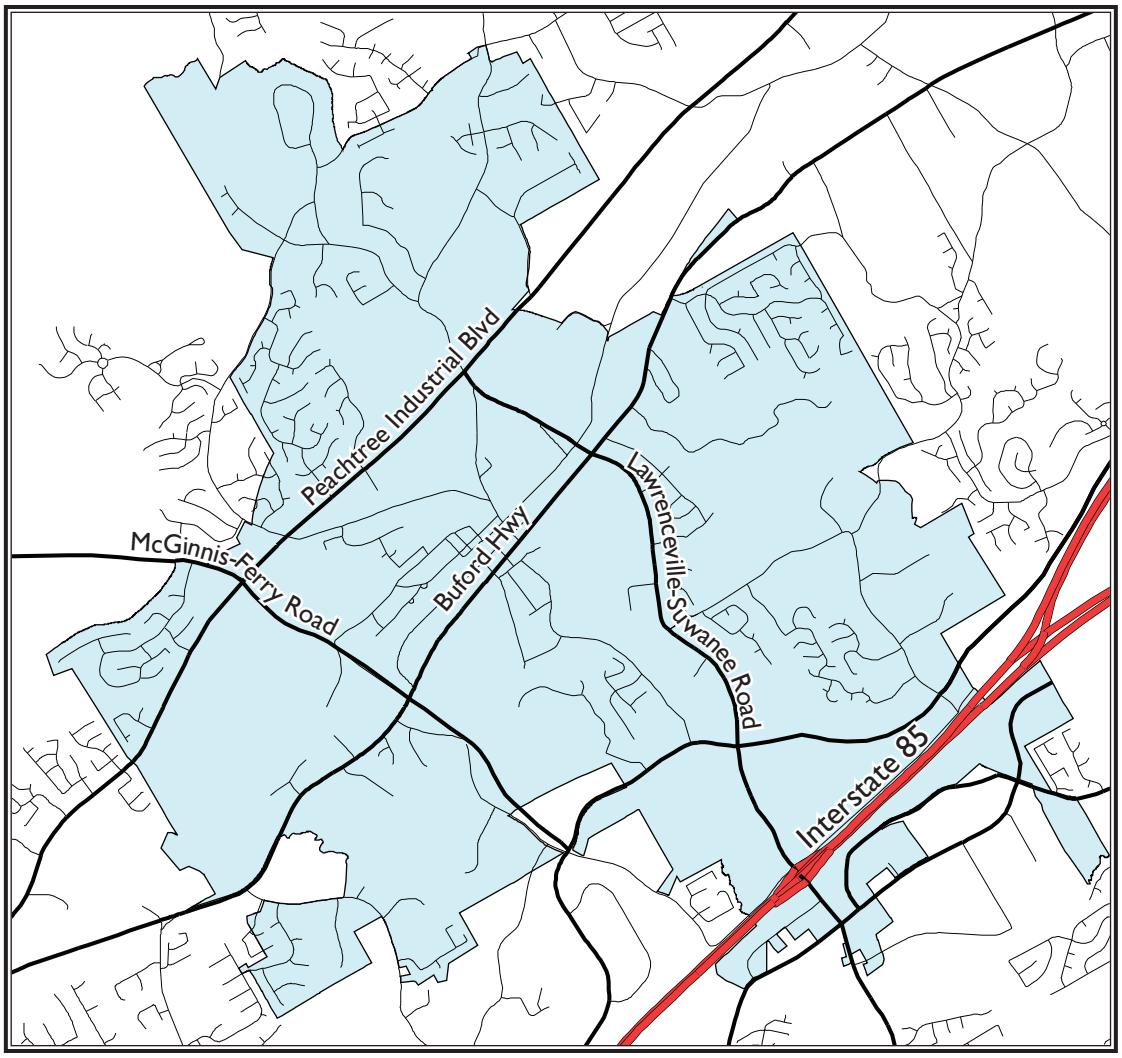
*Estimated costs are for long-range planning purposes only. Costs are subject to change depending on final project design, land acquisition, construction bids, etc. Final cost will be determined for the actual project budget.

2009-2013 Short Term Work Program

FUTURE PROJECTS	ESTIMATED COST	PROJECT DESCRIPTION
ATP #10 - Suwanee Creek Greenway Extension	$1,500,000	Extend Suwanee Creek Greenway parallel to PIB, in the Georgia Power easement
Crossroads Center Parking Expansion	$42,500	Expand parking at Crossroads Center for municipal court operations
Elections Equipment	$80,000	Replace existing equipment with touch screen equipment
Future Park Phases - Sims Lake Park, Suwanee Creek Park, Moore Road sites, DeLay Nature Park, "McGinnis/ Hovendick" site	TBD	Implement Future Phases of Parks
Main Street Realignment - Acquire "Metal Products Facility" and reconstruct/realign Main Street	$2,760,000	Extend Main Street southward through Metal Products
Martin Farm Road Improvements	$480,000	Widen and/or eliminate vertical alignment problems on Martin Farm Road
Mast Arm Installations	$1,500,000	Convert approximately 15 intersections throughout City to mast arm infrastructure
Old Town Sewer Extension	$600,000	Extend sewer to residents in Old Town
Old Town Streetscaping - Main Street, Russell Street	$720,000	Streetscape project including trees, lights, paving, crosswalks, etc. along Main Street, Russell Street and gateways for said streets
Playtown Suwanee Major Expansion	TBD	Expand PlayTown Suwanee onto Delay property; currently constricted by "life estate" arrangement
Smithtown Road Extension	TBD	Extend Smithtown Road to Martin Farm Road
Suwanee Gate Way Projects - various	TBD	Construct various public projects around Suwanee Gateway
White Lane Improvements - White St. to Buford Hwy.	$540,000	Pave and improve White Ln.
White Street Improvements - Russell St. to White Ln.	$480,000	Pave and improve White Street


Suwanee
Gwinnett County
Atlanta
Georgia

City of Suwanee, Georgia



This page intentionally left blank

ICMA - benchmark comparisons

fiscal year 2009-2010

ICMA Comparative Performance Measurement

FY 2008 Mid-Year Data Report Summary

This was Suwanee's third year of participation in ICMA (International City/County Management Association) performance measurement program. The Center was created to help cities and counties obtain accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. The comparative performance measurement program collects, analyzes, and reports comparative performance data from local governments in fifteen areas. We selected seven areas to focus on:

- Code Enforcement
- Highways and Road Maintenance
- Human Resources
- Parks and Recreationp
- Police Services
- Purchasing
- Risk Management

The mid-year data report only includes jurisdictions with a June 30th year end.

Jurisdictions participating in Georgia:

Georgia Jurisdictions	Residential Population	Square Miles	Population Density	Median Household Income	Gen. Fund Operating Expenditures (in millions)
Alpharetta	52,282	27	1,936	$ 86,528	$ 47.9
Cartersville	22,235	29	777	50,680	37.9
Decatur	19,168	4	4,564	-	17.9
Hall County	180,175	431	418	52,536	97.7
Smyrna	49,534	15	3,280	56,341	41.6
Suwanee	16,543	11	1,514	128,516	8.2
All jurisdictions					
Mean	156,684	830	2,243	$ 55,948	$ 134.6
Median	62,573	39	1,898	52,536	47.5
100,000 and above					
Mean	353,489	851	2,239	53,511	283.1
Median	218,771	140	2,648	48,061	197.4
Under 100,000					
Mean	38,601	818	2,245	57,453	38.8
Median	34,543	19	1,728	55,843	27.5

ICMA Comparative Performance Measurement

FY 2008 Mid-Year Data Report Summary

This was Suwanee's third year of participation in ICMA (International City/County Management Association) performance measurement program. The Center was created to help cities and counties obtain accurate, fair, and comparable data about the quality and efficiency of service delivery to their citizens. The comparative performance measurement program collects, analyzes, and reports comparative performance data from local governments in fifteen areas. We selected seven areas to focus on:

- Code Enforcement
- Highways and Road Maintenance
- Human Resources
- Parks and Recreationp
- Police Services
- Purchasing
- Risk Management

The mid-year data report only includes jurisdictions with a June 30th year end.

Jurisdictions participating in Georgia:

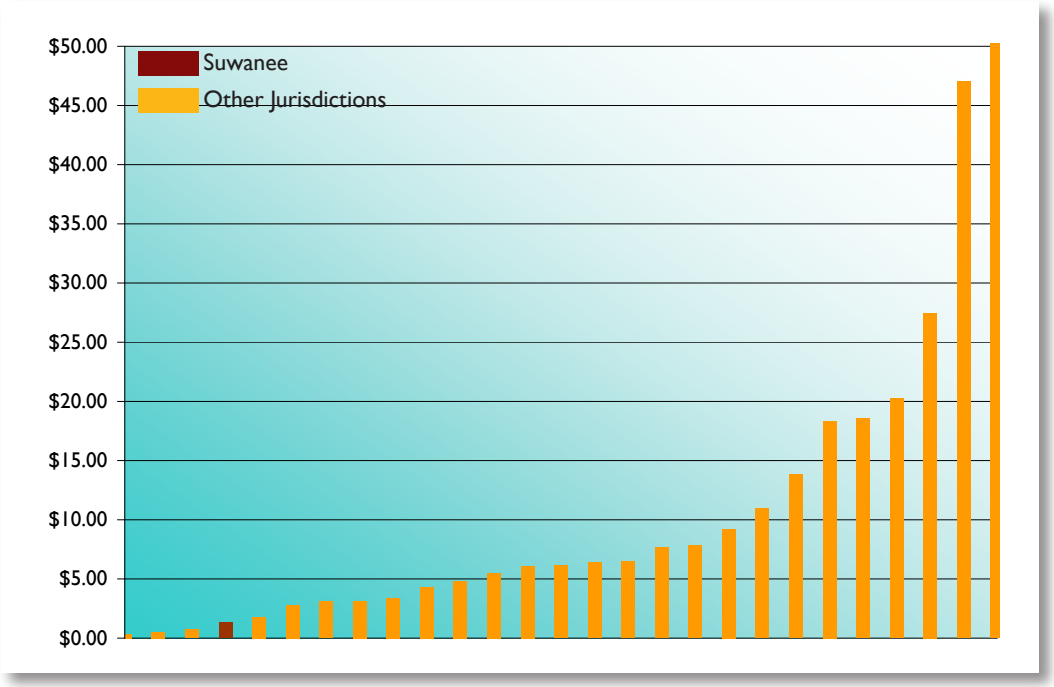
Georgia Jurisdictions	Residential Population	Square Miles	Population Density	Median Household Income	Gen. Fund Operating Expenditures (in millions)
Alpharetta	52,282	27	1,936	$ 86,528	$ 47.9
Cartersville	22,235	29	777	50,680	37.9
Decatur	19,168	4	4,564	-	17.9
Hall County	180,175	431	418	52,536	97.7
Smyrna	49,534	15	3,280	56,341	41.6
Suwanee	16,543	11	1,514	128,516	8.2
All jurisdictions					
Mean	156,684	830	2,243	$ 55,948	$ 134.6
Median	62,573	39	1,898	52,536	47.5
100,000 and above					
Mean	353,489	851	2,239	53,511	283.1
Median	218,771	140	2,648	48,061	197.4
Under 100,000					
Mean	38,601	818	2,245	57,453	38.8
Median	34,543	19	1,728	55,843	27.5

Code Enforcement

expenditures per capita

All jurisdictions	
Mean	$10.75
Median	$6.15
100,000 and above	
Mean	$5.55
Median	$4.57
Under 100,000	
Mean	$13.81
Median	$7.64

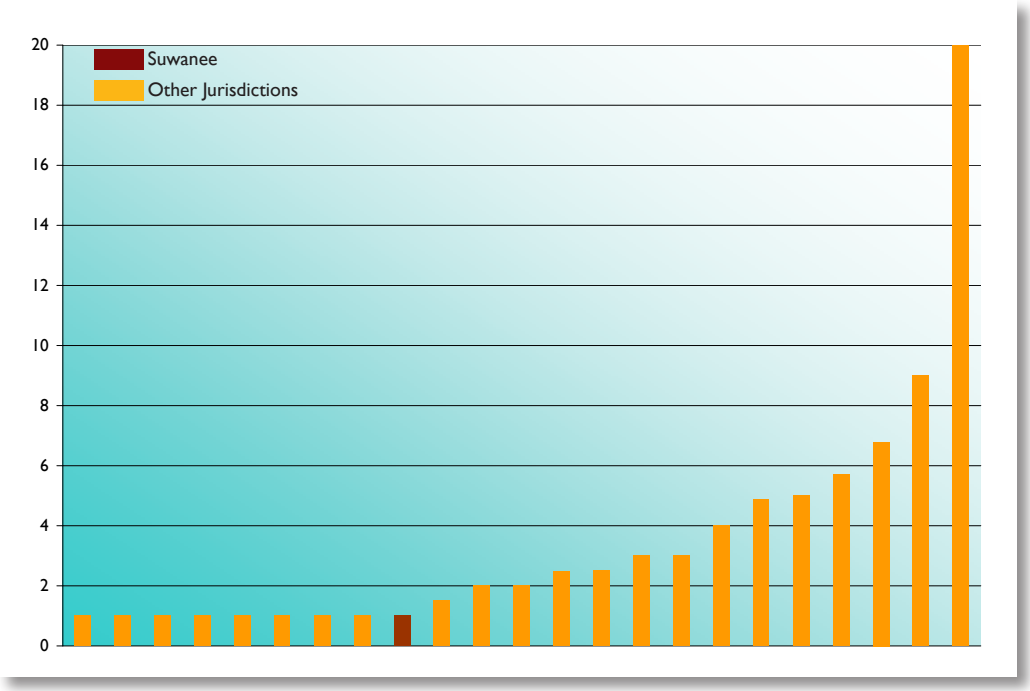
Georgia Jurisdictions	expenditures per capita
Suwanee	$1.34
Smyrna	$3.11
Cartersville	$5.53
Hall County	-



number of elapsed calendar days from first report of complaint until Inspector's first inspection

All jurisdictions	Housing	Zoning	Dangerous building	Nuisance
Mean	3.5	4.1	1.8	2.3
Median	2.0	2.0	1.0	2.0
100,000 and above				
Mean	5.2	7.1	2.0	2.7
Median	3.0	3.0	2.0	2.2
Under 100,000				
Mean	2.5	1.9	1.7	2.1
Median	1.0	1.0	1.0	1.0

GA Jurisdictions	Housing	Zoning	Dangerous Building	Nuisance
Suwanee	1.0	1.0	1.0	1.0
Cartersville	1.0	1.0	1.0	1.0
Alpharetta	1.0	1.0	1.0	1.0
Decatur	5.0	-	5.0	5.0
Hall County	4.0	3.0	-	6.0

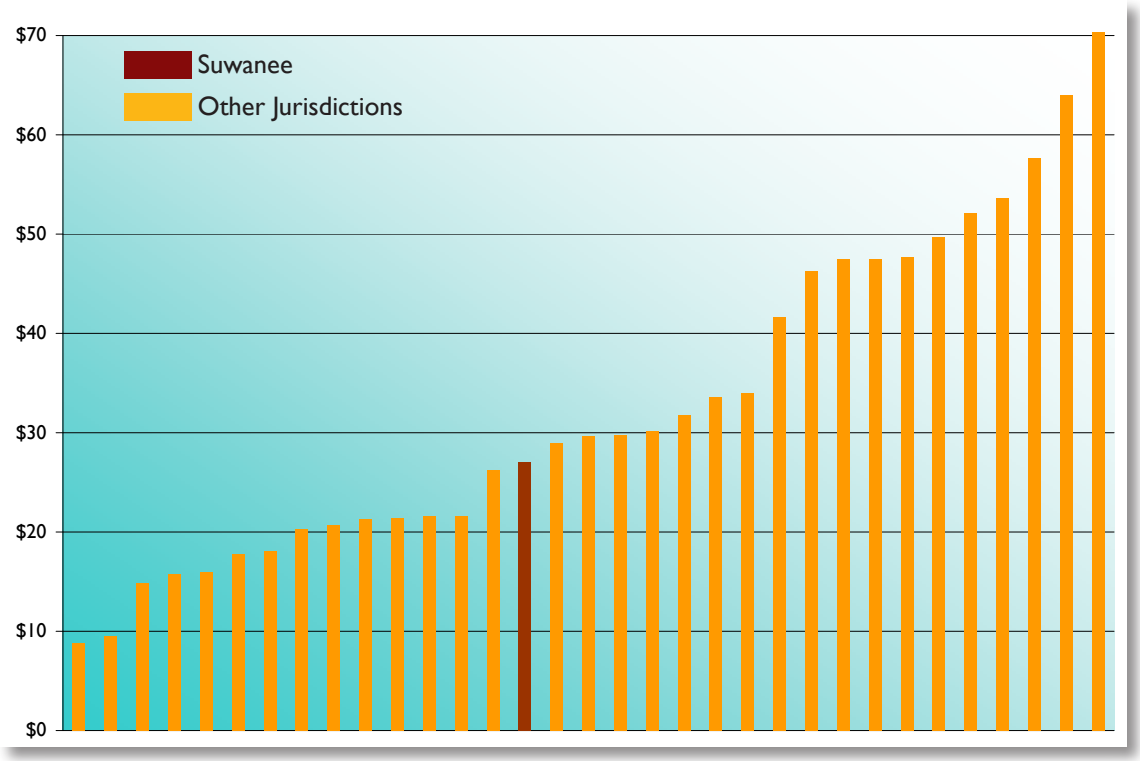


Highway and Road Maintenance

road rehabilitation expenditures per capita

All Jurisdictions	
Mean	$32.72
Median	$29.68
100,000 and Above	
Mean	$34.07
Median	$27.98
Under 100,000	
Mean	$31.95
Median	$29.68

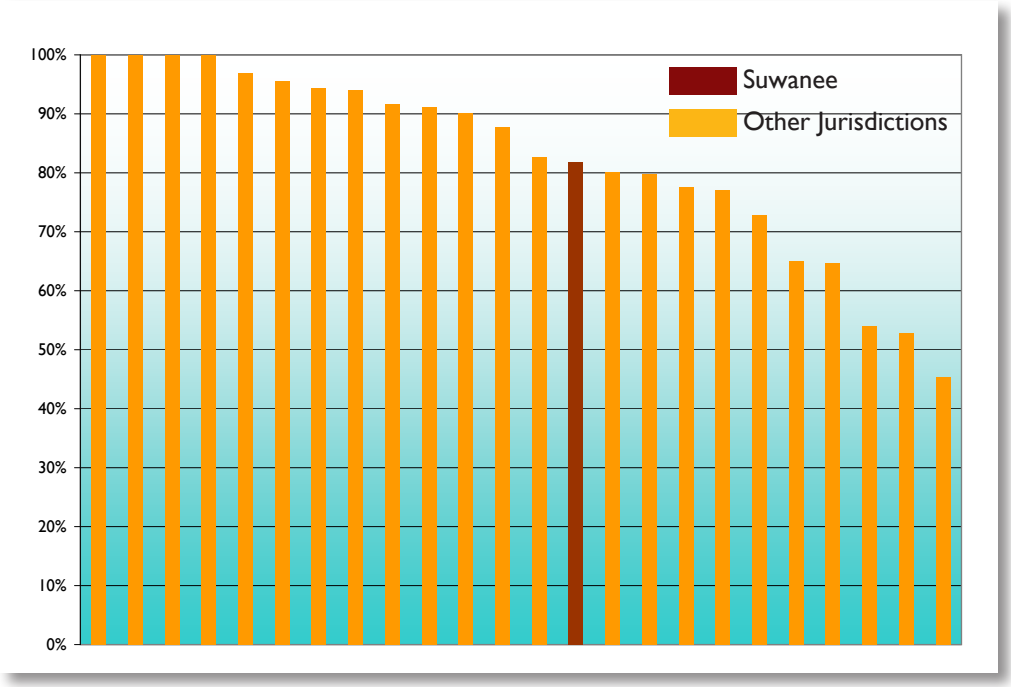
Georgia Jurisdictions	Rehabilitation expenditures per capita
Cartersville	$20.28
Smyrna	$21.40
Hall County	$26.21
Suwanee	$26.99
Alpharetta	$33.54



paved lane miles assessed in satisfactory or better condition as a percentage of total paved lane miles assessed

All Jurisdictions	
Mean	82.3%
Median	85.2%
100,000 and Above	
Mean	81.1%
Median	87.7%
Under 100,000	
Mean	83.0%
Median	90.1%

Georgia Jurisdictions	% of paved lane miles assessed as satisfactory
Smyrna	100.0%
Cartersville	94.0%
Alpharetta	90.1%
Hall County	82.6%
Suwanee	81.7%

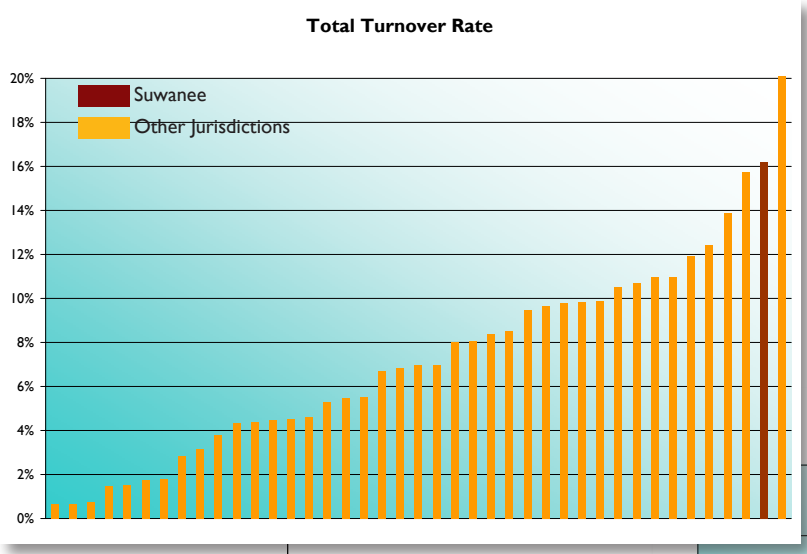


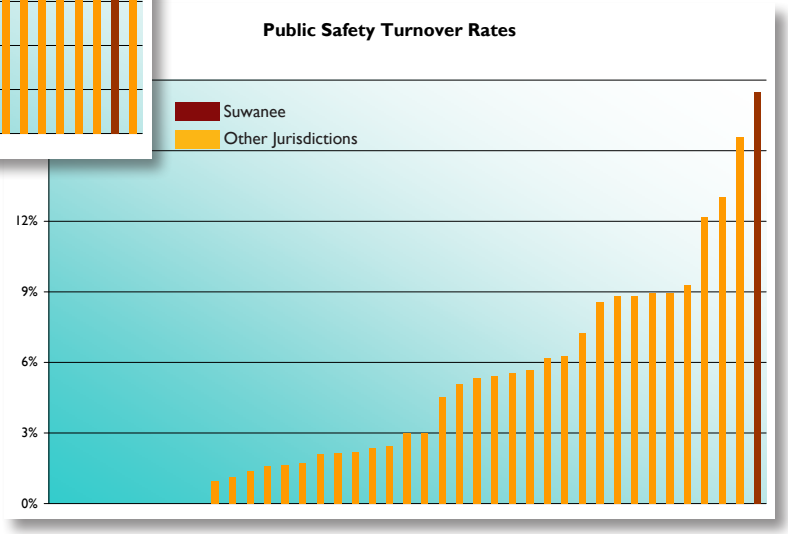
Human Resources

turnover rates

All Jurisdictions	Public safety turnover	Non-public safety turnover (excluding IT)	Total turnover
Mean	4.6%	7.1%	6.9%
Median	3.0%	6.0%	6.8%
100,000 and Above			
Mean	3.5%	7.8%	7.5%
Median	2.4%	5.8%	6.2%
Under 100,000			
Mean	5.1%	6.4%	6.3%
Median	4.8%	5.8%	6.8%

Georgia Jurisdictions	Public safety turnover	Total turnover
Decatur	8.5%	-%
Alpharetta	12.2%	5.3%
Cartersville	8.8%	6.8%
Smyrna	8.6%	13.9%
Suwanee	17.5%	16.2%
Hall County	15.6%	21.0%

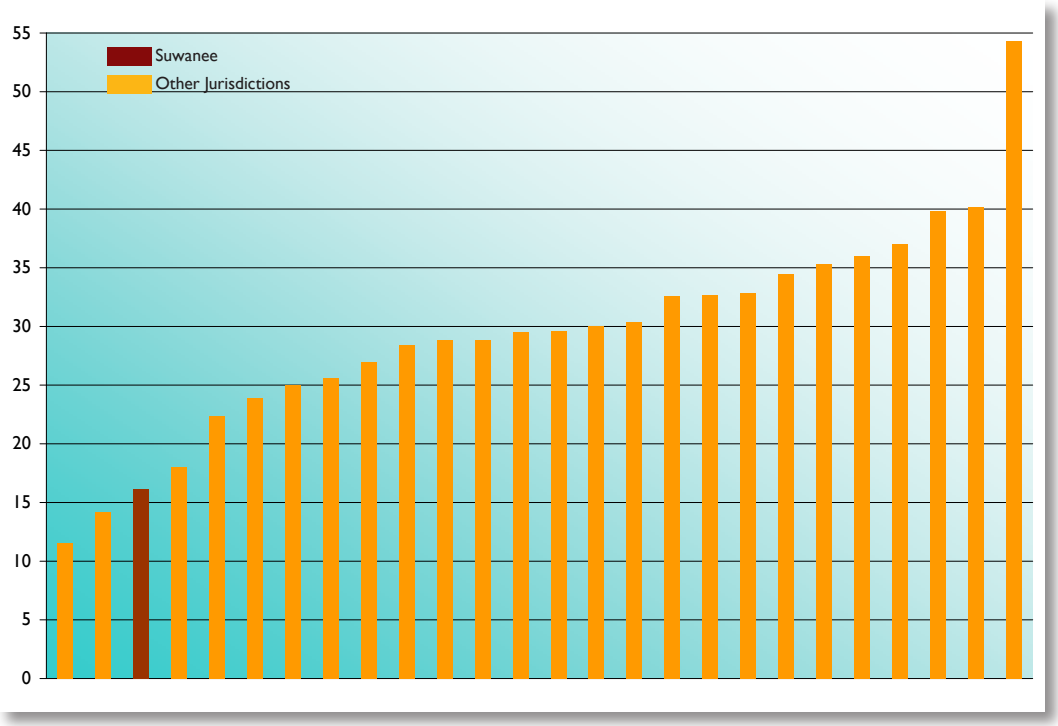




sick leave hours used per 1,000 hours worked

All Jurisdictions	
Mean	29.4
Median	29.6
100,000 and Above	
Mean	29.8
Median	32.6
Under 100,000	
Mean	29.1
Median	28.8

Georgia Jurisdictions	Sick Leave Hours used per 1,000
Suwanee	16.1
Hall County	25.0
Cartersville	29.5

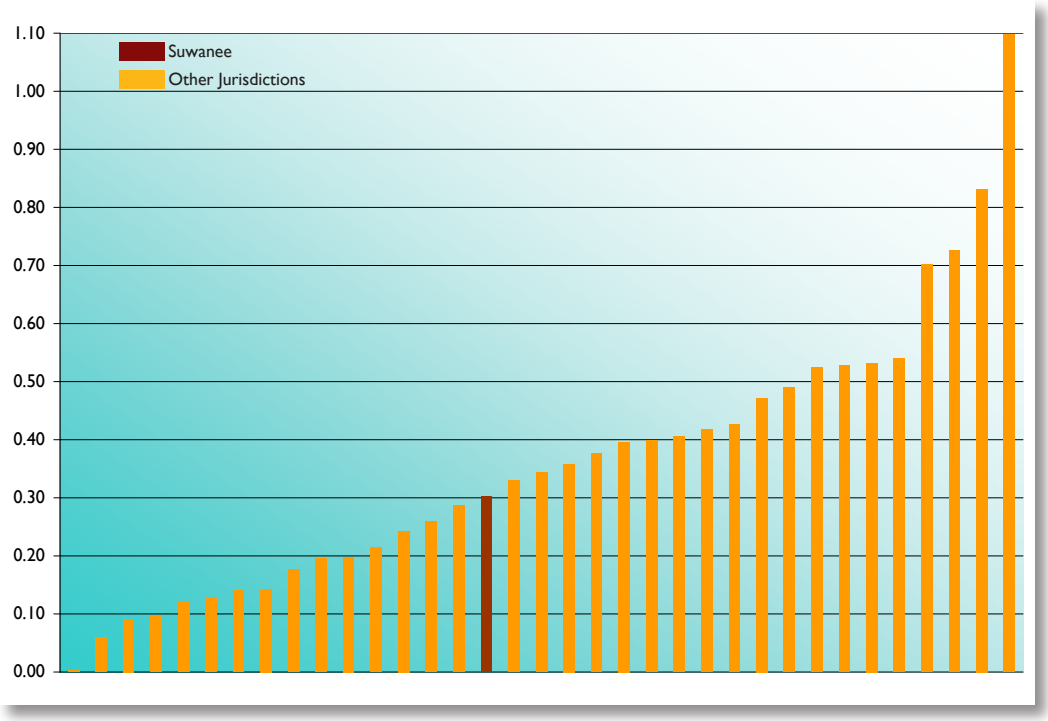


Rarks and Recreation

park FTEs per 1,000 population excluding golf FTEs

All Jurisdictions	
Mean	0.36
Median	0.34
100,000 and Above	
Mean	0.25
Median	0.21
Under 100,000	
Mean	0.42
Median	0.40

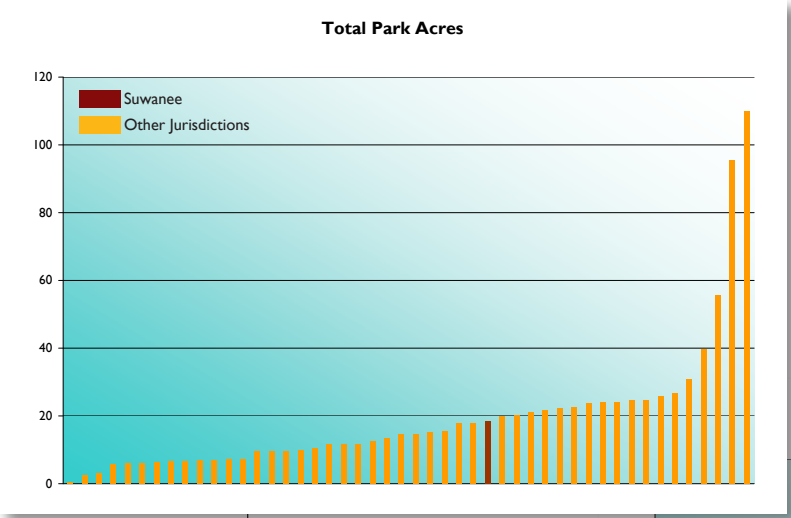
Georgia Jurisdictions	
Alpharetta	0.49
Smyrna	0.42
Suwanee	0.30
Cartersville	0.13
Hall County	0.10

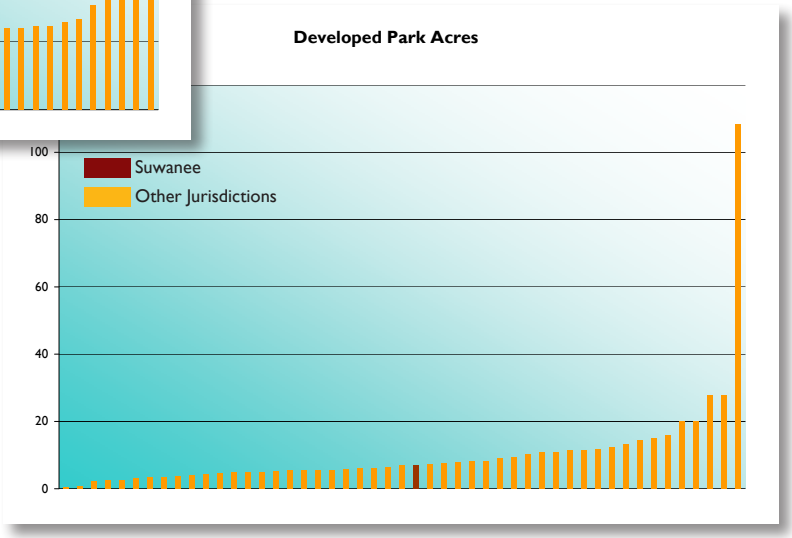


acres of parkland per 1,000

All Jurisdictions	Developed	Total
Mean	10.4	19.3
Median	6.9	14.5
100,000 and above		
Mean	7.80	15.97
Median	5.10	12.10
Under 100,000		
Mean	12.44	21.73
Median	7.73	16.58

Georgia Jurisdictions	Developed park acres per 1,000 population	Total park acres per 1,000 population
Decatur	5.7	6.0
Smyrna	4.8	6.7
Cartersville	4.8	7.1
Hall County	4.2	7.3
Alpharetta	14.5	14.5
Suwanee	6.9	18.4



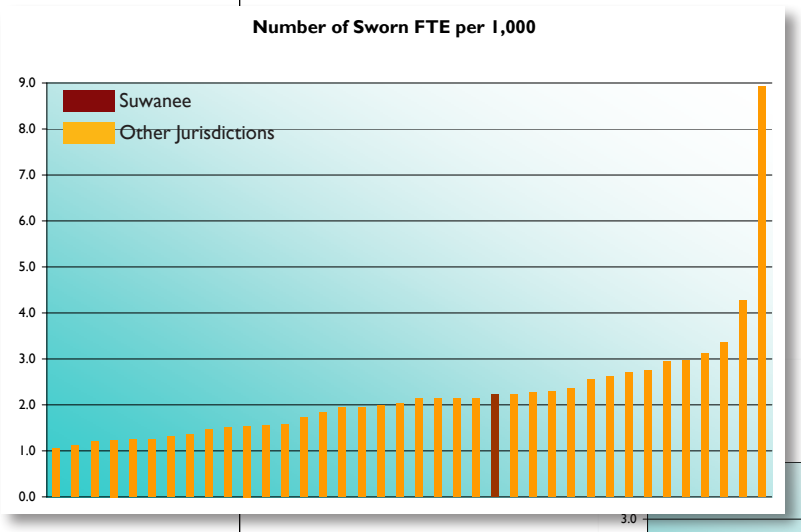


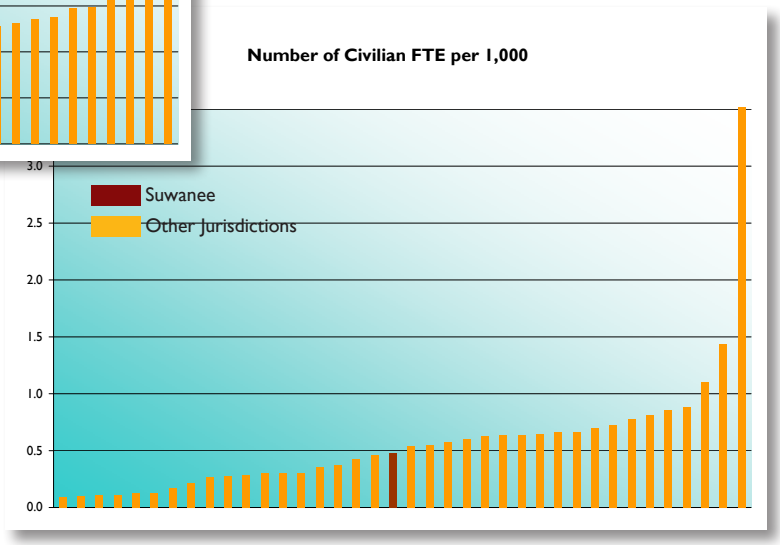
Police Services

sworn and civilian FTEs per 1,000

All Jurisdictions	Number of sworn FTEs per 1,000 population	Number of civilian FTEs per 1,000 population
Mean	2.24	0.58
Median	2.08	0.51
100,000 and Above		
Mean	1.15	0.41
Median	1.26	0.46
Under 100,000		
Mean	2.33	0.56
Median	2.13	0.40

Georgia Jurisdictions	Number of sworn FTEs per 1,000 population	Number of civilian FTEs per 1,000 population
Cartersville	2.55	0.37
Suwanee	2.22	0.48
Decatur	2.36	0.28
Smyrna	2.02	0.28

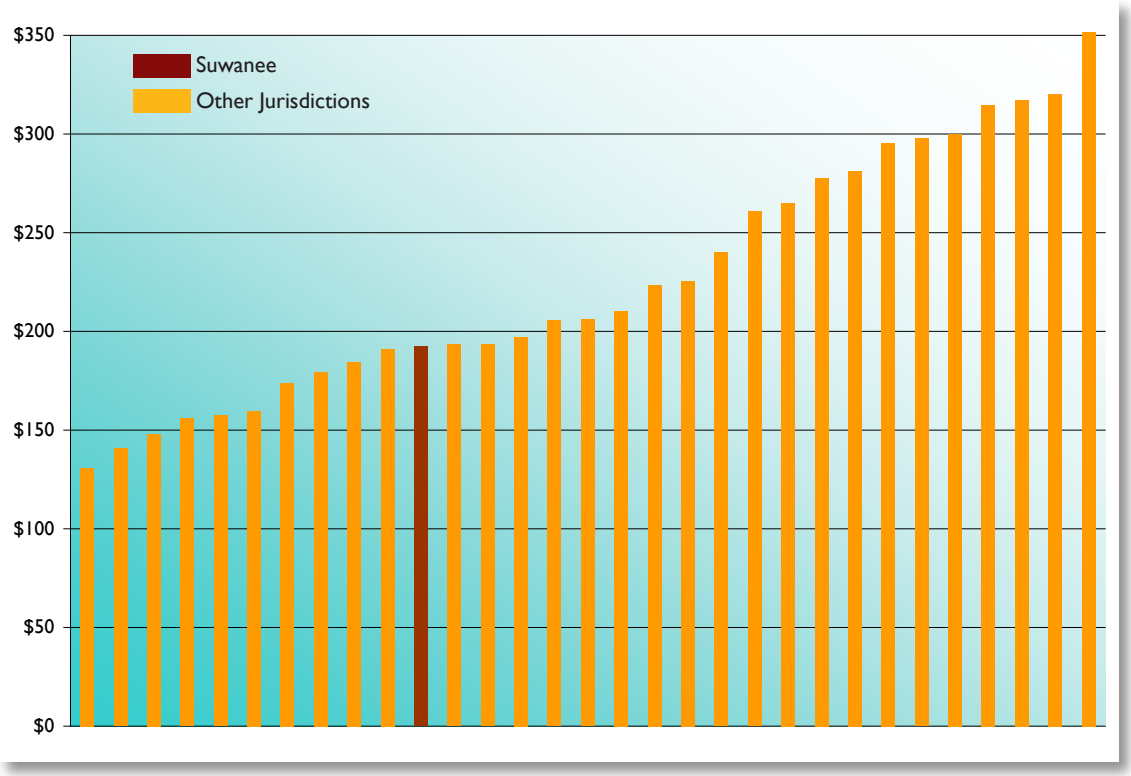




total operating and maintenance expenditures charged to the police department per capita

All Jurisdictions	
Mean	$221
Median	$206
100,000 and Above	
Mean	$227
Median	$210
Under 100,000	
Mean	$217
Median	$206

Georgia Jurisdictions	Total operating and maintenance expenditures per capita
Decatur	$226
Cartersville	$206
Suwanee	$192
Smyrna	$180

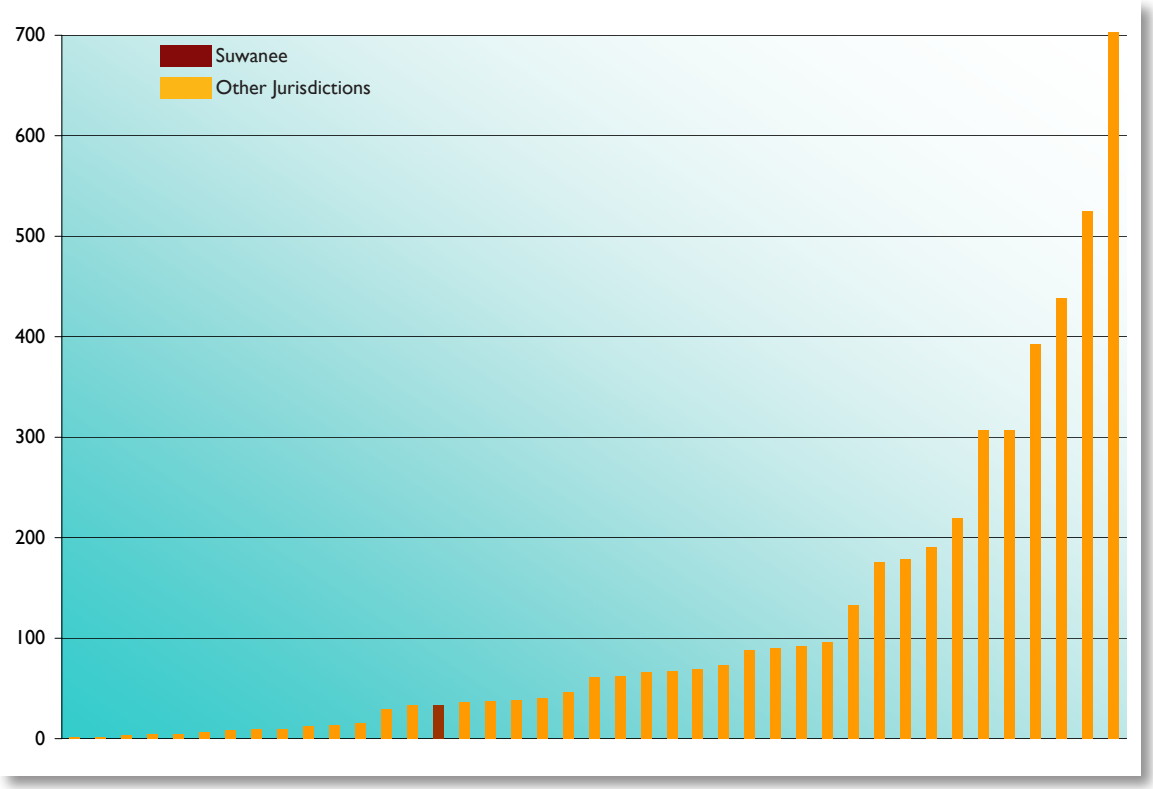


Police Services

number of top priority police calls per 1,000 population

All Jurisdictions	
Mean	115.5
Median	61.2
100,000 and Above	
Mean	51.8
Median	36.7
Under 100,000	
Mean	160.5
Median	78.8

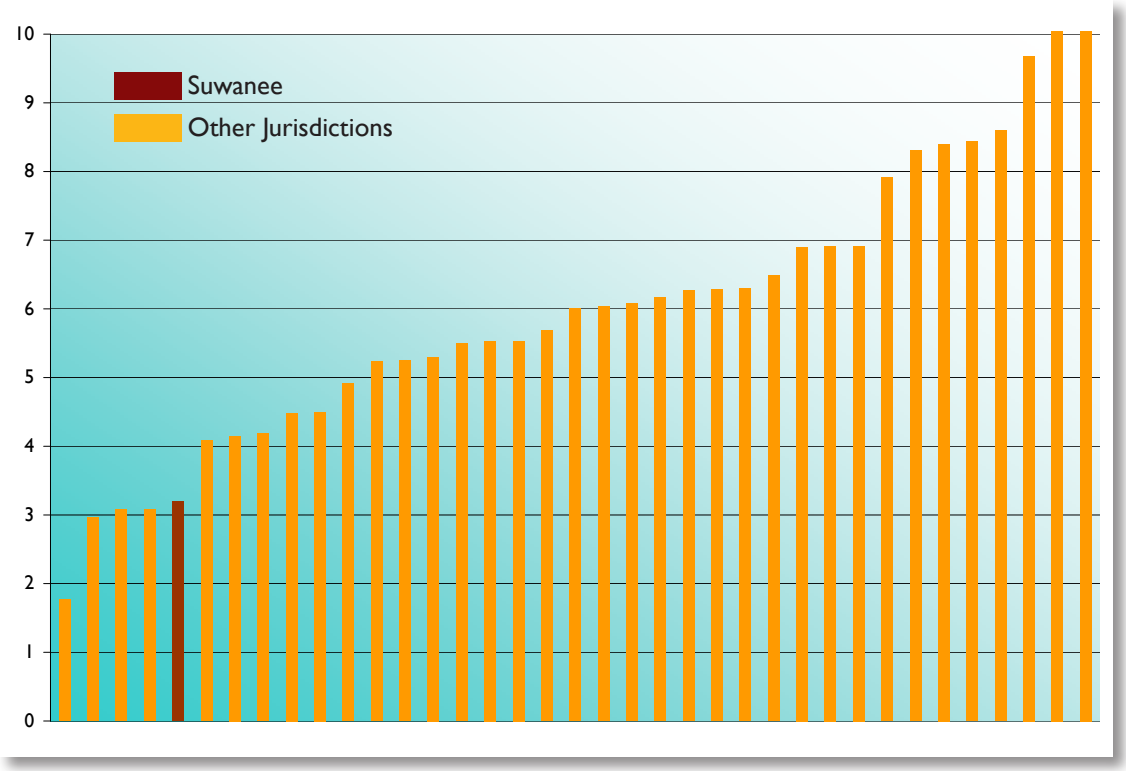
Georgia Jurisdictions	Number of top priority police calls per 1,000 population
Hall County	190.7
Cartersville	90.2
Suwanee	33.4
Alpharetta	13.5



response time in minutes to top priority calls

	Response time		
	From receipt of call to dispatch in seconds	From dispatch to arrival in seconds	Total in minutes
All Jurisdictions			
Mean	115.8	282.7	6.3
Median	115.8	282.7	4.7
100,000 and Above			
Mean	106.1	278.1	6.2
Median	86.5	271.5	6.0
Under 100,000			
Mean	121.9	285.5	6.4
Median	87.0	273.0	5.8

Georgia Jurisdictions	Total response time in minutes
Suwanee	3.2
Cartersville	6.5
Smyrna	6.9

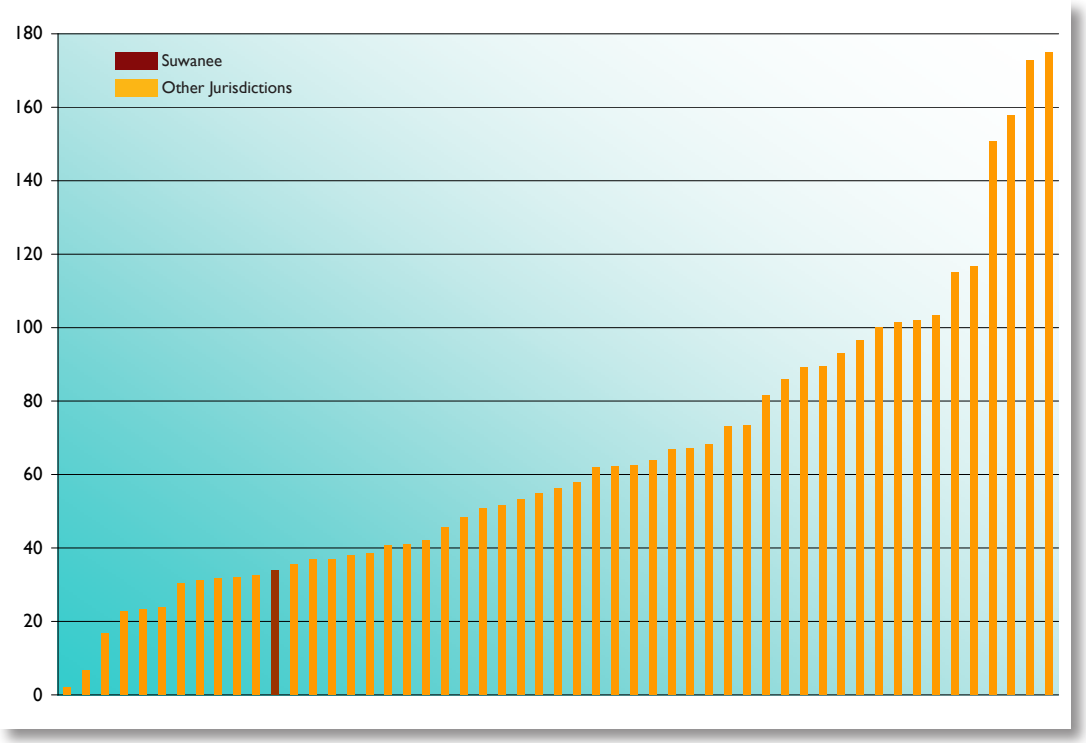


Police Services

total arrests per 1,000 population

All Jurisdictions	Total Arrests			
	Adults	Juveniles	Total	Per 1,000 population
Mean	7,459	1,225	8,177	65
Median	3,336	529	3,375	56
100,000 and Above				
Mean	16,589	2,693	19,282	57
Median	12,124	2,279	14,840	54
Under 100,000				
Mean	1,911	329	2,465	69
Median	1,175	93	1,842	62

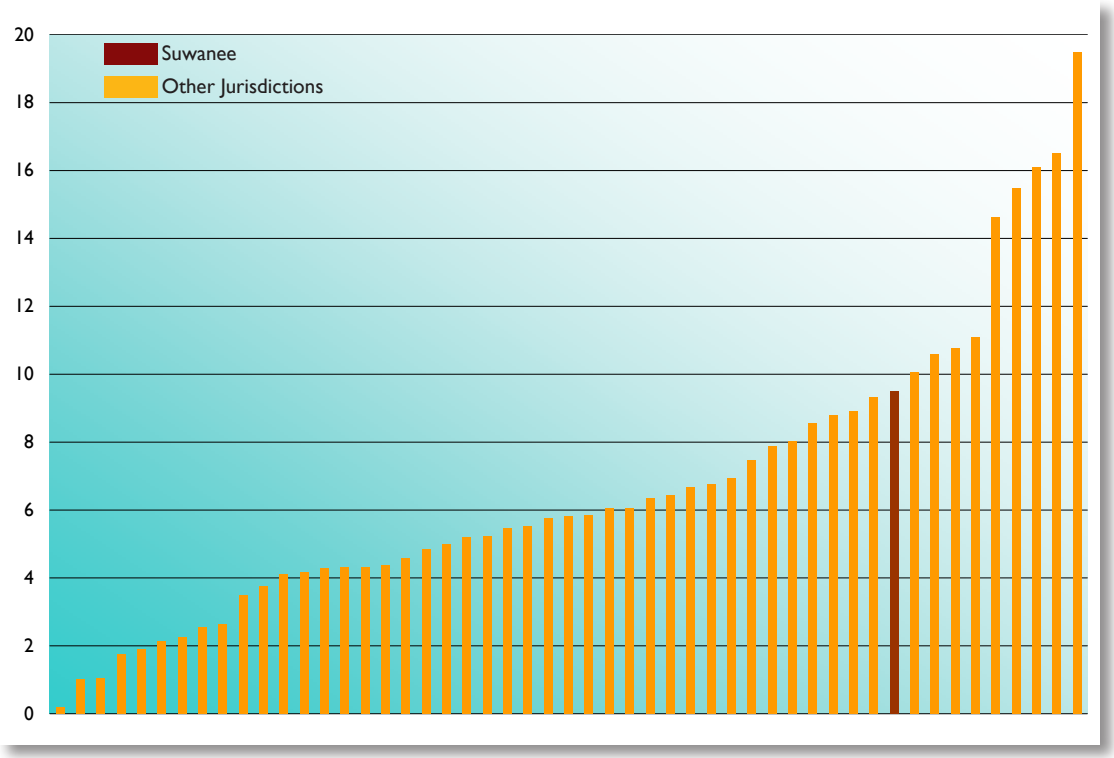
Georgia Jurisdictions	Total arrest per 1,000 population
Suwanee	33.9
Decatur	38.0
Cartersville	50.7
Alpharetta	53.3
Smyrna	68.1



total arrests for UCR part II drug offenses per 1,000 population

All Jurisdictions	
Mean	6.7
Median	5.8
100,000 and Above	
Mean	7.1
Median	6.1
Under 100,000	
Mean	6.4
Median	5.7

Georgia Jurisdictions	Total arrest for UCR Part II drug offenses per 1,000 population
Smyrna	3.5
Alpharetta	4.2
Cartersville	5.8
Decatur	6.9
Suwanee	9.5

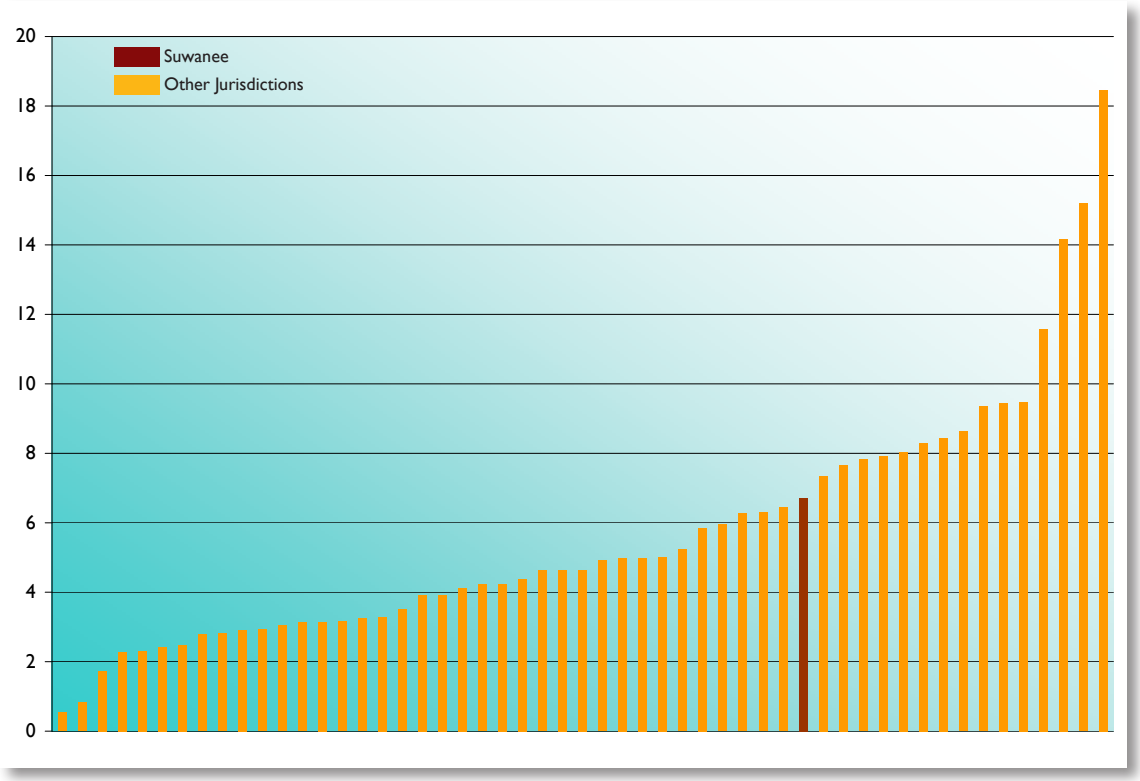


Police Services

DUI arrests per 1,000 population

All Jurisdictions	
Mean	5.66
Median	4.64
100,000 and Above	
Mean	4.54
Median	4.43
Under 100,000	
Mean	6.23
Median	4.98

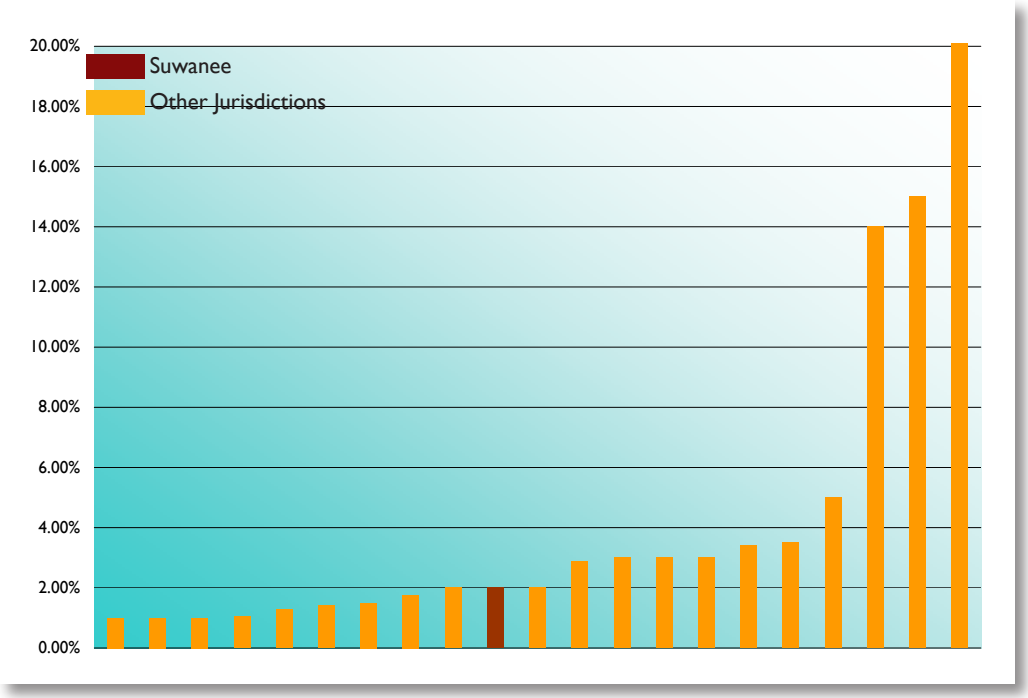
Georgia Jurisdictions	DUI arrest per 1,000 population
Decatur	2.92
Cartersville	4.23
Suwanee	6.71
Smyrna	8.03
Alpharetta	8.44



purchasing card use percentage per total purchases

All Jurisdictions	
Mean	4.68%
Median	2.88%
100,000 and Above	
Mean	4.55%
Median	3.40%
Under 100,000	
Mean	4.79%
Median	2.44%

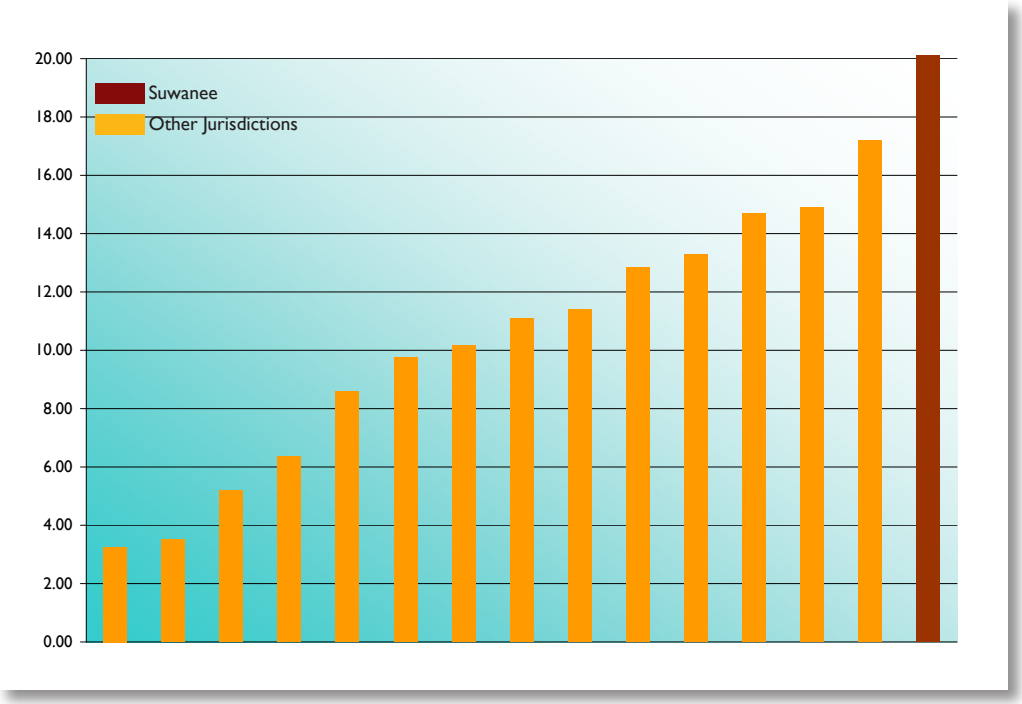
Georgia Jurisdictions	% of purchases conducted with purchasing cards
Smyrna	21.8%
Hall County	3.5%
Alpharetta	3.0%
Decatur	2.0%
Suwanee	2.0%



number of workers comp claims per 100 jurisdiction FTEs

All Jurisdictions	
Mean	10.9
Median	11.1
100,000 and Above	
Mean	9.8
Median	11.1
Below 100,000	
Mean	11.1
Median	10.8

Georgia Jurisdictions	Number of workers comp claims per 100 jurisdiction FTEs
Decatur	3.25
Cartersville	5.19
Smyrna	12.85
Hall County	14.71
Suwanee	20.52



glossary

fiscal year 2009-2010

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 Number: A line item code defining an appropriation.

Accounting System: The total structure of records and procedures which record, classify, summarize and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Improvement Program: A five year planning guide for capital projects with estimated costs of at least $10,000 in any one of the fiscal years affected.

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

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

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

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

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

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

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

Debt Limit: The maximum amount of gross or net debt which is permitted by law.

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

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

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

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

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

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

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

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

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

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

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

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

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

Expenditures: Costs of goods received or services rendered.

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

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

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

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

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

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

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

Fund Balance: The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes.

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

General Fund: A fund used to account for all transactions of a governmental unit which are not accounted for in another fund.

General Obligation Bonds: Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the general fund. These bonds are backed by the full faith and credit of the issuing government.

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

Government Accounting Standards Board (GASB): A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

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

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

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

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

Interfund Transfers: Amounts transferred from one fund to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Policy: A set of guidelines used for making decisions.

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

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

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

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

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

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

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

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

Reserve: An account used to record a portion of the fund balance as legally segregated for a specific use, usually at a future time.

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

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

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

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

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

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

Special Revenue Fund: A fund in which the revenues are designated for a specific purpose or activity.

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

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.

Undesignated Fund Balance: Funds in excess of current needs and which the City Council has not specifically designated for any other purpose. The City maintains an undesignated general fund balance to help mitigate the effects of such unanticipated situations such as economic downturns, loss of revenues, additional costs imposed by other governmental entities or law suits, errors in financial forecasting, and natural disasters. It is the City's policy to maintain between three and six months of general fund budgeted expenditures in undesignated fund balance.

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

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

Workloads: A measure of the services provided.

Acronyms

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

city of suwanee
330 town center avenue
suwanee, georgia 30024
www.**suwanee**.com

fiscal year 2010

PLAY HARD • LIVE WELL • SMILE

SUWANEE • GEOR