

A Citizen's Guide to the Operating Budget

Producing an annual operating budget for the City of Suwanee is a challenging process. It requires input from many people, consolidation of information from numerous sources, and tough decisions. The result is a thorough document that reflects the City's vision and identifies priorities for the upcoming year. It is filled with useful information for those who helped produce the budget and work with it on a regular basis. For everyone else, at 400 pages and full of accounting terminology, it can be an overwhelming document to try to use. The purpose of the Citizen's Guide to the Operating Budget is to present citizens interested in their local government with an easy-to-read summary of Suwanee's operating budget. It explains where the City's money comes from and how it is spent.

An operating budget is a yearly plan for the City. It illustrates how much money is anticipated (revenues) and how that money will be spent (expenditures). It represents the City Manager's and City Council's commitment to meet the citizens' needs within the boundaries of available revenue funds. The budget is not just an accounting tool. City officials use

the budget to determine which objectives have the highest priority and will produce a positive impact in the community. The budget is broken down by departments and, once adopted, the various City departments are able to plan day-to-day spending and make decisions within the boundaries of the annual operating budget. Because the budget is based on anticipated revenue, the City is able to track revenue over the course of the year and modify spending if revenues are different than expected.

With the collaboration of the Mayor, City Council and staff, an annual budget is developed and adopted every year. Elected officials stay in touch with community needs in order to provide appropriate and responsive government services while implementing the City's vision, anchor points and goals. The budget year runs from July 1 to June 30 of the following year. The City is required by law to produce a balanced budget; by definition revenues must equal expenditures. Throughout the year the budget is monitored and adjusted to ensure the City's resources are in line with its spending. The City of Suwanee is proud to present to our citizens the Citizen's Guide to the Operating Budget.



FY 2017 Highlights

Recap of FY 2017 adopted General Fund Budget

- Maintained the same millage rate as FY 2016 of 4.93 mills.
- 1% decrease in revenues compared to FY 2016.
- Property tax revenues were anticipated to increase by 4%.
- 1% increase in operating expenditures as compared to FY 2016.
- 100 full-time and 14 part-time employees.
- Pay for **performance increases**, approximately **\$197,000**.
- Implementation of the Compensation and Classification Study, \$41,000.
- Benefit change: 15% group health insurance renewal increase, \$194,000.
- Funding for 2040 Comprehensive Plan, \$133,000.
- Capital Funding, \$314,000.
- Capital Transfers, \$69,500.

| FY 2017 Adopted Budget | \$ | 12,405,320 |
|--|-----|------------|
| Budget adjustments: | | |
| Capital Transfer for Tax Allocation District | | 13,000 |
| Police Equipment | | 2,160 |
| Server Repairs | | 10,000 |
| Public Works solid waste program | | 10,000 |
| Special Duty Patrol | | 14,000 |
| Bike Rental Program | | 18,000 |
| 4th Quarter capital transfers | _ | 585,970 |
| Final FY 2017 Budget | \$_ | 13,058,450 |





Adopted City Manager's FY 2018 General Fund Budget

Financial Status

- Current millage rate is 4.93 mills.
- Current fund balance is \$8,070,866.

Adopted FY 2018 Budget Highlights

- 3.6% increase in operating revenues as compared to FY 2017.
- Maintain the same millage rate as FY 2017 of 4.93 mills.
- Property tax revenues are anticipated to increase by 7.2%.
- 3.5% increase in operating expenditures as compared to FY 2017.

General Information

- 100 full-time and 16 part-time employees.
- Position requests:
 - 1. **Upgraded** one patrol officer to corporal detective, **\$4.050**.
 - 2. Upgraded one Equipment Operator II position to Field Services Manager, \$4,050.
 - 3. **New Equipment Operator I** position full time to help with operational maintenance support and help with enhancements to litter control, **\$58,050**.
- Pay for **performance increases**, approximately **\$173,000**.
- Comprehensive Master Plan (major) update, second year, \$66,000.
- · Website Overhaul, \$55,000.
- · Fundraising feasibility study, \$25,000.
- · Employee development program, \$20,000.
- Multi-family inspections, \$18,000.
- 0% Group health insurance renewal increase.

| Total Adopted FY 2018 Budget | \$ 12,926,090 |
|-------------------------------------|------------------|
| Final FY 2017 Budget | \$ 13,058,450 |
| Difference* | \$ (132,360) |
| Percent of Change | -1% |

*Note: The majority of the difference is due to the 4th quarter FY 2017 capital transfers, \$585,970.

Capital Funding, \$338,000

- Public Works two mowers, \$17,000.
- Public Works one vehicle (replacement), \$39,000.
- Police five vehicles (replacement), \$190,000.
- Public Works service request **software**, **\$20,000**.
- Police **equipment** (laptops, radios, and in car video systems), **\$81,000**.

Capital Transfers

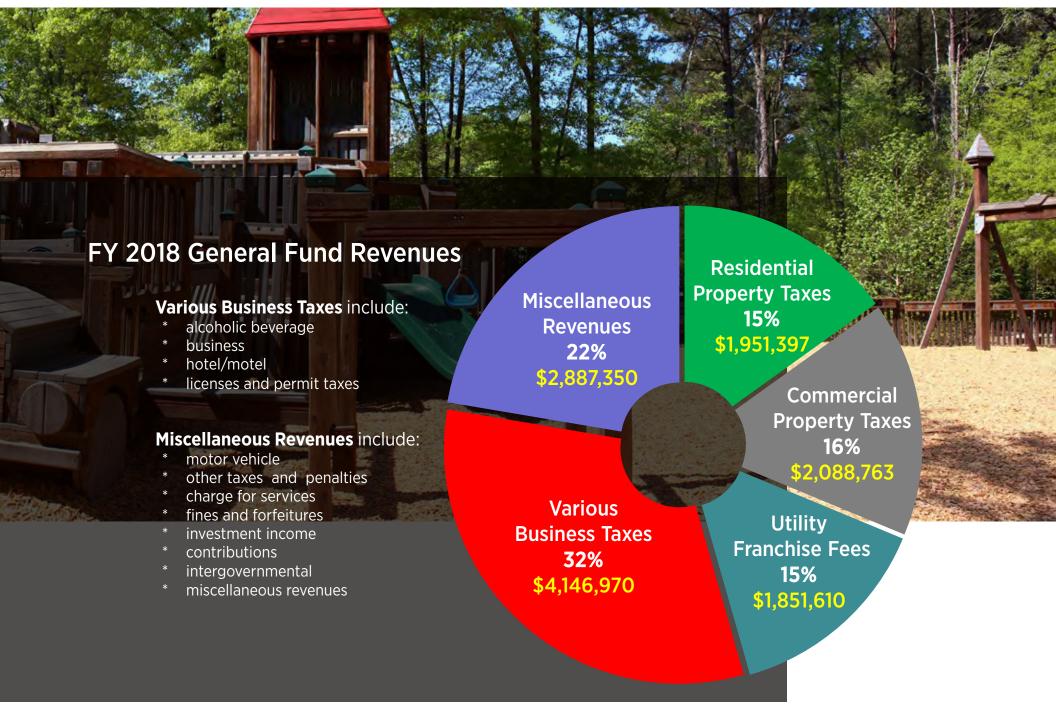
• Capital transfers \$100,800.



| | Actual | | | Finai | | | Adopted | | 1 1 2010 | i i zolo change | |
|---|------------------|------------|----------------------|-------|------------|-----|------------|-----|--|-----------------|--|
| Description | FY 201 | 5 | FY 2016 | | Budget* | | Budget | | Amount | % | |
| Property Taxes | \$ 3,659 | 055 | \$ 3,913,759 | \$ | 4,094,630 | \$ | 4,390,560 | \$ | 295,930 | 7.2% | |
| Franchise Taxes | 1,845 | 517 | 1,880,183 | | 1,869,770 | | 1,851,610 | | (18,160) | 1% | |
| Alcoholic Beverage Taxes | 833 | 056 | 835,419 | | 880,000 | | 841,700 | | (38,300) | -4.3% | |
| Business Taxes | 1,845 | 285 | 2,096,080 | | 2,097,500 | | 2,241,000 | | 143,500 | 6.8% | |
| Other Taxes & Penalties | 11 | 357 | 34,868 | | 18,350 | | 31,420 | | 13,070 | 71.2% | |
| Licenses & Permits | 601 | 618 | 728,017 | | 713,570 | | 890,770 | | 177,200 | 24.8% | |
| Intergovernmental Revenues | 798 | 776 | 1,121,942 | | 876,800 | | 865,000 | | (11,800) | -1.3% | |
| Charges for Services | 103 | 476 | 141,590 | | 125,460 | - | 146,520 | | 21,060 | 16.8% | |
| Fines & Forfeitures | 1,898 | 791 | 1,396,755 | | 1,524,000 | | 1,385,010 | | (138,990) | -9.1% | |
| Investment Income | 39 | 487 | 39,717 | | 41,000 | 700 | 41,000 | | The state of the s | 0.0% | |
| Contributions & Donations | | 275 | 125 | | 25,160 | | 23,000 | | (2,160) | -8.6% | |
| Miscellaneous Revenues | 26 | 702 | 59,061 | | 40,000 | | 40,000 | | | 0.0% | |
| Sale of Capital Items | 2 | 185 | 13,343 | | 5,000 | | 5,000 | | - | 0.0% | |
| Transfer In | 239 | 447 | 203,045 | _ | 161,240 | | 173,500 | | 12,260 | 7.6% | |
| Total Revenues | 11,905 | 027 | 12,463,904 | _ | 12,472,480 | _ | 12,926,090 | _ | 453,610 | 3.6% | |
| Other Financing Sources | | | | | | | | | | | |
| Budgeted Fund Balance* | | - | | | 585,970 | | - | | (585,970) | n/a | |
| Total Other Financing Sources | | - | - | | 585,970 | | - | | (585,970) | n/a | |
| Total Revenues and Other Financing Sources | \$ <u>11,905</u> | <u>027</u> | \$ <u>12,463,904</u> | \$_ | 13,058,450 | \$_ | 12,926,090 | \$_ | (132,360) | -1.0% | |

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





Property Taxes

Property taxes include taxes on real and personal property, motor vehicle, mobile homes, and intangible taxes. This category represents 34% of the total FY 2018 budgeted general fund revenues. These taxes are projected based on estimated growth of the state approved tax digest at millage rates adopted by Council. Current economic conditions have shown property values increasing. Values have been increasing due to rising property values (re-assessments) and growth due to new construction.

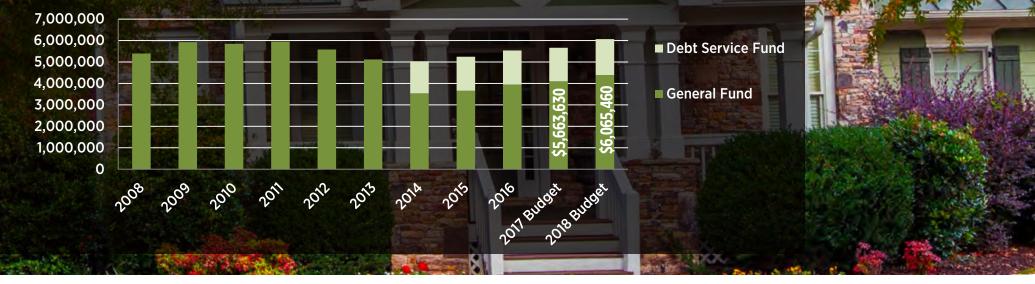
To determine the value due to re-assessments, fiscal year 2017 projected total collections was used as the base and then a 5% increase was applied on real property and 4.5% increase was applied to personal property.

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

Projected FY 2017 Property Tax Revenues \$4,119,023
Original FY 2017 Budget \$4,094,630
Final FY 2017 Budget \$4,094,630
FY 2018 Adopted Budget \$4,390,560
FY 2018 budget is a 7% increase from FY 2017

Change in accounting practice: During fiscal year 2014, Suwanee implemented a new accounting system. The new accounting system appropriately receipts property tax collections based on operating and debt service millage rates into the general fund and the debt service fund respectfully. Based on this change in technology, fiscal year 2014 budget was amended to remove the debt service millage rate receipts and transfer to the debt service fund. Comparisons to fiscal year 2009-2013 include both operating and debt service millage rates. The reduction noted in fiscal years ending after 2014 is due to the technology change and not a decline in property tax values.

Real estate transfer tax revenues were projected using a rolling three-year average of change applied to the fiscal year 2017 collections. Motor vehicle used the lowest monthly collection value to predict a twelve month value. The new title tax, included in selective use taxes but combined with property taxes for budgeting, used the calendar year 2015 and 2016 values restated for the change in tax rate and percentages for state and local disbursements. These restated values were used to predict same month values for fiscal year 2018. Motor vehicle taxes will continue to decline as new vehicles are purchased and the selective use tax is applied. In total motor vehicle revenues from title tax and ad valorem are decreasing by \$6,100 from the current FY 2017 budget amounts.





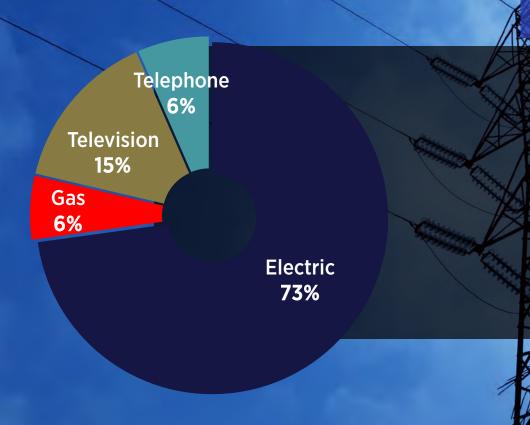
Utility Franchise Fees

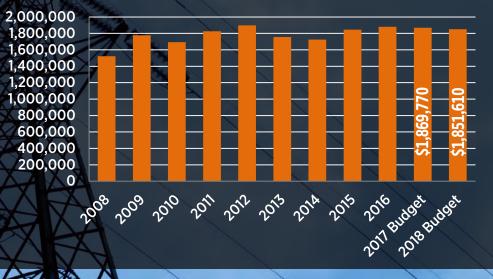
Franchise taxes are the fees charged to utility companies for use of City streets and rights-of-way to conduct their private business of delivering natural gas, telephone, cable television, water, and other fiber optics cable services. This category represents 15% of the total FY 2018 general fund revenues. Revenue projections are typically based on historical trends in conjunction with current economic indicators and past climate conditions. A cold winter and a hot summer will produce additional power usage and cause the fees to increase. These fees are deposited in the general fund and are used along with other sources to support City operations.

The various utilities conducting business in the City are Atlanta Gas Light, Georgia Power, Jackson EMC, AT&T Communications, Birch Telecom, Charter Communications, and Time Warner.

Projected **FY 2017** Franchise Fees **\$1,767,710**Original **FY 2017** Budget **\$1,869,770**Final **FY 2017** Budget **\$1,869,770 FY 2018** Adopted Budget **\$1,851,610**

FY 2018 percentage of change from FY 2017 budget is a .1% decrease





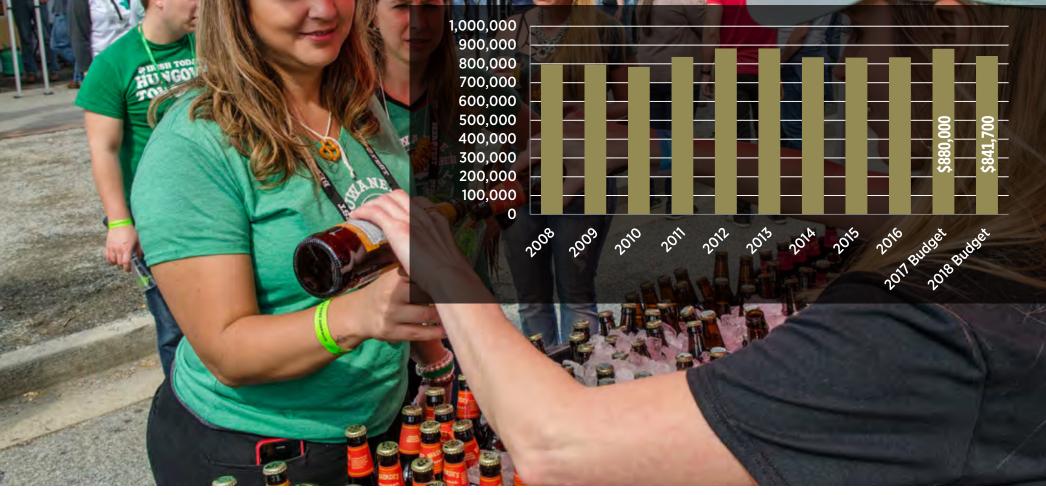
REVENUES



Alcoholic Beverage Taxes

Alcoholic beverage taxes are levied on the sale, distribution, or consumption of selected goods and services. Included in this category are taxes imposed on the distribution of distilled spirits, malt beverages, and wine. Taxes are also imposed on the sale of distilled spirits by the drink. This category represents 6.5% of the total FY 2018 general fund revenues. Revenue projections are based on historical trends in conjunction with current economic indicators. Current economic trends have noted a stabilization of these revenue sources. Based on current trends, these revenues were projected to increase by 1.9% from 2017 projected actuals.

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





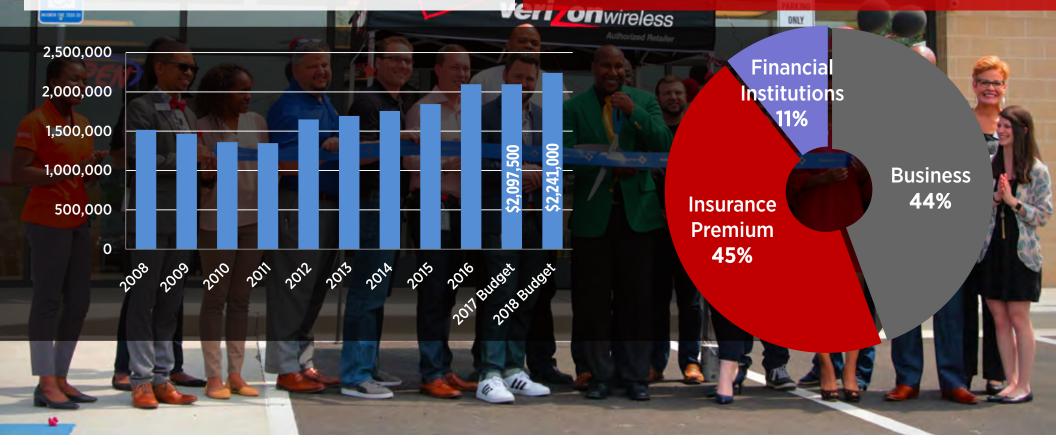
Business Taxes

This category includes revenues realized from business and financial institutions' occupational licenses and excise taxes on insurance premiums written by insurance companies conducting business within the City. This category represents 17% of the total FY 2018 general fund revenues. Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Current estimates for business and financial institutions' occupational licenses assume a 2.5% growth based on projected FY 2017 collections.

Excise taxes on insurance premiums written by insurance companies conducting business within the City are allocated from the state to local governments based on current census data. Official Census data is updated every ten years. This tax will grow at a modest rate until the next official census.

Projected FY 2017 Business Taxes Revenue \$2,187,282
Original FY 2017 Budget \$2,064,500
Final FY 2017 Budget \$2,097,500
FY 2018 Adopted Budget \$2,241,000
FY 2018 percentage of change from FY 2017 budget is a 6.8% increase

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



Licenses and Permits

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

Regulatory fees charged for building permits and inspections also are included in this section. The revenue projections in this category are based on historical growth trends. Some of the larger changes in prior years are due to a new business receiving two alcohol licenses during one fiscal year. In fiscal year 2011, the City changed its alcohol ordinance to allow for pro-rated licenses. There have been no other changes to the rate structure. This category represents 7% of the total FY 2018 general fund revenues.

Projected FY 2017 Licenses and Permits Revenues \$558,373
Original FY 2017 Budget \$713,570
Final FY 2017 Budget \$713,570
FY 2018 Adopted Budget \$890,770

FY 2018 percentage of change from FY 2017 budget is a 24.8% increase





Intergovernmental

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

This category represents 6.7% of the total FY 2018 general fund revenues.

Fines and Forfeitures

Revenues in this category consist of fines and charges imposed by the City's Municipal Court. This category represents 10.7% of the total FY 2018 general fund revenues. Council sets some of the charges while others are mandated by the State and adopted by Council. Projections are based on rates set by the City Council and historical trends.

Fiscal year 2018 projections used a rolling three year average of receipts received from fiscal year 2015, 2016 and 2017.



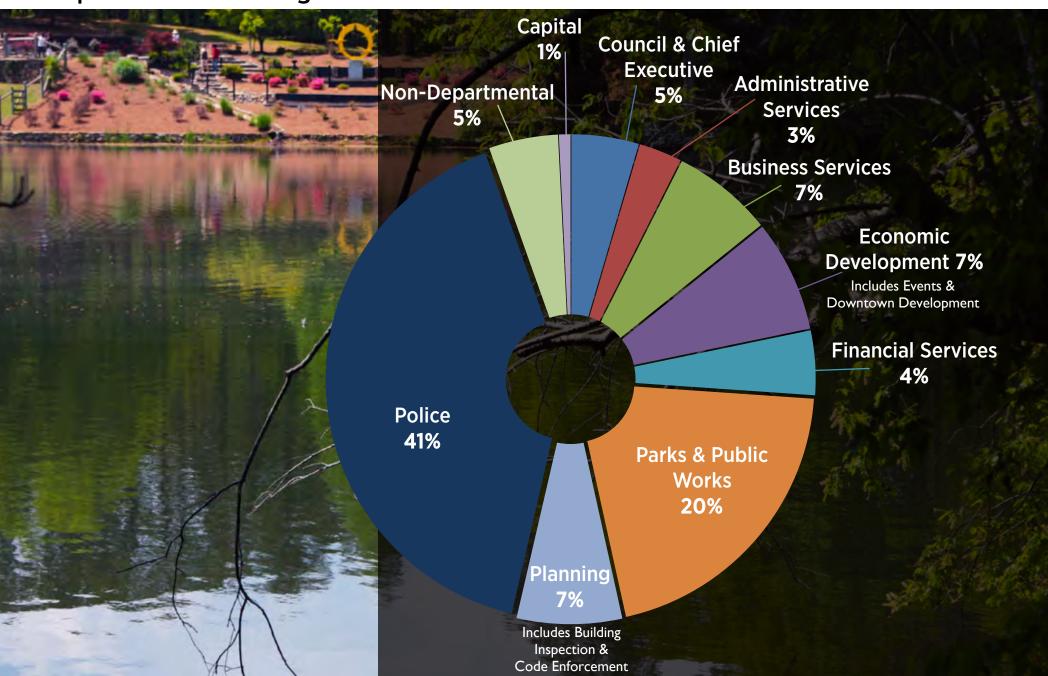
General Fund Expenditures by Department

| | | Actual | FY 201 | 7 Budget | FY 2018 Adopted | FY 2018 | FY 2018 Change | |
|--------------------------------|----------------------|---------------|----------------------|---------------|--------------------|--------------|----------------|--|
| Description | FY 2015 | FY 2016 | Original | Final | Budget | Amount | % | |
| Council & Chief Executive | \$ 474,798 | \$ 506,429 | \$ 567,090 | \$ 594,090 | \$ 586,650 | \$ (7,440) | -1.3% | |
| Administrative Services | 189,735 | 293,599 | 359,110 | 346,110 | 374,810 | 28,700 | 8.3% | |
| Business Services | 733,181 | 753,231 | 896,700 | 909,700 | 877,750 | (31,950) | -3.5% | |
| Economic Development | 744,148 | 793,208 | 860,440 | 871,840 | 972,720 | 100,880 | 11.6% | |
| Financial Services | 451,755 | 479,150 | 544,290 | 557,290 | 560,250 | 2,960 | .5% | |
| Parks & Public Works | 1,998,586 | 2,202,355 | 2,546,230 | 2,591,230 | 2,644,020 | 52,790 | 2.0% | |
| Planning | 673,791 | 711,963 | 930,590 | 931,740 | 914,750 | (16,990) | -1.8% | |
| Police | 4,108,178 | 4,915,529 | 5,067,620 | 5,003,730 | 5,291,890 | 288,160 | 5.8% | |
| Non-Departmental | 477,827 | 488,754 | 563,750 | 584,250 | 602,450 | 18,200 | 3.1% | |
| | | | | | | | | |
| Total Operating | 9,851,999 | 11,144,218 | 12,335,820 | 12,389,980 | 12,825,290 | 435,310 | 3.5% | |
| | | | | | | | | |
| Capital Transfers* | 1,716,494 | 1,794,065 | 69,500 | 668,470 | 100,800 | (567,670) | -84.9 | |
| | | | | | | | | |
| Total Expenditures & Transfers | \$ <u>11,568,493</u> | \$ 12,938,283 | \$ <u>12,405,320</u> | \$ 13,058,450 | \$ 12,926,090 | \$ (132,360) | <u>-1.0%</u> | |



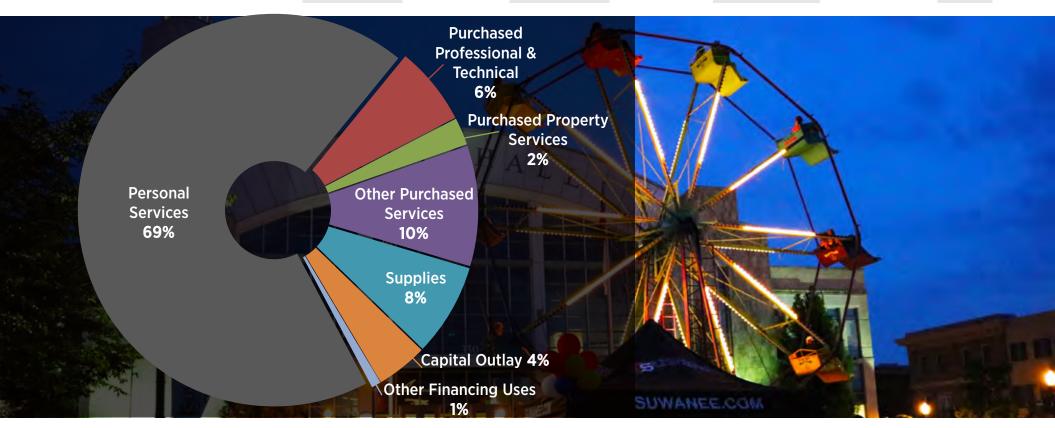


Department % of Budget



General Fund Expenditures by Category

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





FY 2018 General Expenditures Summary

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

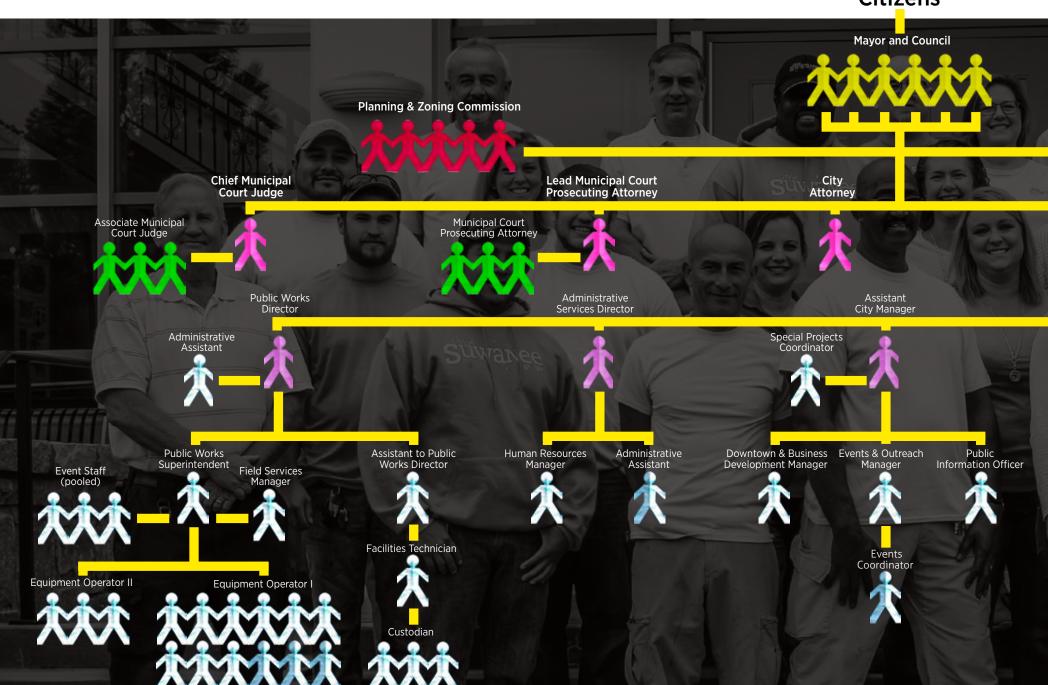
The following is a summary of larger dollar items (\$10,000 and above) for FY 2018 that were included in the City Manager's budget.

| Function | Description | | Description Amount Function Description | | Description | | Amount |
|----------|------------------------------------|----|---|------|---|-----|-------------------|
| All | Salaries | \$ | 6,079,000 | 3261 | Police sub-station operating costs | \$ | 36,000 |
| All | Overtime | | 70,000 | 3270 | Dispatch software fees | | 143,000 |
| All | FICA | | 384,000 | 3270 | CodeRed | | 12,000 |
| All | Medicare | | 91,000 | 4100 | Repairs (Public Works) | | 71,000 |
| All | Retirement | | 442,000 | 4100 | Electricity outdoor lighting (street lights) | | 242,000 |
| All | Group health | | 1,517,000 | 4100 | Inmate work crew (right-of-way maintenance) | | 43,000 |
| All | Wellness program | | 15,000 | 4100 | Park water usage | | 45,000 |
| All | Other employee benefits | | 70,000 | 4100 | Mowers | | 17,000 |
| All | Workers compensation | | 210,000 | 4100 | Public Works vehicle (replacement) | | 39,000 |
| All | Gasoline fuel usage | | 133,000 | 4221 | Street sweeping (contracted) | | 18,000 |
| All | Property/casualty insurance | | 286,000 | 4221 | Landscape management (right-of-way contracted) | | 111,000 |
| 1110 | GWMA City contribution | | 27,000 | 4250 | MS4 permit requirements | | 43,000 |
| 1500 | Pension actuarial and elections | | 20,000 | 6190 | Events | | 151,000 |
| 1511 | Annual audit | | 38,000 | 6220 | Park landscape management and tree removal | | 107,000 |
| 1530 | Annual attorney fees | | 38,000 | 6220 | Park repairs | | 70,000 |
| 1535 | Information technology consulting | | 109,000 | 6220 | Park site improvements | | 22,000 |
| 1535 | Software annual license fees | | 46,000 | 7200 | Inspections reviews | | 30,000 |
| 1535 | Software and server support | | 77,000 | 7400 | Professional services (planning) | | 88,000 |
| 1565 | City Hall operating costs | | 193,000 | 7400 | Comprehensive Master Plan (second year of plan) | | 66,000 |
| 1570 | Newsletter production and printing | | 61,000 | 7400 | Arbor Day | | 31,000 |
| 1570 | Website overhaul | | 55,000 | 7510 | Public Art fundraising feasibility study | | 25,000 |
| 2650 | Court operating cost | | 20,000 | 7510 | Suwanee Youth Leadership program | | 10,000 |
| 3223 | Fleet repairs (Police) | | 60,000 | 7510 | Partnership Gwinnett | | 20,000 |
| 3223 | 5 Police vehicles (replacement) | | 190,000 | 7520 | Downtown Suwanee funding | | 108,000 |
| 3223 | Police equipment | | 81,000 | 9100 | Capital projects transfer | _ | 101,000 |
| 3224 | Police annual software fees | | 26,000 | | Total Big Ticket Items | \$_ | 12,071,000 |
| 3240 | Police education | | 20,000 | | | | |
| 3260 | Police station operating costs | | 64,000 | | Total Budget % Summarized | | 12,926,090 93% |

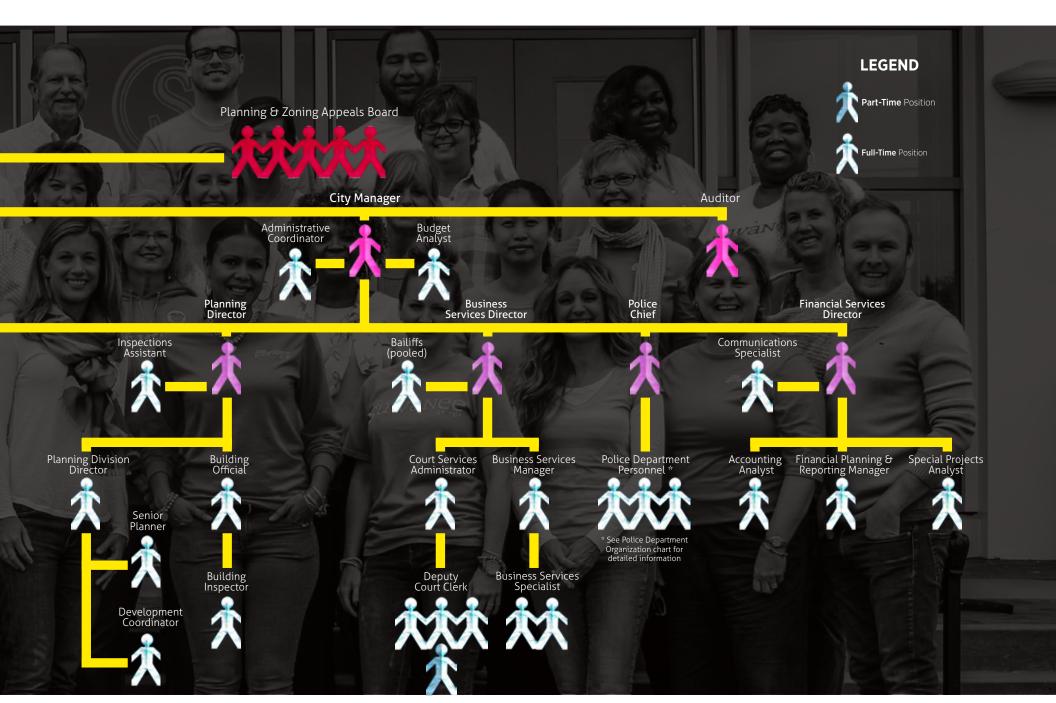
ORGANIZATIONAL CHART

CITIZENS C C C C C C

Citizens

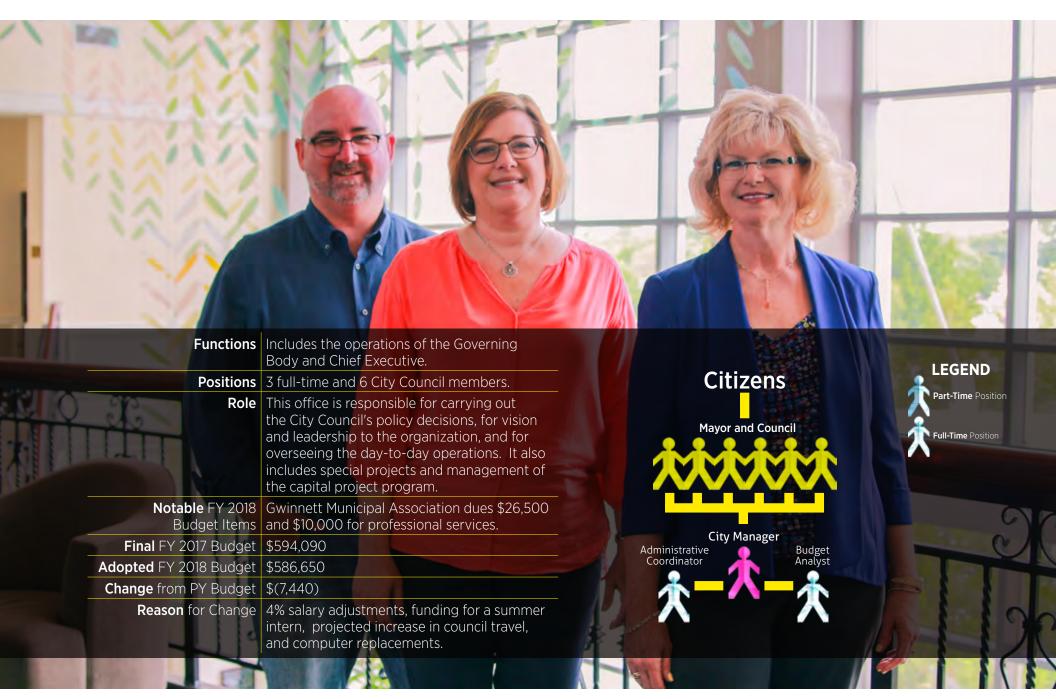


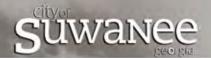




COUNCIL & CHIEF EXECUTIVE

CITIZENS C U D G C T





ADMINISTRATIVE SERVICES



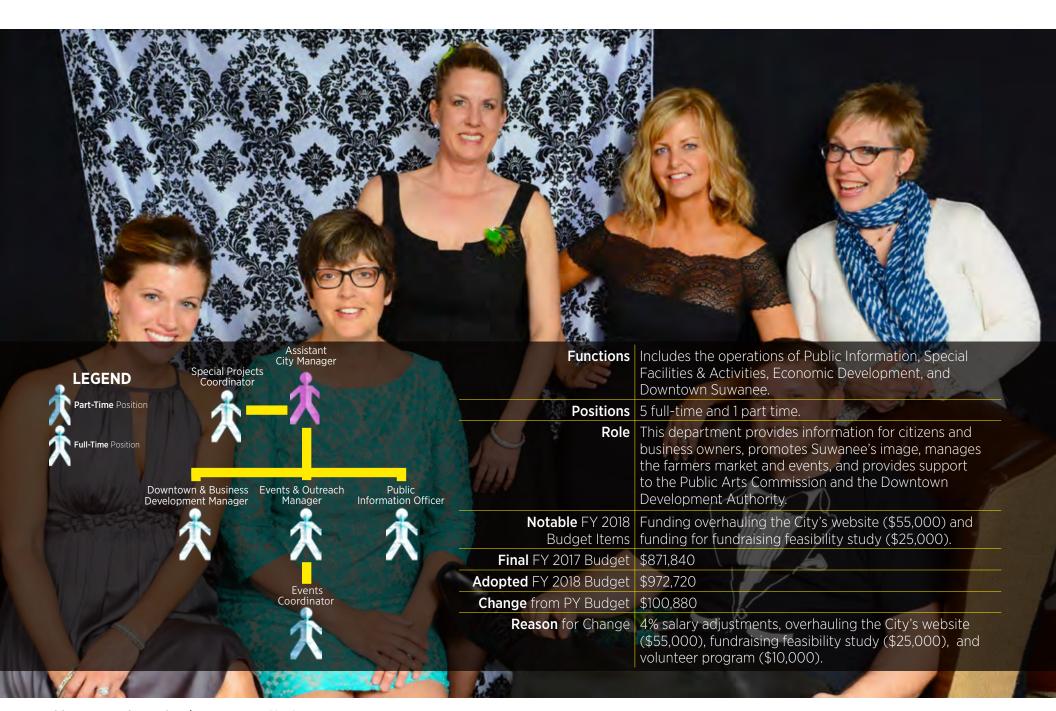
BUSINESS SERVICES

CITIZENS C U D G E T





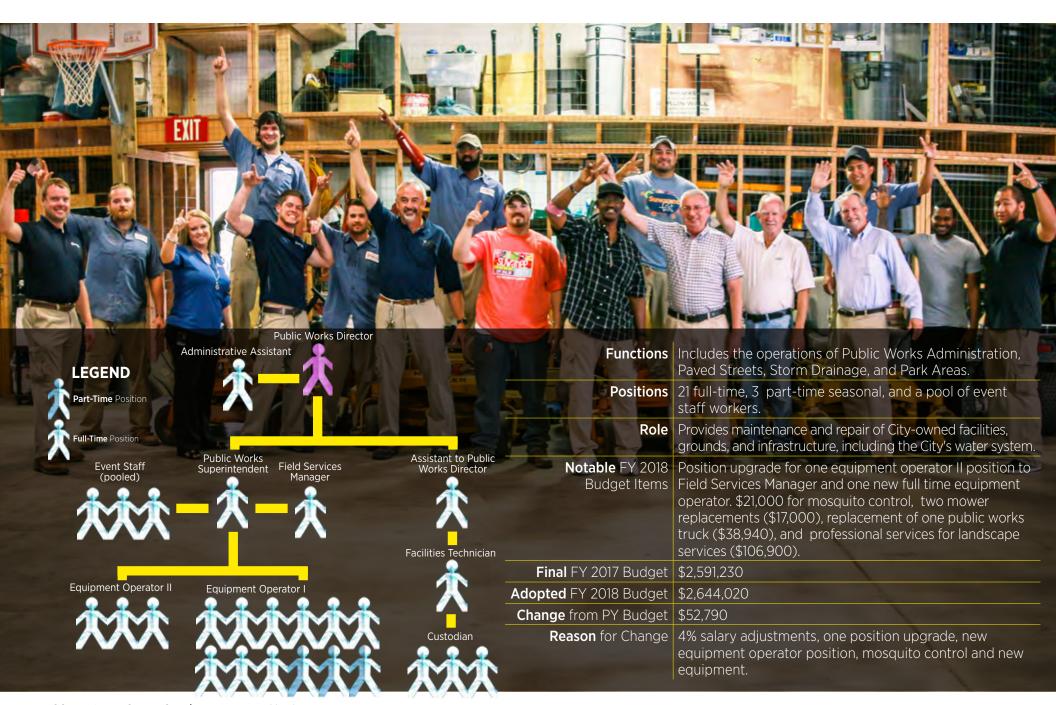






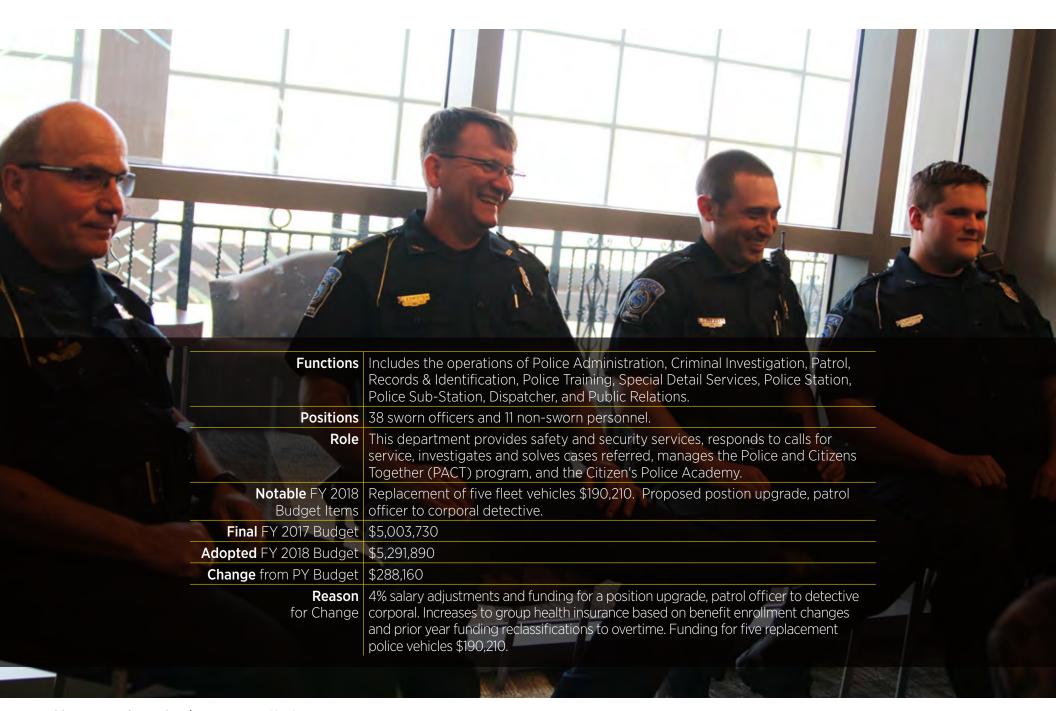


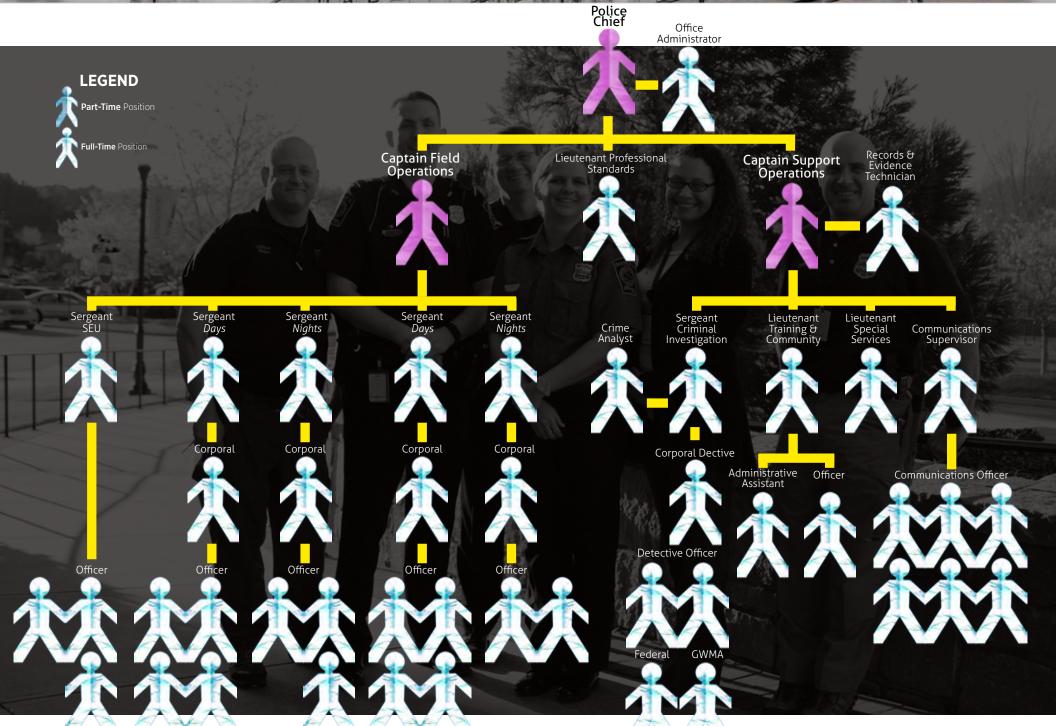
PARKS & PUBLIC WORKS



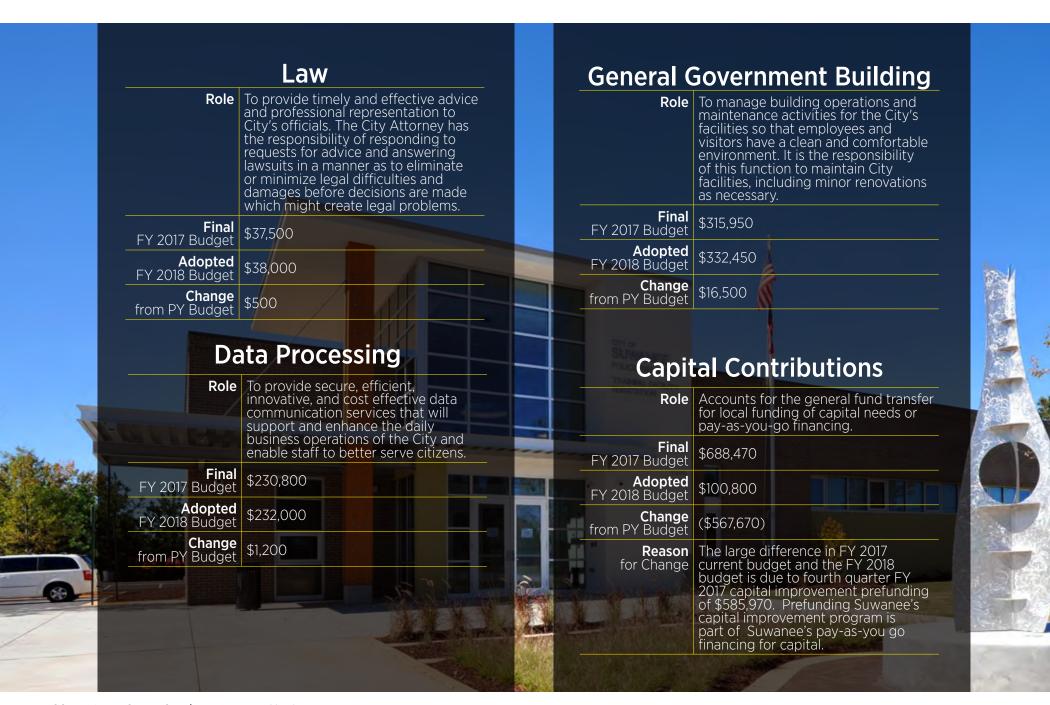














Conclusion

The City appreciates any comments from citizens relative to the budget. All citizens are invited and encouraged to attend budget hearings held in June of each year.

Anyone interested in attending or receiving additional information, should contact the Financial Services Department at 770-945-8996.

Suwanee Quality

- * High standards.
- * Others take notice.
- * Not done to receive awards, but awards are likely to follow.

Unique

- * Bold, risky, quirky, artsy, cool, different, innovative, eye-catching.
- * It hasn't been done before and if it has it will be different in Suwanee.
- * The normal solution is not the solution in Suwanee.

Remarkable

- * Attracting attention by being special, unusual or extraordinary.
- * Worthy of remarks from others, both supportive and critical.

Visionary

* Lasting beyond those who make the decisions.

