TRADITIONAL VALUES • PROGRESSIVE THINKING •

CITY OF Conyers

A Community Groomed for Greatness…

CELEBRATING 20 YEARS

Home of the 1996 Olympic Equestrian Games

Fiscal Year 2015 – 2016 Annual Budget

CITY OF EXCELLENCE

OLDE TOWN CONYERS

GEORGIA INTERNATIONAL HORSE PARK

LAW ENFORCEMENT ACCREDITATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Conyers, Georgia** for its annual budget for the fiscal year beginning **July 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

ANNUAL BUDGET

FISCAL YEAR 2015-2016

July 1, 2015 – June 30, 2016

BUDGET COMPILED BY:

ISABEL ROGERS – CHIEF FINANCIAL OFFICER

SADINA JURGENS – BUDGET ANALYST

LANA LANE – BUDGET COORDINATOR

COVER – JIL GOODSON

Statement of Our Philosophy

The Citizens of Conyers created the City for the purposes of enhanced services and a better quality of life. Therefore, the employees of the City of Conyers have a duty and a responsibility to provide our citizens with:

- Customer service delivered with respect, courtesy and dignity.
- Affordable, quality and innovative services.
- Zero tolerance for any activity which threatens their health, safety and welfare.
- Fiscal responsibility with accountability.
- An environment that fosters civic pride.

Statement of Our Mission

The City of Conyers serves the needs of our customers in the following areas:

- Tourism Development
- Public Safety, Health and Welfare
- Diverse Recreational and Entertainment Opportunities
- Integrated Technology for Affordable Service Delivery
- Economic Revitalization

To fulfill our mission, the City of Conyers will build a team that demonstrates a commitment to our customers each and every day!

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ORDINANCE NO. 986

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2015-2016.

BE IT ORDAINED by the City Council of the City of Conyers, Georgia as follows:

1. That for the purposes of financing the conduct of affairs of the City of Conyers during the fiscal year beginning July 1, 2015 and ending June 30, 2016, the Budget of the City's revenues and expenses for such period, prepared and submitted to the City Council by the City Manager, and reviewed and revised by the City Council, and attached hereto and made a part of this ordinance be and the same is hereby adopted and approved as the official Annual Budget of the City of Conyers, Georgia.

2. That the budgeted revenues be as follows:

GENERAL FUND

Ad Valorem Tax	$6,400,000
Motor Vehicle Tax	415,000
Intangible Tax	40,000
Franchise Tax	1,425,000
Alcoholic Beverage Tax	575,000
Occupation Tax	560,000
Telephone License Tax	2,500
Insurance Premium Tax	820,000
Financial Institution Tax	120,000
FIFA, Interest, Penalty	60,000
Licenses and Permits	203,500
Intergovernmental Revenue	26,500
Charges for Services	785,000
Fines & Forfeitures	1,172,000
Interest Income	150,000
Contributions & Donations	15,000
Georgia International Horse Park Revenue	1,011,000
Recycling Revenue	180,000
Miscellaneous Revenue	183,488
TOTAL	**$ 14,143,988**

EMERGENCY TELEPHONE SYSTEM FUND

Operating Transfers-In	$ 281,712
911 Wireless Revenue	180,000
911 Pass On	175,000
TOTAL	**$ 636,712**

FORFEITED ASSETS FUND

DEA Equitable Sharing	$ 100,000
ICE Proceeds	30,000
TOTAL	**$ 130,000**

HOTEL MOTEL FUND

Hotel-Motel Tax Revenues	923,066
TOTAL	**$ 923,066**

3. That the expenditures set forth in the City's Funds be as follows:

GENERAL FUND

Mayor and Council	$ 261,953
City Manager	524,821
Administration	800,250
Technology	1,230,374
Building Maintenance	361,000
Conyers Security Alert	253,978
Vehicle Maintenance	550,691
Police	4,959,642
Communications	74,939
Court Services	586,792
Planning and City Services Administration	370,299
Planning and Inspection Services	281,767
Landscaping Services	217,134
Infrastructure Services	640,228
GIHP Administration	305,225
GIHP Maintenance	1,154,195
GIHP Events	153,000
Non-Departmental	1,417,700
TOTAL	**$ 14,143,988**

EMERGENCY TELEPHONE SYSTEM FUND

E – 911	$ 636,712
TOTAL	**$ 636,712**

FORFEITED ASSETS FUND

Forfeited Assets	130,000
TOTAL	**$ 130,000**

HOTEL MOTEL FUND

Tourism & Public Relations	$ 886,038
Big Haynes Creek Nature Center	35,236
TOTAL	**$ 921,274**

4. That the total amounts listed above, in detail as shown by the Annual Budget, be, and the same hereby are appropriated to such uses, and authority is hereby granted to the City Manager and/or his/her designee to approve the expenditure of the above amounts for the purposes indicated.

5. That the Chief Financial Officer hereby is authorized and directed to make the appropriated disbursements upon receipt of said approval by the City Manager and/or his/her designee.

6. That any amendment to the Annual Budget shall be effected as provided for by the Conyers City Code.

ADOPTED AND APPROVED by the City Council of the City of Conyers, this, the 17th day of June, 2015.

Randal S. Mills, Mayor

Attest:

Patricia I. Smith, City Clerk

Approved as to form:

Michael S. Waldrop, City Attorney

Citizens of Conyers

Mayor and City Council

City Manager
Tony Lucas
770-929-4226

Chief Financial Officer
Isabel Rogers
770-483-4411

Chief of Police
Gene Wilson
770-483-6600

Chief Operating Officer
David Spann
770-929-4217

Human Resources
Dee Buggay
770-929-0453

- Employee Benefits
- Personnel Rules & Regulations
- Recruitment
- Employee Programs
- Employee Evaluations
- Salary Surveys
- Employee Assistance
- Employee Orientation

Finance

- Accounts Payable
- Accounts Receivable
- Cash Management
- Budget Preparation
- CAFR Preparation
- Grants Management
- Payroll
- Purchasing
- Customer Services
- Payment for City Services
- Property Tax Management
- Investments

Technology
Kameron Kelley
770-785-6694

- Server Maintenance
- Phone System Support
- Network Maintenance
- IT Projects
- Disaster Recovery
- Helpdesk Support

- Crime Prevention
- Criminal Investigations
- Drug Enforcement
- Fingerprinting
- Narcotics
- Patrol
- Communication
- Background Checks
- Security Monitoring
- Court Services
  - Probation, Court, Community Services

Tourism & Public Relations
Jennifer Edwards
770-929-4299

- CCVB
- City Volunteer Program
- City Website
- Welcome Center
- Marketing
- Social Media
- Media Relations
- Main Street Program

Planning & Inspections
Marvin Flanigan
770-929-4280

- Building Maintenance
- Business Licenses
- Nuisances
- Occupational Tax
- Permits
- Zoning
- Land Use Plan
- GIS Mapping System

Public Works and Transportation
Brad Sutton
770-785-5043

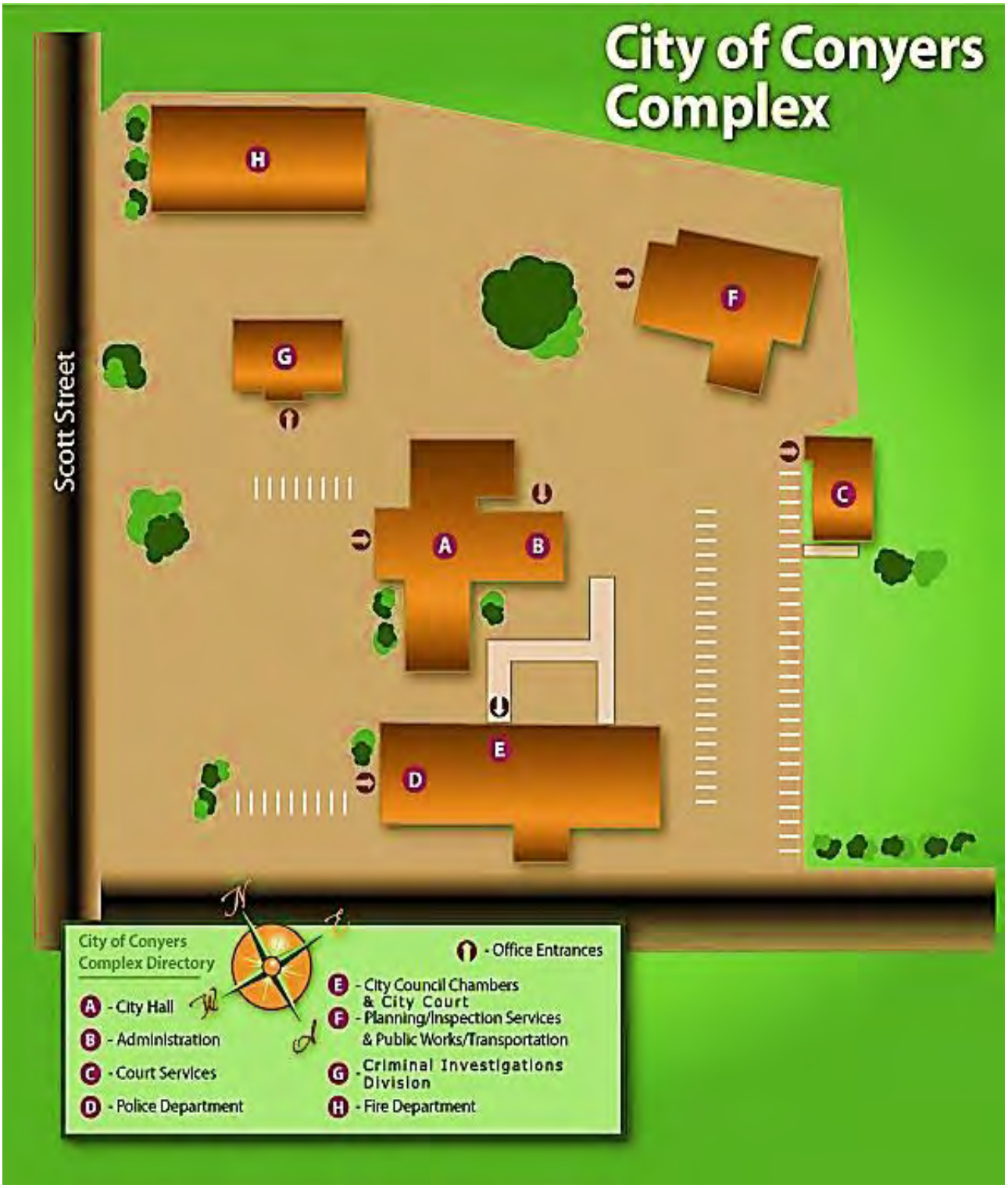
- Street Repairs and Maintenance
- Solid Waste Collection
- Landscaping Services
- Transportation
- SPLOST Projects
- Vehicle Maintenance
- Stormwater Management

GIHP
Jennifer Bexley
770-860-4190

- Event Bookings
- Facility Rental
- Horse Park Maintenance
- Sponsorships
- GIHP Merchandise
- GIHP Website
- GIHP Management
- Big Haynes Creek Nature Center

Cherokee Run Golf Course
Tommy Moon
770-785-7904

- Golf Operations
- Inventory Control
- Tournaments
- Food and Beverages
- Special Events


City of Conyers Complex
Scott Street
H
F
G
C
A
B
E
D
City of Conyers Complex Directory
A - City Hall
B - Administration
C - Court Services
D - Police Department
E - City Council Chambers & City Court
F - Planning/Inspection Services & Public Works/Transportation
G - Criminal Investigations Division
H - Fire Department
- Office Entrances

RANDAL S. MILLS, MAYOR

Mayor Mills took office in January 1998 and has been a city resident since 1976. He is the president and owner of Sigman-Mills Furniture Company, Inc. Mayor Mills earned his B.A. degree from Erskine College in 1976 with a major in history and political science and a minor in business. He went on to earn a J.D. degree in 1980 from Woodrow Wilson Law School. Some of the Mayor's important issues are: zero tolerance for crime, community development, economic development, the Georgia International Horse Park, delivery of services, and community relationships. Mayor Mills is a member of the Georgia Municipal Association (GMA). He previously served as president of GMA in District 4. He is also vice chairman and executive board member of the Atlanta Regional Commission (ARC) and past chairman of the ARC Environment and Land Use Committee, 2000-2001. He is a member of the Conyers Rotary Club and has served on the Board of Directors. He is also a member of the Conyers/Rockdale Chamber of Commerce and served on the Board of Directors. He is a member of the Rockdale County Historical Society and the Downtown Residents Association.

CHRIS BOWEN, COUNCILMAN *(District 2, Post 1)*

Councilman Bowen was elected to the Conyers City Council in 1991 and is a lifelong resident of Conyers. Councilman Bowen received his associate's degree from Middle Georgia College and is a graduate of Leadership Rockdale (sponsored by the Conyers/Rockdale Chamber of Commerce). His goals for the City include: keeping Conyers safe, downtown revitalization, and keeping taxes low. Councilman Bowen is a member of the Georgia Municipal Association and the Conyers Rotary Club. He is a Paul Harris Fellow and Will Watt Fellow of the Rotary International.

JOHN FOUNTAIN, COUNCILMAN *(District 4)*

Councilman Fountain was elected to the Conyers City Council in 2011 and is a native of Conyers. He has practiced dermatology in Conyers since 1983. He earned his M.D. degree from the Emory University School of Medicine and has been certified by the American Board of Dermatology since 1983. His goals for the City include: maintaining a safe community for all, downtown revitalization and continued conservative use and management of finances. He is a member of the Georgia Municipal Association (GMA). Councilman Fountain is also an elder and choir member at Conyers Presbyterian Church. He is former chairman of the Rockdale County Board of Health, Conyers Main Street Foundation and the Conyers Downtown Development Authority. He is a former member of the Rotary Club of Conyers and is a Paul Harris Fellow of Rotary International. Councilman Fountain is a member of the Oxford College Board of Counselors, Georgia Master 4-H Club and the Rock Eagle Counselor Association. He was the founding head soccer coach for Oxford College at Emory University, past head coach for Salem High School and past select coach for Rockdale Youth Soccer. He holds a U.S. Soccer Federation professional coaching license.

VINCE EVANS, COUNCILMAN *(District 2, Post 2)*

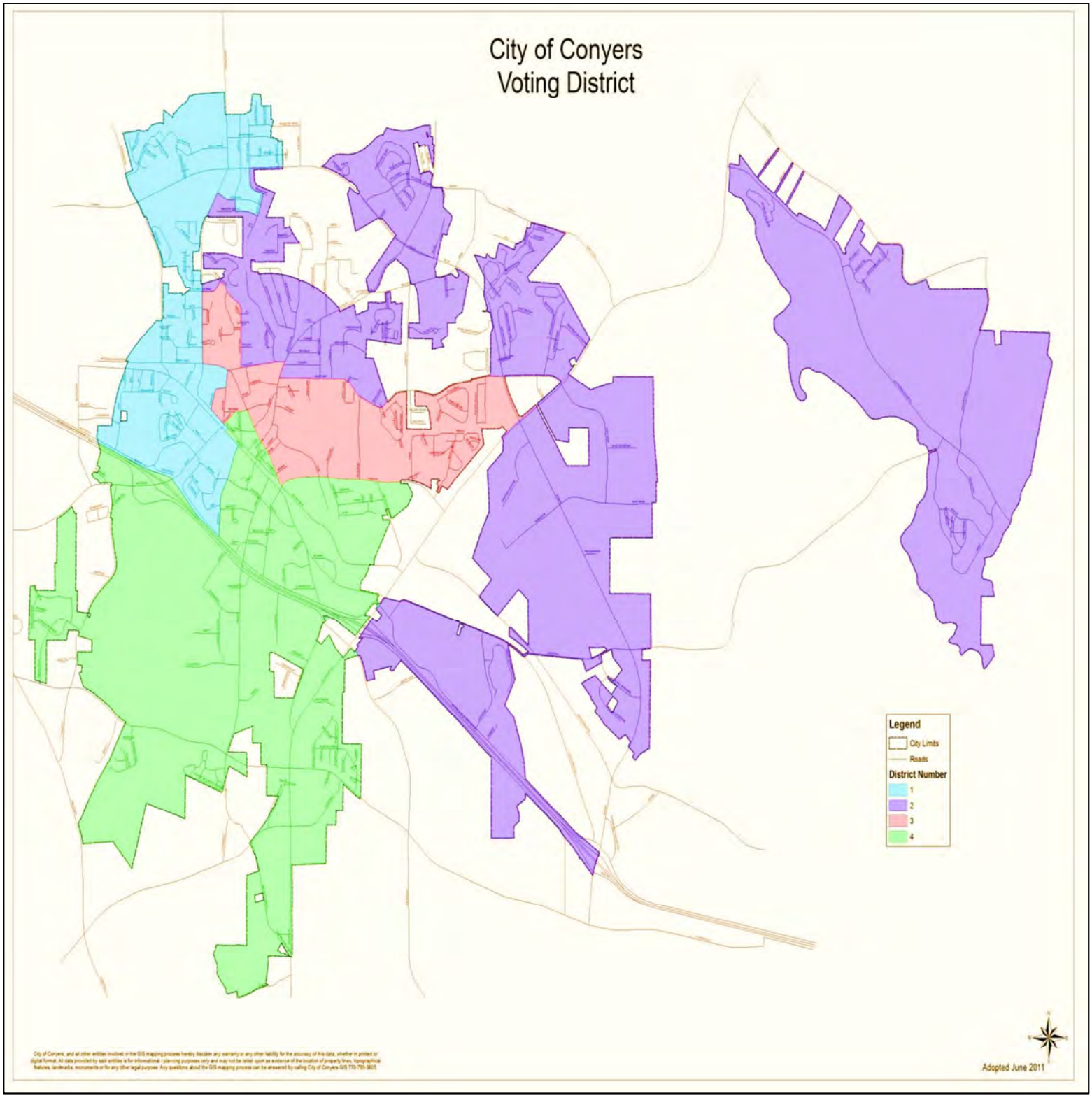
Councilman Evans was elected to the Conyers City Council in 2000 and has been a city resident since 1979. He is the owner of Evans Pharmacy. He received his B.S. degree in pharmacy from the University of Georgia. His goals for the City include downtown revitalization and community development. He is a member of the Georgia Municipal Association (GMA), UGA Touchdown Club, and a past member of the Rockdale Water and Sewer Authority. He also serves as board member of the Conyers Convention and visitors Bureau and of the C.E. Steele Community Center, and he is a member of the Rockdale Medical Center Board of Trustees.

CLEVELAND STROUD, COUNCILMAN *(District 1)*

Councilman Stroud (Coach) was elected to the Conyers City Council in 1994 and is a lifelong resident of Conyers. He is a retired teacher/coach for Rockdale County High School. He earned his B.A. degree from Morehouse College. His goals for the City include: downtown revitalization, continued financial security to keep taxes down, beautification of the City through sidewalks and landscaping, and keeping Conyers safe so that it can continue to be a first-class city. Councilman Stroud is a member of the Georgia Municipal Association, CR Future, and the Citizens Progressive Club. He is a recipient of the Teacher of the Year Award and the Region Coach of the Year Award (seven times). He was the State Coach of the Year (1987), the Citizen of the Year (Rockdale County, twice), and Georgia Optimist Club's "Georgian of the Year" (1989). He received the Outstanding Community Service Award presented by the Rockdale Branch-NAACP. Councilman Stroud has also received the U.S. Olympic Committee's Jack Kelly Fair Play Award (1988) and the International Olympic Committee's Pierre De Coubertin Award (1988).

GERALD HINESLEY, COUNCILMAN *(District 3)*

Councilman Hinesley was elected to the Conyers City Council in 2002 and has been a city resident since 1999. He is the Chief Financial Officer of Associated Paper. He earned his B.B.A. degree in accounting from the University of Georgia. His goals for the City include: maintain a vibrant downtown community, keep taxes low by exercising fiscal responsibility, ensure community safety through zero tolerance for crime, and improving community relationships. He is a member of the Georgia Municipal Association (GMA), Rockdale County Historical Society, Georgia Society of Certified Public Accountants, American Institute of Certified Public Accountants, and Rockdale Community Church.


City of Conyers
Voting District
Legend
City Limits
Roads
District Number
1
2
3
4
Adopted June 2011

TONY LUCAS, CITY MANAGER

Tony Lucas began his public service career in 1977 with the Rockdale County Sheriff's Office. He worked in the patrol division, the traffic section and special operations. In 1983, Lucas accepted a position as a special deputy United States Marshal. In 1984, Lucas accepted a position with the Conyers Police Department. In 1988, Lucas was promoted to the rank of Deputy Chief of Police and ran all daily operations of the Conyers Police Department. Since 1988, Chief Lucas has been the department's representative with the Georgia State Intelligence Network and the Regional Organized Crime Information Center. In 1994, Chief Lucas was promoted to Chief of Police for the City of Conyers. In 2000, Chief Lucas was named Chief Operating Officer for the City of Conyers. In June 2004, he became interim city manager for the City and in February 2005 was named City Manager. Currently, he oversees all City departments and daily City operations. Chief Lucas is a member of the Conyers Rockdale Prevention Alliance, Atlanta Metropol, the Georgia Association of Chiefs of Police and the International Association of Chiefs of Police. Chief Lucas was also the Charter President of the Fraternal Order of Police Georgia Lodge #69 during 1986 and 1987. Chief Lucas is chairman of the East Metro Drug Enforcement Team control board. He was a seated member of the Olympic Security Support Group (OSSG). Chief Lucas has served as a Board member for the Atlanta Area Council on Battered Women, the Rockdale Emergency Relief Fund, Rockdale County Board of Health, the Rockdale Coalition for Children and Youth, the United Way and is on the Advisory Board for the Clayton Regional Law Enforcement Academy. Chief Lucas has a degree in applied sciences from Georgia DeKalb College and is a graduate of the 166th session of the Federal Bureau of Investigation National Academy in Quantico, Virginia. He has attended specialized training at the National Crime Prevention Institute in Louisville, Kentucky and the Northwestern Traffic Institute in Evansville, Illinois.

ISABEL ROGERS, CHIEF FINANCIAL OFFICER

Isabel Rogers began her career with the City of Conyers in 1989 and she serves as the Chief Financial Officer. Prior to being appointed Chief Financial Officer, she served as the Director of Administration, Financial Analyst, and Budget Analyst. She earned her bachelor's degree from Georgia State University, with a major in economics and a minor in commercial French. In December 2011, Ms. Rogers earned her Master's Degree in Business Administration at Clayton State University. She is multilingual with fluency in English, Portuguese, French, and Spanish. She oversees the Department of Finance, Department of Human Resources, and the Information Technology Department. As Chief Financial Officer, she is responsible for all finances of the City, including: bond issuance and management, investments, accounts payable, accounts receivable, grant management, payroll and personnel, budget preparation, cash management, Comprehensive Annual Financial Report (CAFR) preparation, purchasing, digital imaging, and customer service. She is a member of

several organizations including: Government Finance Officers Association, Georgia Government Finance Officers Association, Society for Human Resources Management, and Georgia Local Government Personnel Association. She also serves as treasurer of the Kiwanis Club of Conyers and is a graduate of the 2003 Leadership Rockdale program.

DAVID SPANN, CHIEF OPERATING OFFICER

David Spann is the Chief Operating Officer for the City of Conyers. Currently, he is responsible for all operations within the city including the Departments of Planning and Inspections, Public Affairs and Tourism, Public Works and Transportation and the Georgia International Horse Park. Mr. Spann started with the City of Conyers in 1984 as a police officer. During his time with the police department, he served in all divisions within the department ultimately rising to the rank of Captain. In 1996, Spann was the Law Enforcement Venue Commander for the Georgia International Horse Park (GIHP) during the 1996 Centennial Olympic Games. Mr. Spann has received numerous awards during his time with the police department including the Federal Bureau of Investigations (FBI) Shield of Bravery. In 2000, Mr. Spann was promoted to be the Department Director at the GIHP. In 2003, Mr. Spann was responsible for forming the newly created Department of Economic and Community Development which was ultimately merged into the Conyers-Rockdale Economic Development Council. Since 2005, Mr. Spann has worked in the City Manager's Office assisting the City Manager with day-to-day operations and as the city liaison on legislative affairs at the state and federal levels.

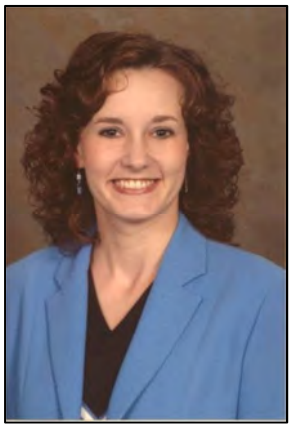
Mr. Spann earned his Bachelor's Degree in Criminal Justice and his Master's Degree in Public Administration/Criminal Justice. Mr. Spann is a graduate of the FBI National Academy in Quantico, Virginia, Harvard University's John F. Kennedy School of Government's Executive Development Course, Atlanta Regional Commission's Management Development Program and the 1992 Leadership Rockdale Program.

JENNIFER BEXLEY, DIRECTOR OF GEORGIA INTERNATIONAL HORSE PARK

Jennifer Bexley joined the City of Conyers staff in February 2001 as Director of Public Relations & Marketing. Ms. Bexley now serves as Director of the Georgia International Horse Park and coordinates the sales and marketing efforts for this 1,400-acre world-class facility. She is a 1986 graduate of Emory University where she earned a bachelor's degree in business administration. Before joining the City of Conyers, she served as executive director of the State Board of Workers Compensation. Prior to becoming executive director, she served as public affairs director and legislative lobbyist for that same agency. Ms. Bexley is a certified public accountant with vast experience in marketing and is knowledgeable of the equestrian industry. She was raised in Rockdale County on her family's horse farm. Ms. Bexley is currently a member of the Georgia Society of CPA's, American Institute of the CPA's, International Association

of Assembly Managers (IAAM), American Horse Council and League of Agriculture and Equine Centers. She is a graduate of the 2003 Leadership Rockdale program.

JENNIFER EDWARDS, DIRECTOR OF TOURISM AND PUBLIC RELATIONS



Jennifer Edwards has been employed with the City since May 2000 and she serves as the Director of Tourism and Public Relations. She is a graduate of Young Harris College with an associate's degree and a graduate of Berry College with a bachelor's degree. Ms. Edwards is responsible for managing all media relations and serving as a City spokesperson; serving as the contact point for public information; developing and implementing Olde Town programs for the Pavilion; organizing and implementing special events for the City; implementing and managing tourism projects; producing and coordinating advertising for the City of Conyers and the Georgia International Horse Park; operating the Welcome Center; and serving as the liaison with the community to address their needs and concerns. Professional associations include PRSA (Public Relations Society of America) and 3CMA (City/County Communication and Marketing Association), the Georgia Municipal Association's Public Information Officers (PIO) Network as well as the Southeast Tourism Society. She is a 2001 graduate of the Leadership Rockdale program and a member of the Conyers Civic League.

MARVIN FLANIGAN, DIRECTOR OF PLANNING AND INSPECTIONS

Marvin Flanigan has been employed with the City of Conyers since March 1981. A native of Conyers, he is a product of the Rockdale County School System and graduated from Rockdale County High School. He went on to earn his B.A. degree in education from Morehouse College. As Director of the Planning and Inspection Services Department, he is responsible for the daily operations of the department, which include services related to the issuance of building permits, building inspections, business and occupational tax registration, alcoholic beverage licensing, zoning regulations, code enforcement, subdivision development, and historic preservation. In addition, he is responsible for maintaining and updating the Comprehensive Land Use Plan and Geographical Information System (GIS), automated mapping system. He is currently an active member of the Building Officials Association of Georgia and the International Code Council.

BRAD SUTTON, DIRECTOR OF PUBLIC WORKS AND TRANSPORTATION

Brad Sutton has been employed with the City of Conyers since 1991. Prior to his appointment as Director of the Department of Public Works and Transportation, Brad served as Deputy Director of Planning and City Services for four years. As the Director of Public Works and Transportation, Brad is responsible for the day-to-day operations of city sanitation services, city maintenance including vehicles, stormwater projects, landscaping and street repairs as well as the engineering and implementation of the city's SPLOST project list. Brad serves as a board member of the Conyers-Rockdale Clean and Beautiful Commission and he is a recipient of the City of Conyers' Dee Buggay Award of Excellence in 2000 for Employee of the Year.

DEE BUGGAY, DIRECTOR OF HUMAN RESOURCES

Dee Buggay began her career with the City in 1976. She has held many positions in the City including City Clerk, Personnel Director and Assistant City Manager prior to her retirement in 2000. She rejoined the city staff in 2002 and is currently serving as Director of Human Resources on a part-time basis and is in charge of Human Resources including all employee programs, employee evaluations, insurance programs, developing and revising city policies and procedures, and providing support to the other department directors. Mrs. Buggay attended the University of Georgia where she received a B.S. degree in education. Prior to coming to work for the city, she was a teacher in Jackson County and then served as the office manager for the W.T. Grant Company for several years. Dee Buggay is a 1989 graduate of Leadership Rockdale, secretary for the Kiwanis Club of Conyers, secretary/treasurer for Keep Conyers/Rockdale Beautiful Commission, lifetime member of the Georgia Municipal Association, past member of the Georgia Municipal Clerks Association, International City Clerks Association, Georgia Local Government Personnel Association, United Way Advisory Board, Society of Human Resource Managers, and past president and Woman of the Year for the American Business Women's Association.

GENE WILSON, CHIEF OF POLICE

Gene Wilson has been with the City of Conyers as Chief of Police since January 2010. Mr. Wilson has had a long and distinguished career in public safety going back three decades. He was an 18 year veteran with the DeKalb County Police Department where he achieved the rank of Major before leaving the agency in December 1989 to become Director of Police Services for the Metropolitan Atlanta Rapid Transit Authority (MARTA). Mr. Wilson stayed in this position until leaving MARTA to become Chief of Police for the newly formed City of Sandy Springs in 2006. In Sandy Springs, Mr. Wilson was responsible for building a police department from literally nothing into a fully functioning police agency. Mr. Wilson left Sandy Springs in 2008 to become a self-employed independent contractor consulting on safety, security, emergency management and police organization issues. During his time as a consultant, he worked with the State of Georgia, Kennesaw State University and the City of Dunwoody.

Mr. Wilson continued working as a contractor until going to work for Lockheed-Martin in 2008 where he was assigned to the Office of Safety and Emergency Preparedness at the Center for Disease Control headquarters in Atlanta. He remained in this position until coming to work for the City. Mr. Wilson has also lectured all over the United States on various public safety topics. He is a 1972 graduate of Georgia State University and holds a bachelor's degree in criminal justice. He is also a 1979 graduate of the Federal Bureau of Investigation National Academy. Mr. Wilson is a member of the Georgia Association of Chiefs of Police, the International Association of Chiefs of Police and Atlanta Metropol. He was DeKalb County Police Officer of the Year in 1974 and received DeKalb County Police Medals for Purple Heart and Bravery. He also received the MARTA Police Award for Bravery in 1998. Mr. Wilson was Georgia State University Alumni of the Year in 1995 and received the Governor's Award for Contributions to Public Safety in the State of Georgia in 2006. Additionally, Mr. Wilson holds the honor of being Georgia Police Chief of the Year in both 1993 and 2004.

TOMMY MOON, DIRECTOR OF GOLF AND GENERAL MANAGER OF CHEROKEE RUN GOLF CLUB

Tommy Moon joined the City of Conyers staff in September 2010 as Director of Golf and General Manager of Cherokee Run Golf Club. Mr. Moon has worked and lived in Rockdale County for 25 years. He is a veteran of the US Army and US Army Reserves. His PGA career began at the Follow Me Golf Course at Ft. Benning, GA. He is a Class A PGA Member and is certified in Player Development. As Director of Golf, he is responsible for the daily operations of Cherokee Run Golf Club, which includes coordination and management of events such as golf tournaments, social functions, weddings, and wedding receptions. He proudly serves on two golf committees for local charities, Project ReNeWaL and The Firefighters Christmas Fund.

KAMERON KELLEY, DIRECTOR OF INFORMATION TECHNOLOGY

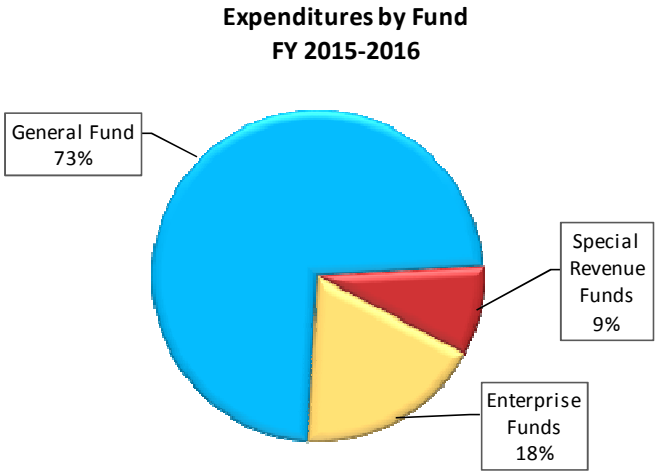
Kameron Kelly began his career with the City of Conyers in 2010. A longtime resident of Rockdale County, Kameron holds a Bachelor's of Business Administration with a concentration in Management from Clayton State University and a Master's of Science in Computer Information Systems from Bellevue University. Prior to being appointed as the Director of Information Technology, Kameron held the position of Systems Administrator within the Technology Department where he was a lead project manager in the design, planning, and implementation of the public WiFi in Olde Town Conyers and the Georgia International Horse Park. Kameron has been a part of, and continues to lead many of the major system upgrades, while seeking to innovate and find new ways to efficiently use technology within the City of Conyers. As Director of Information Technology, Kameron is responsible for the security and integrity of the City wide network infrastructure and computer data for all City operations.

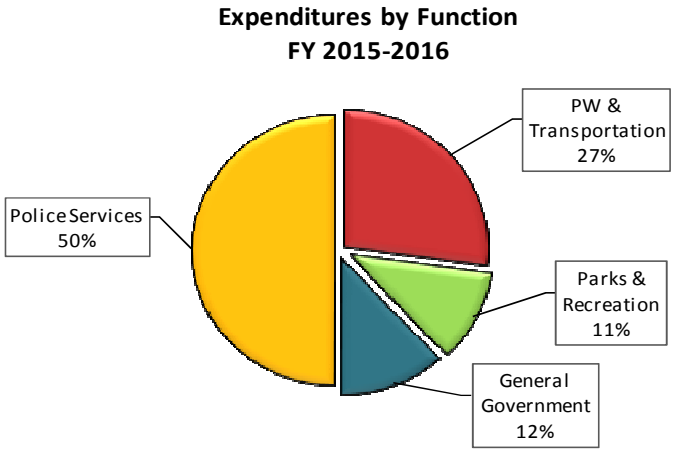
July 1, 2015

Citizens of Conyers,

It is our privilege to present the 2016 fiscal year budget and financial plan as adopted by the City of Conyers mayor and council on June 17th, 2015. This comprehensive document is the result of input by Citizens, Elected Officials, Administration, and city staff working together to prepare a financial plan that allows us to carry out the City's Mission, Vision, and Values while maintaining high standards of service to the community.

The proposed fiscal year 2015-2016 total operating expenditure budget is $19,318,189. This includes $14,143,988 for General Fund expenditures, $1,689,778 for Special Revenue funds such as Emergency-911 Fund, Hotel-Motel Fund and Forfeited Assets Fund. Stormwater, Sanitation, and Municipal Golf are enterprise funds and are not formally adopted. The total projected budget for enterprise funds amounts to $3,484,423. General Fund is the primary fund with 73% of the budget, Special Revenue Funds at 9%, and Enterprise Funds at 18%. The graph shows that Police Services is the most expensive department to operate at 50% of total budget, followed by Public Works & Transportation at 27%, General Government at 12%, and Parks and Recreation at 11%.





Mayor and Council Goals and Priorities

Like most successful corporations and businesses, a municipality must have a strong, realistic budget and a budgeting process in place that lends itself to good, sound fiscal practices. As the economy continues to show signs of improvement, the city was able to reduce its millage rate in order to put more dollars in the hands of its citizens. Below are some of the projects that the mayor and council recognized as priorities for fiscal year 2016.

- The Conyers Police Department is increasingly proactive in the fight against crime. An emphasis on community outreach programs including the Citizen Police Academy, Junior Police Academy, Neighborhood Watch Program and Volunteers in Police Service (VIPS) Program, have proven successful in educating and advocating for additional eyes and ears throughout the community to thwart or prevent crime. A new program, the Clergy Police Academy, is reaching the faith-based community, and the Police Cadet Program aims to hire and train students interested in pursuing a career in law enforcement.

- The installation and activation of the Conyers Police Department's new 9-1-1 radio system and tower will improve communication between officers and the 9-1-1 Center as well as the Rockdale County Sheriff's Office.

- Public Works and Transportation personnel will work closely with contractors on significant transportation improvement projects in the city limits. The Irwin Bridge Road project, at a project cost of $2.1 million, includes milling and resurfacing the highly trafficked roadway, installation of new bike lanes and sidewalks and drainage improvements. It is expected to be completed in late spring of 2016. The continuation of the PATH Trail from the Nancy Guinn Library to Pine Log Park will also break ground in 2016.

- Planning and Inspection's vacant and foreclosed property registry was created to protect residential and commercial areas from blight due a lack of adequate maintenance and security by property owners. Partnership and enforcement by Planning and Inspections personnel and the Conyers Police Marshals Unit will ensure compliance with city code.

- City staff and a planning committee made up of city residents and community leaders continue to work with representatives from the Carl Vinson Institute of Government on developing and enacting a strategic plan for Conyers.

- The Conyers Mayor and City Council continue to work with city staff and consultants Croft and Associates on preliminary plans for a new city hall complex. Next steps include obtaining financing for the facility and acquiring bids from architectural firms for potential designs of the facility.

General Fund
General Fund monies are used to pay for core City services such as public safety, general government, parks and recreation, street maintenance, and planning and inspections. The revenues to pay for these services are comprised primarily of tax dollars, such as property taxes, alcohol beverage taxes, franchise taxes, motor vehicle taxes, occupational taxes, insurance premium taxes, and other taxes, but also include fees from license and permits, police fines, horse park revenues, and also from a variety of other sources.

Special Revenue Funds

Emergency 911 Fund
The City's E-911 accounts for revenues that are received specifically for 911 expenditures. These revenues are generated through the imposition of a fee on each individual's phone bill. The General Fund subsidizes any remaining expenditures that are not covered by the fees.

Hotel-Motel Fund
The Hotel Motel Fund is a special revenue fund created for the purpose of promoting tourism in the City of Conyers. Revenues for the fund are raised from an 8% hotel/motel tax placed on hotels/motels conducting business within city limits. The tax is expected to raise $923,066 in FY2015-2016. As detailed in O.C.G.A., section 48-13-51 (a) (3.8) fifty percent (50%) of the revenues or four (4) cents on the dollar must be dedicated for the purpose of promoting tourism through a convention and visitors bureau authority. Sixteen and two thirds (16.66%) will be dedicated to the construction and/or maintenance of the Big Haynes Creek Nature Center located at the Georgia International Horse Park grounds, and the remaining thirty three and one third (33.33%) is not restricted and it may be used as the City sees fit. The City has always used its unrestricted funds to support tourism.

Forfeited Assets Fund
The Forfeited Assets Fund represents a share of the net proceeds in forfeiture cases mostly at the federal level. The City of Conyers has an assigned agent to the Drug Enforcement Administration (DEA) which in turn results in the shared revenues. The share percentage is based on the agency's overall participation in and contribution to the investigation. These funds must be used for law enforcement purposes and must increase and not supplement the appropriated operating budget. Any interest earned on these funds must also be used for law enforcement purposes.

Enterprise Funds
Enterprise Funds account for specific services that are funded directly through user fees. The City's Enterprise Funds are Stormwater, Municipal Golf, and Sanitation Operations. Typically these funds are intended to be fully self-supporting and are not subsidized by the General Fund.

BUDGET HIGHLIGHTS

REVENUES for the City consist of property taxes, other taxes, and other revenues such as horse park revenues, hotel/motel, permits, charge for services, fines, and probation fees.

Property Taxes – As property values show some signs of improvement, the city was able to reduce its millage rate from 13.62 to 13.59. The projected revenue for property taxes is $6,400,000.

Other Taxes – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at $3,957,500.

Hotel/Motel – Hotel/Motel revenues are projected to be approximately $923,066.

Building Permits and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate $203,500.

Georgia International Horse Park (GIHP) – GIHP revenues are projected at $1,011,000.

Fines and Probation – Fines and probation fees are expected to generate $1,172,000.

EXPENDITURES for the City include Salaries and Benefits, Operating, and Capital consisting of Recurring Capital and One-Time Capital.

Salaries and Benefits – The current budget includes a 5% performance increase based on eligibility. Those employees who are maxed out will be eligible for a 5% bonus based on performance. Sworn police officers have their own pay and classification plan that was put in place in April, 2014. Both plans are included in this budget under the 'pay and classification plan' tab. Health insurance has an increase of 12.7% over last fiscal year.

Three (3) additional positions were included in the budget, two police cadets and one pre-trial compliance monitor.

The city added a Rule of 85 Alternative Normal Retirement for all eligible regular employees other than certified police officers and eliminated the 25 year cap. Certified police officers are eligible to retire at 55 years of age with 10 years of service.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2015-2016 are $261,953, an increase of 9.5% compared to the previous year's unaudited values of $239,164. The primary reason for the increase is higher health insurance costs, estimated increase in legal fees, and higher audit costs.

City Manager

The projected expenditures for fiscal year 2015-2016 are $524,821, an increase of 7.2% over the previous year's unaudited values of $489,763. The increase is just due to small variances in the departmental budget.

Administration

The Department of Administration budget for fiscal year 2015-2016 is $800,250, which reflects an increase of 10.6% over last fiscal year unaudited budget of $723,670. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases.

The Technology department budget for fiscal year 2015-2016 is $1,230,374 which is an increase of 4.2% from last fiscal year unaudited budget of $1,180,626. The main reason for the increase is because of raising costs of software and hardware maintenance.

Police Services

The projected expenditures for fiscal year 2015-2016 for the Police are $4,959,642, which reflects an increase of 15% over last fiscal year unaudited budget of $ 4,310,943. The police department is the city's biggest department, therefore, the additional cost of health insurance and salary increases to eligible employees have a higher impact on the budget. Additionally, the budget includes 2 new police cadet positions.

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2015-2016 budget expenditures are $711,651 compared to last year of $648,828.

The budget for Court Services reflects an increase of 12.6% over last fiscal year. Fiscal year 2015-2016 budgeted expenditures for Court Services are $586,792 compared to last year of $521,299. The budget for Court Services includes one new compliance monitor position.

The budget for Security Alert reflects an increase of 4.4% over last fiscal year. Fiscal year 2015-2016 budgeted expenditures for Security Alert are $253,978 compared to last year at $243,177. The increase is due to small variances in the departmental budget.

Planning and Inspections

The projected expenditures for Planning and Zoning for fiscal year 2015-2016 are $370,299, an increase of 20.5% over the previous year's unaudited budget of $307,334. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases. The projected expenditures for the Inspections division are $281,767, an increase of 19.7% over the previous year's unaudited budget of $235,367. The increases are mainly attributed to small variances in health insurance and other expenditures in the department.

Public Works and Transportation

The projected expenditures for fiscal year 2015-2016 are $3,747,248, an increase of $182,338 or (5%) over the previous year's unaudited numbers of $3,564,910. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
  - There is an increase of $50,401 (10.1%) due mainly to an increase in maintenance costs due to higher costs of auto parts and health insurance.
- Landscaping
  - There is an increase of $15,610 (7.7%) from last fiscal year primarily because budgeting for increases in salaries.
- Infrastructure
  - There is decrease of $25,681 (-3.9%) due to small variances in the departmental budget.
- Building Maintenance
  - There is a decrease of $55,765 (-13.4%) from last fiscal year because of a reduction in required building maintenance.
- Stormwater
  - There is an increase of $69,748 (16.3%) due to small variances in the department.
- Sanitation
  - There is an increase of $53,386 (3.5%) due to minor variances in the department.

The Georgia International Horse Park

The projected expenditures for fiscal year 2015-2016 are $1,612,420, an increase of $194,123 (13.7%) over the previous year's unaudited budget of $1,418,297. The increase is due to the costs associated with attrition last fiscal year. Capital outlay accounts for the primary reason of the increase.

Non-Departmental

The projected expenditures for fiscal year 2015-2016 are $1,417,700, a decrease of 368,721 (20.6%) over last year's unaudited budget of $1,786,421. The primary reason for the decrease is because of operating transfers that were done due to shortages in the E-911 and golf funds. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

Tourism and Public Relations

The projected expenditures for fiscal year 2015-2016 are $923,066, an increase of $16,334 (1.8%) under the previous year's unaudited budget of $906,732. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

Advertising for Horse Park (bridal guides, trade show and equestrian show programs), Conyers (events, holidays, generic Conyers promotional ads), co-op ads.
State of the City costs (A/V, service fees, awards, photography, giveaways, invitations, programs, etc.)

Newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers. This department includes budget for events in Old Town such as Hometown Holiday events and other festivals and special events.

Cherokee Run Golf Club

The projected expenditures for fiscal year 2015-2016 are $1,393,702, an increase of 6% over the previous year's unaudited budget of $1,314,798. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. This year's budget includes the purchase of new golf carts. Those will be leased through the Georgia Municipal Association direct lease financing.

CONCLUSION

Adopting and monitoring the budget to ensure financial stability is one of the major functions of the City of Conyers. The budget process affords the City of Conyers the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend; only the authority to do so. This document is the result of recommendations from City departments, public opinion, and the Mayor and Council. A conscientious effort has been made to evaluate all budget requests and set priorities covering those proposals which could be judiciously undertaken with available funding.

The test of government is the ability to ensure its long term operating functions without periodic disruptive impacts upon those we serve. The demands placed on this budget are certainly as great if not greater than those we have faced in the past. However, the approved 2015-2016 budget has been designed to provide for long-term financial stability, while continuing to offer the highest standards of service possible to the citizens of Conyers. This budget is evidence of our efforts to be a fiscally responsible, receptive, and proactive government. Our ever-present goal is long-term financial stability. We appreciate your support in helping compile the important details contained within this document.

Respectfully submitted,

Isabel Rogers
Chief Financial Officer

GENERAL INFORMATION

The City of Conyers is located 24 miles east of Atlanta along the Interstate 20 corridor. It is the seat of government in Rockdale County, which is one of the 28 counties that make up the Atlanta Metro Area. Conyers received its charter in 1854 and presently has a land area of 11.81 square miles. Conyers has a population of 15,195 according to the 2010 census.

THE BIRTH OF CONYERS

The Creek and Cherokee Indians populated the land first known as Rockdale County. In 1816, state authorities officially opened the area to white settlers. John Holcomb, one of the first settlers and a blacksmith by trade, owned a log cabin where the old courthouse stands. Mr. Holcomb opposed the railroad building through his land and sold his property to Dr. William D. Conyers for $700. Dr. Conyers, a Covington banker, in turn, deeded the land to the Georgia Railroad. In honor of his generosity, they named the little watering station "Conyers Station". The first trains began passing through in 1845, and in 1860, the railroad officially listed Conyers as a stop along the 171 mile Augusta-Atlanta route.

GOVERNMENT

The City of Conyers was founded February 16, 1854. It operates under a Council-Manager form of government. This form of government most closely resembles the private sector with the City Manager serving as the Chief Executive Officer, the Mayor as the Chairman of the Board, and the Council as the Board of Directors.

Under the Council-Manager form of government, citizens elect their representatives - the Mayor and City Council who determine the policy of the City. The City Manager is appointed by the City Council on the basis of executive and administrative qualifications. The City Manager is responsible for administering the Council's policies, advising the Council, and conducting day-to-day operations. In keeping with these responsibilities, the City Manager is responsible for hiring the Directors who run each department.

Teamwork between the Council and Manager is a key element of the Council-Manager form of government. The pooling of political and administrative skills is essential to resolving the many complex problems that face Conyers today.

Furthermore, the Council-Manager form of government seeks to enhance the effectiveness of local policy-making and municipal operations by bringing together skilled lawmakers, community representatives, and experts in municipal administration and management.

TOURISM

The creation of the Georgia International Horse Park in the mid-90s made tourism a reality for the community. Operated by the City of Conyers, the Horse Park has grown its events in number and revenues. The Georgia International Horse Park continues to be a prominent tourism attraction in Rockdale County.

173 acres at the Georgia International Horse Park has been designated as a nature preserve, the Big Haynes Creek Nature Center, devoted to the preservation and study of native plants and wildlife.

The Conyers Convention & Visitors Bureau actively participates in promoting the Georgia International Horse Park, Cherokee Run Golf Club, and Olde Town Conyers. They work closely with hotels and restaurants to drive tourism in Conyers.

The Monastery of the Holy Spirit has stood on the south end of the county for more than 70 years. It was founded by twenty-one monks who came from Gethsemani Abbey near Louisville, Kentucky. The monastery, built by the monks, was started in 1944 and took over twenty-five years to complete. The Trappist monks operate the Monastic Heritage Center featuring an innovative public space that encompasses a Visitors Center complex, Bonsai Garden center and the Abbey Store featuring many products produced by the Order such as bonsai plants, stained glass, and Monks Fudge.

Panola Mountain State Park, also located on the south side of the county, is a 617-acre park that was dedicated in 1974 as the first Conservation Park established in Georgia. A portion of the park is actually a mountain – a 100-acre granite monadnock compared many times to Stone Mountain; but, unlike its northern neighbor, Panola Mountain still shelters rare plants and animals of the Piedmont region. Panola Mountain State Park, located on the south end of Rockdale County, hosts a multitude of free and low-cost activities year-round including an archery range, guided hikes, fishing clinics, tree climbing, and interpretive programs.

Randy Poynter Lake is a 650-acre reservoir that provides Conyers and Rockdale County with much more than just a future water supply. The Georgia Department of Natural Resources has stocked the lake with many species of fish for sport fishing. Black Shoals Park at Randy Poynter Lake includes the Walk of Heroes Veterans War Memorial, a visual and interactive concept to cultivate a public understanding of the sacrifices made by veterans on the battlefields during and since the 20th century. By the year 2050, Randy Poynter Lake is projected to provide a minimum water yield of 32 million gallons per day, more than enough to meet the growing needs of Conyers and Rockdale County.

Cherokee Run Golf Club, owned and operated by the City of Conyers & located within the Georgia International Horse Park, was designed by golf legend Arnold Palmer. The 18-hole championship 72par course features mini Verde dwarf bermuda greens, Zoysia fairways & strategically placed bunkers.

Olde Town Conyers, a Main Street City, is always a popular tourist stop. Visitors enjoy the charm and history of this quaint former railroad town while exploring the many interesting shops, boutiques, and restaurants.

The Conyers Depot, that now houses the Conyers Welcome Center, the Lewis Vaughn Botanical Gardens, and the many activities and events held at the Pavilion, attracts old and young alike. Olde Town Conyers and the Nancy Guinn Memorial Library are the starting point for the Olde Town PATH Trail. The nearly 4-mile mile trail stretches from the library to Johnson Park providing residents and visitors a recreational, multi-purpose trail for walking, jogging, cycling, rollerblading, and more. The trail connects to the Monastery of the Holy Spirit and the South River Trail.

Conyers hosts many special events throughout the year. Residents celebrate spring with the annual St. Patrick's Day Parade and the Conyers Cherry Blossom Festival. Fall brings the Olde Town Fall Festival in October and, in late November, Hometown Holiday leads into a month-long celebration.

FREQUENTLY ASKED QUESTIONS

This section provides general information about the City of Conyers and it is geared to help the citizens easily find the best way to get services from the City.

Who is my sanitation provider?
The City of Conyers provides garbage services inside the city limits. Rockdale County does not provide a curbside service, however, they do have a transfer station and accept items for a fee; Rockdale County Transfer Station can be reached at: (770) 785-6883. If you are outside the city limits, check your phone book or the internet for a listing of independent sanitation providers.

How do I determine if I am in the city or the county?
Call City Hall at (770) 483-4411 or Planning and Inspection Services at (770) 929-4280.

What is the cost of a traffic ticket?
Contact Court Services at (770) 929-4208 or go to the City's website at www.conyersga.com to pay your citation online.

Where are you located?
The City of Conyers government complex is located at 1184 Scott Street. See directions at the end of these questions or directions to our offices are also available at the City's website at www.conyersga.com or call 770-483-4411.

How much do copies of reports cost?
Copies of police reports are $5. There is no charge for police reports that are accessed online. Go to the City's website at www.conyersga.com and go to the e-government section to access this information.

What information do you need when applying for an alcoholic beverage server's permit?
You will need your driver's license, two passport type photographs and $20 which may be paid by cash, money order, bank certified check or credit card (Visa, MasterCard, and American Express) to the City of Conyers Police Department. You will be charged a 3% processing fee when using a credit card. We do not accept personal checks.

How is the Stormwater fee calculated?
The property or land area is first identified as to use. The rates are fixed for all use types with the exception of residential which is further broken down into different rates for multi-family, low/medium density and high density. Visit our website for Stormwater fee rates, or call the Department of Stormwater Services - (770) 929-3044.

How do I pay the Stormwater fee?
You probably already have. There is a line item 'Stormwater Fee' on your property tax statement. If you are a city resident, then you are helping to resolve the situation.

What is the Stormwater fee money used for?
All of the Stormwater fee revenue goes towards the administration and implementation of the Stormwater Management Plan (SWMP) adopted by the City of Conyers. Examples of this are: city storm sewer infrastructure repair costs; water direction & re-direction improvements along main roads and subdivisions; upgrading and modernization projects; restoration of already impaired or polluted waterways; and others.

How do I find out more about the city's residential curbside recycling program?
Our curbside recycling program is so easy! Visit our recycling page on www.conyersga.com for information on pick-up schedules and items accepted and not acceptable for recycling.

How do I obtain a garage sale permit?
Permits may be obtained at the front desk at the Department of Planning and Inspections. Every person conducting a garage sale within the city limits of Conyers must obtain a garage sale permit and the permit must be posted during the sale. The permit is good for two consecutive days only. Residents are allowed only four sales per twelve (12) month period.

How do I learn more about obtaining an outdoor burn permit?
Call 1-877-652-2876 toll-free or visit the Rockdale County Fire Department webpage. You may also visit the Georgia Forestry Commission's website for more information on outdoor burn bans and burn permits.

How do I obtain a Conyers calendar of events?
Call the Conyers Welcome Center at (770) 602-2606 or go to the website conyersga.com to access the online calendar of events.

What is there to see and do in Conyers?
Go to the website conyersga.com to view our city's attractions or access a calendar of events.

I'm new to the community; how can I get better acquainted with Conyers and Rockdale County?
Visit the Conyers Welcome Center at 901 Railroad Street for a newcomer packet.

How do I obtain a Georgia International Horse Park (GIHP) calendar of events?
Go to www.georgiahorsepark.com or call (770) 860-4190.

Is there horseback riding available at the GIHP?
We do not offer horseback riding at the Park, but you are allowed to bring your horses and utilize the trails that are within the Park.

Am I allowed to walk on the grounds of the GIHP?
The GIHP is open to the public and we would love for you to come out and walk the grounds.

Where is the City of Conyers Municipal Court located?
We are located in the City of Conyers Municipal complex on Scott Street. Department of Court Services is located at 1178 Scott Street. The Public Safety building is next to the car dealership at 1194 Scott Street. Municipal Court is on the second floor of the Public Safety building.

How much does my ticket cost?
Call the City of Conyers Municipal Court at (770) 929-4208 to determine the cost of your citation or pay your ticket online at www.conyersga.com.

What forms of payment do you accept?
We accept cash, money orders, bank certified checks and credit cards (Visa, MasterCard, or American Express). There is a 3% processing fee when using a credit card. Personal checks are accepted in all city departments except in the Municipal Court office.

I am thinking of starting or moving my business to Conyers. Who can I contact regarding economic development, site locations, etc.?
Contact the Conyers-Rockdale Economic Development Council at (678) 509-0133 or the Georgia Department of Economic Development: www.georgia.org.

Where can I get information about the community make-up of Conyers/Rockdale County?
You can obtain community demographics and other important resource information from the Atlanta Regional Commission: www.atlantaregional.com, or from the Georgia Resource Center: www.georgiapower.com/grc.

Where can I get data on commercial development activity in Conyers or Metro Atlanta?
Some private sector data providers are: www.dorey.com and www.databankatlanta.com.

Directions to City Hall Complex:

Directions from Interstate 20 East - Take Interstate 20 East to Exit 82. Exit the Interstate at Exit 82. Take a left. Go across the Interstate bridge. The first intersection you come to will be Dogwood Drive. Take a right on Dogwood Drive. Follow the access road until you come to John Miles Chevrolet. We are directly behind John Miles Chevrolet in a one story brick building off Scott Street which is directly next to the Chevrolet dealership.

Directions from Interstate 20 West - Take Interstate 20 West to Exit 82. Exit the Interstate at Exit 82. Take a right. The first intersection you come to will be Dogwood Drive. Take a left on Dogwood Drive. Follow the access road until you come to John Miles Chevrolet. We are directly behind John Miles Chevrolet in a one-story brick building off Scott Street which is directly next to the Chevrolet dealership.

CITY PARKS

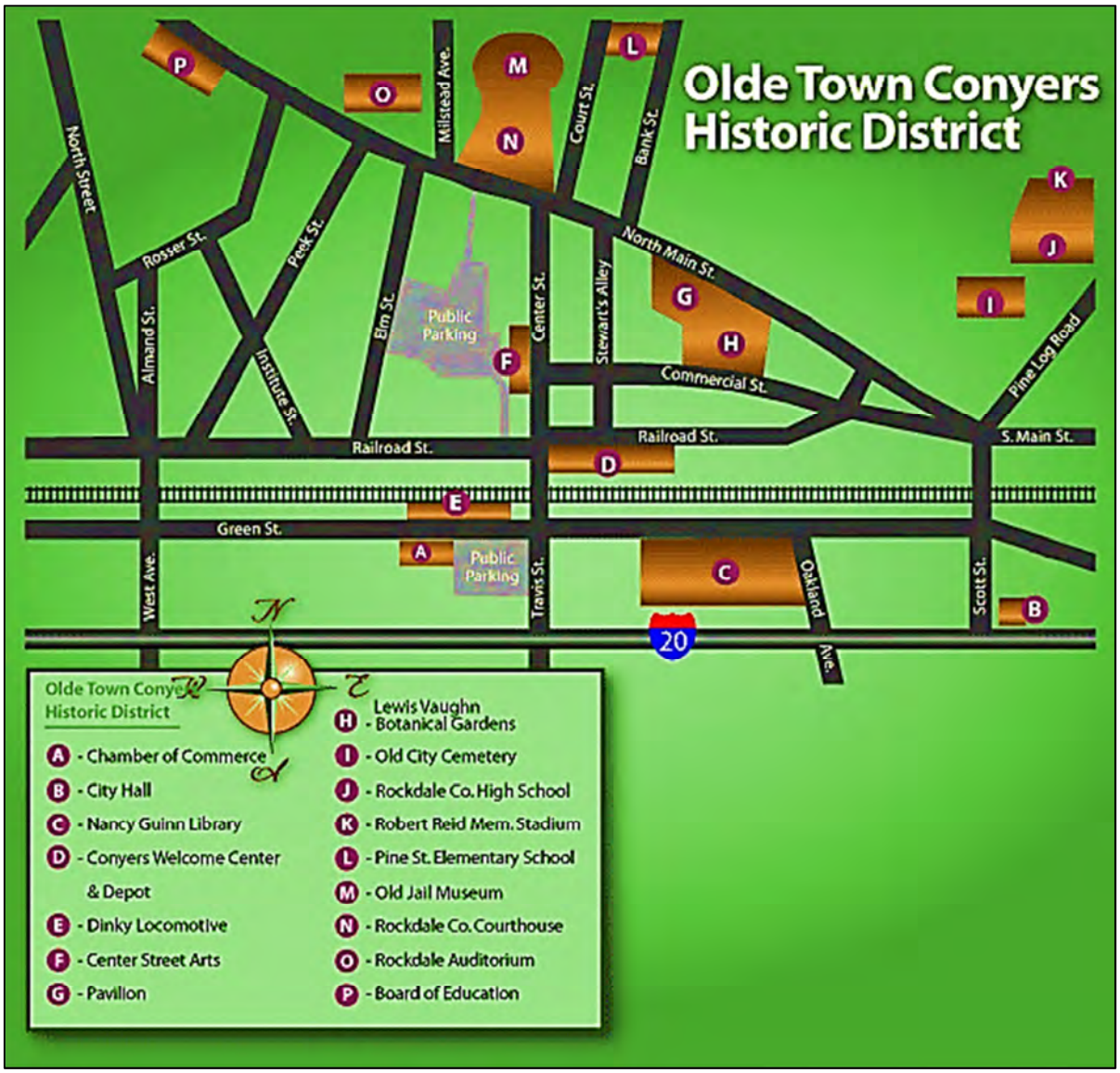
Park	Description
Bonner Park Rowland Road	Bonner Park features a pavilion with picnic tables and grill, children's playground, basketball courts, tennis courts, on-site parking and a wooded creek that's perfect for nature walks.
Eastview Park Eastview Road	Eastview Playground offers children's play equipment including swings, monkey bars, a grill, picnic table, and wide open green space for games of frisbee or picnics with the family.
Pleasant Circle Park	Pleasant Circle Park features a basketball court, swings, a merry-go-round, a modular play system, a grill and picnic table.
South Hicks Circle	South Hicks Circle, off Northside Drive South Hicks Circle feature swings, a basketball court, playground equipment with monkey bars, a picnic table and grill.
Veal Street Park	Veal Street Park offers a basketball court, swings, a merry-go-round, a wooded creek for nature walks, a picnic table, grill and open green space for picnics. Veal Street Park is also adjacent to the new Veal Street Community Center located at 1160 Veal Street, a rentable facility that is available for birthday parties, meetings, showers and more! Call the Conyers Welcome Center at 770-602-2606 for rental rates and availability.
Lewis-Vaughn Botanical Garden Commercial Street Olde Town Conyers	The Lewis-Vaughn Botanical Garden is located adjacent to the Pavilion in Olde Town Conyers. This unique park features a wide variety of native and indigenous plants, a fountain and stream with goldfish and pond bloomers. The stream is fed by the original Conyers water tower. Restroom facilities and an open-air pavilion round out the amenities at this location.
Center Point Park Center and Green Streets Olde Town Conyers	Center Point Park, located at the corner of Center and Green Streets, is home of the 1905 Rogers steam locomotive known as "The Dinky." The Dinky is one of only three locomotives of its kind in the world. It was once used to transport cotton from the Depot in Conyers to the mills in neighboring Milstead. It is now permanently parked on the side rails across from the Depot in Center Point Park.
Georgia International Horse Park	Conyers is home to one of the premier horse and event facilities in the southeast, the Georgia International Horse Park. Since opening its gates in September of 1995, the Park has already served as the equestrian venue for the largest sporting event in the world: The 1996 Centennial Olympic Games. Our Park was the setting for all equestrian events, as well as the first ever mountain bike competition and the final two events of the modern pentathlon of the 1996 Centennial Olympic Games.
Cherokee Run Golf Course	Cherokee Run was opened in 1995 with a design completed by Arnold Palmer and Ed Seay. It features an 18-hole championship 72 par course with natural granite outcroppings, zoysia fairways, and new mini-verde ultra-dwarf bermuda greens. Cherokee Run also features a restaurant/banquet and special event facility. The city assumed operations in the fall of 2010, and it is now quickly rising to prominence as a signature course of Rockdale County. Cherokee Run Golf Club is located within the Georgia International Horse Park at 1595 Centennial Olympic Parkway.

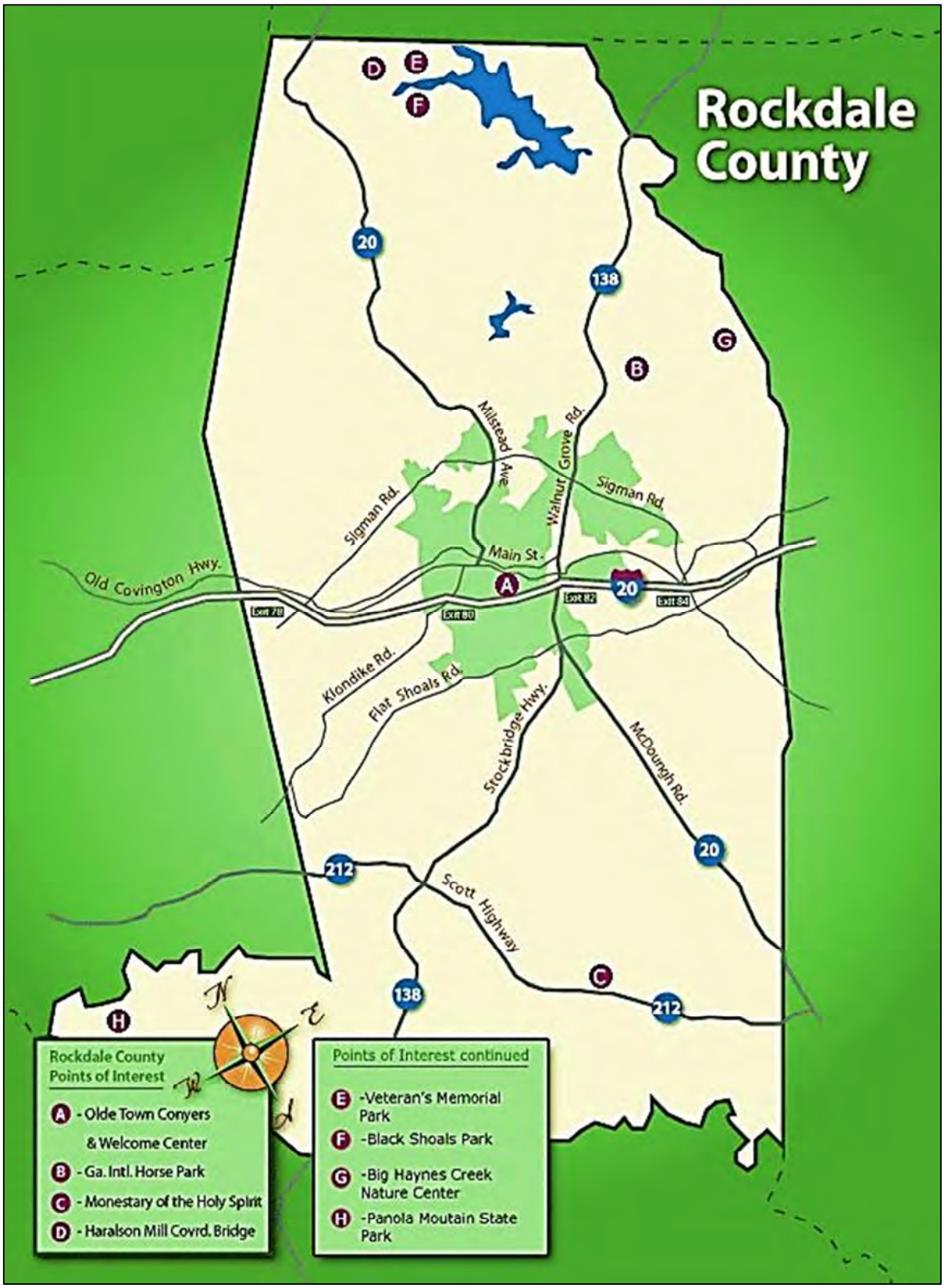
Pavilion

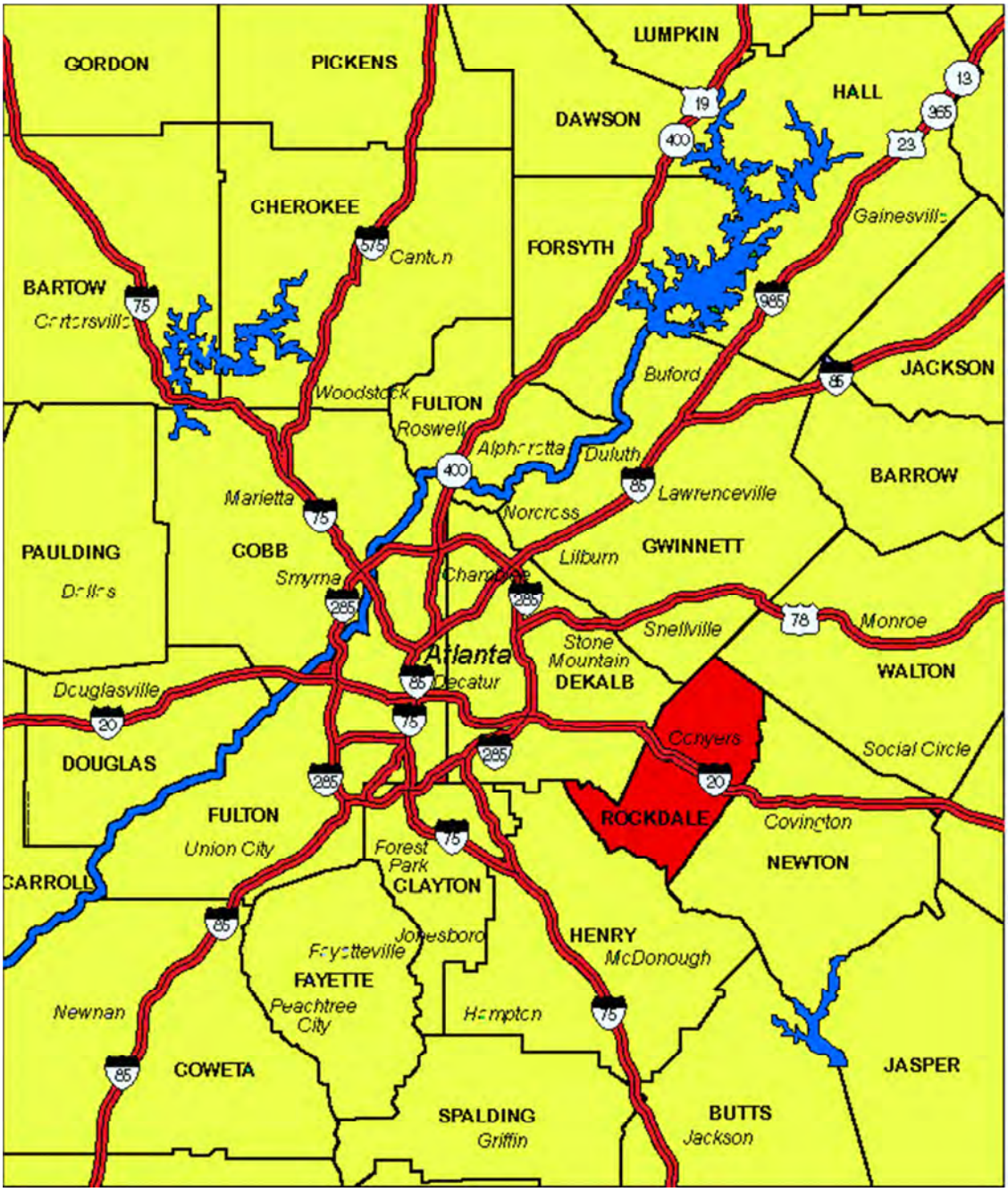
The Olde Town Pavilion, located at 949 North Main Street, is an 80 X 80 square ft. outdoor covered facility available for individuals, groups and corporate functions. Situated in the heart of the Olde Town Conyers business district, the Pavilion is the perfect location for receptions, reunions, weddings, business outings and cultural events. It is adjacent to the beautiful Lewis Vaughn Botanical Garden and offers restroom facilities. In the winter months, the Olde Town Pavilion is transformed into a winter wonderland when it is converted into an ice skating rink! For additional information on reserving the Pavilion, please call the Conyers Welcome Center at (770) 602-2606.

Veal Street Community Center

The Veal Street Community Center is located at 1160 Veal Street. The Center is 2,300 square feet and can accommodate up to 70 guests. The Community Center has a small kitchen with a refrigerator, microwave and sink as well as two handicap-accessible restrooms. Chairs and tables are available with rental. For rates and availability, call the Conyers Welcome Center at 770-602-2606.


Olde Town Conyers
Historic District
North Street
Rosser St.
Almand St.
West Ave.
Peek St.
Institute St.
Elm St.
Milstead Ave.
Public Parking
Center St.
Court St.
Bank St.
Stewart's Alley
North Main St.
Commercial St.
Railroad St.
Railroad St.
Green St.
Public Parking
Travis St.
Oakland Ave.
Scott St.
S. Main St.
Pine Loop Road
20
Olde Town Conyers Historic District
A - Chamber of Commerce
B - City Hall
C - Nancy Guinn Library
D - Conyers Welcome Center & Depot
E - Dinky Locomotive
F - Center Street Arts
G - Pavilion
H - Lewis Vaughn Botanical Gardens
I - Old City Cemetery
J - Rockdale Co. High School
K - Robert Reid Mem. Stadium
L - Pine St. Elementary School
M - Old Jail Museum
N - Rockdale Co. Courthouse
O - Rockdale Auditorium
P - Board of Education

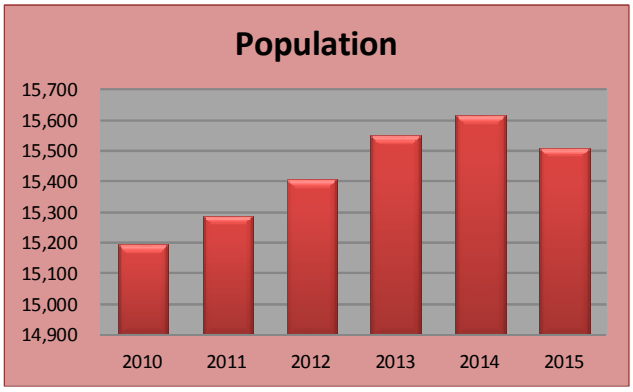

Rockdale County
20
138
Milstead Ave.
Walnut Grove Rd.
Sigman Rd.
Sigman Rd.
Main St.
Old Covington Hwy.
Exit 78
Exit 80
Exit 82
Exit 84
Klondike Rd.
Flat Shoals Rd.
Stockbridge Hwy.
McDonough Rd.
212
Scott Highway
Rockdale County Points of Interest
A - Olde Town Conyers & Welcome Center
B - Ga. Intl. Horse Park
C - Monestary of the Holy Spirit
D - Haralson Mill Covrd. Bridge
Points of Interest continued
E -Veteran's Memorial Park
F -Black Shoals Park
G -Big Haynes Creek Nature Center
H -Panola Moutain State Park


GORDON
PICKENS
LUMPKIN
DAWSON
HALL
CHEROKEE
FORSYTH
Gainesville
BARTOW
Cartersville
Canton
Buford
JACKSON
Woodstock
FULTON
Roswell
Alpharetta
Duluth
BARROW
Marietta
Norcross
Lawrenceville
PAULDING
Dallas
COBB
Smyrna
Lilburn
GWINNETT
Snellville
Monroe
Atlanta
Stone Mountain
DEKALB
WALTON
Douglasville
Decatur
Conyers
Social Circle
DOUGLAS
ROCKDALE
Covington
FULTON
Union City
Forest Park
NEWTON
CARROLL
CLAYTON
Jonesboro
HENRY
McDonough
Fayetteville
FAYETTE
Peachtree City
Newnan
Hampton
COWETA
JASPER
SPALDING
Griffin
BUTTS
Jackson

MISCELLANEOUS

Date of Incorporation	1854
Form - City Council/City Manager	
Number of Employees	182
Area in Square Miles	11.81
Miles of City Streets	84.54
Number of Street Lights	1,414

POPULATION (2010 Census) 15,195



***2011-2015 Estimate**

SEX AND AGE

Total population	15,511	100.0%
Male	7,251	47%
Female	8,260	53%
Under 5 years	1,365	8.8%
5 to 9 years	1,225	7.9%
10 to 14 years	1,148	7.4%
15 to 24 years	2,342	15.1%
25 to 34 years	2,280	14.7%
35 to 44 years	2,203	14.2%
45 to 54 years	1,845	11.9%
55 to 64 years	1,443	9.3%
65 to 74 years	962	6.2%
75 to 84 years	481	3.1%
85 years and over	217	1.4%
Median age (years)	32.4	

RACE

Total		15,511
White	4,483	28.9%
Black/African American	8,701	56.1%
American Indian & Alaska Native	78	0.5%
Asian	217	1.4%
Native Hawaiian & Other Pacific Islander	31	0.2%
Some other race	1,582	10.2%
Two or more races	419	2.7%

HOUSING OCCUPANCY

Total housing units	6,808	100.0%
Owner occupied housing	2,424	35.6%
Renter occupied housing	3356	49.3%
Vacant housing	1,028	15.1%

HOUSEHOLDS BY TYPE

Total Households	5,781	100.0%
Average household size		2.66
Family households (families)	3,855	67%
Average family size		3.22

HOME VALUE

Median Home Value	$99,703

HOUSEHOLD INCOME

Households	5,781	100.0%
Less than $15,000	1,146	19.8%
$15,000 to $24,999	838	14.5%
$25,000 to $34,999	792	13.7%
$35,000 to $49,999	873	15.1%
$50,000 to $74,999	971	16.8%
$75,000 to $99,999	619	10.7%
$100,000 to $149,999	387	6.7%
$150,000 to $199,999	116	2.0%
$200,000 +	40	.07%
Median Household Income		$36,447

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

MARTIAL STATUS

Population 15 years and over	11,777	100.0%
Never married	4,770	40.5%
Married	4,440	37.7%
Divorced	1,743	14.8%
Widowed	824	7.0%

MAJOR EMPLOYERS

Rockdale County Public Schools	2,640
Acuity Lighting Group	880
Rockdale Medical Center	1,207
Pratt Industries	800
Hill-Phoenix	835
Solo Cup Company	440
AT&T	1,085
Golden State Foods	480
Wal-Mart Stores	400
Bio-Lab	210

UNEMPLOYMENT RATE

Rockdale County June 2015 -	7.9%

BUSINESS ACTIVITY

Building Permits Issued	113

PUBLIC SAFETY

Number of Stations	1
Number of Police Personnel	64
Physical Arrests	2,170
Citations Issued	8,075
Accidents	1,675

PUBLIC HEALTH

Hospitals	1
Beds	138
Employees	1,207
Doctors	202
Dentists	30

ROCKDALE COUNTY SCHOOL ENROLLMENT

Elementary school	7,134	45%
Middle school	3,601	23%
High school	5,142	32%

EDUCATIONAL ATTAINMENT

Total		9,438
Population 25 years and over	9,438	100.0%
Less than 9th grade	746	7.9%
9th to 12th grade, no diploma	1,066	11.3%
High school graduate	2,718	28.8%
GED/Alternative Credential	302	3.2%
Some College, No degree	2303	24.4%
Associate Degree	708	7.5%
Bachelor's Degree	1000	10.6%
Graduate/Professional Degree	595	6.3%

ATTRACTIONS

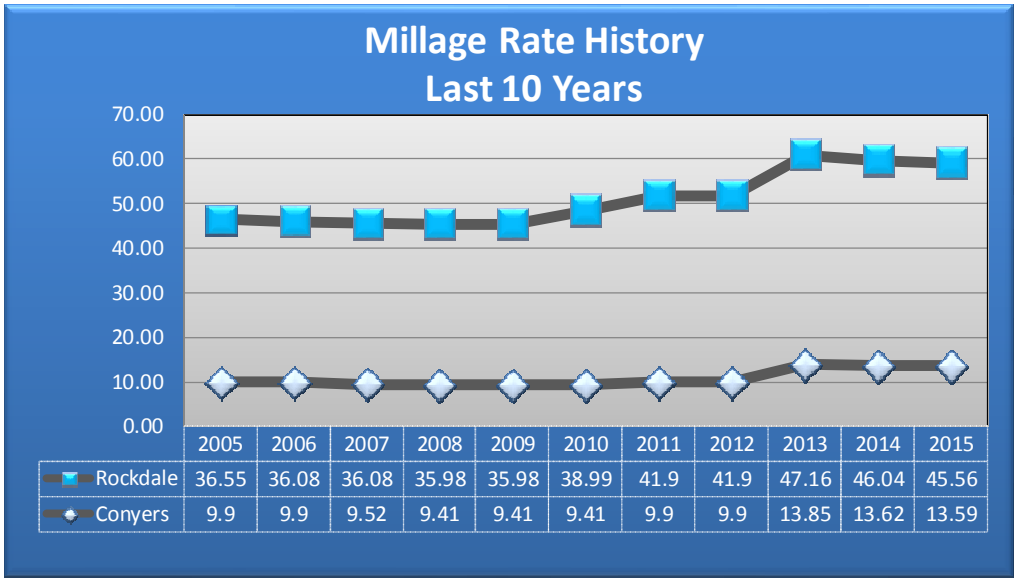
Georgia International Horse Park
Monastery of the Holy Spirit
Panola Mountain State Park
Haralson Mill Covered Bridge
Randy Poynter Lake/ Black Shoals Park
Olde Town Conyers

NEWSPAPERS

Daily- Rockdale Citizen
Weekly- The Rockdale Neighbor

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

2015 Adopted Millage Rate 13.59



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Rockdale	36.55	36.08	36.08	35.98	35.98	38.99	41.9	41.9	47.16	46.04	45.56
Conyers	9.9	9.9	9.52	9.41	9.41	9.41	9.9	9.9	13.85	13.62	13.59

THE VALUE OF CITY SERVICES

Based on the median market home value of $99,703, each household will pay $270.18 for the year, or $22.51 a month to support these services. This is based on a 40% assessment value and a $20,000 City homestead exemption.

- ✓ 24-hour police protection
- ✓ 24-hour 9-1-1 services
- ✓ Park facilities
- ✓ Recreational programming for all ages
- ✓ Building inspection and permit services
- ✓ Maintenance of City Streets & lights
- ✓ Code enforcement services
- ✓ Citizen information & assistance
- ✓ Comprehensive land use planning
- ✓ On-line payment services
- ✓ Trash collection
- ✓ Stormwater construction and maintenance

WHAT IS A BUDGET?

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balances, and appropriations that are the authority to spend money for specific purposes. The budget is prepared by the Chief Financial Officer and adopted by the City Council after extensive input from the various departments as well as the public.

The document begins with a transmittal letter from the Chief Financial Officer. This letter summarizes the contents of the budget and provides an explanation of the rationale used by the Chief Financial Officer during the budget development process. The Chief Financial Officer also outlines the administration's work program for the upcoming year.

The following information is provided in the sections of this document:

1. An explanation of the financial budgetary structure and policies of the City.
2. Detailed financial data and summaries.
3. A financial trend analysis.
4. Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts.
5. The departmental budgets, which are subdivided into programs to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources.
6. An appendix, which includes salary information, and a glossary to assist the reader in understanding this document.

The budget document is prepared to provide information about the City, both financial information and operational/policy information from a variety of perspectives and degree of detail. The reader should first review the Table of Contents and the Glossary and then read the Transmittal letter. The Summary and Analysis Sections, all but number 5 above, should then be reviewed. Finally, the specific department and program budgets provide the detailed information as to what purposes the City's resources will be utilized during the fiscal year. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure. The organizational structure is reflected in the departmental budgets, which are subdivided into program budgets. The financial structure is reflected in the reporting of expenditures and revenues by fund. A fund is a self-balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds, and money cannot be transferred from one fund to another without the approval of the City Council.

QUESTIONS & ANSWERS

Q: What is the purpose of the City Budget?

A: The budget is an annual financial plan for the City of Conyers. It specifies the level of municipal services to be provided in the coming year and the resources, including personnel positions, capital expenditures and operating expenses needed to provide these services. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?

A: Each December, City departments submit their plans and needs for the coming year to the Chief Financial Officer. The Chief Financial Officer then takes all the requests and takes them to the Mayor and Council retreat that usually takes place the latter part of January of each year. After the Mayor and Council retreat, the Chief Financial Officer takes the requests of the Council and begins to consolidate them into the proposed budget. Nearly six weeks later, the Chief Financial Officer has a retreat with all of the department heads in order to work the Council's vision into the budget along with the departments' requests. Priorities are then organized in the order that the Council wishes. The Chief Financial Officer then submits her recommended budget to the City Council in May. The City Council reviews the budget, holds two (2) public hearings to obtain citizen input and then adopts the final budget along with an ordinance establishing the property tax rate required to fund the budget.

Q: What is a fiscal year?

A: A fiscal year is a 12-month operating cycle that comprises a budget and financial reporting period. The City's fiscal year begins on July 1 and ends on June 30.

Q: From where does the City obtain its' revenues?

A: From local, state, and federal taxes, and licenses, in addition to payments for municipal services, such as solid waste, Stormwater, and SPLOST revenues.

Q: How is the revenue obtained by the City used?

A: It is used to pay for salaries, operating supplies, other operating costs such as utilities and insurance, and capital purchases such as buildings, vehicles, and equipment as specified in the City budget.

Q: What is a millage rate?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property in order to generate the necessary revenue in addition to all other sources that are available. The adopted tax rate for the City of Conyers for the 2015 tax year is 13.59 mills, or $13.59 per $1,000 of taxable value. The Rockdale County Tax Assessor establishes the taxable value of all property in the City. The City has no control over the taxable value of property; it only has control over the tax rate that is levied.

Q: What is homestead exemption?

A: City of Conyers residents are eligible for a $20,000 homestead exemption for the 2015 tax year. After property is appraised by the County Tax Assessor, $20,000 is subtracted from the assessed value leaving what is known as the taxable value. The taxable value is that amount upon which the property tax rate is applied. The assessed value is 40% of the appraised value. Homeowners are only eligible for the exemption if the home is their primary residence. Vacation and rental properties are not eligible for the homestead exemption.

Q: What is a mill of tax?

A: One mill is equal to $1 for each $1,000 of assessed property value. Property taxes on a $100,000 home to which the $20,000 homestead exemption is applied would be, with a millage rate of 13.59 mills, $271.80.

Q: What is a fund?

A: A fund is a separate accounting entity within the City that receives revenues from a specific source and expends them on a specific activity or activities. The City is comprised of nine (9) separate funds, all of which perform distinct activities.

Q: What is the difference between Ad Valorem Tax and Property Tax?

A: There is no difference. They are different names for the same tax.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures, such as salaries, utilities, and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is both a short and long-range plan for the construction of physical assets, such as buildings, streets, sewers, as well as vehicles and equipment.

Q: What is an enterprise fund?

A: An enterprise fund earns its own revenues by charging customers for the services that it provides. It receives no tax funds.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved by the City Council for use in a particular manner.

Q: What is a budget amendment?

A: A budget amendment is an ordinance adopted by the City Council which alters the adopted budget by appropriating additional monies to a particular department, decreasing appropriations to a particular department, or transferring funds from one department to another.

Q: Who establishes the rules by which the City of Conyers adopts its annual budget and property taxes?

A: The property tax rate and budget adoption processes, are governed by both the City Charter and State Statutes.

Q: Who is the Chief Administrative Officer of the City of Conyers?

A: The City manager is the Chief Administrative Officer of the City of Conyers. This individual is hired by and reports directly to the City Council. All other employees report to the City Manager.

Q: What are franchise fees, and why does The City of Conyers levy them?

A: The franchise fee is a charge levied by the City on a utility to operate within the City and to use the City rights-of-way and other properties for locating pipes, wires, etc.

BUDGET PRESENTATION NOTES

1. Fiscal Year 2015 data (prior year)

All data contained herein for FY 2015 has been revised to reflect budget amendments adopted by the City Council.

2. Funds contained within the budget

This budget includes all operating funds of the City. All City contributions to non-budgeted funds, such as pension funds and debt service funds, are budgeted within the appropriate operating fund.

3. Budget submitted to City Council

The budget submitted to the City Council for approval includes a draft of this program budget document plus an expenditure line item budget by fund for each department. Expenditures are tracked by line item by program in each department during the fiscal year.

4. City Council approval of capital expenditures

All capital expenditures included herein that exceed $25,000 must be competitively bid and said bid must be awarded by the City Council.

5. Personnel position classifications

During the fiscal year, the Human Resources Department audits personnel positions to determine if they are classified correctly. Any positions reclassified as a result of this process since the previous year's budget was adopted are reported in this budget in accordance with their new classifications.

6. Lapse of appropriations

All appropriations unspent at year-end lapse unless funds are encumbered as the result of the issuance of a purchase order. Such purchase orders remain valid until either cancelled or final payment is made.

7. Available fund balance

The available fund balance reported for each fund is composed of the funds available for appropriation as contained in the most recently audited financial statement (year ending FY 2014) adjusted to reflect any budget amendments adopted during FY 2015, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

DECEMBER 2014

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	12	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JANUARY 2015

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
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25	26	27	28	29	30	31

FEBRUARY 2015

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MARCH 2015

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL 2015

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY 2015

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

December

3 Finance returns existing C.I.P. requests back to department directors for verification or additional information as necessary.

January

6 Department Directors review previous C.I.P. forms and make revisions as necessary.
Chief Financial Officer meets with Department Directors to review modified C.I.P. requests for fiscal years 2016-2020 and provide Directors with necessary forms for C.I.P. requests for 2020.

20 Department Directors submit C.I.P. requests for fiscal year 2020.

29 Mayor and Council retreat

February

3 Finance enters departmental C.I.P. requests on computer and print for inclusion in annual budget.

6 Finance provides Directors with personal service worksheets reflecting current staffing levels.

13 Department Directors Submit requests for additional positions and/or upgrades to existing positions.

20 Chief Financial Officer reviews personal service requests with Department Directors.

26 Staff Retreat

April

27 Finance calculates personal services for fiscal year 2015-2016, enter on computer, and print for inclusion in annual budget.

May

1 Operating budget request packages prepared by finance and presented to Department Directors.

11 Chief Financial Officer completes revenue projections for all funds.

15 Finance completes final draft of several sections of the budget including: financial policies, city-in-brief, how to use this budget, capital improvement plan and financial summary.

20 Mayor and Council publicly conduct the first reading of the budget ordinance at City Council Meeting.

18 Budget requests submitted to Finance.

19 Review of budget requests by Chief Financial Officer.

22 Finance completes final draft of departmental budgets.

25 Finance completes several sections of the budget including: financial summary, personnel summary and financial trend analysis.

29 Chief Financial Officer completes the budget message.

20 Chief Financial Officer presents proposed budget to Conyers City Council.

29 Chief Financial Officer revises budget in accordance with City Council recommendations.

June

3 Public Hearing for fiscal year 2015-2016 budget.

17 Fiscal Year 2015-2016 budget scheduled to be adopted.

July

27 Budget document sent to printer by Finance.

August/September

Finance submits budget document to GFOA.

JUNE 2015

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY 2015

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
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19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST 2015

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER 2015

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

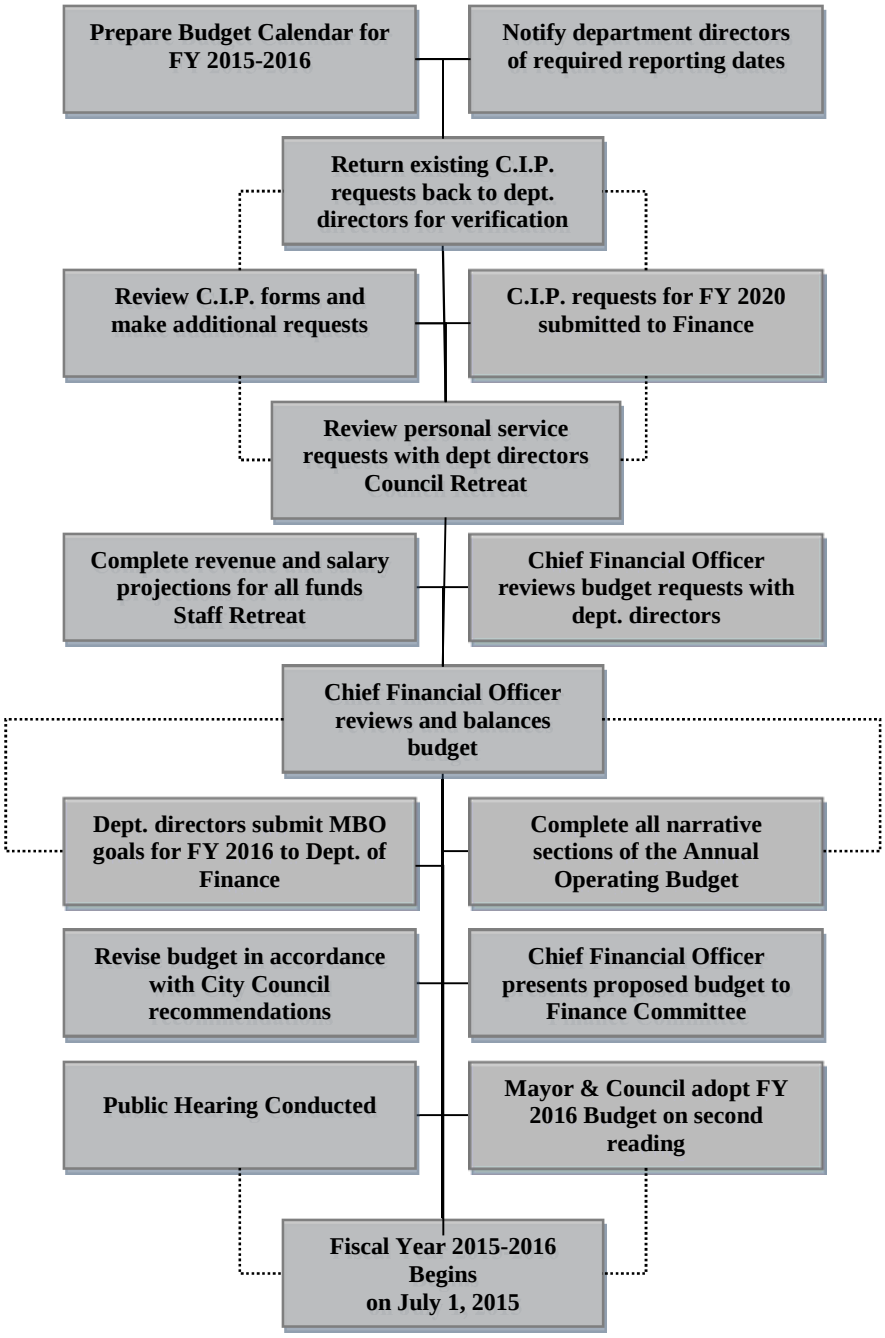
OCTOBER 2015

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Fiscal Year 2015-2016
City of Conyers
Budget Process



BUDGET PREPARATION PROCESS

Needs Assessment Phase

The Chief Financial Officer is responsible for the preparation of the annual budget for the City. The Chief Financial Officer projects the revenues for the next fiscal year. These projections are based on data from the previous year, current and residential activity, and national, state, and county economic conditions.

Departments must assess their current financial conditions and what future needs they will have in the coming fiscal year. Capital Improvement Plans are re-evaluated and adjusted first.

Policy/Strategy Development Phase

The Mayor, City Council, City Manager, Chief Operating Officer, and the Chief Financial Officer utilize a retreat that takes place in late January to develop areas of focus for the new fiscal year. They review financial policies, economic trends, current financial conditions, and the current state of the City. From this information, they come up with areas of focus for the new fiscal year. The executive staff puts together a work plan to address the areas of focus and other goals that will accomplish the mission of the City. The work plan becomes the framework for formulating plans for the upcoming budget.

Budget Development Phase

At the departmental level, Capital Improvement Plans are re-evaluated and adjusted; then personnel needs are evaluated. The departments then focus on their operating budgets. The Chief Financial Officer and City Manager work closely with department directors to ensure informed requests are made throughout the process.

Review/Modification Phase

Administration budget hearings are held with each department director. Changes are made as needed and then, the budget is reviewed and balanced.

Adoption Phase

The final budget proposal package is prepared. The City Charter requires that the budget proposal be submitted to the Mayor and City Council in the form of a draft ordinance of appropriations at least six weeks prior to the start of the fiscal year. Below is the process as it occurred for Fiscal Year 2015-2016:

- Wednesday, May, 20, 2015
  - -advertisement runs for the first time in the Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, May 20, 2015
  - -proposed budget documents need to be available for public inspection in Pat's office
  - -proposed budget is submitted to City Council at regular meeting
- Saturday, May 23, 2015
  - -advertisement runs a second time in the Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, June 3, 2015
  - -Public Hearing on proposed budget at a regular meeting of the City Council

- Wednesday, June 17, 2015
  - -Adopt proposed budget via Ordinance at a special meeting of the City Council

Implementation Phase

City staff is responsible for budgetary control throughout the fiscal year. Revenues and expenditures are monitored.

Capital Budget

The capital budget and operating budgets are developed simultaneously because they are interconnected.

	December	January	February	April	May	June	July/August
Finance Department	Return existing C.I.P. requests to department directors for verification /additional information (12/3)		Enter departmental C.I.P. requests on computer and print for inclusion in annual budget (2/3) Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/6)	Calculate personnel services for fiscal year 2014-2015, for inclusion in annual budget (4/27)	Operating budget request packages prepared and presented to Department Directors (5/1) Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/15) Complete revenue projections for all funds (5/11) Complete financial & personnel summaries and financial trends section of budget (5/25)		Budget Sent to Printer (7/27) Submission of budget document to GFOA
Department Directors		Review previous C.I.P. forms, make any revisions as necessary (1/6) Submit (C.I.P.) requests for fiscal year 2019 (1/20)	Submit requests for additional positions and/or upgrades to existing positions (2/13)		Budget requests submitted to Finance (5/18) Review of budget requests with department directors (5/19)		
City Manager & Finance		Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2019 (1/6)	Review personnel service requests with Department Directors (2/20)		Complete final draft of departmental budgets (5/22) Revise budget in accordance with City Council recommendations (5/29)		
Mayor & City Council		Mayor and Council Retreat to present their vision for the future of the City.			First reading of budget ordinance (5/20)	Public Hearing for budget (6/3)	
City Manager			City Manager has a staff retreat with all of the department heads to discuss the council's vision and take appropriate action in order to include projects in the budget.		Complete " budget message" section of the budget (5/29)	Presentation of proposed budget to Conyers City Council (6/17)	

BUDGET AMENDMENTS

From time to time, it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change (budget adjustment) does not affect the "bottom line" total for a department. The Chief Financial Officer may authorize these adjustments, mainly transfers from one line-item to another within a department's operating budget.

The second type of change is a budget amendment which alters the total appropriation for a department or fund.

Circumstances requiring an amendment include, but are not limited to:

- the acceptance of additional grant money which might become available;
- the appropriation of additional funding if expenditures are projected to exceed budgeted amounts; or
- the re-appropriation of monies from one department to another when deemed necessary. Budget amendments, as opposed to adjustments, require Council approval in the form of an ordinance.

KEY ACTORS

While all employees are a part of the budget process at some point, there are several people who play more intricate roles in this process.

Chief Financial Officer: The Chief Financial Officer is primarily responsible for the budget document. The Chief Financial Officer also completes revenue projections for all funds. The Chief Financial Officer must coordinate both the capital improvement plan and personnel request process. The Chief Financial Officer must prepare and present the operating budget request packets to department directors. Then the budget document must be completed and presented to the City Council. If revisions are required, they must be completed. The budget is then sent to the printer and submitted to the GFOA for the distinguished budget award.

Department Directors: Department Directors have to review previous capital improvement plan forms and make necessary changes. Then they must submit capital improvement requests for the next 5 years. Department Directors must then submit requests for additional personnel. Finally, the department budget request is submitted to the Department of Administration.

City Manager: The City Manager conducts a staff retreat to go over the budget line item by line item accordingly.

Mayor & City Council: The Mayor and City Council must conduct a public hearing and the first reading of the budget ordinance.

Budget Analyst and Budget Coordinator: The Budget Analyst and the Budget Coordinator are primarily responsible for putting the actual budget document together. They are involved in all departmental budget meetings and complete most of the data entry changes needed on all aspects of the budget document for the upcoming year. The Budget Analyst and Budget Coordinator work closely with the Chief Financial Officer and all other Department Directors to make certain the budget document properly reflects the correct information for the new fiscal year.

GENERAL BUDGET AND FINANCIAL POLICIES

These policies govern the way the City operates its operating budget. They are in place to ensure that the City of Conyers will be able to realize its ultimate goal of ensuring the City's long-term financial ability to deliver quality services.

ANNUAL BUDGET ADOPTION REQUIREMENTS

An annual budget and an appropriations ordinance shall be adopted by the city council prior to the first day of the fiscal year. However, if for good and sufficient reasons the budget cannot be adopted by the first day of the fiscal year, the budget shall be adopted no later than 45 days subsequent to the beginning of the fiscal year. If the budget and the appropriations ordinance are not adopted prior to the beginning of the fiscal year, a resolution authorizing the continuation of necessary and essential expenditures to operate the city shall be adopted prior to the beginning of the fiscal year. The proposed budget and appropriations ordinance shall be prepared by the city manager and transmitted to members of the city council for its review a minimum of six (6) weeks before the required date of adoption. The budget as adopted shall be a balanced budget with anticipated revenues (including appropriated unencumbered surplus) equal to or greater than appropriated expenditures. All funds within the budget shall also be balanced.

BALANCED BUDGET REQUIREMENTS

The City Charter requires an annual balanced budget. The adopted budget shall be a balanced budget with anticipated revenues (including appropriated unencumbered surplus) equal to or greater than appropriated expenditures. All funds within the budget shall also be balanced.

CURRENT BUDGET POLICIES

For the current budget, departments were asked to limit their spending increases to a maximum of 5 percent. Revenue projections were very conservative due to the slow economy.

OPERATING POLICES

1) The City will pay for all current expenditures with current revenues and fund balance.
2) The City will avoid budgetary procedures that balance expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
3) The City will maintain a liquidity ratio of 100 percent.
4) Where possible, the City will integrate performance measurement, service level, and productivity indicators within the budget.
5) Fund Balance Policy

The City of Conyers considers that it is prudent to establish a policy for its fund balances. The purpose of the fund balance policy is threefold: to enable realistic long-term planning, to assist with effective development of annual budgets, and to promote clear communications with the general public, staff, and administration. The elements of the policy are created by the City Council for its own purposes and may, therefore, be revised by the Council as needed in the future.

The GASB issued Statement No. 54, Fund Balance and Governmental Fund Type Definitions, to address issues related to how fund balance was being reported.

Generally, fund balance represents the differences between the current assets and current liabilities. Governmental funds will now report fund balance classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

Non-spendable-Fund balances are reported as non-spendable when amounts cannot be spent because they are either (a) not in spendable form (i.e. items that are not expected to be converted to cash) or (b) legally or contractually required to be maintained intact.

Restricted- Fund balances are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors or laws or regulations of other governments.

Committed- Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by formal action of the City Council through the adoption of a resolution. The City Council also may modify or rescind the commitment.

Assigned- Fund balances are reported as assigned when amounts are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. Through resolution, the City Council has authorized the City's Chief Finance Officer to assign fund balances.

Unassigned- Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned fund balance only in the general fund. Negative unassigned fund balance may be reported in all funds.

Flow Assumptions- When both restricted and unrestricted amounts are available for use for expenditures incurred, it is the City's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City's policy to use fund balance in the following order: committed; assigned; then unassigned.

1) The City Council is authorized to commit fund balance.
2) The Chief Financial Officer is authorized to assign fund balance.
3) When both restricted and unrestricted amounts are available for use for expenditures incurred, it is the City's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City's policy to use fund balance in the following order: committed; assigned; then unassigned.

REVENUE POLICIES

1) The City will aggressively seek state and federal funds that are available for capital projects. The City will not rely heavily on these funds, nor will it utilize funds for general operations.
2) The City will give high priority to one-time revenues.
3) Property tax collection will continue to be in the high 90s.
4) Revenues from user charges will continue to cover 100 percent of the costs of providing services.
5) A Proportionate-Change Method of forecasting will continue to be used. This method calls for projecting each individual source of revenue by analyzing previous years' collection to obtain an average annual rate of change in order to project the next year's revenues.
6) The City will monitor its revenue collections on a monthly basis through reports, which compare actual receipts to monthly allotments. In the event a department is not realizing their projection, the Chief Financial Officer will contact the department to inquire as to the extenuating circumstances that may have affected revenues. If the problem is of a serious nature, the Chief Financial Officer will work with the department in resolving the problem. The Chief Financial Officer makes the determination as to whether the City Manager and City Council need to be involved.

EXPENDITURE POLICIES

1) An operational control of departmental budgets is maintained by preliminary check of funds availability on a line-item basis.
2) The City of Conyers' purchasing system assures budget availability prior to the issuance of purchase orders. Budgetary expenditure printouts are available on the financial system anytime that a department director needs to review.
3) Encumbrances are established on the basis of the issuance of purchase orders. In the event of insufficient funds within the account, purchase orders are not issued until an interdepartmental budget transfer is approved, or until additional funds are made available by the City Council.

It is the responsibility of each department to control expenditures, and expend funds only for items that have been budgeted. The Budget Ordinance stipulates that expenditures shall not exceed the appropriation authorized by the budget. The Chief Financial Officer has the authority to transfer sums from one budget line item to another within the same department, without the necessity of the adoption of a new budget ordinance. However, no increase in the overall budget for any one department shall be made without the approval of the City Council and amendment to the budget.

ACCOUNTING POLICIES

Receivables and Payables

During the course of operations, transactions occur between individual funds for goods provided or services rendered. The receivables and payables which result from these transactions are classified as "due from other funds" or "due to other funds" on the balance sheet.

All trade and property tax receivables are shown net of an allowance for uncollectibles. Trade accounts receivable in excess of 120 days comprise the trade accounts receivable allowance for uncollectibles. The property tax receivable allowance is equal to 48 percent of outstanding property taxes at June 30, 2014.

Property taxes are levied based on a calendar year (January 1 through December 31). The property tax assessment is formally levied on September 1, based on property values as of the previous January 1. Tax bills are mailed in September. The billings are considered due upon receipt and become past due 60 days after they are mailed. Thereafter, penalties and interest may be assessed by the City. Property tax liens are generally filed by December 31 of each year.

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in the applicable governmental fund to indicate that they are not available for appropriation and are not expendable available financial resources.

DEBT POLICIES

Because of its conservative basis of accounting for tax revenues, the City of Conyers is not required to borrow money for operations. The City has no long-term General Obligation Bond Debt.

1) Long-term debt will be confined to capital improvements that cannot be financed from current revenues.
2) The payback period of the debt will not exceed the expected useful life of the project.
3) Where possible, the City will use special assessment, revenue or self-supporting bonds instead of general obligation bonds.
4) If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.

5) Long-term debt will not be used for operations.
6) The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

CAPITAL POLICIES

1) The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
2) The City aggressively seeks state and federal funds that are available for capital projects.

Capital Improvement vs. Capital Outlay: The City of Conyers' capital budget includes equipment, land and construction projects costing $5,000 or more. The budget for a capital item remains in effect until completion of the item and does not expire automatically at the end of the fiscal year. Capital Outlay defines other machinery and equipment items costing less than $5,000 which is provided for within departmental operating budgets.

Each department is required to develop and annually update a comprehensive Capital Improvement Plan. The plan provides a five-year expenditure analysis of a department's need for improvements to land, buildings and for the purchase of major machinery and equipment. This allows the City to plan ahead for expenditures that will have a major budgetary impact.

FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

Major Funds:

Major funds represent the significant activities of the City and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues and expenditures of the appropriated budget. The breakdown of the City's fund structure is as follows:

The City has the following major governmental funds:

- **General Fund:**

  The ***General Fund*** is the primary operating fund of the City. It accounts for all financial resources of the general government, except those that are required to be accounted for in another fund. It is considered a Governmental Fund.

- **SPLOST capital projects fund:**

  The SPLOST capital projects fund accounts for capital projects financed by a one percent sales and use tax.

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources, and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The modified accrual basis is followed in the General Fund.

Additionally, the City has the following non-major Special Revenue Funds:

– **Emergency Telephone System Fund:**

The ***Emergency Telephone System Fund*** is one of the City's Special Revenue Funds which is one of the governmental funds. Revenues received by the City are paid directly from wired and wireless telecommunication providers, with expenditures occurring to maintain and run the system within the City. The modified accrual basis is followed in the Emergency Telephone System Fund.

– **Forfeited Assets Fund:** The forfeited assets fund accounts for funds received from the enforcement of drug laws and shared revenues resulting from the forfeiture of property from drug offender's arrests.

– **Hotel/Motel Fund:**

The ***Hotel/Motel Fund*** is a Special Revenue Fund for the purpose of promoting tourism. Revenues for the fund are raised from an 8% hotel/motel tax placed on hotels/motels conducting business within the City limits. Expenditures are strictly directed to the promotion of tourism.

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

The City has the following major Proprietary Funds:

- **Cherokee Run Fund:**

  The ***Cherokee Run Fund*** accounts for all operations related to the municipal golf course. The course is an Arnold Palmer design that opened in 1995. The city took over the operations of the golf facility and it accounts for all revenues and expenses in a separate enterprise fund.

- **Sanitation Fund:**

  The ***Sanitation Fund*** is used to account for the collection and disposal of solid waste services of the City.

- **Stormwater Management Enterprise Fund:**

  The ***Stormwater Management Fund*** is used to account for the Stormwater Management Program which ensures the welfare of the community by addressing problems with stormwater runoff throughout the City. This fund is a direct implementation of the National Pollution Elimination System Phase II compliance program.

- **Landfill Enterprise Fund:**

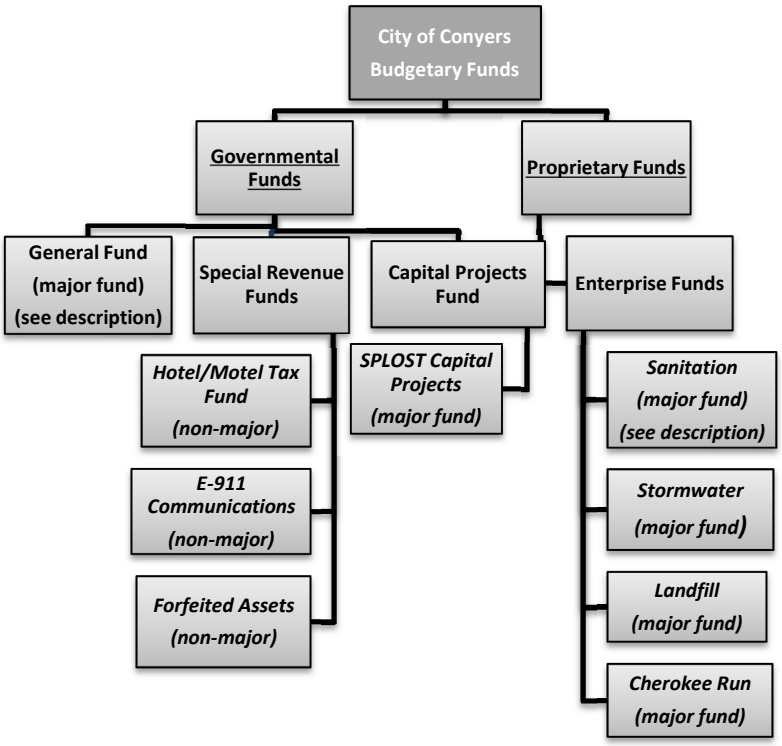
  The Landfill Enterprise Fund is used to account for post closure care costs and debt related to the solid waste landfill, which was closed in 1993.

Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprise - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability or another purpose. The measurement

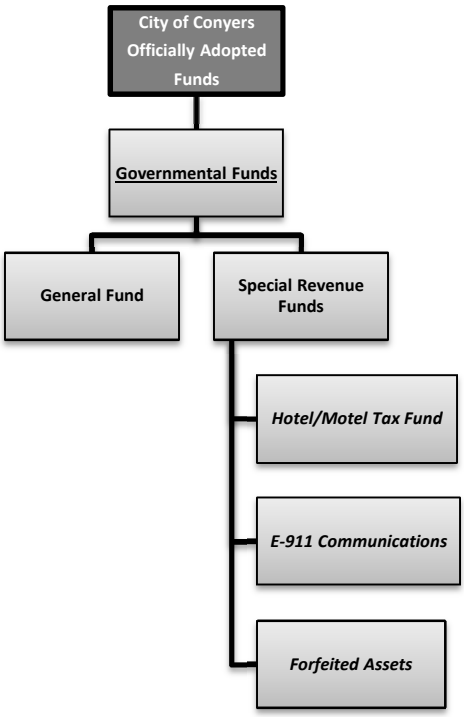
focus is on the flow of economic resources. The Sanitation, Stormwater Management and Landfill Enterprise Funds are considered Proprietary Funds and budgeted for using the full accrual basis for accounting.

An independent accounting firm performs an annual audit of the financial statements of the City and does publicly issue an opinion thereon.

City of Conyers
All Funds



NOTE: ALTHOUGH THE CITY OF CONYERS HAS A NUMBER OF FUNDS AS SHOWN IN THE "ALL FUNDS STRUCTURE DIAGRAM ABOVE, THE CITY IS ONLY REQUIRED TO OFFICIALLY ADOPT THE GENERAL FUND AND SPECIAL REVENUE FUNDS. OTHER FUNDS ARE INCLUDED FOR INFORMATION PURPOSES ONLY.



BUDGETARY BASIS

The modified accrual basis is followed in all governmental funds. Under this method, revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized when the obligation is incurred, with the exception of principal and interest on general long-term debt which is recognized when due. Annual appropriated budgets are adopted for all funds at the department level. The SPLOST capital projects fund is adopted on the project length basis. Budgets for the enterprise funds are for management control purposes and are not required to be reported. Budgets are adopted on a non-GAAP basis. All appropriations that have not been encumbered at the end of the fiscal year will lapse. Expenditures may not legally exceed budgeted appropriations at the department level.

Encumbrances represent commitments related to unfulfilled contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balance and are carried forward to the forthcoming year. They do not constitute expenditures or liabilities until the related goods or services are received during the subsequent year. The following process is used by the City in establishing the budgetary data reflected in the financial statements.

Each year, by January 31st for capital budgets and March 31st for operating budgets, all departments of the City submit requests for appropriations to the Chief Financial Officer and Finance so that a budget may be prepared. The budget is prepared by department for each fund, and includes information on the past year, current year estimates and requested appropriations for the next fiscal year.

Before May 31st, the proposed budget is presented to the City Council for review. The City Council holds public hearings and may add to, subtract from, or change appropriations. The budget is then approved by an affirmative vote of a majority of the City Council at the first regular meeting following the public hearing,

and by June 20th of each year. As expenditures may not legally exceed budgeted appropriations at the department total level, the Chief Financial Officer and Finance are authorized to revise appropriations within each department, but may not change total appropriations for a department. Revenues, which have been considered measurable, available, and accrued, are: property, motor vehicle and intangible taxes, garbage fees, accrued interest on investments, and intergovernmental revenue.

Licenses and permits, charges for services (other than garbage fees), fines and forfeitures, and miscellaneous revenues are recorded as revenues when received because they are not generally measurable until actually received.

All Proprietary Funds are budgeted for using the accrual basis of accounting, whereby revenues are recognized when incurred. Proprietary funds distinguish ***operating*** revenues and expenses from ***non-operating*** items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the City's enterprise funds are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

GAAP BASIS vs. BUDGET BASIS

The major differences between the budget basis used by the City and GAAP are that encumbrances are recognized as expenditures (budget) as opposed to reservations of fund balance (GAAP). Encumbrances represent commitments related to unfulfilled contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in the governmental funds. Encumbrances outstanding at year end are reported as reservations of fund balance and are carried forward to the forthcoming year. They do not constitute expenditures or liabilities until the related goods or services are received during the subsequent year. A reconciliation of budgetary and GAAP fund balances is provided each year in the comprehensive annual financial report (CAFR).

INVESTMENT POLICIES

Disbursement, collection and deposit of all funds will be appropriately scheduled to ensure the timely payment of expenditures and investment of funds. It is the policy of the City of Conyers to invest public funds in a manner which will provide the highest investment return, with the maximum security, while meeting the daily cash flow demands of the City; and conforming to all state and local statutes governing the investment of public funds. The City's cash and cash equivalents includes cash on hand, amounts in demand deposits, and investments with original maturities of three months or less from the date of acquisition. State of Georgia statutes authorize the City to invest in obligations of the U. S. Treasury or agencies, obligations of state and local governments, bankers' acceptances, repurchase agreements, local government investment pool sponsored by the State of Georgia and certificates of deposit in federally insured financial institutions.

WORKING CAPITAL RESERVE

The City of Conyers has established the policy of maintaining a minimum 120-day working capital reserve in the City's General Fund.

TAX MILLAGE RATE

As a part of the normal budget process, the governing authority adopts a millage rate to provide property tax revenue to the General Fund. The adopted millage rate for tax year 2015 is 13.59 mills, which reflected a rollback rate from last year's rate of 13.62 mills.

GOALS	OBJECTIVES	PERFORMANCE
Ensure a safe community	Enforce the laws of the State of Georgia and the ordinances of the City of Conyers	Enforcement
	Investigate criminal activity in the City of Conyers	Special Events Ordinance
	Patrol the streets of the City of Conyers to enhance the safety and wellbeing of the citizens that work, live and visit the community	Junk vehicle ordinance
	Investigate traffic accidents within the City of Conyers	Adopting Alcohol Ordinance
	Provide the citizens with community programs designed to promote crime prevention	
	Decrease the flow of narcotics in the State of Georgia by interdiction on Interstate 20 within the corporate limits of Conyers	
	Provide 911 emergency service to all citizens of the City of Conyers	
Ensure the City's long-term financial ability to deliver quality services	Debt Service Policy	Update fixed assets
	Internal Audits	Manage Cash Flows
	Yield greater dividends	Investment Policy
Utilize new technology to increase service level and decrease cost	Mobile Data Project	Pay for services on line
	Digital Imaging	Constant update of
	24/7 Helpdesk Availability	Customer Survey available on line
Attract and retain a business, visitors & citizens	Beautification	Conyers Convention & Visitors Bureau
	Economic Development	Business Incentives
	Main Street Program	Homestead Exemption
	Downtown Development Authority	
Enhance community and neighborhoods	Stormwater Projects	Community Development Plan
	Economic Development	Comprehensive Land Use Plan
	Vacant Building Rehabilitation	Code Enforcement
	Downtown Development Standards	Beautification
		Historical Preservation
Provide diverse recreational and entertainment opportunities	Additional and more Diverse Special Events at the Georgia International Horse Park	New Festivals and other events
	Events at the Old Town Pavilion	Implement Departmental Performance Indicators
	Build a Nature Center	
Maintain high level of customer service	Customer Service Standards	Employee Survey
	Citizens Survey	Implement Departmental Performance Indicators
	24 hour customer service by the use of Helpdesk	

Budget Highlights, Priorities and Issues

Georgia International Horse Park

The Georgia International Horse Park continues to be the driving force for tourism in Conyers' local economy. In fiscal year 2013-2014, the GIHP hosted 147 events, of which 63 were equine events. The Great Miller Lite Chili and BBQ Cook-Off made the GIHP its home for the first time in 2013 and returns in 2014 to offer more competitive tasting of award-winning chili and BBQ along with music, entertainment and children's activities.

The GIHP continues to serve as the ideal venue for the popular trend of adventure and obstacle races. Races held at the Horse Park within the past year include the Ragnar Trail, Merrell Down and Dirty Mud Run, Rugged Maniac 5K and the BattleFrog Obstacle Race Series designed by U.S. Navy SEALS.

The North Georgia Live Steamers celebrated their grand opening and Golden Spike Ceremony at the Horse Park in the fall of 2013. More than 350 people of all ages enjoyed $1.00 train rides on their newly laid track that runs nearly two miles behind the Steeplechase. The Live Steamers set a schedule for six open ride dates in 2014 in which they plan to operate and invite the public to enjoy this new recreational component at the park.

Cherokee Run Golf Club

Cherokee Run Golf Club continues to prove it is a championship destination golf course. Among tournaments hosted at Cherokee Run in 2013, the Reynolds, Inc. tournament was the largest revenue-generated tournament held at the course to date. This past year's largest new tournament was sponsored by the Georgia Power Company and brought 120 players to the challenging course.
Cherokee Run introduced the Get Golf Ready program, a PGA program for new players, in which players learn the basics of the sport of golf in only five lessons. A kid's academy was also held first in 2013 and returned due to popular demand in 2014.

Filming

Much like up-and-coming actors and actresses are discovered every day in glamorous locations such as Los Angeles and Hollywood, so has Conyers been discovered as its own hidden gem of Hollywood in the heart of the south. The backdrop of Olde Town Conyers and then countryside of the county can be found in such TV classics as "In the Heat of the Night" and "The Dukes of Hazard," but the past two years have proven that a revival of the industry in Conyers is alive and well.

The CW network's "The Originals" has transformed Olde Town Conyers into New Orleans and other television projects such as "Halt and Catch Fire," and "Constantine" along with feature films "Selma," "The Sunday Horse" and HBO's "Bessie" have filmed at the Georgia International Horse Park and in Olde Town. The city of Conyers works closely with the Camera-Ready liaison at the Conyers-Rockdale Economic Development Council on this burgeoning industry that is bringing and sustaining significant economic development to the community.

Transportation

Construction work began in June 2014 on the long awaited Railroad Street widening and enhancement project. The Conyers City Council approved a $1.14 million project paid for with special purpose local option sales tax (SPLOST) dollars for the widening of the road from Center Street to West Avenue. Construction will also include the installation of new stormwater drains, additional parking spaces and landscaping along the thoroughfare. The project is expected to take 10 months to complete, weather permitting.

Bids and subsequent construction will begin on Irwin Bridge Road in 2014-2015. The corridor between Sigman Road and North Main Street will be enhanced with streetscape improvements such as landscaping, bicycle lanes and new sidewalks.

Public Safety

The city's alcohol ordinance was revised this past year to more closely mirror the regulations in the state's statutes. Of particular note, the ordinance requires all servers and managers of establishments serving alcohol to take part in Responsible Alcohol Sales and Service (or RASS) training.

Conyers Police created a new unit in 2013 to address serious critical incidents. The Special Response Team (SRT) has undergone training with the DeKalb Police Department's training officers and at their facilities on a regular basis. In 2014, the CPD is working closely with the Rockdale County Sheriff's Office to address serious incidents such as hostage situations and shootings as they arise.

Conyers Police are currently evaluating vendors and evaluating a new public safety radio/communications network that will enable the department to more effectively serve and protect the people of Conyers over the next 20 plus years.

Strategic Planning

The mayor and city council will embark on a strategic vision and plan for the city of Conyers in fiscal year 2014-2015. The Carl Vinson Institute of Government, a unit of Public Service and Outreach at the University of Georgia, will work with Conyers elected officials, staff and stakeholders to form a broad vision for the city as well as determine specific vision and implementation plans. The strategic plan will engage stakeholders and gather input through citywide stakeholder and public engagement sessions including town hall meetings, focus groups, interviews and surveys. The strategic plan will be integral in weaving the heritage and history of the Conyers of yesteryear with the ideals, vision and aspirations of the 21st century Conyers.

Planning for the Future

In an effort to make Conyers more attractive to citizens of all generations, the city's Department of Planning and Inspection Services has been busy implementing a number of ordinances and zoning revisions.

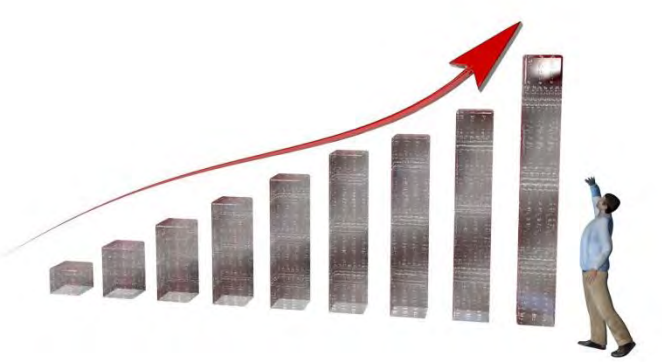
The new motorized cart (golf cart) ordinance allows for low-speed vehicles, motorized carts, mopeds and electric personal assistive mobility devices — commonly known as Segways —on certain streets in the Olde Town area where the speed limit does not exceed 35 mph. Drivers of motorized carts are subject to traffic laws, pay an initial registration fee of $15 and an annual renewal fee of $15. Only those over the age of 18 with a valid driver's license are permitted to register the vehicle, although licensed drivers ages 16 and over can operate them. The mayor and council feel the addition of

motorized carts to the Olde Town area will be a green initiative and offer an alternative mode of transportation for citizens visiting neighbors and frequenting businesses in Olde Town Conyers.

The historic overlay zoning district over much of Olde Town Conyers will soon be the new Downtown, or D, District. The new zoning district was created to protect historic development while providing an opportunity for Olde Town Conyers to re-establish itself as a center of commerce and promote walkability to a unique variety of mixed-use establishments including civic, office, restaurant, retail and residential uses within the district. The D District is composed of approximately 282 acres within the city of Conyers that comprise the Conyers historic district. The D District is further divided into subsections: downtown edge, downtown civic and downtown center.

The new Downtown District will preserve the history and charm of Olde Town and offer developers guidelines for new development and redevelopment within the area that is consistent with the city's Comprehensive Land Use Plan and the council's vision for the city's historic center.

City leaders are meeting with architects on preliminary plans for a new city hall complex. While still very much in the early planning stages, the ultimate goal is to construct a new municipal complex which will house most city departments under one roof including: Planning and Inspection Services, Finance and Administration, Human Resources, IT, Public Relations and Tourism, offices of the mayor, city manager and other administrative officers of the city. The municipal complex would also include public meeting space and new City Council Chambers.



Local governments are still dealing with the impacts of the Great Recession, and many of us will not recover for several years. Although many governments have cut personnel and or services, the city of Conyers prides itself in maintaining the same level of service with relatively fewer positions. Nevertheless, even though we had to reduce some positions for last fiscal year we have added 3 new positions for this coming fiscal year. Fortunately, in today's economy, most employees are fortunate to be employed and are not as likely to leave for greener pastures. But as history dictates, as employees get more work for the same or less pay, eventually they become demoralized and the organization as a whole suffers. Needless to say, these approaches to balancing the budgets, whereas necessary, are not sustainable in the long run.

Several factors make it difficult for municipal officials in smaller units of government to perform a thorough analysis of municipal financial condition.

- There are few standards against which municipal finances can be measured with confidence.
- It is not easy to compare one city to another, because of the differences that exist in city population, services provided, and legal requirements.
- It is difficult to measure factors external to the city government itself political, economic, and social forces, which have a strong influence on financial well-being.
- The problems that create fiscal difficulties seldom emerge overnight; rather, they develop slowly, thus making potential difficulties less obvious.
- The information needed to assess problems is seldom readily available in a usable format.

Financial trend analysis is an applied, practical approach for monitoring the financial condition of a city through the use of financial indicators. To use this system, a city first constructs indicators over the previous five-year period and observes how they change. This would permit an assessment of the current financial condition. Each subsequent year, the city then updates each indicator to provide a continued assessment. The purpose of the trend monitoring system is to assist the city:

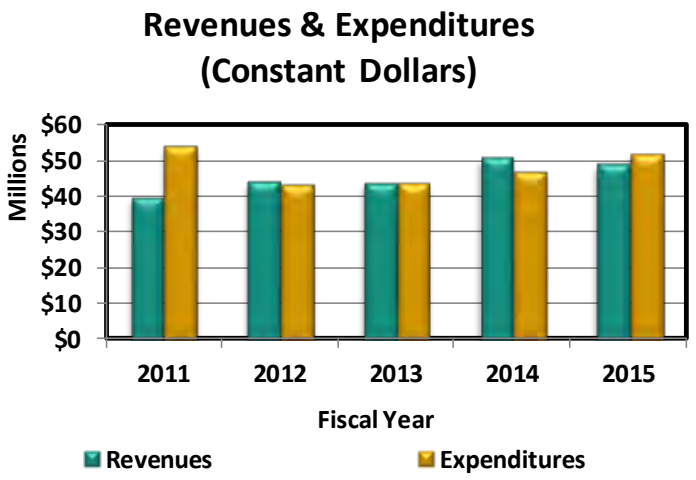
- To gain a better understanding of the city's financial condition.
- To identify emerging problems before they reach serious proportions.
- To prepare a straightforward picture of the city's financial strengths and weaknesses for presentation to the legislative body, community, credit firms, and other groups.
- Introduce long-range considerations into the annual budgeting process.
- Provide a starting point for elected officials in establishing financial policies.

The advantages of this approach are:

- It presents a way to quantify a significant amount of information regarding financial condition.
- It combines financial and non-financial data into the same analysis.
- It places the events of a single year in a long-term perspective and permits a city to follow changes over time.
- It incorporates benchmarks normally used by credit rating agencies.
- It relies on data that already exists in a city's records or is otherwise reasonably available.
- It provides the framework for assembling and analyzing information about the city on a regular basis.

This approach relies heavily on the determination and analysis of selected key trends. The identification of one adverse trend, however, does not automatically represent fiscal decline. Some trends, which on the surface may appear adverse, may, after careful analysis, prove harmless. Moreover, the techniques involved are intended to provide an overview of the financial condition of a municipality. The results obtained from using these techniques are a good beginning point for analysis, not a conclusion.

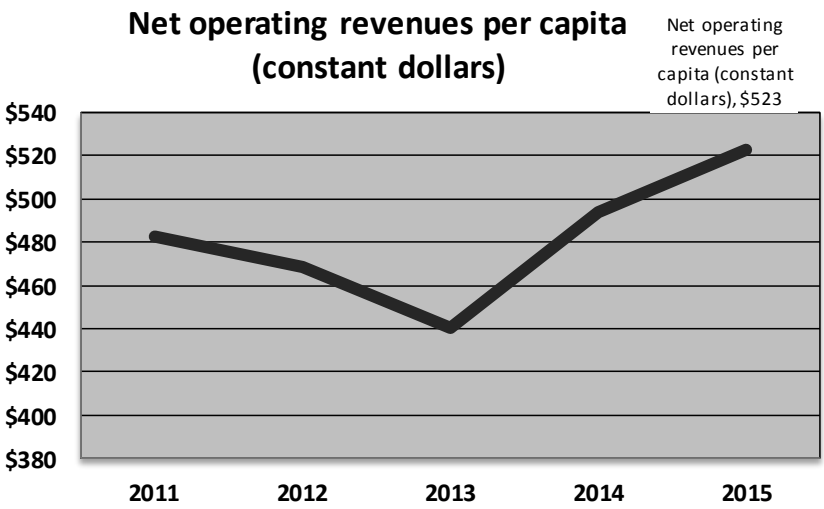
The system cannot explain specifically why a problem is occurring, nor does it provide a single number or index to measure financial health. What it does provide are flags for identifying problems, clues about their causes, and time to take anticipatory action. This annual financial trend analysis focuses on the City's General Fund.



REVENUES

Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility, and administration. Under ideal conditions, revenues would be growing at a rate equal to or greater than the combined effects of inflation and expenditure pressures. They would be sufficiently flexible (free from spending restrictions) to allow necessary adjustments to changing conditions. They would be balanced between elastic and inelastic with respect to economic base and inflation; that is, some would grow with the economic base and with inflation, and others would remain relatively constant. In this sense, elastic revenue is one that directly responds to changes in economic base and inflation. As economic base and inflation increase, elastic revenues would increase in approximately the same proportion. If the economic base was to shrink or inflation was to decline, revenues would also decline in proportion. They would be diversified by sources so as not to be overly dependent on residential, commercial, industrial land uses, or external funding sources, such as federal grants or discretionary state aid. User fees would be regularly reevaluated to cover the full costs of services. Analyzing a revenue structure will help to identify the following types of problems:

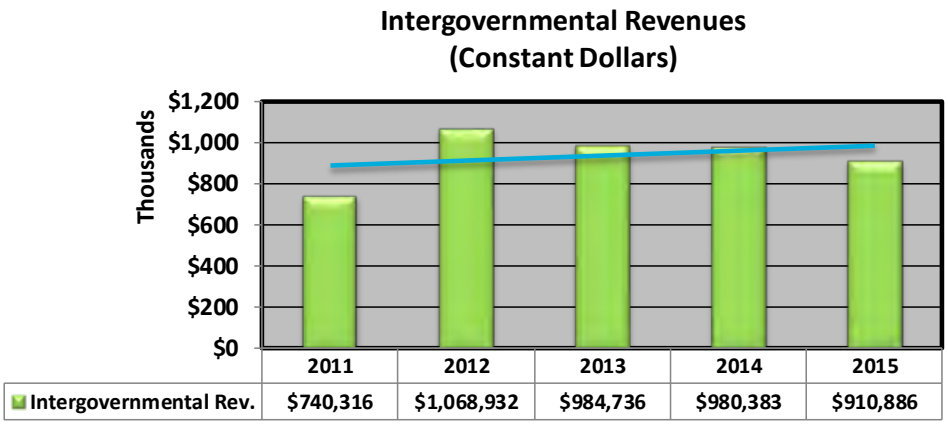
- Deterioration in revenue base.
- Internal procedures or legislative policies that may adversely affect revenue yields.
- Over dependence on obsolete or external sources.
- User fees that are not covering the cost of services.
- Changes in tax burden on various segments of the population.
- Lack of cost controls and poor revenue-estimating practices.
- Inefficiency in the collection and administration of revenues



The City of Conyers has not experienced

extreme changes in its revenues and expenditures. Revenues have remained somewhat constant in the last five years. The City is trying to keep its expenditures low while continuing providing services at the same high level that the citizens are accustomed to. Almost stable trend of expenditures in the last five years shows that the City is successful in its efforts to keep expenditures low.

Examining per capita revenues shows changes in revenues relative to changes in population size. As population increases, it might be expected that revenues and the need for services would increase proportionately, and therefore, that the level of per capita revenues would remain constant in real terms. The state of the economy is reflected here where the revenues per capita are less, because population is increasing at a faster pace than revenues.

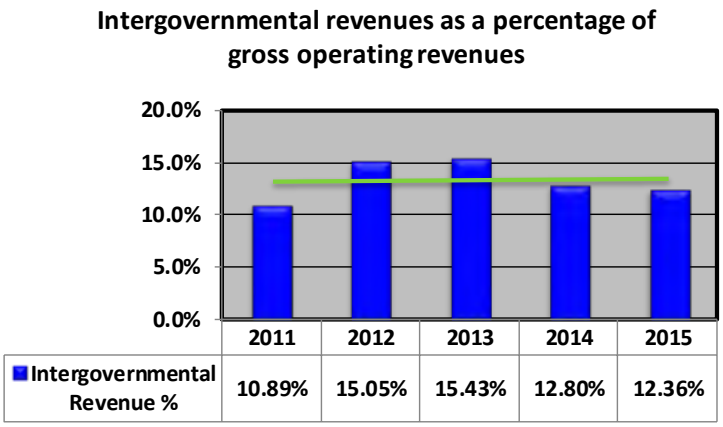


Revenue per capita measures net operating revenues in constant dollars against the City's population.

Examining per capita revenues for the City, it indicates that the revenue structure, such as over dependence on inelastic revenues, is not a problem. The City will continue to maintain to increase revenues as the need arises by applying following measures:

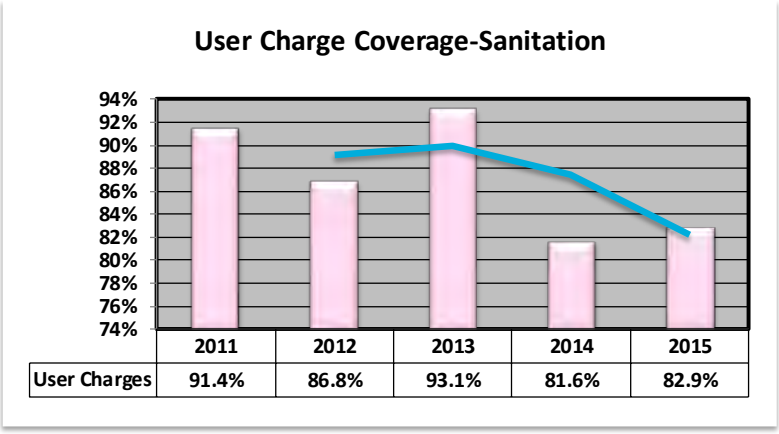
- Reviewing revenue collection procedures.
- Possibly increasing service charges, fines and penalties, license and permit fees when deemed necessary.
- Continue pursuing and securing new sources of revenue.
- Securing special-purpose or grants from public or private agencies.

Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The higher percentage of increase since 2010 is due to grants that were a result of the American Recovery Act.



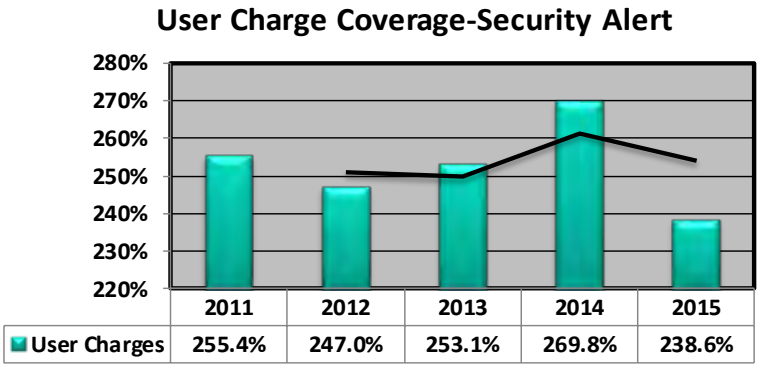
The ratio of intergovernmental funds as a percentage of gross revenues stands at 12.36% for fiscal year 2015. Since intergovernmental grants received by Conyers are generally one-time grants, they are not expected to affect the intergovernmental fund indicator beyond the year the grant is received. All potential grants are carefully examined for matching requirements.

Intergovernmental assistance is used to finance only those capital improvements that are consistent with the capital improvement plan and the City's priorities, and such operating and maintenance costs have been included in operating budget forecasts.



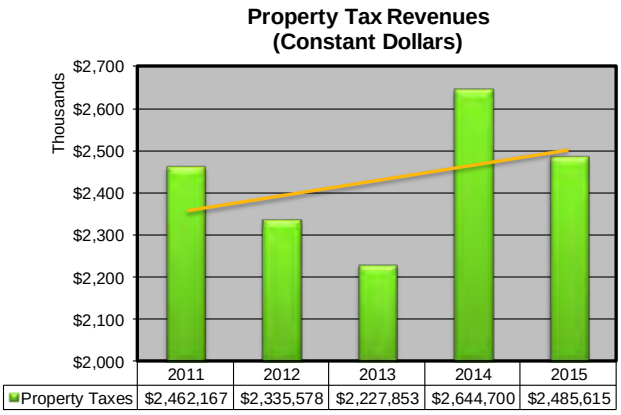
The term user charge coverage refers to whether fees and charges cover the cost of providing service. Revenues from user charges as a percentage of total expenditures for related services did not cover its cost for sanitation for the last 5 fiscal years. Examples of user charges in Conyers: commercial sanitation, criminal background checks, and Conyers Security Alert.

The commercial sanitation and Conyers Security Alert user charges form most of the user charge coverage. In order to get a better idea of each service, the user charge coverage analysis is conducted separately for those services. The Sanitation Service Analysis indicated that sanitation revenues did not cover the cost of providing the service. Expenditures were increasing at a rate faster than revenues could support. This increase was a major concern for the City. After an extensive analysis of the user charge coverage for sanitation, rates were raised in order to avoid the general fund having to cover for sanitation expenditures.



Analysis of the Conyers Security Alert Service indicates that at this point revenues are enough to cover cost of the service. However, yearly rate structure assessment will be conducted to ensure current structure.

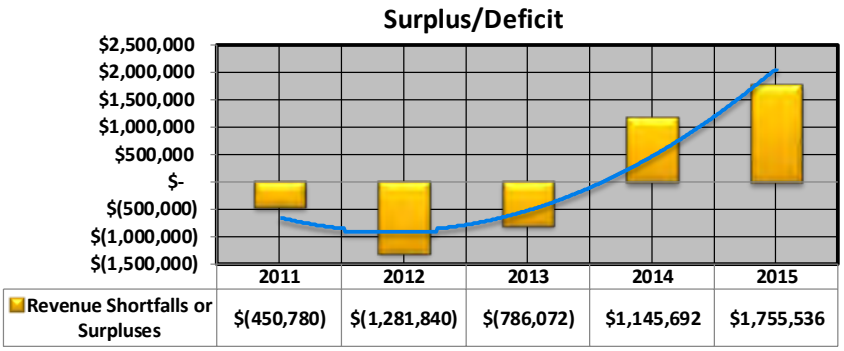
Property tax revenues are considered separately from other revenues because the City of Conyers, like other local governments, relies heavily on them.

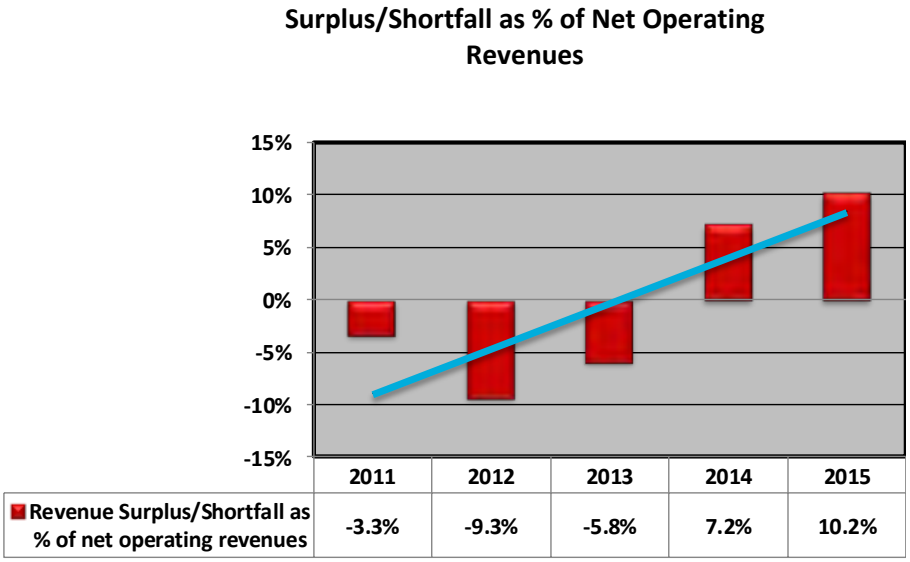


The City of Conyers has had a homestead exemption since year 2006 of $20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. The millage rate for FY 2015 is projected to decrease from 13.62 to 13.59 mills.

Revenue shortfalls or surpluses indicator examines the differences between revenue estimates and revenues actually received during the fiscal year.

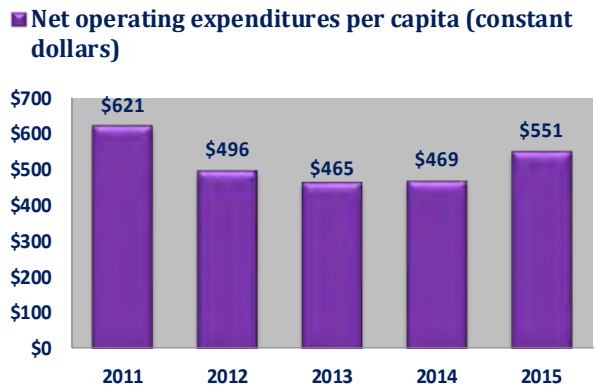
In the graph below, revenue shortfalls are plotted above the line and revenue surpluses below the line. It is considered that staying near the line or slightly below it is a positive sign. Conyers has a revenue surplus of the last five years analyzed. More conservative revenue forecasting techniques have helped the City avoid future revenue shortfalls. The following graph depicts the actual numbers. Since 2011 the deficit was a direct impact of the recessive economy. Beginning with fiscal year 2014, the city is starting to see a change to the positive.





EXPENDITURES

Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in constant dollars, the more service it is providing. This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is expenditure growth rate in order to determine whether a city is operating within its revenues.



Because most cities are required to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth.

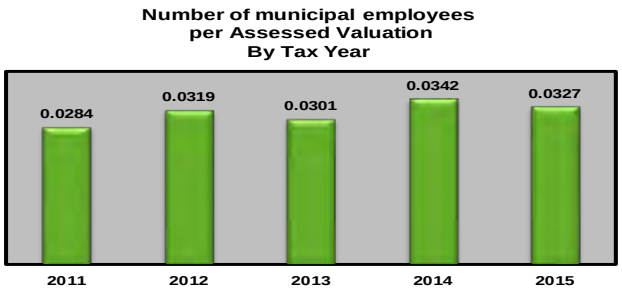
Nevertheless, there are a number of subtle ways for a city to balance its annual budget but create a long-run imbalance in which expenditure outlays and commitments are growing faster than revenues. Some of the more common ways are to use bond proceeds for operations, allocate small amounts from intergovernmental grants, borrow, or use reserves. Another way is to defer maintenance on streets, buildings, and other capital stock or defer funding of a future liability such as a pension plan.

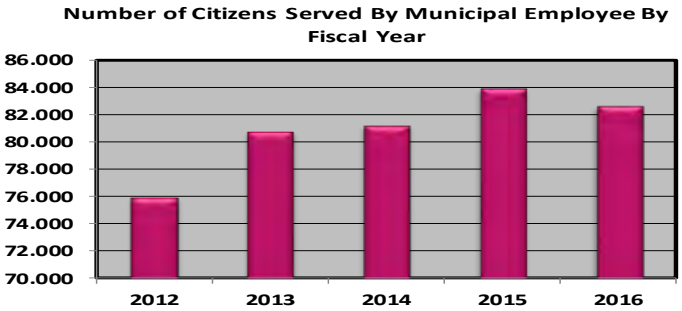
A second issue to consider is the level of mandatory or "fixed costs". This is also referred to as expenditure flexibility. It is a measure of how much freedom a city has to adjust its service levels to changing economic, political, and social conditions. A city with a growing percentage of mandatory costs will find itself proportionately less able to make adjustments. As the percentage of debt service, matching requirements, pension benefits, state and federal mandates, contractual agreements, and commitments to existing capital increases, the flexibility of spending decisions decreases.

Ideally, a city will have an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to changing conditions.

Analyzing a city's expenditure profile will help identify the following types of problems:

- Excessive growth of overall expenditures as compared to revenue growth or growth in community wealth (personal and business income).
- An undesired increase in fixed costs.
- Ineffective budgetary controls.
- A decline in personnel productivity.
- Excessive growth in programs that create future expenditure liabilities.





Changes in per capita expenditures reflect expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay.

Net operating expenditures per capita indicator considers Conyers' net operating expenditures in constant dollars relative to changes in population. Several factors for the increase in per capital spending are reflected in the economy itself. Higher cost of gasoline and operation and maintenance costs for example, make it more expensive to provide the services. Performance measures and productivity indicators will be integrated into the budget to control spending.

Personnel costs are a major portion of a local government's operating budget. Plotting changes in the number of employees per capita is a good way to measure changes in

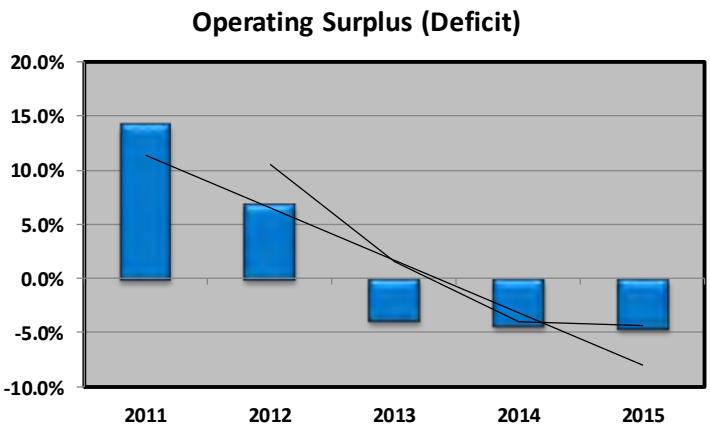
expenditures. In order to somewhat keep up with the decreased revenues the city has had 11 positions frozen since fiscal year 2013. Therefore the number of citizens served by each city worker has increased.

OPERATING POSITION

A local government's operating position is its ability to (1) balance its budget on a current basis, (2) maintain reserves for emergencies, and (3) have sufficient liquidity to pay its bills on time. An analysis of operating position can help to identify the following situations:

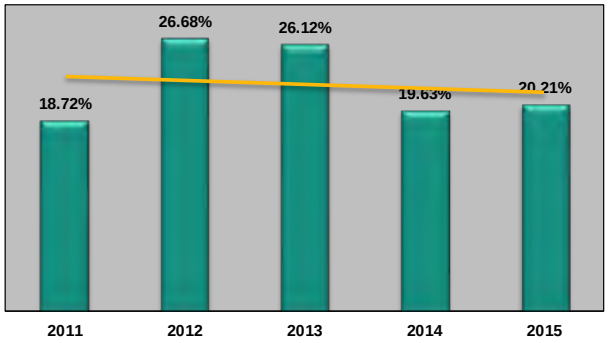
- A pattern of continuing operating deficits.
- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.

To measure operating position, four indicators were examined: Operating Deficits, Enterprise Losses, Fund Balance, and Liquidity.



An operating deficit occurs when expenditures exceed revenues. Local governments often have fund reserves from budget surpluses of previous years. Therefore, an operating deficit of one year does not merit cause for alarm. However, if deficits are a recurring problem, it could indicate serious problems for the future of the city. Deficits occurring over more than one year are considered a negative factor by credit-rating firms, and could affect a city's ability to borrow funds.

In spite of the declining economy the City has been able to maintain a solid operating surplus. The decrease in surplus in fiscal year 2011 was due primarily to the acquisition of the municipal golf course and the decrease in property taxes due to lower than expected assessements.



A liquidity ratio less than one to one (a current account deficit) is considered a negative factor. A less than one-to-one ratio for more than three years is considered a decidedly negative factor.

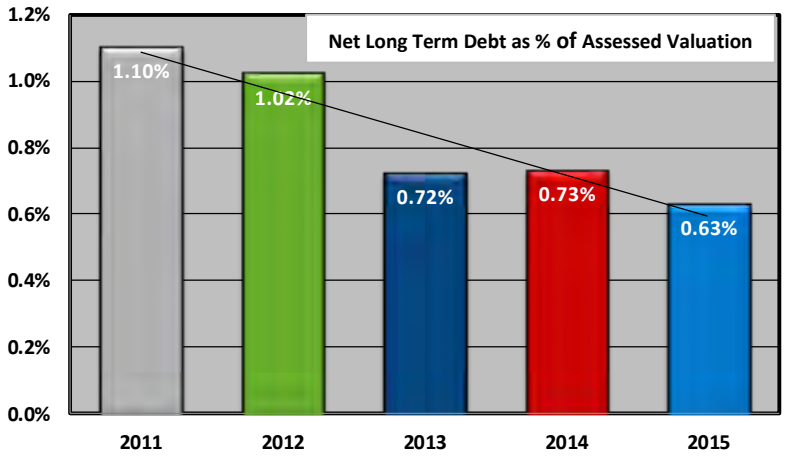
When liquidity is diminished, the City loses the ability to expend resources in the most efficient manner. Capital purchases are a good example of how the lack of liquidity leads to purchase inefficiencies. Let's say that the City needs to have a replacement schedule for police vehicles where it replaces 10 vehicles each year. Due to the low liquidity, the City can only replace 5 and move the other 5 back one or two years. That will cause an inefficiency because those 5 cars that were pushed back will incur higher maintenance costs while at the same time keeping the officer from doing his/her job in the most efficient way. The City may also lose the ability to buy in bulk and at lower prices.

DEBT INDICATORS

Debt is a useful way to pay for capital purchases and cover irregular revenues. Too much debt can have a negative effect on governments. In order to evaluate debt, four indicators were examined: Current Liabilities, Long-Term Debt, Debt Service, and Overlapping Debt. These measures can reveal:

- Inadequacies in cash management procedures and expenditure controls.
- Increasing reliance on debt.
- Decreasing expenditure flexibility.
- Use of short-term debt to finance current operations.
- Sudden large increases or decreases in future debt service.
- The amount of additional debt that the community can absorb.

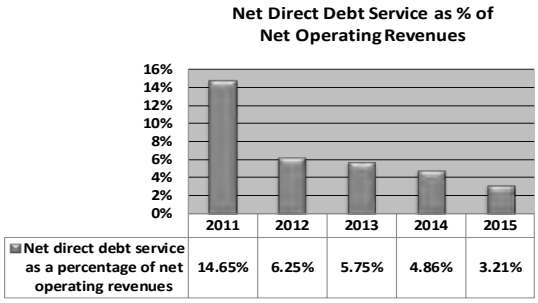
In Conyers, current liabilities are all liabilities due within the fiscal year. Increasing current liabilities as a percentage of net operating revenue is a warning sign for local government. A two-year trend of increasing short-term debt outstanding at the end of the fiscal year is considered a negative factor.



Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.

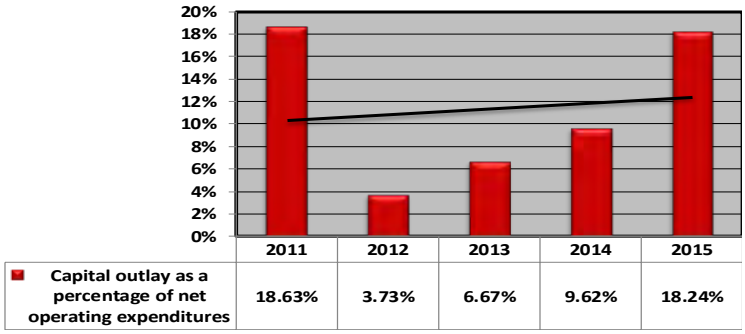
The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has decreased from 1.10 percent in 2011 to 0.63 percent in 2015. Conyers will make a concerted effort to not enter into long-term debt obligations unless it is absolutely necessary.

Debt Service refers to the principal and interest a government must pay each year on its debt. The credit industry considers net direct debt exceeding 20 percent of operating revenues a potential problem. For the last 5 years, the City of Conyers has maintained its direct debt service well under the industry recommendation. For fiscal year 2016, the ratio is expected to remain below 10 percent.



CAPITAL PLAN INDICATORS

Capital Outlays as defined by Conyers are expenses greater than $5,000. This usually consists of equipment purchases. A declining trend over two or more years may imply that the government is not properly maintaining its equipment, potentially creating a much larger capital outlay in the future.



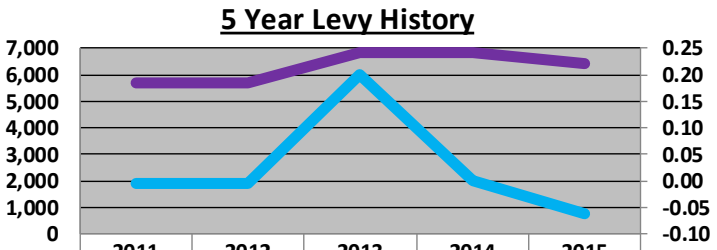
Capital Outlay as % of Net Operating Expenditures

The City of Conyers' capital outlay from operating funds as a percentage of net operating expenditures has decreased slightly over the past five years. Several major projects are expected to be started within the next five years due to the proceeds collected from SPLOST and Stormwater revenues. The trend is expected to show an increase in the next few years.

COMMUNITY NEEDS AND RESOURCES

Community needs and resource indicators are economic and demographic factors that can help predict where a community is going. Population growth is both good and bad. Growth increases demand for services, thus increasing expenditures; however, it also increases revenues. Growth that results in quality development will more likely generate income above demands for services.

The population growth in the City of Conyers has steadily increased, albeit at a much slower pace than Rockdale County. However, the population growth in the County directly impacts the City of Conyers and the services it provides. Conyers is the only municipality within Rockdale County, that coupled with the fact that a majority of the businesses and industries are located within the corporate limits, means that the City must plan to provide services to a daytime population of over 80,000 while its' residential population is only about 15,511. While the businesses and industries mentioned earlier provide a strong tax base, they also make the City's tax revenues fluctuate more as they relocate or close due to the economy.



	2011	2012	2013	2014	2015
Net Taxes Levied	5722	5694	6830	6829	6413
Net taxes % increase	-0.01	0.00	0.20	0.00	-0.06

The median age of Conyers residents is 32.4 years old. The meaning of this is not clear-cut, but it is beneficial to have a majority of your population working and participating in the economy. According to the U.S. Census Forecast for 2015, 66.5 percent of residents 16 years and over are employed in management and professional or sales and office related occupations. The median household income for Rockdale County is $54,310.

The assessed value, of real and personal property within the City of Conyers, is pursuant to state law, established by the County Tax Assessor. The assessed valuation is 40% of the actual value of the property. Property value is important because most cities depend on the property tax as a substantial portion of their income. If a city has a stable tax rate, the higher the aggregate property value, the higher the revenues generated. Cities experiencing population and economic growth are also likely to experience growth in property values in the short-term, the supply of housing is fixed and the increase in demand due to growth will force prices up. The reverse tends to be true for declining areas.

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

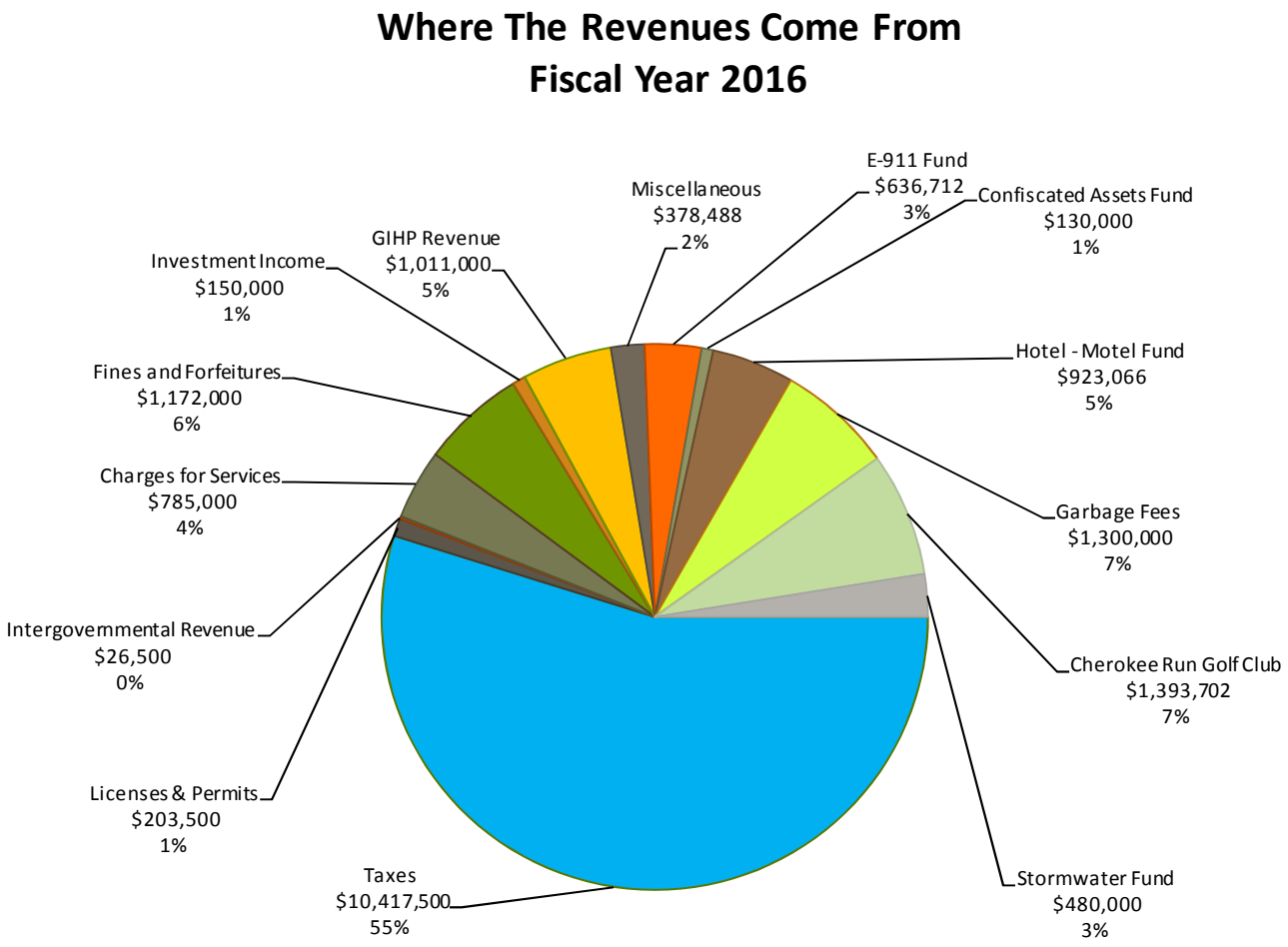
MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2015-2016 reflects general fund revenues of $14,143,988, an increase in projected revenues of $622,902 from last year actual unaudited revenues. In preparing revenue projections, which directly impact the estimated available fund balance, the following information was considered:

- Departmental projections of year-end expenditures.
- Prior year experience with regard to the unexpected budget remaining at year-end.
- Analysis of actual revenue and expenditure experience as of April 30.

The following is a discussion of the City's primary revenue sources and some of the underlying assumptions used in projecting fiscal year 2016 revenue:

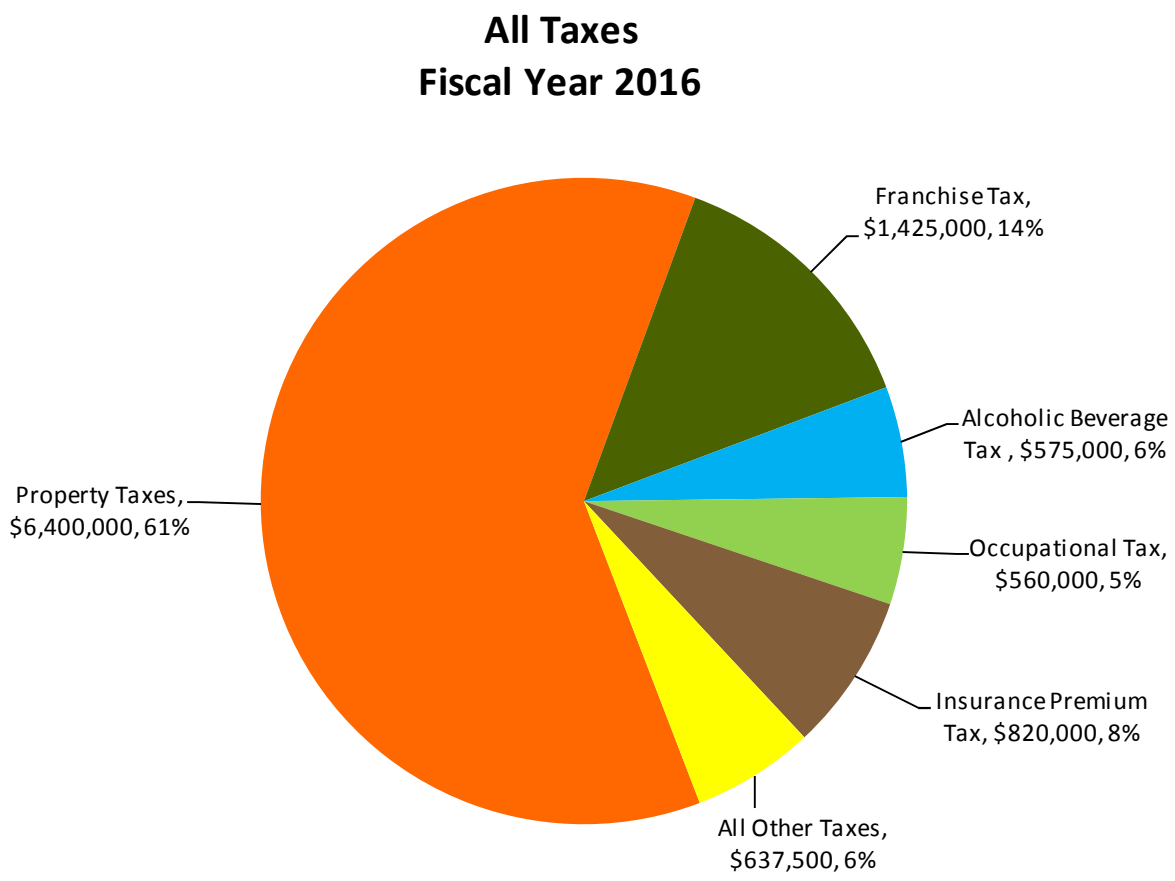
Revenues/Sources



PRIMARY REVENUE SOURCES (ALL FUNDS)

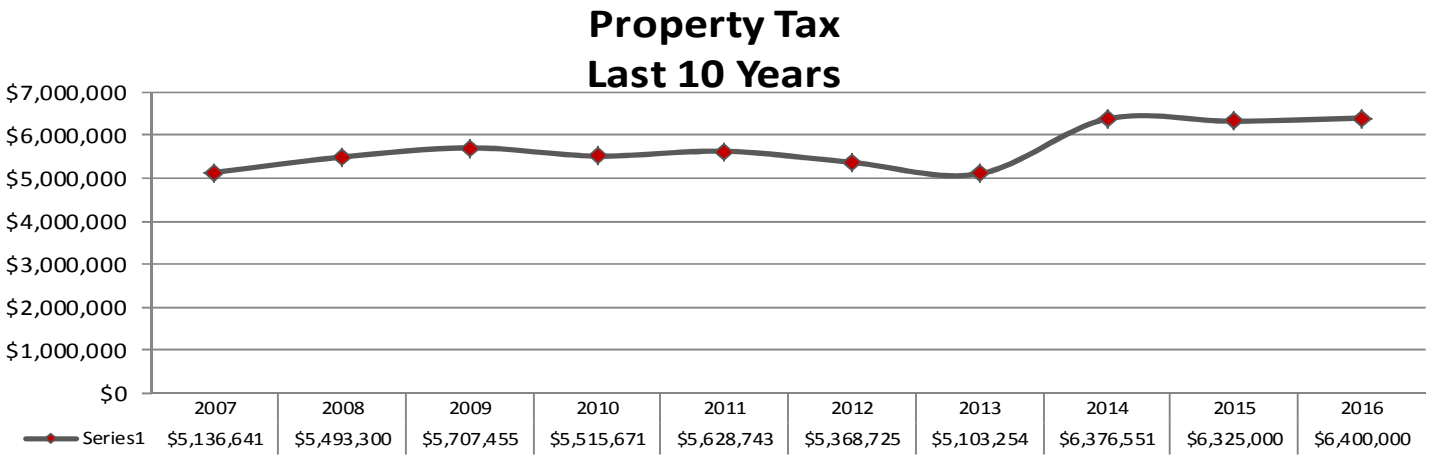
TAXES

Taxes make up 55% of the revenues for the City of Conyers. The general fund has the following categories of taxes: Property Tax (Ad Valorem Tax), Insurance Premium Tax, Alcoholic Beverage Tax, Occupational Tax, Franchise Tax, and Other Taxes.



Ad Valorem Tax

This is revenue derived from a tax levy on real and personal property within the corporate limits of Conyers. Bills are mailed each fall, after the tax digest has been reviewed and approved by the Georgia Department of Revenue. The Tax Commissioner of Rockdale County is responsible for preparing the annual digest and submitting it to the state. The City of Conyers has a homestead exemption for year 2015 of $20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. Property taxes are 61% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years.

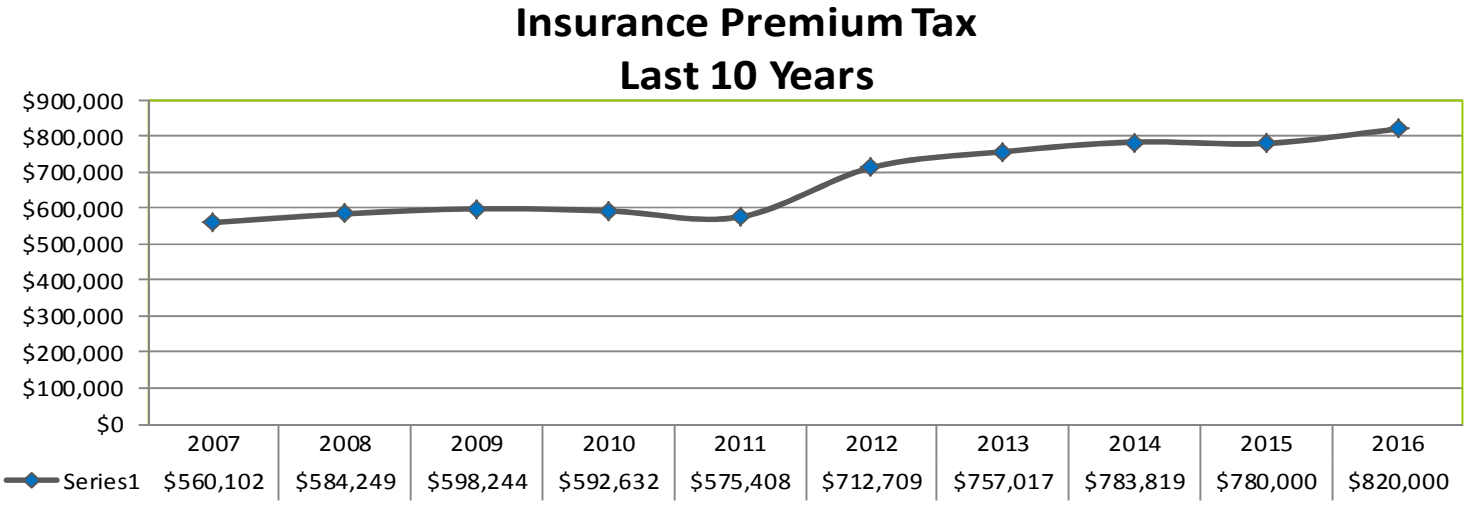


*FY 2015 Unaudited
*FY 2016 Budgeted

Insurance Premium Tax

The State of Georgia levies a tax on insurance premiums collected within the City limits.

Revenue from this tax is then distributed back to the City each October. It has been gradually increasing over the last ten years.



*FY 2015 Unaudited
*FY 2016 Budgeted

Hotel/Motel Tax

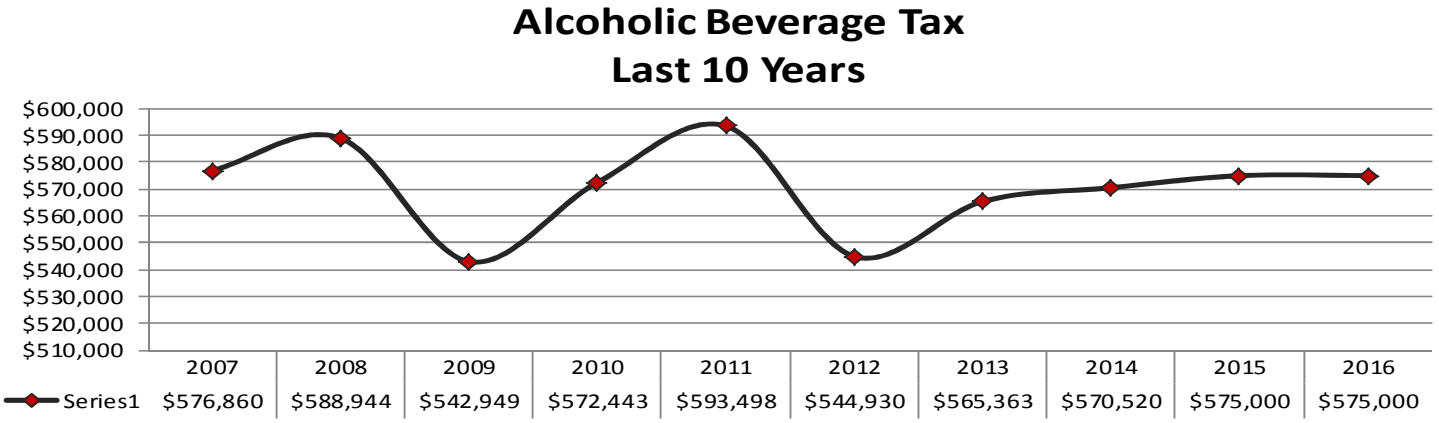
Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing for value to the public of any room or rooms, lodgings, or accommodations. The City implemented this tax in fiscal year 1992 at a rate of 3% as a way of raising additional revenue for the General Fund without increasing the tax burden of the residential community. In fiscal year 1994, the tax rate was raised to 5%. The additional 2% is to be utilized for promoting tourism in the community. In 2001, the hotel motel tax increased from 5% to 6%, with the additional penny being dedicated to the construction of the Big Haynes Creek Nature Center. House Bill 302, which was approved by both houses of the Georgia State Legislature and which was signed by the Governor on May 14, 2008, provides for an amendment to O.C.G.A. §48-13-51(a), such that the City of Conyers increased from six percent (6%) to eight percent (8%) the rate of hotel and motel taxes that occupants of lodgings located within the corporate limits of the City of Conyers must pay. As detailed in O.C.G.A., section 48-13-51 (a) (3.8) fifty percent (50%) of the revenues or four (4) cents on the dollar must be dedicated for the purpose of promoting tourism through a convention and visitors bureau authority. Sixteen and two thirds (16.66%) will be dedicated to the construction and/or maintenance of the Big Haynes Creek Nature Center located at the Georgia International Horse Park grounds, and the remaining thirty three and one third (33.33%) is not restricted and it may be used as the City sees fit.

*FY 2015 Unaudited

*FY 2016 Budgeted

Alcoholic Beverage Tax

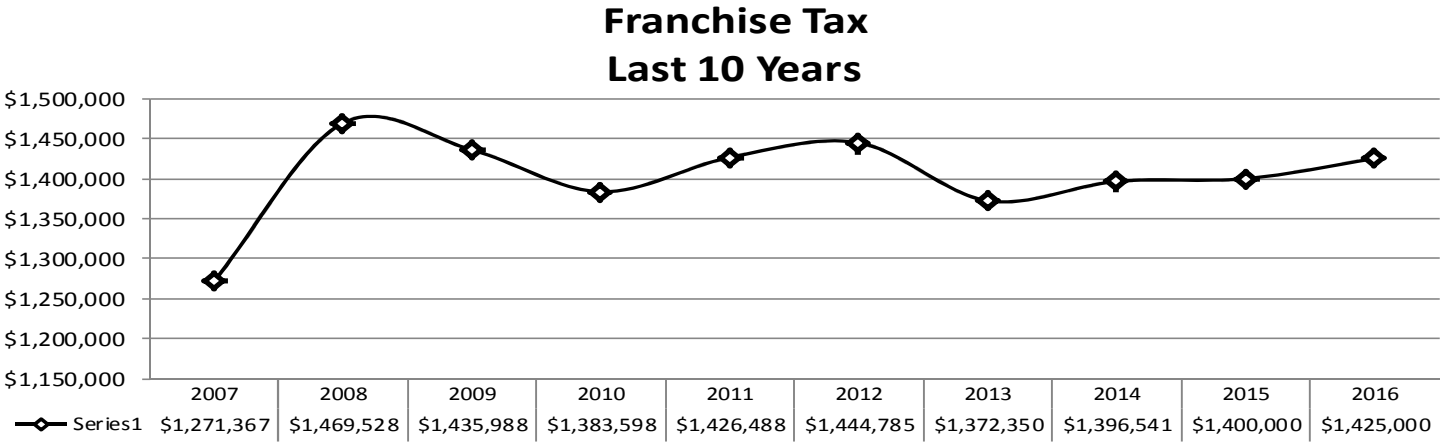
This is revenue derived from a tax levy on distributors. These distributors pay a set price for each liter of alcohol delivered within the corporate limits of Conyers. It has been gradually increasing over the last ten years. However, with the continued troubled economy and climbing unemployment rate, revenues from this tax are expected to decrease or remain constant until there is an upward trend in the economy.



*FY 2015 Unaudited
*FY 2016 Budgeted

Franchise Tax

Public utilities operating within the City of Conyers must pay to the City a franchise fee in return for the right to do business within the City and for the right to use public rights-of-way for transmission lines, pipes, wires, etc. Franchise tax projections are $1,425,000 for fiscal year 2016.



*FY 2015 Unaudited
*FY 2016 Budgeted

Occupational Tax

All business located within the City of Conyers must secure an occupational tax license. The fee for such license is based on the type of business in which the entity is engaged. Such licenses are due at the time the business begins operation and are renewed thereafter each January 1. Revenue from this tax is expected to remain consistently the same this fiscal year compared to last fiscal year.

Other Taxes

Other taxes include motor vehicle tax, intangible tax, telephone license tax, and financial institution tax. These are all expected to change at an immaterial rate.

Security Monitoring Fees

The security monitoring fee comes from Conyers Security Alert, a unique monitoring system offered by the police department. Revenues have steadily increased since its inception. The Mayor and City Council approved an increase in the fees for Conyers Security Alert residential customers in FY 2013 from $17.00 to $18.95 per month, the first increase in 8 years. The increase in fees aides the City as we continue to experience rising fuel costs and a software upgrade to accommodate the growing needs of our customer base. The projected revenue for fiscal year 2016 is $550,000.

FINES & FORFEITURES

Municipal Court Revenue

This revenue is generated from fines and forfeitures in the Conyers Municipal Court. State law and local ordinance govern these bond/ fine schedules. A new probation supervision fee was introduced in fiscal year 2004 with the creation of in-house probation. This service was previously contracted out. Overall municipal court revenue is expected to remain constant in fiscal year 2016.

LICENSES & PERMITS

Building Permits

Building permits are required if the value of building improvements will exceed $100. Building permits fees were raised during FY 2013 in order to maintain consistency with the national building permit fees. Due to the current still troubled economy, construction has nearly come to a halt resulting in a continued steady decrease in the expected revenue derived from building permits. This category is beginning to see signs of improvement and therefore revenues are expected to have a slight increase for fiscal year 2016. The budgeted amount is a conservative $150,000.

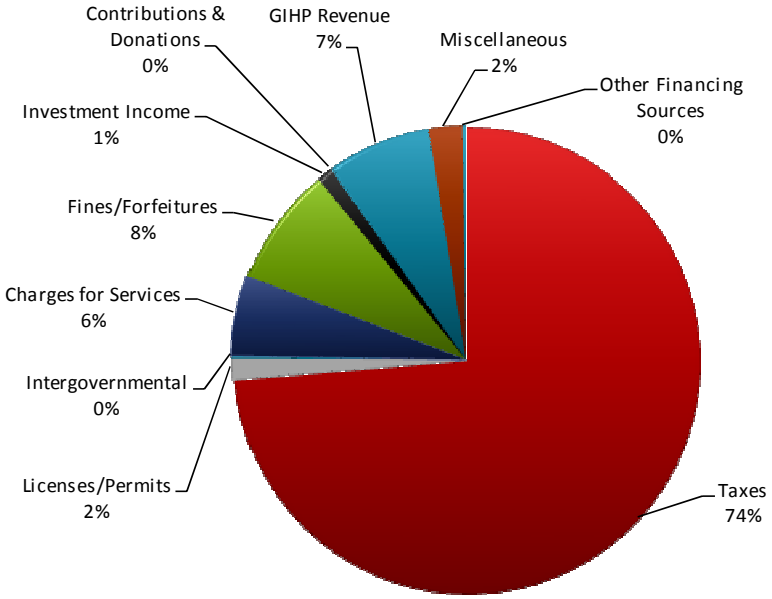
GEORGIA INTERNATIONAL HORSE PARK REVENUE

Since the 1996 Olympics, the Georgia International Horse Park has continued to host a variety of events. As the number of events each year grows, it is becoming a larger source of revenue for the City. In fiscal year 2007, the City built additional buildings at the GIHP in order to be able to have larger horse shows and diversify the events.

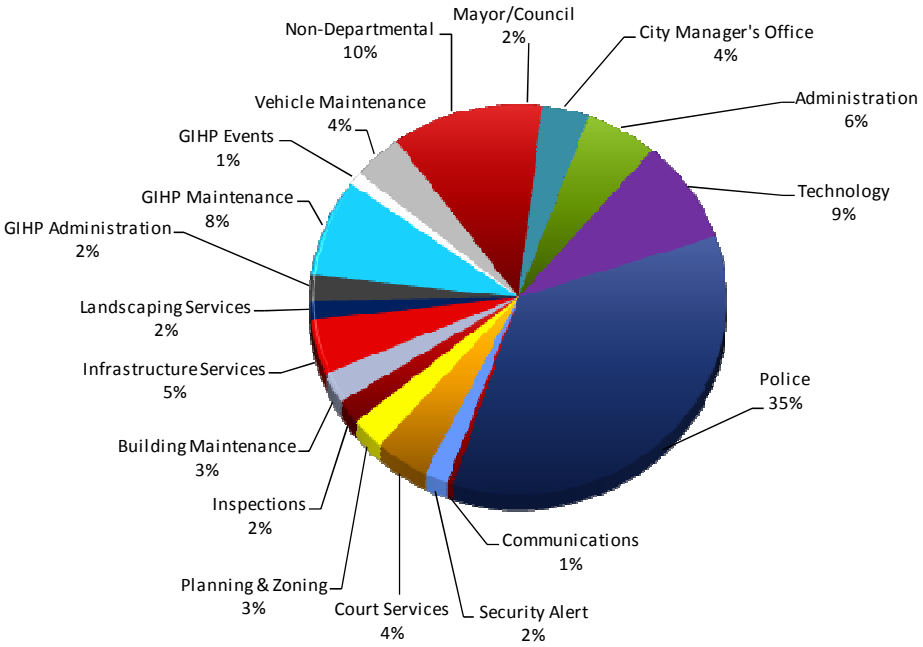
SPLOST REVENUES

The SPLOST revenues are funds collected as a result of a one percent sales and use tax. The City of Conyers and Rockdale County entered into an agreement that contained a list of the projects to be funded, the estimated cost of each project, a procedure and schedule for distributing the City its share of the SPLOST, and record keeping and auditing procedures. Under this agreement, there is no limit on the type of capital projects funded. The original proceeds were a result of a bond referendum by the County where the City received $4,200,000 to jump start projects. Additionally, the City receives its share monthly every year after the County deducts the necessary debt service payment for each year. The voters of Rockdale County and the City of Conyers voted to continue the SPLOST tax for another 6 years until 2017.

General Fund Revenues



General Fund Expenditures



City of Conyers
Components of The Total Financial Plan
Fiscal Year 2016

Total Budget	**$ 19,929,659.00**
Operating Budget	**$ 19,318,189.00**
Capital Budget	**$ 611,470.00**

Mayor and Council	$	261,953	Infrastructure Services	$	640,228
City Manager	$	524,821	GIHP Administration	$	305,225
Administration	$	800,250	GIHP Maintenance	$	1,154,195
Technology	$	1,230,374	GIHP Events	$	153,000
Building Maintenance	$	361,000	Non-Departmental	$	1,047,700
Conyers Security Alert	$	253,978	Interfund Transfers	$	325,000
Vehicle Maintenance	$	550,691	Debt Services	$	45,000
Police	$	4,959,642	E-911 Fund	$	636,712
Communications	$	74,939	Forfeited Assets Fund	$	130,000
Court Services	$	586,792	Hotel/Motel Fund	$	923,066
Planning & Zoning	$	370,299	Sanitation Fund	$	1,591,762
Inspections	$	281,767	Stormwater Fund	$	498,959
Landscaping Services	$	217,134	Golf Fund	$	1,393,702

All Funds Combined	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$6,314,261**	**$6,184,470**	**$7,703,452**	**$8,051,038**	
Revenues/Sources					
Taxes	$ 9,583,462	$ 11,211,596	$ 10,868,569	$ 11,340,566	4%
Licenses/Permits	169,120	201,353	$ 183,016	$ 203,500	11%
Intergovernmental	184,487	55,511	$ 29,081	$ 26,500	-9%
Charges for Services	2,420,378	2,509,941	$ 2,573,949	$ 2,565,000	0%
Fines/Forfeitures	1,135,669	1,191,763	$ 1,003,584	$ 1,172,000	17%
Investment Income	208,806	214,345	$ 43,130	$ 150,000	248%
Contributions & Donations	14,349	15,417	$ 20,051	$ 15,000	-25%
GIHP Revenue	1,018,126	1,238,151	$ 1,164,517	$ 1,011,000	-13%
Miscellaneous	219,473	335,854	$ 341,146	$ 328,488	-4%
Emergency 911	703,594	664,846	$ 557,023	$ 636,712	14%
Cherokee Run Golf Club	1,112,425	1,805,918	$ 1,497,357	$ 1,393,702	-7%
Forfeited Funds	177,052	369,978	$ 159,500	$ 130,000	-18%
Other Financing Sources	983,103	665,448	$ 92,749	$ 35,000	-62%
Total	**$ 17,930,044**	**$ 20,480,121**	**$ 18,533,673**	**$ 19,007,468**	3%
Expenditures/Uses					
Mayor/Council	$ 181,130	$ 200,017	$ 239,164	$ 261,953	10%
City Manager's Office	454,195	475,417	489,763	524,821	7%
Administration	722,111	754,966	723,670	800,250	11%
Technology	1,088,135	1,072,906	1,180,626	1,230,374	4%
Police	4,413,905	4,318,882	4,310,943	4,959,642	15%
Communications	163,475	45,075	57,603	74,939	30%
Security Alert	221,287	205,545	243,177	253,978	4%
Court Services	526,717	526,328	521,299	586,792	13%
Planning & Zoning	297,507	316,019	307,334	370,299	20%
Inspections	204,108	263,136	235,367	281,767	20%
Building Maintenance	327,975	414,649	416,765	361,000	-13%
Infrastructure Services	608,378	624,898	665,909	640,228	-4%
Landscaping Services	215,408	218,043	201,524	217,134	8%
GIHP Administration	443,165	436,322	266,728	305,225	14%
GIHP Facility Maintenance	922,249	950,290	1,021,186	1,154,195	13%
GIHP Events	160,221	174,984	130,383	153,000	17%
Vehicle Maintenance	597,208	675,448	500,290	550,691	10%
Non-Departmental	2,533,549	2,381,910	1,786,421	1,417,700	-21%
Tourism & Public Relations	656,063	586,615	906,732	923,066	2%
E-911 Fund	628,356	637,645	591,226	636,712	8%
Sanitation	1,326,989	1,512,898	1,538,376	1,591,762	3%
Stormwater Construction-In-Progress	471,356	459,985	429,211	498,959	16%
Cherokee Run Golf Club	1,585,896	1,497,627	1,314,799	1,393,702	6%
Forfeited Funds	74,767	211,534	107,591	130,000	21%
Total	**$ 18,824,150**	**$ 18,961,139**	**$ 18,186,087**	**$ 19,318,189**	6%
Ending Balance Total	**$5,420,155**	**$7,703,452**	**$ 8,051,038**	**$ 7,740,317**	-4%

General Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	$ 3,393,583	$ 1,815,687	$ 2,191,293	$ 2,414,227	
Revenues/Sources					
Taxes	$ 8,817,431	$ 10,317,271	$ 9,872,741	$10,417,500	6%
Licenses/Permits	169,120	201,353	$ 183,016	$203,500	11%
Intergovernmental	184,487	55,511	$ 29,081	$26,500	-9%
Charges for Services	702,943	795,329	$ 827,930	$785,000	-5%
Fines/Forfeitures	1,135,669	1,191,763	$ 1,003,584	$1,172,000	17%
Investment Income	208,806	214,345	$ 43,130	$150,000	248%
Contributions & Donations	14,349	15,417	$ 20,051	$15,000	-25%
GIHP Revenue	1,018,126	1,238,151	$ 1,164,517	$1,011,000	-13%
Miscellaneous	219,473	335,854	$ 341,146	$328,488	-4%
Other Financing Sources	32,423	65,447	$ 35,889	$35,000	-2%
Total	**$ 12,502,827**	**$ 14,430,441**	**$ 13,521,086**	**$ 14,143,988**	5%
Expenditures/Uses					
Mayor/Council	$ 181,130	$ 200,017	$ 239,164	$ 261,953	10%
City Manager's Office	454,195	475,417	$ 489,763	$ 524,821	7%
Administration	722,111	754,966	$ 723,670	$ 800,250	11%
Technology	1,088,135	1,072,906	$ 1,180,626	$ 1,230,374	4%
Police	4,413,905	4,318,882	$ 4,310,943	$ 4,959,642	15%
Communications	163,475	45,075	$ 57,603	$ 74,939	30%
Security Alert	221,287	205,545	$ 243,177	$ 253,978	4%
Court Services	526,717	526,328	$ 521,299	$ 586,792	13%
Planning & Zoning	297,507	316,019	$ 307,334	$ 370,299	20%
Inspections	204,108	263,136	$ 235,367	$ 281,767	20%
Building Maintenance	327,975	414,649	$ 416,765	$ 361,000	-13%
Infrastructure Services	608,378	624,898	$ 665,909	$ 640,228	-4%
Landscaping Services	215,408	218,043	$ 201,524	$ 217,134	8%
GIHP Administration	443,165	436,322	$ 266,728	$ 305,225	14%
GIHP Maintenance	922,249	950,290	$ 1,021,186	$ 1,154,195	13%
GIHP Events	160,221	174,984	$ 130,383	$ 153,000	17%
Vehicle Maintenance	597,208	675,448	$ 500,290	$ 550,691	10%
Non-Departmental	2,533,549	2,381,910	$ 1,786,421	$ 1,417,700	-21%
Total	**$ 14,080,723**	**$ 14,054,835**	**$ 13,298,152**	**$ 14,143,988**	6%
Ending Balance Total	**$ 1,815,687**	**$ 2,191,293**	**$ 2,414,227**	**$ 2,414,227**	0%

Emergency Telephone System Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-20145
Beginning Balance	**$(66,491)**	**$ 8,747**	**$ 35,948**	**$ 1,745**	
Revenues/Sources					
911 Fees	$ 338,366	$ 364,168	$ 226,859	$ 281,712	24.18%
Other Sources	365,228	300,678	330,164	355,000	7.52%
Total	**$ 703,594**	**$ 664,846**	**$ 557,023**	**$ 636,712**	14.31%
Expenditures/Uses					
E-911 Fund	$ 628,356	$ 637,645	$ 591,226	$ 636,712	7.69%
Total	**$ 628,356**	**$ 637,645**	**$ 591,226**	**$ 636,712**	7.69%
Ending Balance Total	**$ 8,747**	**$ 35,948**	**$ 1,745**	**$ 1,745**	0.00%

Hotel Motel Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$ 97,505**	**$207,473**	**$515,183**	**$604,278**	
Revenues/Sources					
Taxes	$ 766,031	$ 894,325	$ 995,827	$ 923,066	-7.31%
Other Sources	$-	$-	$-	$-	
Total	**$ 766,031**	**$ 894,325**	**$ 995,827**	**$ 923,066**	-7.31%
Expenditures/Uses					
Tourism & Public Relations	$ 656,063	$ 586,615	$ 751,434	$ 886,038	17.91%
Big Haynes Creek Nature Center	$-	$-	$ 155,298	$ 37,028	
Total	**$ 656,063**	**$ 586,615**	**$ 906,732**	**$ 923,066**	1.80%
Ending Balance Total	**$ 207,473**	**$ 515,183**	**$ 604,278**	**$ 604,278**	0.00%

Forfeited Assets Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$ -**	**$102,285**	**$260,728**	**$312,637**	
Revenues/Sources					
Forfeited Funds	$ 177,052	$ 369,977	$ 159,500	$ 130,000	-18.50%
Other Sources	$ -	$ -	$ -	$ -	0.00%
Total	**$ 177,052**	**$ 369,977**	**$ 159,500**	**$ 130,000**	-18.50%
Expenditures/Uses					
Forfeited Funds	$ 74,767	$ 211,534	$ 107,591	$ 130,000	20.83%
Total	**$ 74,767**	**$ 211,534**	**$ 107,591**	**$ 130,000**	20.83%
Ending Balance Total	**$ 102,285**	**$ 260,728**	**$ 312,637**	**$ 312,637**	0.00%

Stormwater Management Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$ 923,036**	**$ 1,055,302**	**$ 1,075,150**	**$1,116,839**	
Revenues/Sources					
Charges for Services	$ 481,885	$ 479,833	$ 470,900	$ 480,000	2%
Other Sources	121,737				0%
Total	**$ 603,622**	**$ 479,833**	**$ 470,900**	**$ 480,000**	2%
Expenditures/Uses					
Stormwater Management	$ 471,356	$ 459,985	$ 429,211	$ 498,959	16%
Total	**$ 471,356**	**$ 459,985**	**$ 429,211**	**$ 498,959**	16%
Ending Balance Total	**$ 1,055,302**	**$ 1,075,150**	**$ 1,116,839**	**$ 1,097,880**	-2%

Sanitation Fund	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$ (384,038)**	**$ (475,477)**	**$ (496,784)**	**$ (703,180)**	
Revenues/Sources					
Charges for Services	$ 1,235,550	$ 1,234,781	$ 1,275,119	$ 1,300,000	2%
Other Sources	$-	256,810	56,861	-	
Total	**$ 1,235,550**	**$ 1,491,591**	**$ 1,331,980**	**$ 1,300,000**	-2%
Expenditures/Uses					
Sanitation	$ 1,326,989	$ 1,512,898	$ 1,538,376	$ 1,591,762	3%
Total	**$ 1,326,989**	**$ 1,512,898**	**$ 1,538,376**	**$ 1,591,762**	3%
Ending Balance Total	**$ (475,477)**	**$ (496,784)**	**$ (703,180)**	**$ (994,942)**	41%

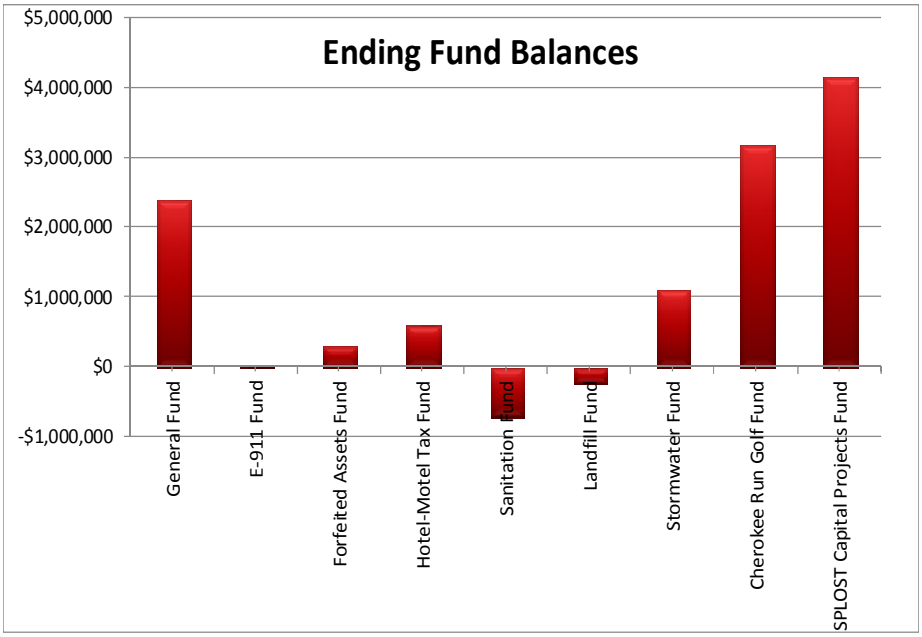
Cherokee Run Golf Course	Actual FY 12-13	Actual FY 13-14	Unaudited FY 14-15	Budget FY 15-16	% Change From FY 2014-2015
Beginning Balance	**$ 2,350,666**	**$ 2,706,138**	**$ 3,014,430**	**$3,196,988**	
Revenues/Sources					
Golf Revenues	$ 1,112,425	$ 1,205,918	$ 1,497,357	$ 1,393,702	-7%
Other Sources	$ 828,943	$ 600,000	$ -	$ -	0%
Total	**$ 1,941,368**	**$ 1,805,918**	**$ 1,497,357**	**$ 1,393,702**	-7%
Expenditures/Uses					
Golf Administration	$ 681,606	$ 698,256	$ 504,595	$ 557,582	11%
Golf Maintenance	$ 628,558	$ 502,471	$ 509,598	$ 532,484	4%
Golf Food and Beverage	$ 275,732	$ 296,900	$ 300,606	$ 303,636	1%
Total	**$ 1,585,896**	**$ 1,497,627**	**$ 1,314,799**	**$ 1,393,702**	6%
Ending Balance Total	**$ 2,706,138**	**$ 3,014,429**	**$ 3,196,988**	**$ 3,196,988**	0%

Changes in Fund Balances							
ALL FUNDS							
Fiscal Year 2015 *							
Fund	Beginning Balance	Revenues	Expenditures	Contributed Capital	Ending Balance	% Change in Fund Balance	$ Change in Fund Balance
General Fund	$ 2,414,227	$ 14,143,988	$ 14,143,988	$ -	$ 2,414,227	0.00%	$ -
E-911 Fund	$ 1,745	$ 636,712	$ 636,712	$ -	$ 1,745	0.00%	$ -
Forfeited Assets Fund	$ 312,637	$ 130,000	$ 130,000	$ -	$ 312,637	0.00%	$ -
Hotel-Motel Tax Fund	$ 604,278	$ 923,066	$ 923,066	$ -	$ 604,278	0.00%	$ -
Sanitation Fund	$ (703,180)	$ 1,300,000	$ 1,591,762	$ -	$ (994,942)	41.49%	$ (291,762)
Stormwater Fund	$ 1,116,839	$ 480,000	$ 498,959	$ -	$ 1,097,880	-1.70%	$ (18,959)
Cherokee Run Golf Fund	$ 3,196,988	$ 1,393,702	$ 1,393,702	$ -	$ 3,196,988	0.00%	$ -

**** Unaudited numbers***

The chart above depicts the estimated budgeted fund balance as July 1, 2015, the budgeted revenues and expenditures for Fiscal Year 2015-2016 and the projected ending balance at June 30, 2016.

(1) The net assets of the <u>Sanitation Fund</u> are projected to decrease by 41.49% or $291,762. The deficit will be covered by General Fund for fiscal year 2015-2016.



Debt service represents principal and interest payment on outstanding debt for all funds, (general, special revenue, and enterprise). The City of Conyers' debt is divided into three categories, lease purchases, certificates of participation, and revenue bonds. Revenue bonds consist of general fund and Stormwater fund. The City of Conyers has no long-term general obligation bond debt, and therefore, does not have a current bond rating. The last general obligation bond was in 1997 and the City had a credit rating of AAA by the credit rating agency of Standard & Poor's Investors Service.

DEBT MANAGEMENT POLICIES

The primary objective in debt management is to keep the level of indebtedness within available resources. It is imperative to keep the debt within the legal debt limitations established by Georgia law, at a minimum cost to the taxpayer. The following objectives are employed by the City of Conyers in managing its debt:

Long-term debt will be confined to capital improvements that cannot be financed from current revenues.

The payback period of the debt will not exceed the expected useful life of the project.

Where possible, the City will use special assessment, revenue or self-supporting bonds instead of general obligation bonds.

If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property. Long-term debt will not be used for operations.

The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

LEGAL DEBT MARGIN

The City has a legal debt limitation not to exceed 10% of the total assessed valuation of the taxable property within the corporate limits of the City of Conyers. The following types of obligations are not considered in determining the debt limitation: certain revenue bonds, special assessment bonds, certificates of participation, and short-term notes. The City of Conyers currently has **no** long-term general obligation bond debt.

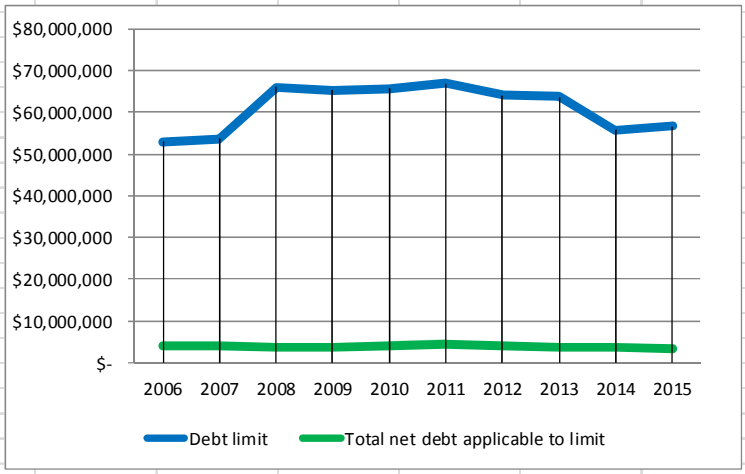
The following is a computation of the City's legal debt margin as of June 30, 2015:

Gross Assessed Value:	**$**	**566,513,495**
Debt Limit (10% of assessed value)	**$**	**56,651,349**
Amount of debt applicable to debt limit (6% of debt limit)	**$**	**3,555,000**
Total general obligation bonded debt	**$**	**-**
Legal Debt Margin:	**$**	**53,096,349**

City of Conyers, Georgia

Legal Debt Margin Information
Last Ten Fiscal Years

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Debt limit	$52,881,218	$53,627,960	$65,952,349	$65,317,649	$65,574,905	$66,838,531	$63,975,194	$63,772,793	$55,806,429	$56,651,349
Total net debt applicable to limit	4,083,927	3,940,000	3,875,000	3,805,000	3,932,321	4,271,940	3,991,129	3,617,385	3,567,677	3,555,000
Legal debt margin	$48,797,291	$49,687,960	$62,077,349	$61,512,649	$61,642,584	$62,566,591	$59,984,065	$60,155,408	$52,238,752	$53,096,349
Total net debt applicable to the limit as a percentage of	7.72%	7.35%	5.88%	5.83%	6.00%	6.39%	6.24%	5.67%	6.39%	6.28%



GENERAL OBLIGATION (G.O.) BONDS

These are bonds, which are secured by the full faith and credit of the issuer. They are issued by local units of government and secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. The city of Conyers currently has no long-term general obligation debt.

STORMWATER REVENUE BONDS

After a lengthy study and considerable public involvement, the City implemented the Stormwater Management Program user fee in September 2002. The fees are intended to cover the costs associated with the implementation and management of the Stormwater Management Plan. The primary objectives of the plan are to address regulatory, health and safety, and quality of life requirements and goals related to pollution and damage caused by stormwater runoff. In order to begin construction on the highest priority projects, in May of 2005, the City entered into an agreement with Rockdale County Water and Sewerage Authority as the conduit for the issuance of the stormwater revenue bonds in the principal amount of $1,750,000, in order to facilitate a more cost-effective financing for the City.

Current Fiscal Year Impact:		Current Year Debt Service	
Outstanding Principal:	$855,000	Principal:	$ 130,000
Final Payment Date:	April 2020	Interest:	$ 35,478

Budgeted: Stormwater Fund

Rockdale County Water & Sewer Authority

Revenue Bonds, Series 2005

Conyers Stormwater Utility Project

Period Ending	Principal	Coupon	Interest	Debt Service
4/1/2006	$ 75,000.00	4.860%	$ 75,363.75	$ 150,363.75
4/1/2007	$ 85,000.00	4.860%	$ 81,405.00	$ 166,405.00
4/1/2008	$ 90,000.00	4.860%	$ 77,274.00	$ 167,274.00
4/1/2009	$ 95,000.00	4.860%	$ 72,900.00	$ 167,900.00
4/1/2010	$ 100,000.00	4.860%	$ 68,283.00	$ 168,283.00
4/1/2011	$ 105,000.00	4.860%	$ 63,423.00	$ 168,423.00
4/1/2012	$ 110,000.00	4.860%	$ 58,320.00	$ 168,320.00
4/1/2013	$ 115,000.00	4.860%	$ 52,974.00	$ 167,974.00
4/1/2014	$ 120,000.00	4.860%	$ 47,385.00	$ 167,385.00
4/1/2015	$ 125,000.00	4.860%	$ 41,553.00	$ 166,553.00
4/1/2016	$ 130,000.00	4.860%	$ 35,478.00	$ 165,478.00
4/1/2017	$ 140,000.00	4.860%	$ 29,160.00	$ 169,160.00
4/1/2018	$ 145,000.00	4.860%	$ 22,356.00	$ 167,356.00
4/1/2019	$ 155,000.00	4.860%	$ 15,309.00	$ 170,309.00
4/1/2020	$ 160,000.00	4.860%	$ 7,776.00	$ 167,776.00
	$ 1,750,000.00		$ 748,959.75	$ 2,498,959.75

LEASE PURCHASES (VEHICLE/EQUIPMENT PURCHASES)

In June 1998, the City entered into a lease pool agreement with the Georgia Municipal Association. The funding of the lease pool was provided by the issuance of $150,126,000 Certificates of Participation by GMA. GMA passed the net proceeds through to the participating municipalities with the City's participation totaling $3,555,000. The lease pool agreement with GMA provides that the City owns their portion of the assets invested by the pool and is responsible for the payment of their portion of the principal and interest of the Certificates of Participation. The principal of $3,555,000 is due in a lump sum payment on June 1, 2028. Interest is payable at a rate of 3.5% each year. The City draws from the investment to lease equipment from GMA. The lease pool agreement requires the City to make lease payments back into its investment account to fund the principal and interest requirements of the 1998 Georgia Municipal Association Certificates of Participation.

Current Fiscal Year Impact:

Outstanding Principal: 276,588
Final Payment Date: November 30, 2016

Current Year Debt Service

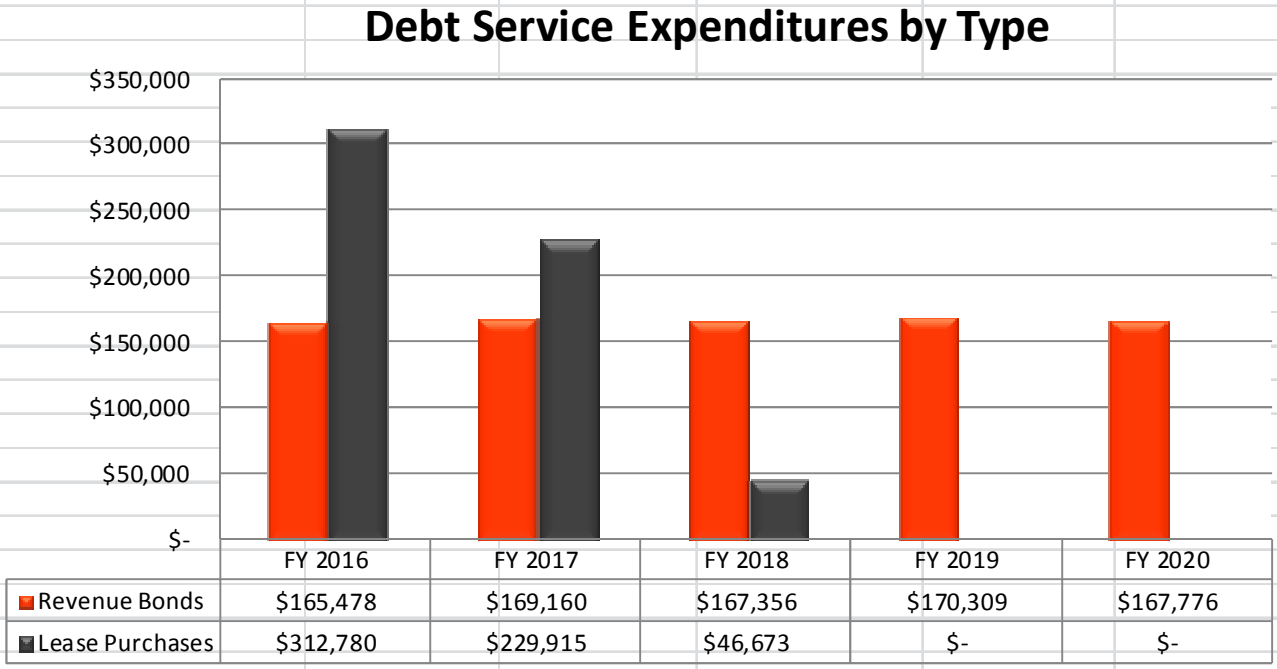
Principal: $ 229,915
Interest: $ 9,681

Budgeted: General Fund

Lease #	Total Original Lease Amount	Description	Original Date	Term/ months	FY 2016	FY 2017	FY 2018	FY 2019	FY 202020	Total Current Leases Balance
108-92	14,105	Garbage Dumpsters	05/01/11	60	2,821	0	0	0	0	**5,642**
108-94	21,000	(1) 2011 Ford F-150 (Police)	09/01/11	60	4,200	0	0	0	0	**8,400**
108-95	41,542	IBM Servers & Network Storage	10/01/11	60	8,308	0	0	0	0	**16,617**
108-96	86,737	Avaya IPO Phone System	11/01/11	60	17,347	0	0	0	0	**34,695**
108-97	38,295	2011 Kubota Tractor	02/01/12	60	7,659	7,659	0	0	0	**22,977**
108-98	195,070	Police Dept Cameras	10/01/12	60	39,014	39,014	0	0	0	**117,042**
108-99	451,697	(13) Dodge Chargers w/ equipment	07/01/13	36	150,566	0	0	0	0	**301,131**
				TOTAL	229,915	46,673	0	0	0	276,588

Projected Debt Service Expenditures by Type

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenue Bonds	$ 165,478	$ 169,160	$ 167,356	$ 170,309	$ 167,776
Lease Purchases	$ 312,780	$ 229,915	$ 46,673	$ -	$ -
Total Debt Service by FY	$ 478,258	$ 399,075	$ 214,029	$ 170,309	$ 167,776



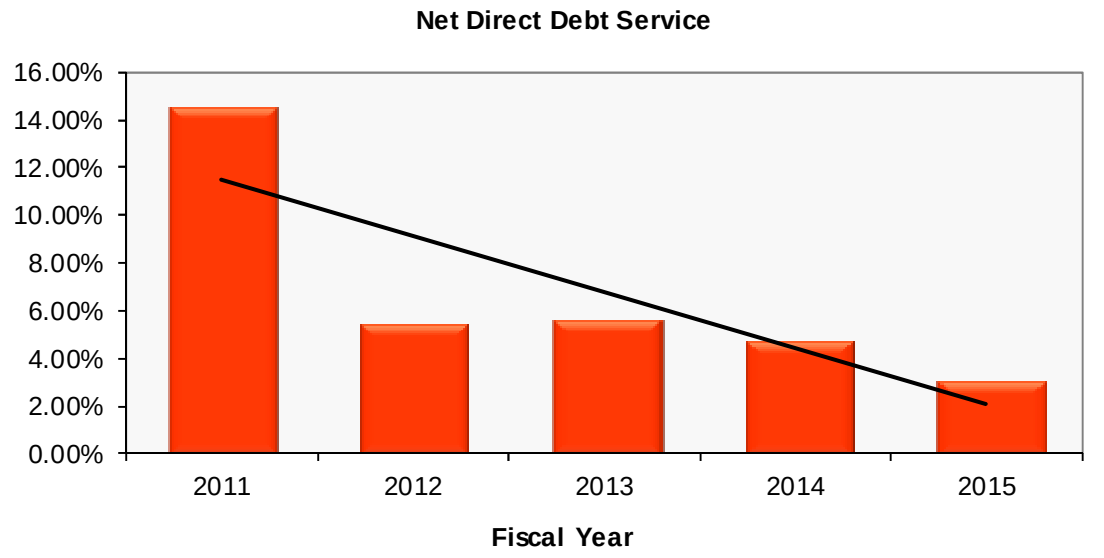
Note: Revenue bonds figures include both Conyers Commerce Center Bonds and Stormwater Bonds debt service for all years. Commerce Center Bonds will be paid off during fiscal year 2015.

DEBT SERVICE

Debt service refers to the principal and interest a government must pay each year on its debt. The credit industry considers net direct debt exceeding 20 percent of operating revenues a potential problem. The City of Conyers debt ratio has not exceeded 20 percent in the last five years. Debt service ratios do not indicate a warning trend for the City. The City was been successful in maintaining its goal of being under 15% of net operating revenues since fiscal year 2011. For fiscal year 2015, the debt service ratio is expected to remain well under the 15% goal.

Net Direct Debt Service

Description	Fiscal Year				
	2011	2012	2013	2014	2015
Net direct debt service	$1,995,944	$865,818	$ 778,918	$ 773,804	$ 549,714
Net operating revenues	$13,625,527	$15,595,349	$13,551,054	$15,922,647	$17,290,920
Net direct debt service as a percentage of net operating revenues	14.65%	5.55%	5.75%	4.86%	3.18%



DEDICATED SERVICE

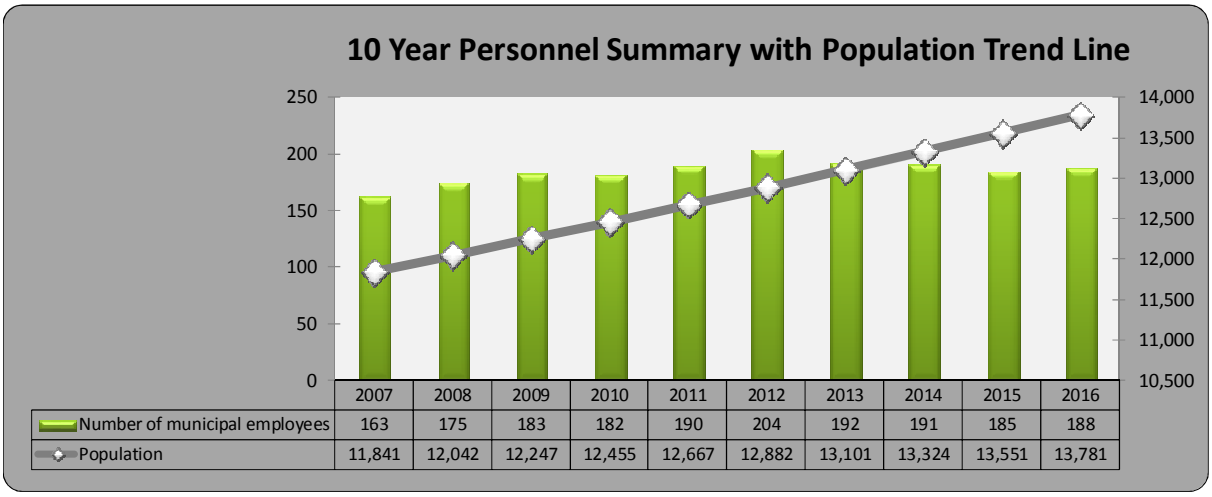
The City of Conyers' number one priority is to provide the most effective and efficient services to its citizens. These services are delivered daily through 188 budgeted full-time and part-time employees. These employees who comprise the City of Conyers' work force are dedicated to providing the highest quality of services possible to each and every citizen in our community. The FY 2015-2016 personal services budget funds the salary and fringe benefits package offered to all personnel positions. The personal services budget also reflects the funds appropriated to implement a human resource system with its primary goal to establish an environment which affords each employee the opportunity to be the most productive he or she can be. This goal is met through human resources planning, recruitment and selection, orientation and induction training and development, employee services, benefits administration, performance appraisal, wage and salary administration, employee health and safety programs, vehicle safety programs, communication, and pension plan administration.

Adopted Budgeted Positions for last 10 years										
Department	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	FY2013	FY2014	FY 2015	FY 2016
Mayor & City Council	6	6	6	6	6	6	6	6	6	6
City Manager	3	3	3	3	3	3	3	3	3	3
Administration	8	9	9	9	10	9	8	8	8	8
Technology	0	2	2	2	3	3	3	3	3	3
Police Services	53	58	60	60	66	69	68	69	69	71
Court Services	8	8	10	10	10	10	10	10	10	9
Conyers Security Alert	3	3	3	2	2	2	2	2	2	2
Planning & Inspections	7	9	9	9	9	9	7	7	8	8
Public Works & Transportation	31	32	35	35	34	32	30	28	24	26
Georgia International Horse Park	20	21	21	21	21	21	20	19	18	15
Tourism & Public Relations	8	7	7	7	7	7	6	7	7	10
Communications	14	14	15	15	15	18	15	15	14	14
Environmental Services	2	3	3	3	4	4	4	5	5	5
Cherokee Run Golf Course	0	0	0	0	0	11	10	9	8	8
Total Employees	163	175	183	182	190	204	192	191	185	188

* All full time and part time employees are included in the table above.

WORKFORCE AND POPULATION

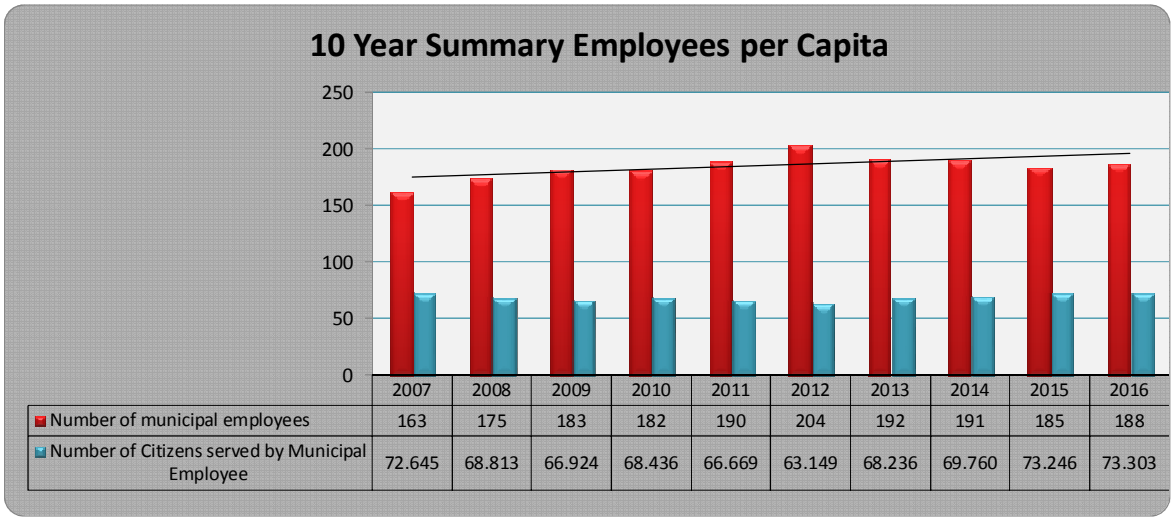
For fiscal year 2015-2016 there are 3 additional positions in the public safety. Two of those positions are in the Police department and one is in Court Services department.



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Number of municipal employees	163	175	183	182	190	204	192	191	185	188
Population	11,841	12,042	12,247	12,455	12,667	12,882	13,101	13,324	13,551	13,781

EMPLOYEES PER CAPITA

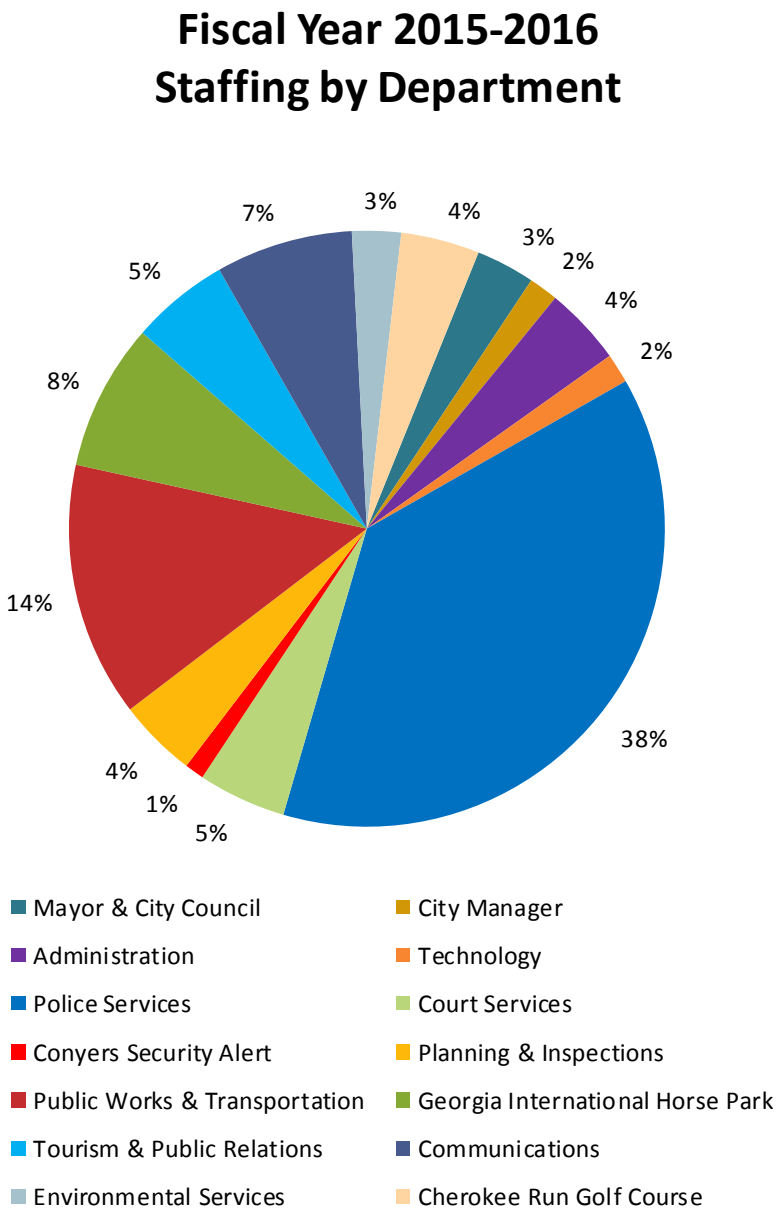
This graph depicts the ratio of City employees to the number of citizens. This ratio shows a decreasing trend until fiscal year 2012. However, since then, there is a slight increase due to the personnel positions created by the responsibility of operating the Cherokee Run golf course. For FY 2015-2016 there is an anticipated city employee for every 73-city residents.



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Number of municipal employees	163	175	183	182	190	204	192	191	185	188
Number of Citizens served by Municipal Employee	72.645	68.813	66.924	68.436	66.669	63.149	68.236	69.760	73.246	73.303

HIGHLIGHTS

Over half the employees of the City provide a direct service to the citizens of Conyers. As shown in the pie chart below, public safety makes up 37% of the total City of Conyers' workforce. Public Works & Transportation makes up the next largest portion of the City of Conyers' workforce.



SIGNIFICANT CHANGES

There is an increase of 3 positions for Fiscal Year 2015- 2016. Two of the positions are a police cadet program and the other position, compliance monitor officer is a new one for the court services department. Three of the event coordinator positions were moved from under the Georgia International Horse Park (GIHP) department to the Tourism and Public Affairs department.

The current budget includes a 5% performance increase based on eligibility. Additionally, about 50% of all positions were reclassified to a higher grade. Those reclassifications were put in place after the survey comparison with similar jurisdictions across Georgia. A new sworn police pay and classification plan was put in place in April 2015. Both plans are included in this budget under the "pay and classification plan' tab. Health insurance has an increase of 12.7% over last fiscal year.

EMPLOYEE BENEFITS The employee benefit package for Conyers includes:

- Salaries (including annual, holiday, sick, & bereavement leave)
- Direct Deposit to all Banking Institutions
- Major Medical Health Insurance
- Life and AD&D Insurance
- Mail Service Prescription Program
- Dental Insurance
- Vision Insurance
- Social Security
- Retirement and Pension Plan
- Early Retirement Plan
- Employee Assistance Referral Program
- Section 125 - Premium Conversion Plan
- Workers Compensation
- Supplemental Life Insurance
- Employee Developmental Programs
- Employee Fellowship Functions
- Employee Perfect Attendance Program
- Prescription Card
- 457 Deferred Compensation Plan
- 401(a) Plan
- Wellness Program
- Voluntary Pre-Paid Legal Services

The main role of the personnel function is to create an environment in which a contented, healthy, skilled, and committed City of Conyers work force can operate with the prospect of increased rewards through increased efficiency.

SALARIES City of Conyers' salaries conform to all State and Federal Guidelines. The salary package includes pay for holidays, annual leave, sick leave, bereavement leave, and quality increases. As customary, salary accounts include regular salaries, overtime salaries, and part-time salaries.

HEALTH INSURANCE The City of Conyers provides a comprehensive major health and hospitalization group plan, to all full-time employees. Coverage begins the 1st day of the next month following 30 days of employment. The City of Conyers pays the total insurance premium for all employees that were employed as of June 30, 2007 and 50% of dependent coverage. For employees beginning employment with the City on or after July 1, 2007, the City pays 75% of their health insurance and 50% of their dependent coverage.

LIFE INSURANCE AD&D The City of Conyers provides, to all full time employees, life insurance and accidental death and dismemberment insurance of one times the employee's annual salary, rounded to the next highest $1,000. The City of Conyers pays the cost of this life insurance benefit at a rate of $0.40 per $1,000 of salary.

DENTAL INSURANCE The City of Conyers pays 100% of the employee's dental insurance premium. The employee pays for dependent coverage. Coverage begins the first day of the next month following 30 days of employment.

VISION INSURANCE The City of Conyers pays 100% of the employee's vision insurance premium. The employee pays for dependent coverage. Coverage begins the first day of the next month following 30 days of employment.

SOCIAL SECURITY All employees are enrolled in the Social Security Act and Medicare Program. The City of Conyers contributes the employer's share of 6.20% of earnings up to a maximum of $110,100 for social security and 1.45% of earnings for Medicare.

RETIREMENT & PENSION PLAN A defined benefit retirement and pension plan is provided through the Georgia Municipal Association (GMA) to all full-time employees through employer contributions on behalf of each employee into a retirement and pension fund. The plan offers early, normal, and disability retirement options, as well as survivor benefits. Health insurance is also provided to employees who retire from the City.

CREDIT UNION Employees are provided with the opportunity to join the local credit union if they so desire.

DIRECT DEPOSIT Employees have the option to have their paychecks deposited directly into their bank account each pay period.

EMPLOYEE ASSISTANCE The City of Conyers provides an employee assistance referral program to all City employees and their families at no cost to the employees.

457(b) DEFERRED COMPENSATION PLAN The City of Conyers provides two deferred compensation plans for its employees to supplement the pension plan. The City does not contribute to these plans, however, a matching 401(a) plan is provided. (See below)

401(a) PLAN The City provides a 401(a) plan to provide an employer matching contribution of up to 2% of salary for employees contributing to the 457(b) plan. The City matches $.33 cents on the dollar up to 2% of the employee's salary. In order for an employee to get the maximum benefit, the employee needs to contribute 6% or more of gross salary wages.

SECTION 125-PREMIUM CONVERSION PLAN The City of Conyers provides a Section 125-Premium Conversion Plan to defer premiums for dependent health insurance and dental insurance premiums before taxes.

WELLNESS PROGRAM To assist in support of a healthy lifestyle for City employees, the city reimburses employees $15.00 per month to those employees who attend a gym of their choice at least eight (8) times a month.

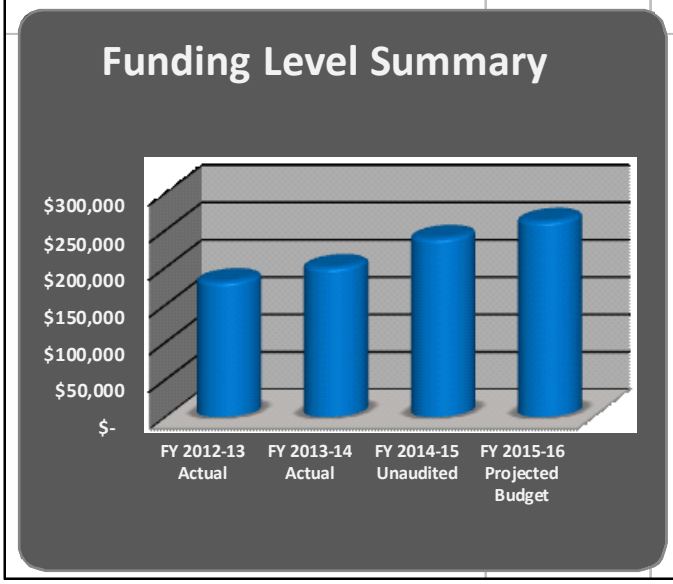
Conyers

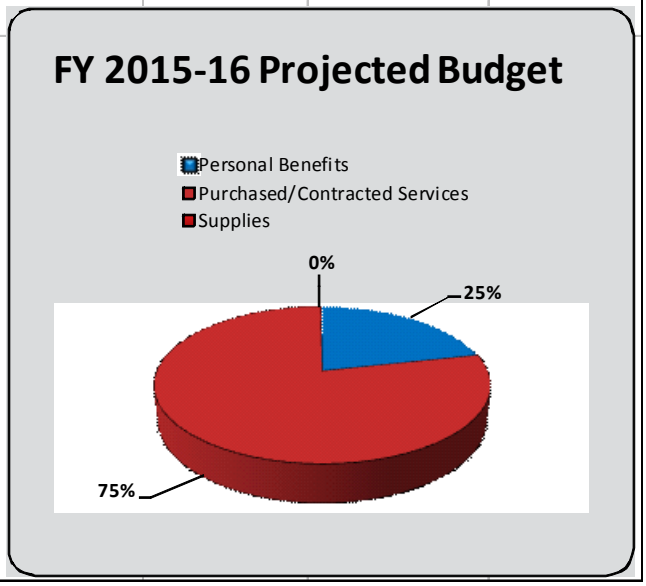
DEPARTMENT DESCRIPTION

The Mayor and City Council are responsible for overseeing the City. Their duties include, but are not limited to:

- Adopting all annual appropriations for the City and any supplements or amendments.
- Adopting ordinances providing for all governmental reorganizations including the establishment, alteration, or abolishment of any and all non-elective offices, positions, departments, and agencies of the city.
- Adopting ordinances establishing any and all personnel policies.
- Establishing, by resolution, committees of its members for legislative, investigative, and study purposes.
- Appointing the City Manager.
- Vision planning.
- Hold public meetings.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Personal Benefits	$ 49,651	$ 50,761	$ 49,135	$ 56,453	14.9%
Purchased/Contracted Services	131,292	148,361	189,819	205,000	8.0%
Supplies	187	895	211	500	137.4%
Departmental Total	$ 181,130	$ 200,017	$ 239,164	$ 261,953	9.5%
Personnel Summary					
Departmental Total	6	6	6	6	0.0%





KEY PERFORMANCE MEASURES

Mayor & Council	FY 2012-13 Actual	FY 2013-14 Actuals	FY 2014-15 Pre-Audit
Number of Council Meetings	18	19	23
Public Presentations to Citizens	12	12	12
Number of Contracts Awarded	24	22	12
Number of Ordinances Adopted	55	55	33
Number of Resolutions Adopted	9	9	9

Additional Performance Indicators*	
Citizen rating of satisfaction with the representation of the city officials	4.09/5
Percentage of citizens satisfied with the representation of the city officials	75%

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 are $261,953, an increase of 9.5% compared to the previous year's unaudited values of $239,164. The primary reason for the increase is higher health insurance costs, estimated increase in legal fees, and higher audit costs.

PERSONNEL POSITIONS

Mayor & Council Positions	Salary Grade	FY 2013-14 Budgeted Positions	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions
Mayor	UC	1	1	1
City Council	UC	5	5	5
	Total	**6**	**6**	**6**

10-1100-010	Mayor & Council	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 6,300	$ 6,300	0.0%
1110-0	Other Salaries & Wages	9,000	9,000	0.0%
2100-0	Group Health Insurance	31,291	37,138	18.7%
2110-0	Group Life Insurance	13	24	85.9%
2120-0	Group Dental Insurance	1,012	1,059	4.6%
2130-0	Vision Insurance	352	432	22.9%
2200-0	FICA Expense	1,167	2,500	114.2%
	Total Personal Benefits	**$ 49,135**	**$ 56,453**	**14.9%**
52	**Purchased/Contracted Services**			
1100-0	Election Expenses	$ 5,604	$ -	-100.0%
1200-0	Legal Counsel	122,792	140,000	14.0%
1210-0	Audit	39,000	45,000	15.4%
3700-0	Training and Travel	22,423	20,000	-10.8%
	Total Purchased/Contracted Services	**$ 189,819**	**$ 205,000**	**8.0%**
53	**Supplies**			
1100-0	Office Supplies	$ 211	$ 500	137.37%
	Total Supplies	**$ 211**	**$ 500**	137.37%
	Total Mayor & Council	**$ 239,164**	**$ 261,953**	**9.5%**

CITY OF CONYERS
GOVERNMENT COMPLEX

Functional Organizational Chart
Department of City Manager

City Manager
Tony Lucas

Administration

- Accounts Payable
- Accounts Receivable
- Cash Management
- Budget Preparation
- CAFR Preparation
- Grants Management
- Human Resources
- Payroll
- Purchasing
- Customer Services
- Payment for City Services
- Digital Imaging
- Technology

Public Safety

- Crime Prevention
- Criminal Investigations
- Drug Enforcement
- Fingerprinting
- Narcotics
- Patrol
- Communications
- Server Permits
- Criminal Background Checks
- Conyers Security Alert
- Court Services
- Probation Services

Planning & Inspections

- Business Licenses
- Nuisances
- Occupational Tax
- Permits
- Zoning
- Land Use Plan

Public Works & Transportation

- Building Maintenance
- Landscaping Services
- Solid Waste Collection
- Street Repairs & Maintenance
- SPLOST Projects
- City Fleet Maintenance
- Stormwater Management

Georgia International Horse Park

- Event Bookings
- Facility Rental
- Horse Park Maintenance
- Sponsorships
- Facility Maintenance
- Nature Center

Tourism & Public Relations

- Conyers Convention & Visitors Bureau
- City Volunteer Programs
- Downtown Pavilion
- Downtown Programs
- Event & Ticket Information
- Landmark Sign Advertising
- Marketing
- Media Relations
- Main Street Program

Cherokee Run Golf Club

- Golf Operations
- Inventory Control
- Tournaments
- Food and Beverages
- Special Events

DEPARTMENT DESCRIPTION

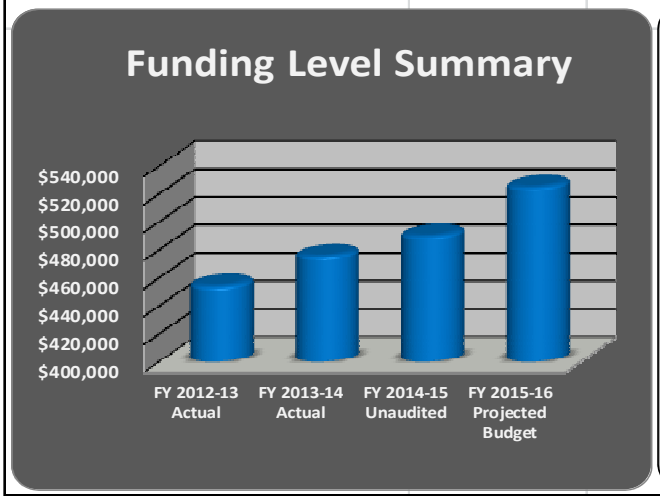
The City Manager shall:

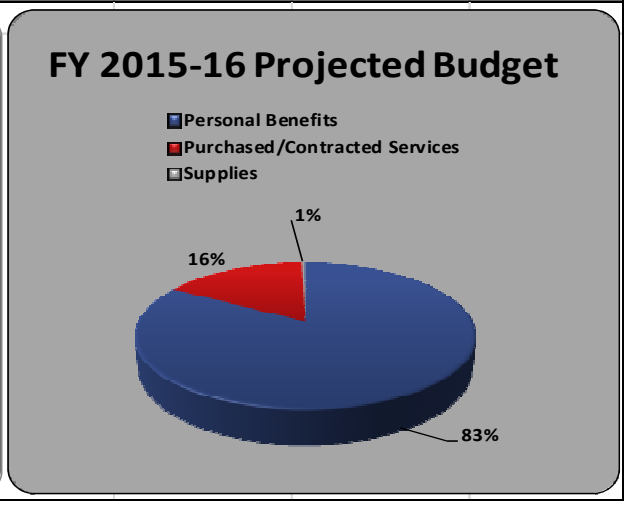
- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter, or personnel ordinances of the city;
- be authorized to delegate the appointment and removal powers in above to each department;
- nominate for appointment any officers, agents, or employees of the City required to be appointed by the Council and no appointment hereunder shall be made without the endorsement of the City Manager;
- prepare and submit to the council, at the end of each fiscal year, a report on the administrative and financial activities of the City for the preceding year;
- make any other reports on the operation of any aspect of the City as the council may request by motion;
- perform any other duties and exercise any other powers as directed by ordinance consistent with this charter and State law; and
- appoint and remove all department heads with the consent of the Council adopted by motion and may personally serve as department head of any and all departments.

KEY OBJECTIVES

- Customer Service Standards.
- Citizen Surveys.
- Employee Surveys.
- Performance Indicators.
- Economic Development.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Personal Benefits	$ 358,854	$ 388,893	$ 404,714	$ 437,621	8%
Purchased/Contracted Services	93,477	84,633	83,866	85,100	1%
Supplies	1,863	1,891	1,183	2,100	78%
Departmental Total	$ 454,194	$ 475,417	$ 489,763	$ 524,821	7%
Personnel Summary					
Departmental Total	3	3	3	3	0%





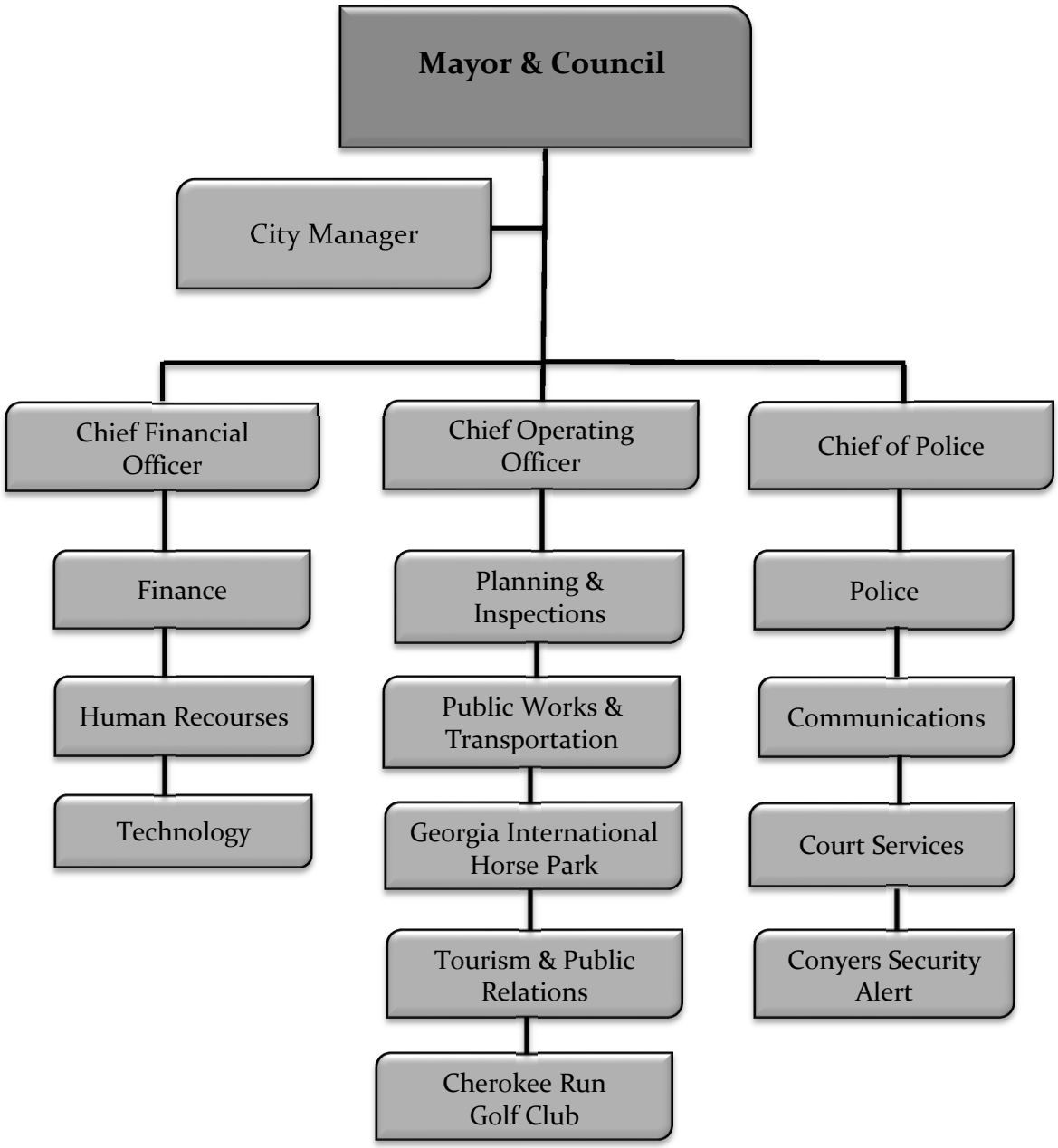
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 are $524,821, an increase of 7.2% over the previous year's unaudited values of $489,763. The increase is just due to small variances in the departmental budget.

PERSONNEL POSITIONS

City Manager's Office Positions	Salary Grade	FY 2013-14 Budgeted Positions	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions
City Manager	UC	1	1	1
Chief Operating Officer	UC	1	1	1
City Clerk	110	1	1	1
	Total	3	3	3

City of Conyers
Organizational Chart



10-1150-015	City Manager	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 269,233	$ 300,784	11.7%
1110-0	Other Salaries & Wages	52,272	48,014	-8.1%
2100-0	Group Health Insurance	26,839	24,197	-9.8%
2110-0	Group Life Insurance	721	1,429	98.3%
2120-0	Group Dental Insurance	1,025	1,194	16.5%
2130-0	Group Vision Insurance	213	249	17.2%
2200-0	FICA Expense	21,197	26,683	25.9%
2400-0	Municipal Retirement	33,215	35,071	5.6%
	Total Personal Benefits	**$ 404,713**	**$ 437,621**	**8.1%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor - Lobbyist	$ 60,000	$ 60,000	0.0%
1200-0	Equipment Rental	-	-	N/A
2400-0	Publishing & Printing	10,467	10,000	-4.5%
2500-0	Postage	-	100	100.0%
3100-0	Dues, Fees, & Memberships	2,281	2,500	9.6%
3700-0	Training & Travel Expenses	11,118	12,500	12.4%
	Total Purchased/Contract Services	**$ 83,866**	**$ 85,100**	**1.5%**
53	**Supplies**			
1100-0	Office Supplies	$ 1,062	$ 2,000	88.2%
1300-0	Periodicals & Publications	121	100	-17.4%
	Total Supplies	**$ 1,183**	**$ 2,100**	**77.4%**
	Total City Manager	**$ 489,763**	**$ 524,821**	**7.2%**

1184
CITY HALL

Functional Organizational Chart
Department of Administration

- Accounts Payable
- Accounts Receivable
- Cash Management
- Budget Preparation
- Grants Management
- Purchasing
- Financial Reporting
- Investments
- CAFR preparation
- Bi-weekly Payroll Processing
- Customer Service
- Property Tax Management

- Employee Benefits
- Personnel Rules & Regulations
- Recruitment
- Employee Programs
- Employee Evaluations
- Salary Surveys
- Employee Assistance
- Employee Orientation
- Updates on employee information for payroll/maintenance files

- Server Maintenance
- Phone System Support
- Network Maintenance
- IT Projects
- IT Consultation
- Disaster Recovery for IT Infrastructure
- Full Support of Police and E-911 Technologies
- Helpdesk Support

DEPARTMENT DESCRIPTION

The Administration Department manages the day-to-day financial functions of the City such as budgeting, investments, revenue collection, cash management, debt administration and financial reporting. The Administration Department also oversees the activities of the Human Resources and Payroll divisions. The department provides timely, practical, and appropriate financial information and analysis to City management in order to promote informed decisions regarding the efficient and effective use of the City's financial resources. All financial transactions are recorded and reported in accordance with generally accepted accounting principles, Governmental Accounting Standards Board (GASB) pronouncements and all applicable state and federally mandated standards. The Department of Administration provides administrative support to the departments of the City in the recruitment, selection, development, and retention of their human resources through the development and administration of an equitable personnel

system. The Department is also responsible for the administration and compliance of the City's Personnel Rules and Regulations, general policies and all State and Federal laws.

Additionally, the Department of Administration is also responsible for administering and monitoring the employee fringe benefit plan. Fringe benefits include health insurance, dental insurance, short-term disability insurance, retirement, life insurance, workers compensation and unemployment insurance. Additional programs coordinated and administered by the Department include employee recognition programs, employee assistance, employee self-actualization programs, and in-house training for employees.

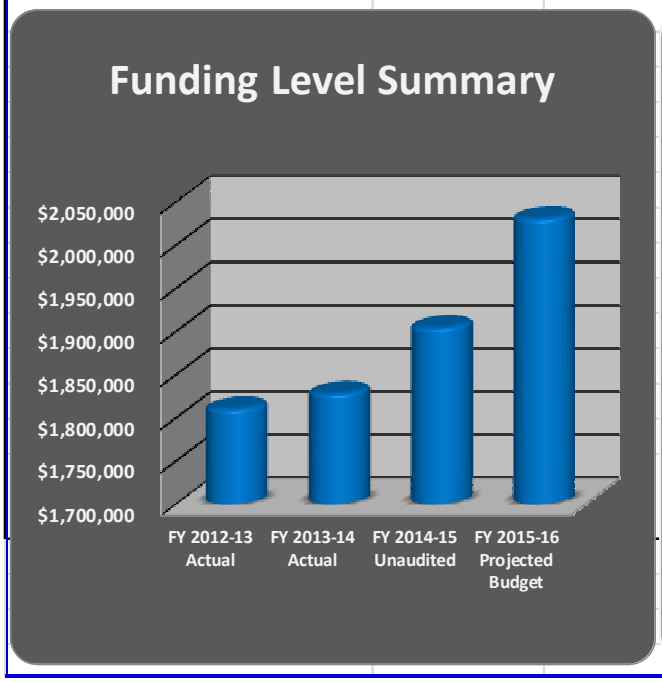
The City of Conyers Administration Department is responsible for all financial services required by the entire City government. The responsibilities of the department specifically include measuring and reporting on financial position, financial stability, financial liquidity, financial growth, projecting and managing revenues, projecting and monitoring expenditures, and planning for the short and long term financial needs of the City. Additionally, the Department is responsible for managing the City debt and providing accurate/relevant financial/operational information to the various departments. The Department of Administration is also responsible for the preparation and monitoring of the annual operating budget.

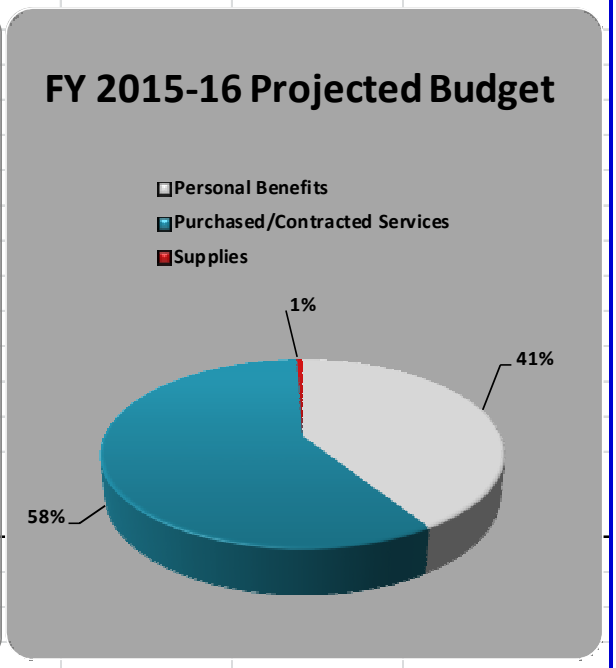
The City has a paperless program that utilizes a digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration, the Police Department, Court Services, the Department of Planning an Inspections Services, and the City Clerk's office has completely implemented the system and the respective departments are now on a paperless basis. Other departments are in the conversion process or are scheduled to be trained in the near future by the Department of Administration staff.

KEY OBJECTIVES

- Make wise and solid investments that will allow the City to maintain a solid fund balance.
- Continue to meet the criteria to submit the Operating Budget and the CAFR documents to obtain the GFOA Awards of Excellence.
- Continue to provide support to other departments on the digital imaging process.
- Continue performing citywide internal audits.
- Maintain a high level of customer service.
- To maintain daily, monthly and annual financial reports.
- To provide accurate revenue and expenditure forecasts on a timely basis.
- To identify and pursue new and alternative sources of revenue.
- To promote and encourage pursuit of annual GFOA certificates.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Administration	722,111	754,966	723,670	800,250	10.6%
Technology	1,088,135	1,072,906	1,180,626	1,230,374	4.2%
Departmental Total	1,810,246	1,827,872	1,904,296	2,030,624	6.6%
Personal Benefits	$ 812,814	$ 762,662	$ 741,000	$ 833,031	12%
Purchased/Contracted	988,980	1,054,594	1,151,894	1,186,093	3%
Supplies	8,452	9,811	10,947	11,500	5%
Capital Outlay	-	-	-	-	0%
Interfund Transfers	-	805	455	-	0%
Departmental Total	$ 1,810,246	$ 1,827,872	$ 1,904,296	$ 2,030,624	7%
Personnel Summary					
Administration	10	9	8	8	0%
Technology	3	3	2	2	0%
Departmental Total	13	12	10	10	0%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- Prepare financial reports and updates for all departments to present at the Mayor and Council retreat.
- Obtain GFOA Awards of Excellence.
- Complete Annual Operating Budget for FY 2016-2017.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2015.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.
- Increase reliability and security of the City of Conyers computer network.
- Increase reliability, security, and connectivity of City of Conyers external computer connections.
- Implement new technologies and software in an effort to reduce reoccurring cost paid by the city for current technologies/software.
- Install private Wi-Fi throughout the City Complex allowing users to become mobile.

- Deploy Police body cameras and upgrade back office storage appliance.
- Develop and deploy case management software to automate and track criminal history requests.
- Upgrade Conyers Security Alert monitoring software to more efficiently served.
- Deploy Seamless Docs software to allow all City forms to be available online and on mobile devices.
- Complete Wi-Fi project at the Georgia International Horse Park bring video streaming capability and connectivity to the Carriage room, Show Office, Tack room, and Multi-Purpose building.
- Deploy Mobile Device Management (MDM) solution to aid in the management of all City issued devices.

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

Finance Division

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2014-2015. This is the 23rd consecutive award the City has received for its budget document.
- Received Certificate of Achievement Award for Excellence in Financial Reporting for the fiscal year ended June 30, 2014. This marks the 22nd time the City has received this special recognition.
- Coordinated two council retreats.
- The audit for fiscal year ending June 30, 2014 was completed without any findings.
- Prepared financial reports required by federal, state, and county agencies.

Human Resources Division

- Coordinated and implemented several employee programs.
- Negotiated 12.7% increase in employee health insurance premiums for 2015-2016.
- Held Health Fair that included free flu shots.
- Secured $8400 in donations for employee programs.
- Completed salary survey for 2015-2016.
- Reviewing and updating all job descriptions.
- Exceeded United Way pledges over previous year
- Changed retirement plan for city employees.

Technology Division

- Completed refresh of all City laptops and desktops.
- Completed upgrade of Vision RMS to Inform RMS.
- Completed upgrade of backup storage devices allowing for faster and more efficient nightly backups.
- Completed bandwidth upgrades at all remotes sites.
- Completed redesign and deployment of City of Conyers' Website.
- Installed upgraded virtual appliance storage.
- Completed audit of computer air cards, saving roughly $1,200 per month.

KEY PERFORMANCE MEASURES

Department of Administration	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Pre-Audit
Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting	21	22	23
Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award	22	23	24
Tax bills generated	5,964	5,982	6,000
Number of liens processed	152	134	300
Number of employee programs conducted	12	14	12
Worker compensation claims	20	42	14
Liability and auto accident claims	42	50	36
Employee turnover rate	10%	11%	12%

BUDGET HIGHLIGHTS

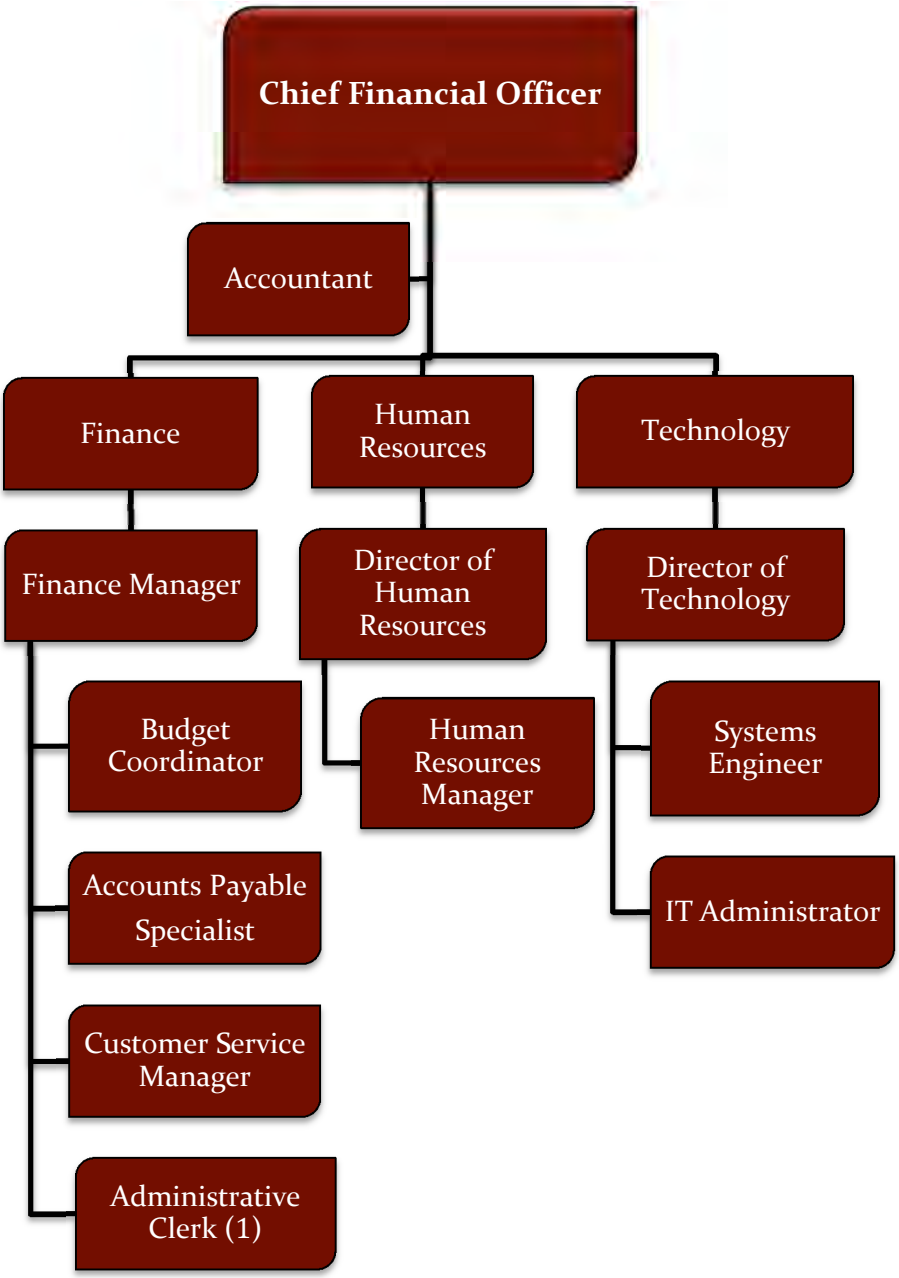
The Department of Administration budget for fiscal year 2015-2016 is $800,250, which reflects an increase of 10.6% over last fiscal year unaudited budget of $723,670. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases.

The Technology department budget for fiscal year 2015-2016 is $1,230,374 which is an increase of 4.2% from last fiscal year unaudited budget of $1,180,626. The main reason for the increase is because of raising costs of software and hardware maintenance.

PERSONNEL POSITIONS

Administration Positions	Salary Grade	FY 2013–14 Budgeted Positions	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions
Chief Financial Officer	UC	1	1	1
Director of Human Resources	UC	1	1	1
Director of IT	UC	1	0	1
Senior Systems Administrator	119	1	1	0
Finance Manager	119	1	1	1
IT Systems Engineer	117	1	1	1
Human Resources Manager	115	1	1	1
Budget Coordinator	112	1	1	1
Accounts Payable Specialist	111	1	1	1
Customer Service Manager	110	1	1	1
Administrative Clerk - Finance	107	1	1	1
	Total	11	10	10

Organizational Chart
Department of Administration

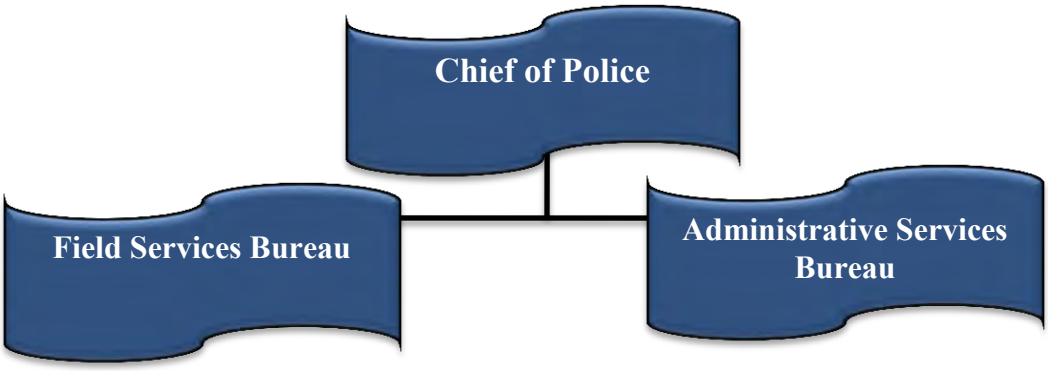


10-1200-020	Administration	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 416,749	$ 457,157	9.7%
1110-0	Other Salaries & Wages	28,288	34,496	21.9%
2100-0	Group Health Insurance	41,873	54,163	29.4%
2110-0	Group Life Insurance	1,124	2,172	93.2%
2120-0	Group Dental Insurance	2,530	3,184	25.8%
2130-0	Group Vision Insurance	527	663	25.7%
2200-0	FICA Expense	32,527	37,611	15.6%
2400-0	Municipal Retirement	49,583	53,304	7.5%
	Total Personal Benefits	**$ 573,202**	**$ 642,750**	**12.1%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 52,669	$ 60,000	13.9%
1250-0	Legal Counsel	9,752	12,000	23.1%
2100-0	Drug Testing Contracts	-	-	N/A
2400-0	Publishing & Printing	12,916	12,000	-7.1%
2500-0	Postage	7,106	8,000	12.6%
3100-0	Dues, Fees & Memberships	6,514	6,500	-0.2%
3700-0	Training and Travel	9,150	10,000	9.3%
4500-0	Employee Recognition	41,760	40,000	-4.2%
	Total Purchased/Contracted Services	**$ 139,866**	**$ 148,500**	**6.2%**
53	**Supplies**			
1100-0	Office Supplies	$ 6,658	$ 6,000	-9.9%
1300-0	Periodicals/Publications	3,489	3,000	-14.0%
	Total Supplies	**$ 10,148**	**$ 9,000**	**-11.3%**
55	**Interfund Transfers**			
2100-0	Inventory - Postage Meter	$ 455	$ -	-100.0%
	Total Interfund Transfers	**$ 455**	**$ -**	**-100.0%**
	Total Administration	**$ 723,670**	**$ 800,250**	**10.6%**

10-1300-030	Technology	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 130,781	$ 143,966	10.1%
1110-0	Other Salaries & Wages	1,657	2,061	24.4%
1120-0	Overtime Salaries & Wages	-	-	N/A
2100-0	Group Health Insurance	12,754	14,651	14.9%
2110-0	Group Life Insurance	301	684	127.3%
2120-0	Group Dental Insurance	611	796	30.2%
2130-0	Group Vision Insurance	128	166	29.9%
2200-0	FICA Expense	9,364	11,171	19.3%
2400-0	Municipal Retirement	12,202	16,786	37.6%
	Total Personal Benefits	**$ 167,798**	**$ 190,281**	**13.4%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	-	4,800	100.0%
1210-0	Maintenance/Repairs Office Equipment	158,467	139,200	-12.2%
1220-0	Maintenance/Repairs Computer Equipment	31,734	12,000	-62.2%
1221-0	Software & Licensing	369,598	419,587	13.5%
1222-0	Computer Equipment	160,358	110,702	-31.0%
2200-0	Telephone	289,978	346,154	19.4%
3100-0	Dues, Fees, & Memberships	-	150	100.0%
3700-0	Training & Travel Expenses	1,893	5,000	164.1%
	Total Purchased/Contracted Services	**$ 1,012,028**	**$ 1,037,593**	**2.5%**
53	**Supplies**			
1100-0	Office Supplies	$ 800	$ 2,500	212.7%
	Total Supplies	**$ 800**	**$ 2,500**	**212.7%**
	Total Technology	**$ 1,180,626**	**$ 1,230,374**	**4.2%**

POLICE

Functional Organizational Chart
Department of Public Safety



- Handles primary police response to calls for services.
- Responsible for all police patrols in city limits.
- Enforces laws & Ordinances of the City of Conyers.
- Investigates criminal activity and arrests those responsible.
- Analyzes and responds to crime trends.
- Handles security of special events.
- Gathers evidence of crimes.
- Responsible for K-9 operations.
- Provides full time school resource officer to high school.
- Oversees officers assigned to federal task forces.

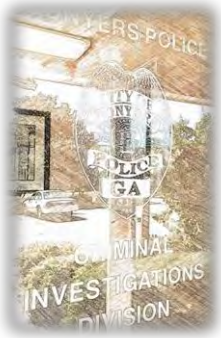
- Handles all Police Communications and 911 System.
- Handles all duties and functions of the Conyers Municipal Court & Probation.
- Oversees Conyers Security Alert program.
- Responsible for state certification and national accreditation.
- Handles all departmental records.
- Implements community outreach program.
- Responsible for all departmental training and quartermaster duties.
- Oversees all property & evidence.

DEPARTMENT DESCRIPTION

It is the responsibility of the City of Conyers Police Department to protect the residents and businesses which are in the incorporated area of Rockdale County. The department is also responsible for the administration of justice and alarm services throughout the city.

The police department is divided into two bureaus. They are the Field Services Bureau and the Administrative Services Bureau. Each bureau houses different functions of the department, which are essential for police operations.

The Field Services Bureau, which is the main enforcement arm of the department, is comprised of the Patrol Division, the Criminal Investigations Division, the Special Operations Division, the Marshal Unit and Crime Analysis/Intelligence.



The Patrol Division is responsible for patrolling the city limits, enforcing laws, handling citizen complaints, and investigating offenses, which are both criminal and traffic in nature. The Patrol Division is the primary police response for all calls for service.

The Criminal Investigations Division is responsible for investigating criminal activity and apprehending those responsible for crimes. Initial and follow-up investigations are done by this arm of the police department. This division contains several detectives responsible for directly investigating cases and a crime scene unit. The crime scene unit is responsible for gathering all evidence, photographing crime scenes, fingerprinting subjects and establishing a chain of custody for evidence to be presented in court.

The division also has a detective assigned to the United States Drug Enforcement Administration State and Local Task Force. This task force pairs local police officers with federal agents to conduct special investigations on a federal level in cooperation with local authorities.

The division is also responsible for a detective assigned to the Rockdale County Narcotics and Vice Unit. This combined unit of the Conyers Police Department and the Rockdale County Sheriff's Office targets drug and vice crimes countywide in a joint effort to more effectively combat these types of offenses in our community.

The Special Operations Division is responsible for conducting specialized traffic enforcement on the city's roadways, concentrated enforcement actions, handling special events throughout the community and for police K-9 operations. The police department uses three police dogs for various functions. Two dogs are used to obtain evidence on narcotic suspects and in solving other types of crimes. These dogs are also used as part of the department's drug interdiction efforts. Drug interdiction focuses on stopping the flow of drugs on Interstate 20 which runs through the City of Conyers. These dogs are certified in both narcotics detection and patrol techniques. The department's third dog is a police bloodhound trained specifically for tracking suspects and missing persons. All of these dogs are invaluable tools for the department.

The police department Special Response Team (SRT) also falls under the Special Operations Unit.
This highly trained and specialized unit of the police department responds to dangerous tactical incidents such as hostage situations, barricaded subjects and high risk warrants. The Special Response Team is a ready response to situations beyond the scope of the normal capabilities of line-level first responding officers as well as those requiring assets that are not normally available to the rest of the department. Officers who wish to be part of the Special Response Team must complete a physical abilities test, running course and firearms qualification as well as a rigorous interview process to ensure the best possible candidates become a part of this elite unit in the police department.

The Marshal Unit is responsible for enforcing the ordinances of the City of Conyers. The Unit specifically targets such issues as junk vehicles, liquor violations, abandoned automobiles and other various city ordinance violations. The Unit is also responsible for ensuring that all restaurants are in compliance with alcoholic beverage server permits for all employees. Additionally, the unit handles compliance and enforcement of the city taxi ordinance.

The police department also provides a full-time school resource officer to Rockdale County High School. The school resource officer attends and participates in school functions. The officer also provides assistance with problems of law enforcement and crime prevention to students, parents and faculty. The officer also takes law enforcement action at the school as required. These are just some of the many daily functions the school resource officer performs at the high school.

Additionally, an officer is assigned to criminal intelligence gathering, statistical analysis and crime information dissemination. This position is responsible for the implementation and operation of the department's COMPSTAT (COMPuter STATistics) program. COMPSTAT is a program where statistical data on crimes is compiled into a map format. The maps are disseminated to department managers so that police resources can be better deployed to combat and prevent crimes. This system has proven invaluable to the department's efforts to control crime in the City of Conyers. The intelligence officer also serves as the police department public information officer who issues press releases on incidents and arrests as well as handles the media during major crimes and police actions.

The Conyers Police Department also hosts a Reserve Unit. The unit is a volunteer force of men and women who are certified police officers. The members give their time freely to the police department in addition to their regular full time jobs in other professions. These dedicated individuals help the department patrol during their off days, work special events and conduct crime prevention programs. Additionally, the police department also has civilian volunteers called VIPS (Volunteers In Police Service) who aid the department in non-police functions such as traffic control, parades, unlocking vehicles and charging car batteries for stranded motorists. The department would be hard pressed to provide its high level of service without the help of these special volunteers

The Administrative Services Bureau is the arm of the police department that is responsible for all functions that support and augment regular police operations. It consists of the Communications Division, the Court Services Division, Conyers Security Alert, Certification/Accreditation, Property/Evidence, Records, Training/Quartermaster and Community Outreach.

The Communications Division is responsible for monitoring radio traffic with officers, dispatching calls for service, monitoring the radio frequencies of other city departments, manning the 911-Enhanced system and answering all incoming telephone calls for service which are both emergency and non-emergency in nature. The Conyers Police Department Communications Center is a nationally certified Underwriter's Laboratory monitoring station and is responsible for monitoring all accounts of the City of Conyers owned alarm system company, Conyers Security Alert, for alarm activity. The Conyers Police Department has the only police communications center in the United States, which has obtained Underwriter's Laboratory certification. The division is also responsible for the criminal background check program which is provided to businesses for employee criminal history checks.

The Administrative Services Bureau is also responsible for overseeing the Conyers Security Alert program. Conyers Security Alert is the only police operated alarm system in the State of Georgia. It provides burglar, fire and medical alarm systems to residences as well as businesses. Conyers Security Alert is responsible for customer service, installation and alarm maintenance. The Conyers Security Alert system is monitored directly by the Conyers Police Department Communications Division 24 hours a day and 365 days a year.

The Court Services Division is responsible for the administration of justice. The Court Services Division is divided into two sections. They are the Municipal Court and Probation Services.

The Municipal Court is responsible for handling all misdemeanor traffic cases and city ordinance violations initiated by the Conyers Police Department. This section is responsible for data entry, collection and maintenance of all Georgia Uniform Traffic Citations issued by the police department. It also collects all fine monies from citations, coordinates Conyers Municipal Court sessions with the Municipal Court Judge, coordinates prisoner hearings/releases with the Rockdale County Jail, and generates reports on fine collections for the state each month.

The Probation Unit is responsible for monitoring compliance with court-ordered conditions of probation. This unit is responsible for the collection of fine monies from citations, supervision of probationers to ensure that all court-ordered programs are completed successfully and administration of the community service program. In addition, the Probation Unit serves as the compliance monitor for the pre-trial diversion program and acts as a liaison between the department directors within the city and probationers to maximize the benefits received by the city through the community service program.

The Administrative Services Bureau also handles all police records. The Records Unit handles all reports generated by the Conyers Police Department and helps the public by providing copies of incident, accident and arrest reports. It is additionally responsible for vehicle impound releases, alcoholic beverage server permits, taxi permits, peddlers' permits, record restrictions, open records requests and general information.

The bureau is also responsible for state police certification through the Georgia Association of Chiefs of Police and international police accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The certification and accreditation processes are rigorous reviews of all law enforcement policies and procedures used by a police department. Applicants must meet or exceed numerous standards in order to become a state certified and internationally accredited law enforcement agency. In February 2012, the police department met the necessary standards to become a state certified law enforcement agency.

In November 2012, the Conyers Police Department became one of 49 agencies in the State of Georgia to achieve advanced international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department had to show compliance with over 480 standards in order to achieve this honor. The average time for a police agency to become internationally accredited under CALEA is three years. The Conyers Police Department was able to reach this goal in just over one-years' time.

The training/quartermaster is responsible for police officer training and quartermaster duties. Training is regularly scheduled for all officers both at the regional training center and "in-house" at the police department. Officers of the Conyers Police Department are highly trained and attain numerous hours of specialized training each year. Several department officers are certified instructors under the Georgia Peace Officer Standards and Training Council and provide training to other department officers as well as at the regional police academy. All officers exceed the minimum training standards required by the State of Georgia each year. The quartermaster duties entail the responsibility of tracking and issuing all police equipment and uniforms to officers.

The Community Outreach Unit is responsible for crime prevention programs, community policing and the citizen police academy. The goal of community outreach is to partner with the community in order to solve crime problems, to create a better understanding of police operations among our citizens and to educate citizens so they are knowledgeable about how to prevent crimes. Numerous crime prevention programs such as personal safety, home security, and neighborhood watch are provided to the businesses and citizens of the Conyers community by this unit. It is also responsible for conducting the business crime watch program with businesses within the City of Conyers. This program teaches business owners about safety for their establishments and employees as well as instructs on business crime prevention measures.

The Administrative Services Bureau is also responsible for property and evidence received by the police department. The organization, inventory and administration of the property room is handled by this bureau. This encompasses all property received by the police department including evidence and seized items which are forfeited to the agency by the courts.

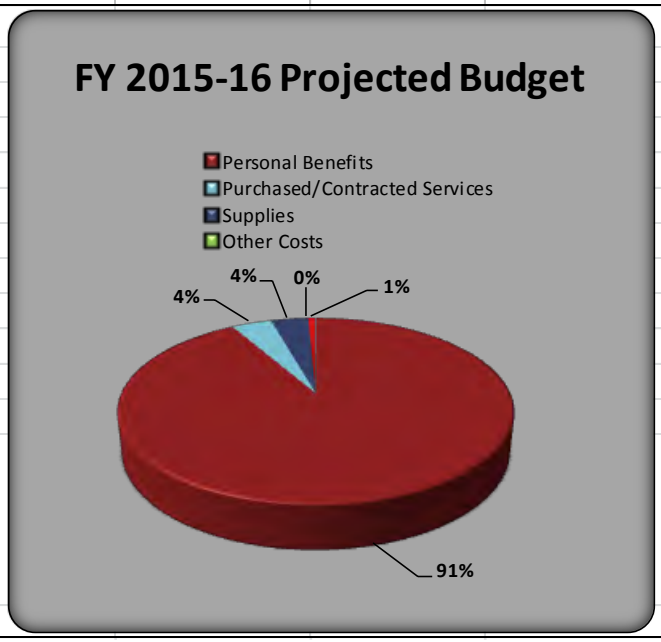
Additionally, the police department has an officer assigned to professional standards who reports directly to the Chief of Police. This arm of the police department is responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This part of the department works to ensure that the highest quality officers are hired and that current officers maintain the highest level of professional standards possible.

The City of Conyers Police Department takes great pride in protecting and serving its community. It is the goal of Chief Gene Wilson to ensure that this department is among the best in the nation and that it will continue to serve its community with pride, honor and integrity.

KEY OBJECTIVES

- Enforce the laws of the State of Georgia and the ordinances of the City of Conyers
- Investigate criminal activity in the City of Conyers
- Patrol the streets of the City of Conyers to enhance the safety and wellbeing of the citizens that work, live and visit the community
- Investigate traffic accidents within the City of Conyers
- Provide the citizens with community programs designed to promote crime prevention
- Decrease the flow of narcotics in the State of Georgia by interdiction on Interstate 20 within the corporate limits of Conyers
- Provide 911 emergency service to all citizens of the City of Conyers

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Police	$ 4,413,905	$ 4,318,882	$ 4,310,943	$ 4,959,642	15.0%
Communications	628,356	637,645	648,829	711,651	0.0%
Conyers Security Alert	221,287	205,545	243,177	253,978	4.4%
Court Services	526,717	526,328	521,299	586,792	12.6%
Departmental Total	$ 5,790,265	$ 5,688,400	$ 5,724,248	$ 6,512,063	13.8%
Personal Benefits	$ 5,299,946	$ 5,342,852	$ 5,269,886	$ 5,969,491	13.3%
Purchased/Contracted Services	190,567	137,068	209,126	254,872	21.9%
Supplies	200,091	175,475	229,383	239,554	%
Other Costs	45,686	15,488	-	-	0.0%
Capital Outlay	53,975	17,517	15,853	48,146	203.7%
Debt Service	-	-		-	0.0%
Departmental Total	$ 5,790,265	$ 5,688,400	$ 5,724,248	$ 6,512,063	13.8%
Personnel Summary					
Police	66	69	68	70	2.9%
Communications	15	18	15	14	-6.7%
Conyers Security Alert	2	2	2	2	0.0%
Court Services	10	10	10	9	-10.0%
Departmental Total	93	99	95	95	0.0%



FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- The Conyers Police Department will manage all requirements necessary to maintain state certification through the Georgia Association of Chiefs of Police and international law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

- The police academies held by the Conyers Police Department have been successful and the level of interest shows that the programs are still in demand. We will host one Citizen Police Academy, Junior Police Academy and Senior Citizen Police Academy throughout the year.

- The Department will add at least one additional "Instructor Trained" officer during the rating period.

- The police department will maintain a fully operational Serious Traffic Accident Response Team consisting of at least three officers fully trained in Accident Investigations I, II, and III and operation of the department's Total Station.

- Develop and Implement a Departmental Riot / Crowd Control Unit. Conduct practical exercises at least twice during the twelve-month goal period.

- Continue to develop the City of Conyers Police Department as a local training facility by hosting various critical tasks training blocks that are difficult to find for many departments. The goal is to provide advanced training for officers of our department with no registration or travel costs. At least three such courses will be hosted during the period.

- To decrease TAC workload, enhance accountability and insure more accurate auditing, the Department will implement new training via the CBT website. All certified employees will be transitioned to the new CJIS Network Operator training. At least twenty-five percent of all employees will be transitioned each quarter.

- The Conyers Police Department will fully participate in the "Below 100 Initiative" in an effort to reduce the number of avoidable traffic collisions involving police vehicles that will ultimately save lives. The "Below 100 Initiative" is a national program aimed at reducing officer line of duty deaths to below 100 annually. The program has five basic points which are "Wear Your Belt, Wear Your Vest, Watch Your Speed, WIN- What's Important Now?, and Remember: Complacency Kills!" These five basic tenants are designed to remind officers of what they need to do to keep safe. The goal is for the department to minimize the number of officer-involved accidents and work related injuries.

- Maintain a fully operational (for a department our size) SRT team capable of operations such as high-risk warrant service, search warrant execution, tactical entries, etc. The team will include counter sniper and hostage negotiations personnel. The team will train with teams with surrounding jurisdictions at least once per quarter.

- Through crime analysis, enforcement and prevention, the City of Conyers Police Department will work to achieve a reduction in Part I Crimes in fiscal year 2015-2016 compared to calendar year 2014-2015.

- To improve the communication and interaction between the police department and the citizens of Conyers by conducting at least two town hall meetings. These town hall meeting can be held at a physical location or virtually by use of social media. In addition, to conduct a live question and answer session once a quarter on social media. The Q&A will feature a member of the department such as the crime analyst, criminal investigations commander, etc.

- The Conyers Police Department will achieve a level of 35% of its officers attaining an Intermediate Certification.

- The Department will select and begin training of two additional candidates as Public Information Officers. The officers will successfully attend the Basic PIO School at a minimum.

- To have all of the Day Squad officers work at least one 8 hour shift with the School Resource Officer. This will improve their overall knowledge and understanding of the school and its layout.

- To have at least one officer from each squad and the SRO successfully complete Crisis Intervention Training.

- The department will create a health and wellness club that will meet bi-weekly. The focus will be on stretching, nutrition and the theme will be to get out and "move". Events will be scheduled before work, after work, lunch breaks or the weekends. Pursue approval and implementation of a pay incentive for both sworn and civilian employees. [Proposed percentages are 2% and 3% respectively.]

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ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- The Conyers Police Department was recertified under the State of Georgia Law Enforcement Agency Certification Program administered by the Georgia Association of Chiefs of Police. The police department remained one of 118 agencies in the state to have obtained the honor of being a state certified agency.

- Due to the efforts of the Conyers Police Department in preventative patrol, crime prevention education, criminal apprehension and other innovative crime reduction methods, Part I Crimes in the City of Conyers went down 14.706 percent in 2014 compared to 2013. Part I Crimes are the most serious crimes tracked by the Federal Bureau of Investigation and include the categories of Murder, Rape, Robbery, Aggravated Assault, Burglary, Theft, Motor Vehicle Theft and Arson.

- Conyers Police Officer Steve Blanchette received the Governor's Public Safety Award for an Act of Heroism due to his actions when he responded to an automobile accident where a vehicle traveling over 100 miles per hour crashed into a utility pole, fell into a 35 foot ravine and erupted into flames. Officer Blanchette risked his own safety to approach the vehicle and remove one of the occupants. He went back to the vehicle to rescue the other trapped victim but there was no longer a safe way to approach due to the fire being extremely hot and having reached the power lines overhead.

- The department's Responsible Alcohol Sales and Service (RASS) program was nominated for the Georgia Association of Chiefs of Police Curtis E. McClung/Motorola Award of Excellence. The

program was nominated for the impact it has had upon our community as well as its impact on the department's mission, goals and objectives. The police department tied for second place in this award program.

- The City of Conyers signed a contract with Motorola to provide a new radio system for the Conyers Police Department. This $3 million system will allow for greater radio coverage throughout the city as well as provide needed technology upgrades to replace the current system that is over 25 years old. Construction on the new system's towers began in May 2015.

- The Communications Division passed its annual Underwriter's Laboratory (UL) audit. This audit is conducted to ensure compliance with UL alarm-monitoring standards which allows the Conyers Police Department Communications Center to be the only police owned and operated certified UL central alarm monitoring station in the United States.

- The Conyers Police Department citywide camera system was expanded to allow more coverage throughout the city. New camera locations are Georgia Highway 20 at Old McDonough Highway, Georgia Highway 20 at Flat Shoals Road, Georgia Highway 20 at Georgia Highway 138, West Avenue at Dogwood Drive, Georgia Highway 20 North at Publix and Northside Village shopping center on Sigman Road. This gives the police department a much wider field of view with the camera system and allows coverage down Georgia Highway 20 all the way to its intersection at Georgia Highway 138.

- The Conyers Police Department Communications Division conducted a quality assurance review for non-emergency calls, which resulted in an accuracy rate of 96 percent for the division in the taking and relaying of such calls.

- The Criminal Investigations Division successfully investigated the armed robbery of the Omnicare pharmaceutical facility in Conyers. Two arrests were made and $200,000 in stolen medications recovered.

- An arrest was made in the robbery of Title Bucks due to a Conyers Police officer observing a possible match to a vehicle that had been linked to other title loan institution robberies. The officer's keen observations led to the capture of the suspect who was then linked to 35 other armed robberies in the Metro Atlanta area.

- Officers monitoring the city's surveillance camera system observed a vehicle in the Dogwood East corridor that matched the description of a vehicle in a previous burglary of Hibbett Sports. Officers apprehended the driver who was acting as a look out for an in progress second burglary occurring at the location. Officers were able to apprehend all the suspects that resulted in the clearance of multiple burglaries throughout the Metro Atlanta area.

- The police department conducted a Georgia Peace Officer Standards and Training Council certified basic Special Weapons and Tactics (SWAT) course in its police training room. There were 21 students from 11 different agencies that attended this course. The department had to develop its own criteria and course syllabus that had to be submitted to the Georgia Public Safety Training Center state police academy for approval. Conyers Police Special Response Team members were the primary instructors with specialty instructors from other departments also being used.

KEY PERFORMANCE MEASURES

Department of Public Safety	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Pre-Audit
Number of Full Time Sworn Officers	63	63	63
Number of Citations Issued	7,631	7,873	8,075
Number of Incidents Reported	3,387	3,432	3,500
Number of Accidents Reported	1,497	1,590	1,675
Number of Arrests	2,117	2,159	2,170
Number of DUI Arrests	129	140	142
Number of Underage Alcohol Offenses	41	14	30
Number of Adult Arrests	1976	2,031	2,050
Number of Juvenile Arrests	141	128	135
Total Number of Part 1 Crimes	1,116	1,055	1,130
Total Number of Part 1 Crimes Cleared	338	352	358
Part 1 Crimes Clearance Rate	30.28%	33.36%	32%
Number of Citizen Website Contacts	182	163	170
Number of Service Calls	95,559	99,396	99,175
Average Response for Emergency Calls	4 minutes,1 second	4 minutes,7 second	4 minutes,49 seconds

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 for the Police are $4,959,642, which reflects an increase of 15% over last fiscal year unaudited budget of $ 4,310,943. The police department is the city's biggest department, therefore, the additional cost of health insurance and salary increases to eligible employees have a higher impact on the budget. Additionally, the budget includes 2 new police cadet positions.

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2015-2016 budget expenditures are $711,651 compared to last year of $648,828.

The budget for Court Services reflects an increase of 12.6% over last fiscal year. Fiscal year 2015-2016 budgeted expenditures for Court Services are $586,792 compared to last year of $521,299. The budget for Court Services includes one new compliance monitor position.

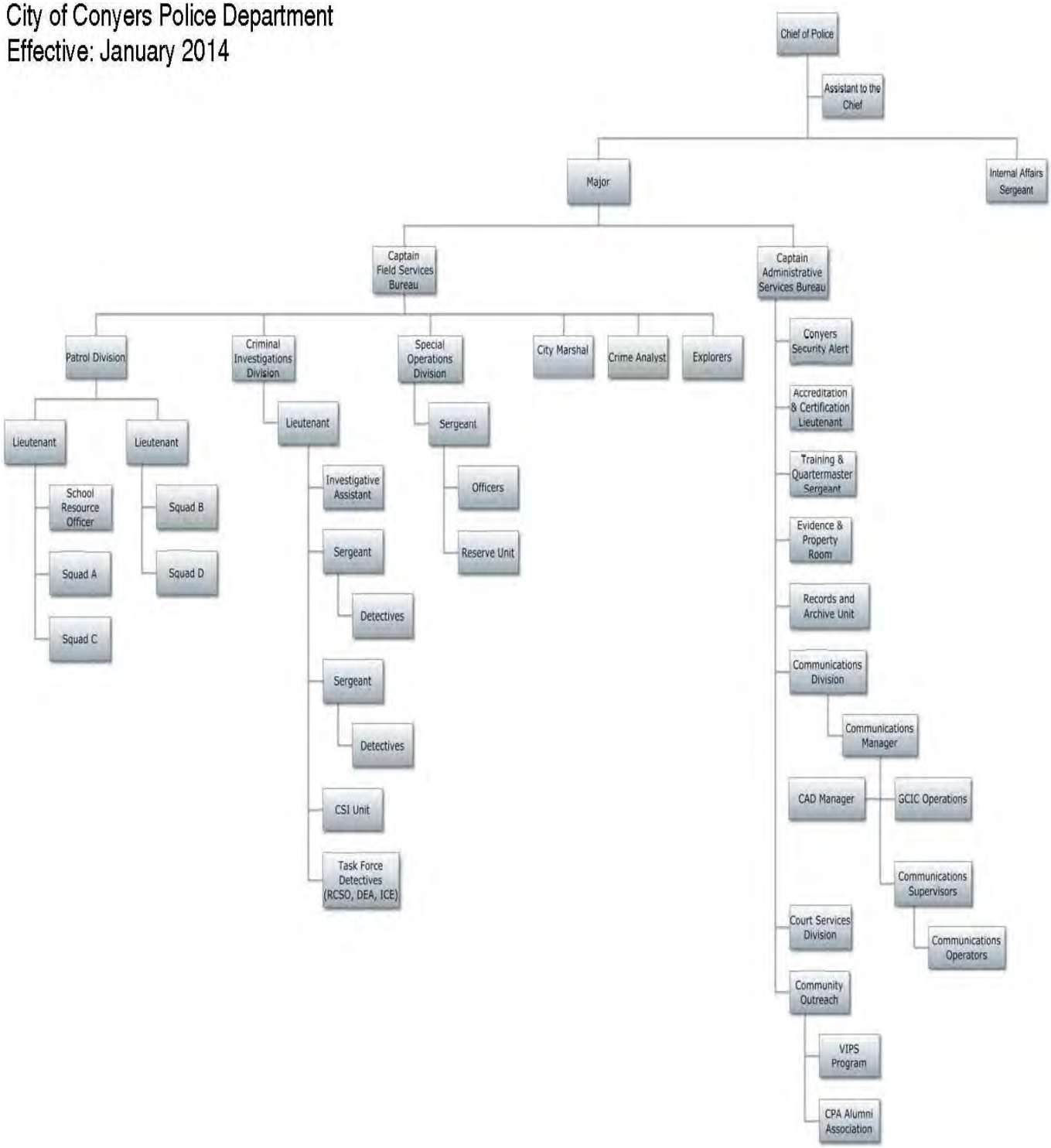
The budget for Security Alert reflects an increase of 4.4% over last fiscal year. Fiscal year 2015-2016 budgeted expenditures for Security Alert are $253,978 compared to last year at $243,177. The increase is due to small variances in the departmental budget.

Department	Salary Grade	FY 2013-14 Budgeted Positions	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions
Police				
Chief of Police	UC	1	1	1
Major	*	1	1	1
Captain	*	1	2	2
Lieutenant	*	4	4	4
Assistant to the Chief of Police	114	1	1	1
Sergeant	*	12	11	11
Crime Analyst	*	1	1	1
Police Corporal	*	4	4	4
Detective	*	8	8	9
K-9 Police Officer	*	2	2	3
Police Officer II	*	8	11	11
Police Officer I	*	18	15	14
Evidence Technician	*	1	1	1
Property and Evidence Custodian	110	1	1	1
Cadet	107	0	0	2
Administrative Clerk - Records	107	2	2	2
GCIC Operator	107	1	1	1
CID investigative Assistant	110	1	1	1
Civilian Code Enforcement Officer	112	1	1	1
School Patrol	Fee	1	1	1
Total Police		***69***	***69***	***72***
** See Pay & Classification Plan for Sworn Police Officers Pay Scale**				
Conyers Security Alert				
CSA Coordinator	118	1	1	1
CSA Technician	114	1	1	1
Total Conyers Security Alert		***2***	***2***	***2***
Court Services				
Senior Probation Officer	112	1	1	1
Municipal Court Clerk	110	1	1	1
Probation Officer	110	2	2	2
Pre-Trial Compliance Monitor	108	0	0	1
Probation Clerk	107	2	2	2
Court Clerk	107	1	1	1
Municipal Court Judge	Fee	2	2	2
Total Court Services		***9***	***9***	***10***
Communications				
Communications Manager	117	1	1	1
CAD Manager	114	1	1	1
Communications Supervisor	111	3	3	3
Communications Operator	108	10	9	9
Total Communications		***15***	***14***	***14***
Total Public Safety		**95**	**94**	**98**

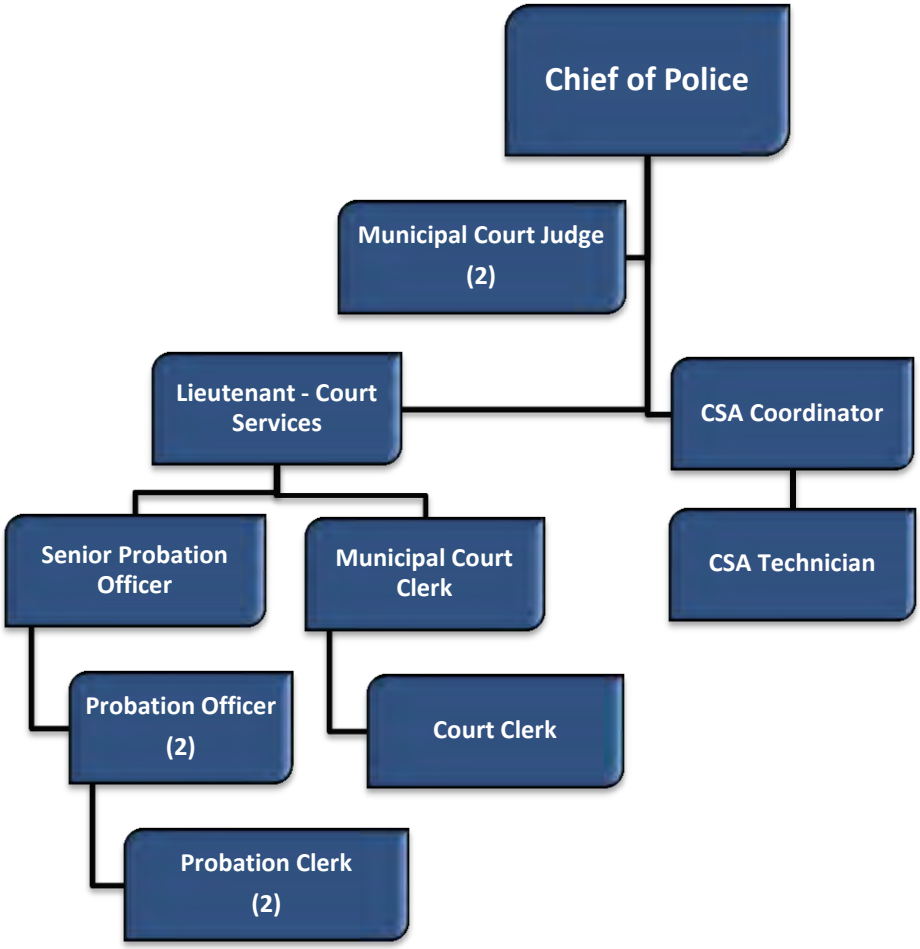
PERSONNEL POSITIONS

City of Conyers Police Department

Effective: January 2014



Organizational Chart
Court Services and Conyers Security Alert



10-3100-210	Police	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 2,939,166	$ 3,358,860	14.3%
1110-0	Other Salaries & Wages	22,007	23,100	5.0%
1120-0	Overtime Salaries & Wages	229,561	210,000	-8.5%
2100-0	Group Health Insurance	320,392	410,000	28.0%
2110-0	Group Life Insurance	7,839	15,538	98.2%
2120-0	Group Dental Insurance	20,127	25,869	28.5%
2130-0	Group Vision Insurance	4,198	5,388	28.3%
2200-0	FICA Expense	229,404	268,058	16.8%
2400-0	Municipal Retirement	348,288	381,390	9.5%
	Total Personal Benefits	**$ 4,120,983**	**$ 4,698,203**	**14.0%**
52	**Purchased/Contracted Services**			
1100-0	Maintenance & Repair- Equipment	$ 19,829	$ 25,000	26.1%
2100-0	Drug Testing Contracts	2,583	5,000	93.6%
2110-0	Pre-Employment Test	10,367	15,000	44.7%
2400-0	Printing & Publishing	2,055	5,000	143.3%
2500-0	Postage	914	1,000	9.4%
3100-0	Dues, Fees & Memberships	7,615	12,269	61.1%
3700-0	Training & Travel	22,120	30,000	35.6%
4200-0	PE-PI Expenses	935	1,500	60.5%
4300-0	Forensic Fees	1,391	2,000	43.8%
	Total Purchased/Contracted Services	**$ 67,808**	**$ 96,769**	**42.7%**
53	**Supplies**			
1100-0	Office Supplies	$ 17,029	$ 18,995	11.5%
1150-0	Investigators Supplies	13,020	15,000	15.2%
1300-0	Arms & Ammunition	28,418	35,000	23.2%
1320-0	Periodicals/Publications	4,527	5,258	16.2%
1325-0	Prisoner Medical Drugs	1,890	5,000	164.5%
1335-0	Canine Supplies	3,899	2,200	-43.6%
1400-0	Uniforms	25,015	21,401	-14.4%
1401-0	Bulletproof Vests	12,249	12,000	-2.0%
3100-0	Reward & Recognition Program	12	200	100.0%
3110-0	Crime Prevention	2,278	5,350	134.9%
	Total Supplies	**$ 108,338**	**$ 120,404**	**11.1%**
54	**Capital Outlay**			
5005-0	Operating Capital	$ 13,814	$ 28,338	105.1%
9060-0	Capital Outlay	$ -	$ 15,928	100.0%
	Total Capital Outlay	**$ 13,814**	**$ 44,266**	**220.5%**
57	**Other Costs**			
2196-0	2013 GOHS Grant	$ -	$ -	N/A
2197-0	2014 GOHS Tablet Grant	$ -	$ -	N/A
	Total Other Costs	**$ -**	**$ -**	**N/A**
	Total Police	**$ 4,310,943**	**$ 4,959,642**	**15.0%**

11-3200-212	E-911	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 434,060	$ 456,570	5.2%
1110-0	Other Salaries & Wages	1,493	2,600	74.1%
1120-0	Overtime Salaries & Wages	26,434	30,000	13.5%
2100-0	Group Health Insurance	40,657	50,386	23.9%
2110-0	Group Life Insurance	1,177	2,170	84.3%
2120-0	Group Dental Insurance	3,958	3,582	-9.5%
2130-0	Group Vision Insurance	795	746	-6.2%
2200-0	FICA Expense	34,128	37,422	9.7%
2400-0	Municipal Retirement	48,522	53,236	9.7%
	Total Personal Benefits	**$ 591,226**	**$ 636,712**	**7.7%**

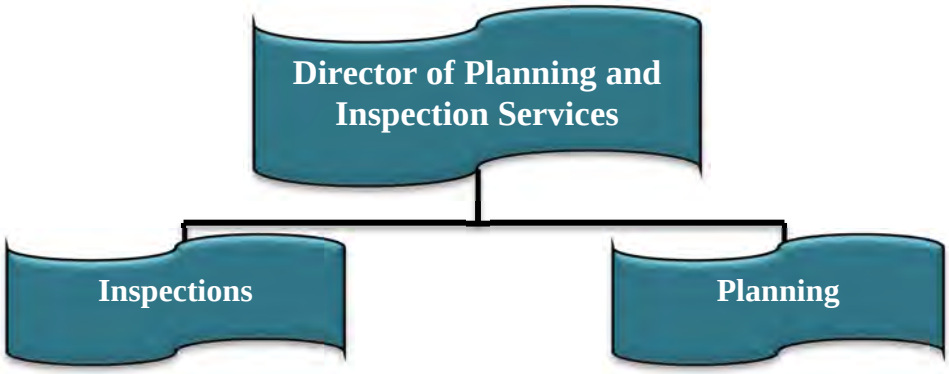
10-3200-212	Communications			
52	**Purchased/Contracted Services**			
1250-0	Maintenance/Repairs - Communications	$ 42,944	$ 48,950	14.0%
2100-0	Drug Testing Contracts	379	885	133.5%
2110-0	Pre-Employment Test	3,083	5,140	66.7%
3100-0	Dues, Fees & Memberships	3,628	3,529	-2.7%
3700-0	Training & Travel	3,154	7,405	134.8%
	Purchased/Contracted Services	**$ 53,187**	**$ 65,909**	**23.9%**
53	**Supplies**			
1100-0	Office Supplies	$ 1,615	$ 3,600	122.8%
1400-0	Uniforms	760	1,550	103.9%
	Total Supplies	**$ 2,375**	**$ 5,150**	**116.8%**
54	**Capital Outlays**			
5005-0	Operating Capital	$ 2,040	$ 3,880	90.2%
	Total Capital Outlays	**$ 2,040**	**$ 3,880**	**90.2%**
	Total E911/Communications	**$ 648,828**	**$ 711,651**	**9.7%**

10-3300-215	Court Services	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 331,388	$ 365,308	10.2%
1110-0	Other Salaries & Wages	805	4,353	440.6%
1120-0	Overtime Salaries & Wages	1,899	3,000	58.0%
2100-0	Group Health Insurance	33,567	39,512	17.7%
2110-0	Group Life Insurance	813	1,736	113.5%
2120-0	Group Dental Insurance	2,133	2,388	12.0%
2130-0	Group Vision Insurance	444	497	11.8%
2200-0	FICA Expense	24,490	28,509	16.4%
2400-0	Municipal Retirement	32,860	42,595	29.6%
	Total Personal Benefits	**$ 428,399**	**$ 487,898**	**13.9%**
52	**Purchased/Contracted Services**			
1200-0	Legal Counsel	$ 76,989	$ 70,000	-9.1%
2100-0	Drug Testing Contracts	258	300	16.3%
2400-0	Publishing & Printing	1,099	4,000	264.0%
2500-0	Postage	1,947	1,700	-12.7%
3100-0	Dues, Fees, & Memberships	314	120	-61.8%
3700-0	Training & Travel Expenses	3,195	9,074	184.0%
	Total Purchases/Contract Services	**$ 83,802**	**$ 85,194**	**1.7%**
53	**Supplies**			
1100-0	Office Supplies	$ 4,094	$ 7,000	71.0%
1250-0	Operating Supplies	4,293	6,000	39.8%
1400-0	Uniforms	711	700	-1.6%
	Total Supplies	**$ 9,098**	**$ 13,700**	**50.6%**
	Total Court Services	**$ 521,299**	**$ 586,792**	**12.6%**

10-1500-050	Conyers Security Alert	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 98,156	$ 105,579	7.6%
1110-0	Other Salaries & Wages	302	3,271	982.9%
1120-0	Overtime Salaries & Wages	449	1,000	122.6%
2100-0	Group Health Insurance	11,339	14,651	29.2%
2110-0	Group Life Insurance	265	502	89.6%
2120-0	Group Dental Insurance	675	796	18.0%
2130-0	Group Vision Insurance	141	166	18.1%
2200-0	FICA Expense	7,072	8,403	18.8%
2400-0	Municipal Retirement	10,878	12,310	13.2%
	Total Personal Benefits	**$ 129,277**	**$ 146,678**	**13.5%**
52	**Purchased/Contracted Services**			
1200-0	Equipment Rental	$ -	$ 500	100.0%
2400-0	Publishing & Printing	590	1,500	154.2%
2500-0	Postage	3,739	4,000	7.0%
3700-0	Training & Travel Expenses	-	1,000	100.0%
	Total Purchased/Contracted Services	**$ 4,329**	**$ 7,000**	**61.7%**
53	**Supplies**			
1100-0	Office Supplies	$ -	$ 2,300	N/A
1250-0	Operating Supplies	1,309	2,500	91.0%
1400-0	Uniforms	907	1,000	10.2%
1550-0	Cellular Monitoring	21,242	23,000	8.3%
2800-0	Inventory-Parts	85,584	70,000	-18.2%
4500-0	Small Tools	529	1,500	183.4%
	Total Supplies	**$ 109,571**	**$ 100,300**	**-8.5%**
54	**Capital Outlays**			
9060-0	Capital Outlays	$ -	$ -	N/A
		$ -	**$ -**	**N/A**
	Total Conyers Security Alert	**$ 243,177**	**$ 253,978**	**4.4%**

PLANNING &
INSPECTIONS

Functional Organizational Chart
Department of Planning and Inspection Services



- Occupation Taxes
- Zoning
- Comprehensive Land Use Plan
- Subdivision Development
- Historic Preservation
- Tree Preservation & Landscape Requirements
- GIS

- Permits
- Plan Review
- Code Enforcement

DEPARTMENT DESCRIPTION

The Planning and Inspection Services Department provides a valuable service to protect our residents' safety and health through the enforcement of City codes to ensure all residents and businesses within the City limits meet all safety requirements.

The Planning and Inspection Services Department is responsible for permits, building inspections, business and occupation registration, zoning enforcement, subdivision development, and historic preservation. Some of the things customers can handle through the Department of Planning and Inspection Services include:

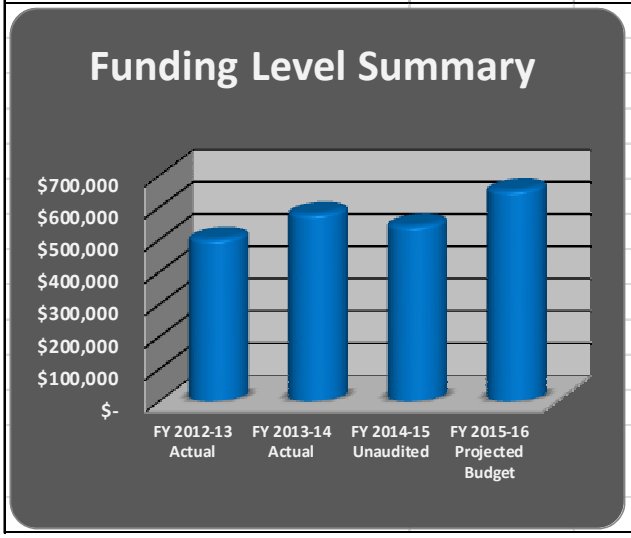
- Permits for residential, commercial, and industrial construction.
- Liquor licenses for on-premise or off-premise locations in accordance with the City's Alcoholic Beverage Ordinance.
- Field inspections for new and existing structures.
- Review of plans with contractors working to establish new businesses.
- Review of City codes with contractors and interested citizens.
- GIS – Automated mapping system including zoning, land use, street names, street addresses, rights-of-way, fire hydrants, streams, waterways, floodplains, wetlands locations, etc.
- Comprehensive Land Use Plan (Future and Existing Land Uses).

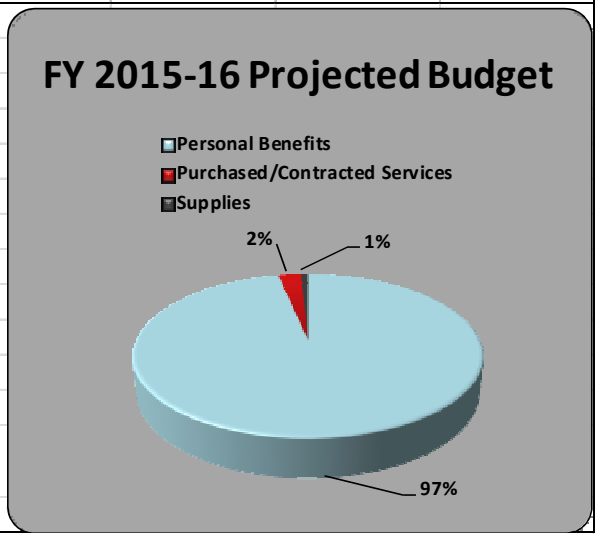
A development guide outlining procedures, fees and appeal processes for the City of Conyers can be ordered by calling (770) 929-4280 or viewed on the city's website at www.conyersga.com. This guide is a useful resource for developers, builders, architects, engineers, land surveyors, and City residents.

KEY OBJECTIVES

- Building permits.
- Alcoholic beverage licensing.
- Inspections.
- Code enforcement.
- Business licenses.
- Comprehensive Land Use Plan.
- Historic Preservation.
- Tree Preservation & Landscape Requirements.
- Planning.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Planning & Zoning	297,507	316,019	307,334	370,299	20.5%
Inspections	204,108	263,136	235,367	281,767	19.7%
Departmental Total	$ 501,615	$ 579,155	$ 542,701	$ 652,066	20.2%
Personal Benefits	$ 490,379	$ 567,443	$ 529,003	$ 630,516	19.2%
Purchased/Contracted Services	9,087	8,268	10,243	16,500	61.1%
Supplies	2,149	3,444	3,455	5,050	46.2%
Capital Outlay	-	-	-	-	0.0%
Departmental Total	$ 501,615	$ 579,155	$ 542,701	$ 652,066	20.2%
Personnel Summary					
Planning & Zoning	5	4	4	4	0.0%
Inspections	4	3	4	4	0.0%
Departmental Total	9	7	8	8	0.0%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- Rezone West Avenue corridor to Gateway Village (GV)
- Revise amend Home Occupation Regulations.
- Revise and amend Traditional Neighborhood Design District.
- Update and amend permitted use table, accessory use standards and supplemental use standards.
- Revise and amend Tree Preservation and Landscape Regulations.
- Update Aerial Photography.
- Coordinate with Rockdale County the update of Flood Insurance Maps.
- Update Floodplain Management and Flood Damage Prevention Regulations.
- Explore opportunities to designate property south of I-20 as an Enterprise Zone.

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- Improved success rate for occupational tax renewals without assessing penalties.
- Adopted standards for vacant and foreclosed property registration.
- Amended Zoning Ordinance to create new Downtown District regulations and zoning map for the Olde Town Conyers Historic District.
- Adopted ordinance to establish cemetery fees for East View Cemetery.
- Completed bid process and awarded bid for HVAC maintenance and service for the City of Conyers Government Complex to United Maintenance.
- Secured intergovernmental agreement with Rockdale County to purchase aerial photography.
- Assisted the 911 Center with software updates.
- Amended the provisions for security grilles and security screens in the Zoning Ordinance.
- Amended the supplemental use standards to revise the provisions for outdoor storage/display, contractor's office only in certain zoning districts, and added utility trailers as a permitted use in the Gateway Village District.
- Amended the Zoning Ordinance to revise the regulations for the Mixed Use Village Overlay District (MXVOD).

- Successfully notified property owners throughout the city that corrected code violations such as overgrown properties, illegal signs, non-operable vehicles, occupation tax registration, and building code violations.

- Located some vacant and foreclosed structures and they are in compliance with registration requirements.

KEY PERFORMANCE MEASURES

Department of Planning and Inspection Services Planning & Inspection Services	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Pre-Audit
Number of Building Permits Issued	120	100	113
New Occupational Tax	205	141	160

BUDGET HIGHLIGHTS

The projected expenditures for Planning and Zoning for fiscal year 2015-2016 are $370,299, an increase of 20.5% over the previous year's unaudited budget of $307,334. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases. The projected expenditures for the Inspections division are $281,767, an increase of 19.7% over the previous year's unaudited budget of $235,367. The increases are mainly attributed to small variances in health insurance and other expenditures in the department.

PERSONNEL POSITIONS

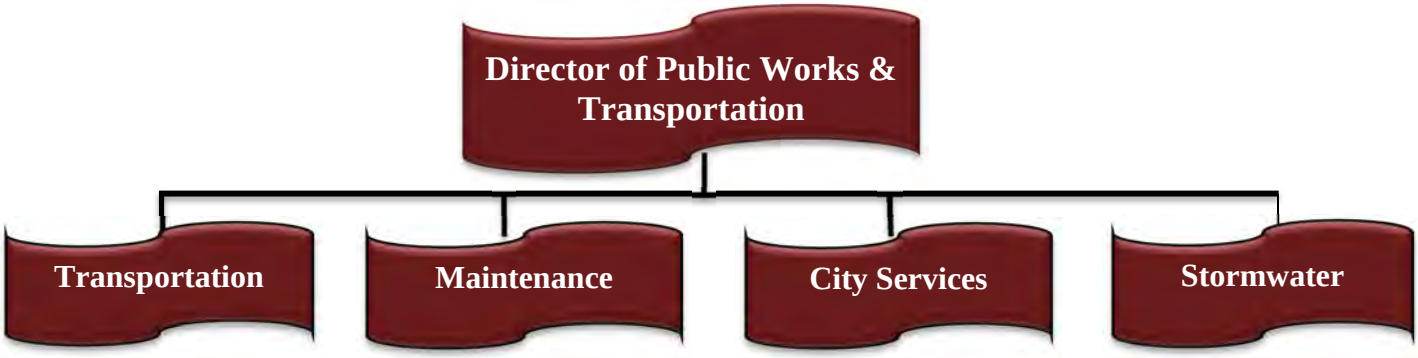
Planning & Inspection Services Positions	Salary Grade	FY 2013–14 Budgeted Positions	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions
Director of Planning & Inspection Services	UC	1	1	1
GIS Manager	117	1	1	1
Planner	117	1	1	1
Chief Inspector	117	1	1	1
Senior Inspector	115	1	1	0
Office Manager	112	0	0	1
Inspector	113	2	2	3
Administrative Clerk – Planning	107	1	1	0
	Total	**8**	**8**	**8**

Organizational Chart
Department of Planning & Inspections

10-4100-310	Planning & Zoning	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 225,425	$ 266,354	18.2%
1110-0	Other Salaries & Wages	15,880	20,712	30.4%
2100-0	Group Health Insurance	14,585	19,756	35.5%
2110-0	Group Life Insurance	644	1,266	96.6%
2120-0	Group Dental Insurance	1,350	1,194	-11.5%
2130-0	Group Vision Insurance	281	249	-11.5%
2200-0	FICA Expense	17,907	21,961	22.6%
2400-0	Municipal Retirement	27,028	31,057	14.9%
	Total Personal Benefits	**$ 303,101**	**$ 362,549**	**19.6%**
52	**Purchased/Contracted Services**			
1100-2	Contract Labor	-	-	N/A
3100-0	Dues, Fees, & Memberships	285	400	40.4%
3700-0	Training & Travel	1,023	3,500	242.1%
	Total Purchased/Contracted Services	**$ 1,308**	**$ 3,900**	**198.1%**
53	**Supplies**			
1100-0	Office Supplies	$ 2,925	$ 3,500	19.7%
1300-0	Periodicals/Publications	-	350	100.0%
	Total Supplies	**$ 2,925**	**$ 3,850**	**31.6%**
	Total Planning & Zoning	**$ 307,334**	**$ 370,299**	**20.5%**

10-4200-315	Inspections	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 171,341	$ 195,335	14.0%
1110-0	Other Salaries & Wages	932	2,563	175.1%
1120-0	Overtime Salaries & Wages	70	-	-100.0%
2100-0	Group Health Insurance	18,850	29,302	55.5%
2110-0	Group Life Insurance	454	928	104.6%
2120-0	Group Dental Insurance	1,132	1,592	40.6%
2130-0	Group Vision Insurance	244	332	36.3%
2200-0	FICA Expense	12,764	15,139	18.6%
2400-0	Municipal Retirement	20,116	22,776	13.2%
	Total Personal Benefits	**$ 225,902**	**$ 267,967**	**18.6%**
52	**Purchased/Contracted Services**			
1100-0	Engineering Services	$ 900	$ 3,500	288.9%
1300-0	Dues, Fees & Memberships	334	300	-10.2%
1400-0	Advertising	810	1,000	23.4%
2400-0	Publishing/Printing	-	800	100.0%
2500-0	Postage	2,859	2,500	-12.6%
3700-0	Training & Travel	4,032	4,500	11.6%
	Total Purchased/Contracted Services	**$ 8,935**	**$ 12,600**	**41.0%**
53	**Supplies**			
1300-0	Periodicals & Publications	$ -	$ 600	100.0%
1400-0	Uniforms	$ 530	$ 600	13.2%
	Total Supplies	**$ 530**	**$ 1,200**	**126.4%**
	Total Planning & Inspections	**$ 235,367**	**$ 281,767**	**19.7%**

Functional Organizational Chart
Department of Public Works and Transportation



Transportation
- SPLOST Projects
- Resurfacing
- Beautification
- Striping
- Infrastructure
- Capital Outlay

Maintenance
- City Fleet

City Services
- Landscaping
- Sanitation
- Street Repairs & Maintenance
- All City Buildings
- Recycling

Stormwater
- CIP Program
- EPD Requirements
- Annual Reports
- Rivers Alive
- Great American Clean-up

DEPARTMENT DESCRIPTION

The City of Conyers' Department of Public Works and Transportation provides a wide range of services that enhance the quality of life for the citizens of Conyers.

The Department of Public Works and Transportation is responsible for sanitation, streets, city parks, cemeteries, building maintenance, stormwater management, and SPLOST projects. In addition, the department is responsible for the maintenance and repair of all vehicles and heavy equipment in the City fleet.

The City of Conyers residents take pride in the appearance of our community and so do we! Whether you live or work in Conyers, you can count on us to provide excellent sanitation services to the homes and businesses in our area. The streets and sidewalks are maintained cemeteries and parks as well. With eight parks in the city of Conyers, we strive to provide a safe, fun environment for the families in our community to relax and enjoy quality time together.

The City of Conyers offers residents living within the city limits curbside garbage pick-up. The service includes twice-weekly pick up of garbage and gardening refuge for the low fee of $20/month. Residents are provided with one 100-gallon garbage receptacle at no additional cost. For those residents who are unable to place their carts at the curbside and who live alone, special pick up options are available at no additional cost with a doctor's note.

The City of Conyers offers a special leaf vacuum service from October through February each year. Residents simply rake their leaves to the curb, and the leaf vacuum sweeps them away. Large limbs cut into 4' to 6' sections are also picked up at curbside once each week for Conyers residents' convenience.

Do you have an old appliance or piece of furniture you need to get rid of? Simply place it curbside and our sanitation crew will remove it at no charge.

Maintenance of our city streets is an important role of the Department of Public Works and Transportation. Repairing potholes, sidewalk repair, repairing and replacing damaged street signs, resurfacing city streets and preventive maintenance are just a few of the responsibilities assigned to the street crews. Not only do they keep the streets in excellent shape, but they also landscape and maintain street rights of way. Drainage within the city is also maintained by Street Department crews.

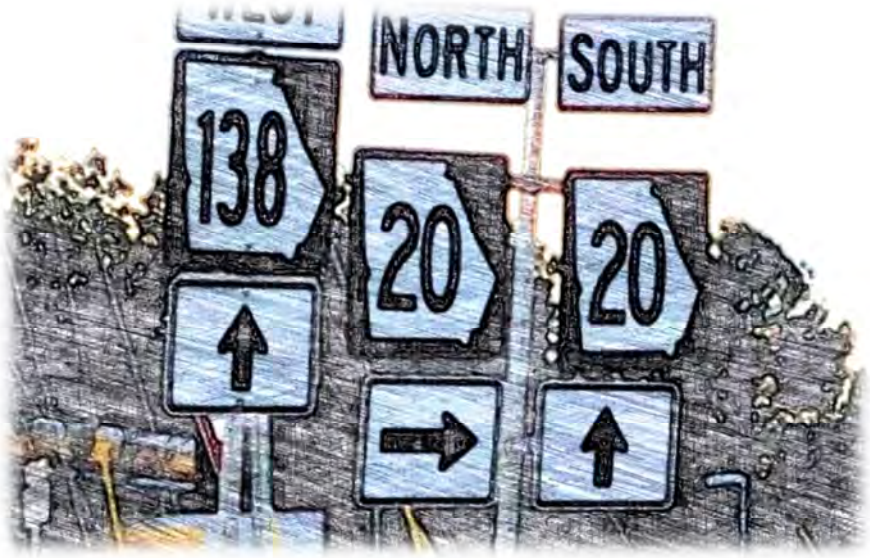
The City of Conyers maintains three city cemeteries located within the city limits. All three of these cemeteries feature historic grave markers and are the perfect place for residents and visitors to research genealogies.

- Eastview Cemetery located on Eastview Road
- Pine Log Cemetery on Pine Log Road
- South Main Street Cemetery located on Main Street

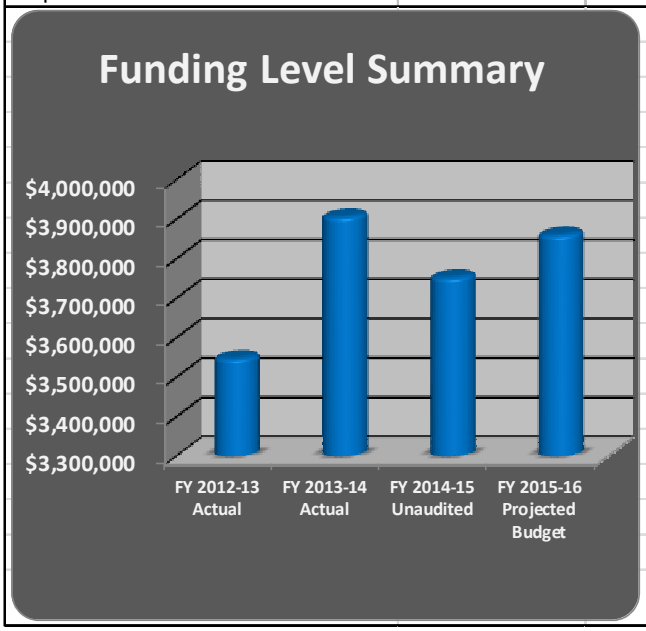
Additionally the Department of Public Works and Transportation maintains all city parks with the exception of the Georgia International Horse Park (GIHP), which is separated into its own department.

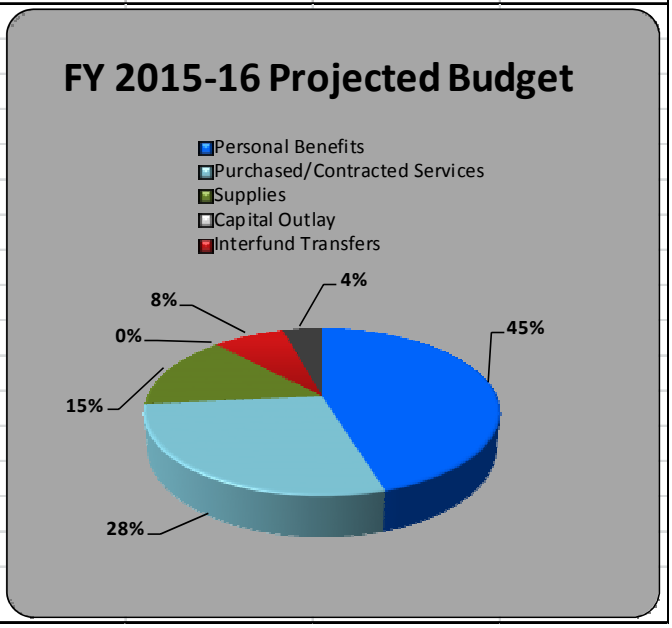
KEY OBJECTIVES

- Enhanced sanitation services.
- Road/Traffic signal maintenance.
- Landscaping.
- Vehicle maintenance.
- Landfill operations.
- Building maintenance.
- SPLOST management.
- Stormwater management.
- Transportation projects.
- Recycling.



Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Building Maintenance	$ 327,975	$ 414,649	$ 416,765	$ 361,000	-13.4%
Vehicle Maintenance	597,208	675,448	$ 500,290	550,691	10.1%
Landscaping Services	215,408	218,043	201,524	217,134	7.7%
Sanitation	1,326,989	1,512,898	1,538,376	1,591,762	3.5%
Infrastructure	608,378	624,898	665,909	640,228	-3.9%
Stormwater Management	471,307	459,985	429,211	498,959	0.0%
Departmental Total	$ 3,547,265	$ 3,905,921	$ 3,752,075	$ 3,859,774	2.9%
Personal Benefits	$ 1,599,656	$ 1,578,104	$ 1,553,211	$ 1,745,846	12.4%
Purchased/Contracted Services	533,494	1,023,468	1,156,231	1,090,000	-5.7%
Supplies	822,072	636,836	661,813	557,450	-15.8%
Capital Outlay	133,717	107,676	37,729	-	0.0%
Interfund Transfers	356,164	513,910	303,056	301,000	-0.7%
Debt Service	102,162	45,927	40,035	165,478	313.3%
Departmental Total	$ 3,547,265	$ 3,905,921	$ 3,752,075	$ 3,859,774	2.9%
Personnel Summary					
Building Maintenance	-	-	-	-	0.0%
Vehicle Maintenance	4	4	4	4	0.0%
Landscaping Services	5	4	4	4	0.0%
Sanitation	14	13	10	5	-50.0%
Infrastructure	9	9	7	8	14.3%
Stormwater Management	4	4	5	5	0.0%
Departmental Total	36	34	30	26	-13.3%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- Complete engineering & design on Olde Town Conyers Trail beginning at Nancy Guinn Library and ending at Pine Log Park.
- Completion of the Pratt Industries material recovery facility, which will allow them to accept recyclables on a much larger scale.
- Complete construction on Irwin Bridge Road.
- Begin right of way phase of Hardin Street and O'Kelly Street improvements.
- Finish engineering and design of Hardin Street and O'Kelly Street road improvements.

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- Completed Construction of Railroad Street improvements.
- Completed engineering and design on Irwin Bridge Road.
- Completed engineering and design on Eastview Road.
- Completed EPD approved stormwater-monitoring plan per EPD requirements.

KEY PERFORMANCE MEASURES

Department of Public Works and Transportation Vehicle Maintenance	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Pre-Audit
Total Number of Full Time Equivalent Employees	4	4	4
Number of Work Orders	1,662	1,374	1,450
Average Cost per Maintenance Request	138	126	135
Average Time Spent per Work Order	3.5hrs.	2.5 hrs.	2.5 hrs.

Department of Public Works and Transportation Infrastructure	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Pre-Audit
Total Number of Full Time Equivalent Employees	9	10	12
Feet of New Sidewalk	690	5985	4000
Street Signs Repaired & Replaced	137	364	200
Percentage of Potholes Repaired Within Two Days of Request	100%	100%	100%
Potholes Repaired / Tons Asphalt Used	130	253	150
Drainage Repaired	50	6	30
Traffic Lights Repaired	77	160	110

Department of Public Works and Transportation Sanitation	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Pre-Audit
Number of Full Time Equivalents	14	6	6
Tons of Residential & Commercial Refuse Collected	5,944	5,944	6,200
Number of Residential Customers Served	3,750	3,800	3,850
Refuse Collection Cost per Household per Month	20.00	20.00	20.00
Tipping Fees per Ton Taken to the Landfill	26.10	35.40	35.40
Miles of Roads Cleaned	110	120	130
Recycled Tons	647	720	800
Brush	12,719yds	13,400yds	14,000yds

BUDGET HIGHLIGHTS

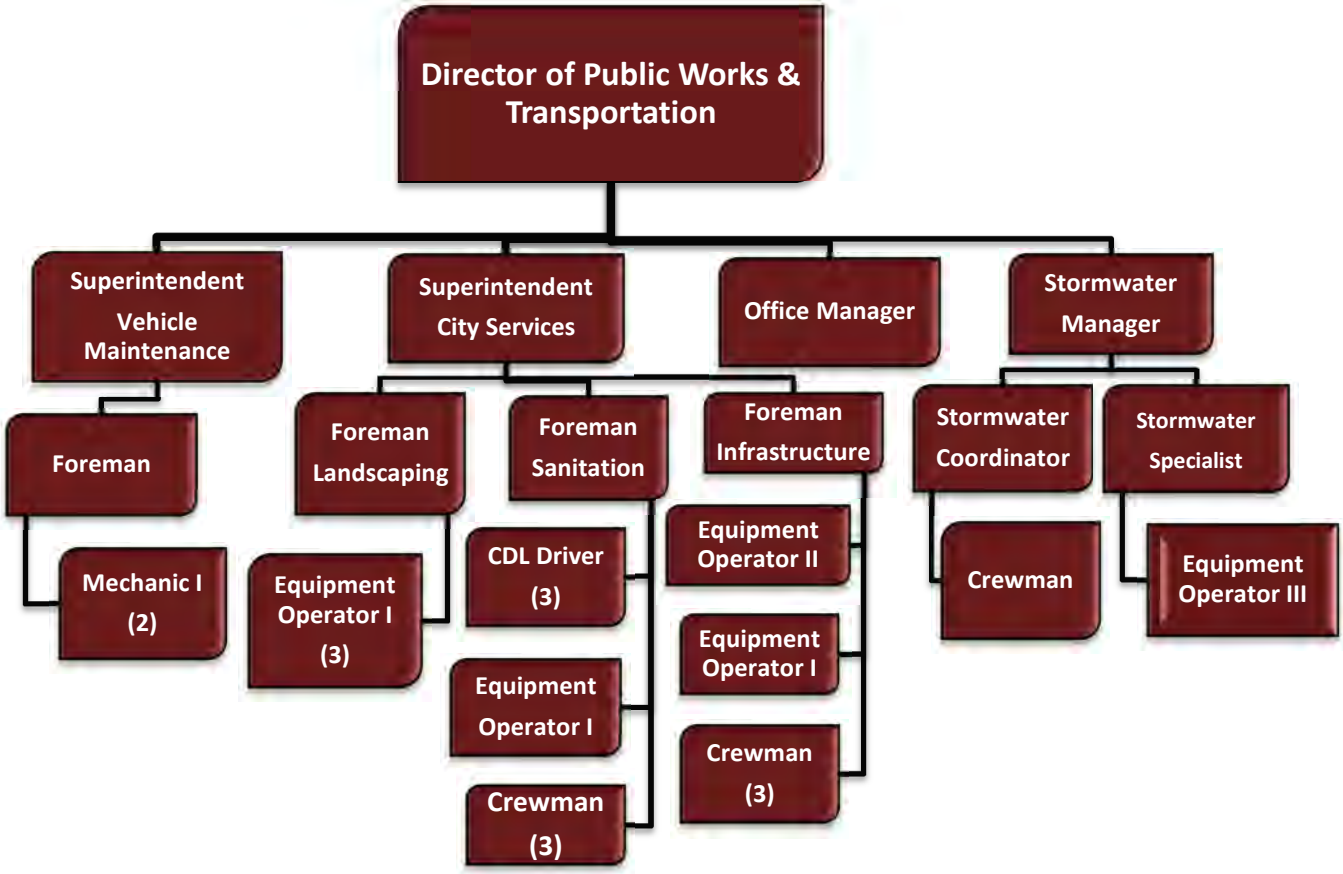
The projected expenditures for fiscal year 2015-2016 are $3,747,248, an increase of $182,338 or (5%) over the previous year's unaudited numbers of $3,564,910. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
  - There is an increase of $50,401 (10.1%) due mainly to an increase in maintenance costs due to higher costs of auto parts and health insurance.
- Landscaping
  - There is an increase of $15,610 (7.7%) from last fiscal year primarily because budgeting for increases in salaries.
- Infrastructure
  - There is decrease of $25,681 (-3.9%) due to small variances in the departmental budget.
- Building Maintenance
  - There is a decrease of $55,765 (-13.4%) from last fiscal year because of a reduction in required building maintenance.
- Stormwater
  - There is an increase of $69,748 (16.3%) due to small variances in the department.
- Sanitation
  - There is an increase of $53,386 (3.5) due to minor variances in the department.

PERSONNEL POSITIONS

Public Works and Transportation Positions	Salary Grade	FY 2013–14 Budgeted Positions	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions
Director of Public Works and Transportation	UC	1	1	1
City Engineer	124	0	0	1
Stormwater Manager	118	1	1	1
Superintendent	117	2	2	2
Stormwater Coordinator	115	1	1	1
Vehicle Maintenance Foreman	112	1	1	1
Landscaping Foreman	112	1	1	1
Office Manager	112	0	1	1
Sanitation Foreman	112	1	1	1
Infrastructure Foreman	112	1	1	1
Mechanic II	110	0	0	0
Executive Assistant	110	1	0	0
Stormwater Specialist	109	1	1	1
Equipment Operator III	109	0	1	1
Mechanic I X	108	2	2	2
Equipment Operator II X	108	1	1	1
CDL Driver X	107	8	3	3
Equipment Operator I	106	5	5	3
Landscaping Crewman	104	0	1	1
Sanitation Crewman	104	3	1	1
Stormwater Crewman	104	1	1	1
Infrastructure Crewman	104	3	3	3
	Total	**34**	**29**	**27**

Organizational Chart
Department of Public Works & Transportation



10-1400-040	Building Maintenance	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
52	**Purchased/Contracted Services**			
1150-0	Building Maintenance	$ 98,840	$ 80,000	-19.1%
1200-0	Pest Control Services	5,488	6,000	9.3%
1210-0	Janitorial Services	56,083	40,000	-28.7%
	Total Purchased/Contracted Services	**$ 160,410**	**$ 126,000**	**-21.5%**
53	**Supplies**			
1100-0	Natural Gas	$ 17,275	$ 25,000	44.7%
1200-0	Water Consumption	92,788	70,000	-24.6%
1205-0	Janitorial Supplies	8,440	10,000	18.5%
1300-0	Electricity	137,852	130,000	-5.7%
	Total Supplies	**$ 256,355**	**$ 235,000**	**-8.3%**
	Total Building Maintenance	**$ 416,765**	**$ 361,000**	**-13.4%**

10-1600-060	Vehicle Maintenance	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 146,511	$ 156,465	6.8%
1110-0	Other Salaries & Wages	425	3,998	840.7%
1120-0	Overtime Salaries & Wages	56	500	797.0%
2100-0	Group Health Insurance	20,796	29,302	40.9%
2110-0	Group Life Insurance	394	744	88.8%
2120-0	Group Dental Insurance	1,181	1,592	34.8%
2130-0	Group Vision Insurance	246	332	34.9%
2200-0	FICA Expense	10,734	12,314	14.7%
2400-0	Municipal Retirement	16,615	18,244	9.8%
	Total Personal Benefits	**$ 196,957**	**$ 223,491**	**13.5%**
52	**Purchased/Contracted Services**			
1100-0	Maintenance & Repairs- Equipment	$ 1,794	$ 5,000	178.8%
2100-0	Drug Testing Contracts	$ 28	$ -	-100.0%
3700-0	Training & Travel Expenses	663	1,200	81.1%
	Total Purchased/Contracted Services	**$ 2,484**	**$ 6,200**	**149.6%**
53	**Supplies**			
1250-0	Operating Supplies	$ 3,399	$ 5,000	47.1%
1400-0	Uniforms	4,999	5,000	0.0%
4500-0	Small Tools	4,680	10,000	113.7%
	Total Supplies	**$ 13,078**	**$ 20,000**	**52.9%**
55	**Interfund Transfers**			
1100-0	Auto Parts	$ 71,595	$ 69,000	-3.6%
1200-0	Tires	27,911	15,000	-46.3%
1300-0	Oil & Fluids	1,556	7,000	349.8%
1400-0	Fuel	186,709	210,000	12.5%
	Total Interfund Transfers	**$ 287,771**	**$ 301,000**	**4.6%**
	Total Vehicle Maintenance	**$ 500,290**	**$ 550,691**	**10.1%**

10-4300-320	Landscaping Services	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 128,475	$ 137,349	6.9%
1110-0	Other Salaries & Wages	400	1,821	355.3%
1120-0	Overtime Salaries & Wages	4,077	1,000	-75.5%
2100-0	Group Health Insurance	15,148	17,349	14.5%
2110-0	Group Life Insurance	343	653	90.1%
2120-0	Group Dental Insurance	1,350	1,592	18.0%
2130-0	Group Vision Insurance	281	332	18.1%
2200-0	FICA Expense	10,006	10,723	7.2%
2400-0	Municipal Retirement	15,022	16,015	6.6%
	Total Personal Benefits	**$ 175,102**	**$ 186,834**	**6.7%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 12,498	$ 8,000	-36.0%
2100-0	Drug Testing Contracts	134	50	-62.5%
3700-0	Training & Travel	673	500	-25.8%
	Total Purchased/Contracted Services	**$ 13,305**	**$ 8,550**	**-35.7%**
53	**Supplies**			
1250-0	Operating Supplies	$ 2,198	$ 3,000	36.5%
1350-0	Chemicals	905	1,500	65.7%
1375-0	Landscaping Supplies	3,629	6,000	65.3%
1380-0	Machinery Parts	-	750	100.0%
1400-0	Uniforms	4,093	5,500	34.4%
4500-0	Small Tools	2,292	5,000	118.2%
	Total Supplies	**$ 13,117**	**$ 21,750**	**65.8%**
	Total Landscaping Services	**$ 201,524**	**$ 217,134**	**7.7%**

10-4500-340	Infrastructure	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 308,135	$ 335,940	9.0%
1110-0	Other Salaries & Wages	5,421	9,046	66.9%
1120-0	Overtime Salaries & Wages	2,297	1,500	-34.7%
2100-0	Group Health Insurance	40,865	48,722	19.2%
2110-0	Group Life Insurance	850	1,596	87.8%
2120-0	Group Dental Insurance	2,602	3,184	22.4%
2130-0	Group Vision Insurance	549	663	20.8%
2200-0	FICA Expense	23,278	26,506	13.9%
2400-0	Municipal Retirement	34,651	39,171	13.0%
	Total Personal Benefits	**$ 418,647**	**$ 466,328**	**11.4%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 8,885	$ 20,000	125.1%
1110-0	Maintenace/Repairs Equipment	26	-	-100.0%
2100-0	Drug Testing Contracts	529	-	-100.0%
3700-0	Training & Travel	458	1,000	118.6%
5350-0	Property Leases	1,420	1,500	5.6%
5550-0	Maintenance/Repairs Traffic Lights	8,074	10,000	23.9%
5875-2	Electricity	12,533	10,000	-20.2%
	Total Purchased/Contracted Services	**$ 31,925**	**$ 42,500**	**33.1%**
53	**Supplies**			
1100-0	Office Supplies	$ 501	$ 500	-0.1%
1300-0	Electricity	186,657	100,000	-46.4%
1355-0	Concrete	13,246	10,000	-24.5%
1360-0	Stone & Gravel	626	2,500	299.3%
1365-0	Asphalt	146	-	-100.0%
1375-0	Landscaping Supplies	537	500	-7.0%
1390-0	Streets Signs	2,182	4,500	106.3%
1395-0	Street Maintenance Supplies	4,321	5,000	15.7%
1400-0	Uniforms	5,980	5,500	-8.0%
4500-0	Small Tools	1,141	2,900	154.1%
	Total Supplies	**$ 215,337**	**$ 131,400**	**-39.0%**
	Total Infrastructure	**$ 665,909**	**$ 640,228**	**-3.9%**

14-4400-330	Sanitation Services	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 343,906	$ 299,630	-12.9%
1110-0	Other Salaries & Wages	5,466	7,869	44.0%
1120-0	Overtime Salaries & Wages	1,167	1,000	-14.3%
2100-0	Group Health Insurance	48,414	38,848	-19.8%
2110-0	Group Life Insurance	928	1,424	53.4%
2120-0	Group Dental Insurance	2,568	1,990	-22.5%
2130-0	Group Vision Insurance	600	414	-31.0%
2200-0	FICA Expense	25,297	23,600	-6.7%
2400-0	Municipal Retirement	39,408	34,937	-11.3%
	Total Personal Benefits	**$ 467,755**	**$ 409,712**	**-12.4%**
52	**Purchased/Contracted Services**			
1111-0	Pratt - Residential Services	$ 404,673	$ 420,000	3.8%
1115-0	Pratt - Commercial Services	390,114	400,000	2.5%
1120-0	Temporary Labor	47,198	57,000	20.8%
1150-0	Cart/dumpster Repairs	-	-	N/A
1210-0	Audit	-	-	N/A
2100-0	Drug Testing Contracts	308	-	-100.0%
2200-0	Telephone	1,646	1,800	9.4%
2400-0	Publishing & Printing	-	-	N/A
2500-0	Postage	2,505	3,500	39.7%
3700-0	Training & Travel	210	450	114.0%
5200-0	Worker's Compensation Insurance	-	15,000	100.0%
5300-0	Liability Insurance	85,417	125,000	46.3%
5500-0	Landfill Tipping Fees	2,321	10,000	330.9%
	Total Purchased/Contracted Services	**$ 934,392**	**$ 1,032,750**	**10.5%**
53	**Supplies**			
1100-0	Office Supplies	$ 358	$ 500	39.7%
1101-0	Auto Parts	29,719	25,000	-15.9%
1201-0	Tires	162	10,000	6079.3%
1250-0	Operating Supplies	134	2,000	1387.5%
1300-0	Oil & Fluids	1,422	3,000	111.0%
1400-0	Uniforms	6,399	7,800	21.9%
1401-0	Fuel	98,034	100,000	2.0%
4500-0	Small Tools	-	1,000	100.0%
	Total Supplies	**$ 136,229**	**$ 149,300**	**9.6%**
	Total Sanitation	**$ 1,538,376**	**$ 1,591,762**	**3.5%**

18-4850-620	Stormwater Management	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 218,732	$ 243,374	11.3%
1110-0	Other Salaries & Wages	4,683	4,778	2.0%
1120-0	Overtime Salaries & Wages	33	-	-100.0%
2100-0	Group Health Insurance	27,237	34,407	26.3%
2110-0	Group Life Insurance	581	1,157	99.2%
2120-0	Group Dental Insurance	1,733	1,990	14.8%
2130-0	Group Vision Insurance	361	414	14.7%
2200-0	FICA Expense	16,064	18,984	18.2%
2400-0	Municipal Retirement	25,326	28,377	12.0%
	Total Personal Benefits	**$ 294,749**	**$ 333,481**	**13.1%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 2,890	$ -	-100.0%
1100-2	Stormwater Education	1,000	-	-100.0%
1200-0	Equipment Rental	469	-	-100.0%
1210-0	Audit	3,000	-	-100.0%
2100-0	Drug Testing Contracts	123	-	-100.0%
2300-0	Advertising	-	-	N/A
2400-0	Publishing & Printing	-	-	N/A
2500-0	Postage	-	-	N/A
3100-0	Dues, Fees, & Memberships	150	-	-100.0%
3700-0	Training & Travel	876	-	-100.0%
5200-0	Workers Compensation Insurance	207	-	-100.0%
5300-0	Liability Insurance	5,000	-	-100.0%
	Purchased/Contracted Services	**$ 13,716**	**$ -**	**-100.0%**
53	**Supplies**			
1100-0	Office Supplies	$ 941	$ -	0.0%
1250-0	Operating Supplies	1,533	-	-100.0%
1300-0	Periodicals & Publications	-	-	N/A
1350-0	Chemicals	-	-	N/A
1355-0	Concrete	10,917	-	-100.0%
1360-0	Stone & Gravel	1,544	-	-100.0%
1365-0	Asphalt	905	-	-100.0%
1375-0	Landscaping Supplies	1,567	-	-100.0%
1385-0	Pipe & Drainage Expenses	7,207	-	-100.0%
1390-0	Street Signs	-	-	N/A
1400-0	Uniforms	1,593	-	-100.0%
4500-0	Small Tools	694	-	-100.0%
4600-0	Safety Supplies	797	-	-100.0%
	Total Supplies	**$ 27,696**	**$ -**	**-100.0%**
54	**Capital Outlays**			
9116-0	Jimi Lane Drainage Improvements	$ 37,689	$ -	-100.0%
9119-0	Centennial Parkway Project	$ 40	$ -	-100.0%
	Total Capital Outlays	**$ 37,729**	**$ -**	**-100.0%**
55	**Interfund Transfers**			
1100-0	Auto Parts	$ -	$ -	N/A
1200-0	Tires	-	-	N/A
1400-0	Fuel	15,286	-	-100.0%
	Total Interfund Transfers	**$ 15,286**	**$ -**	**-100.0%**
58	**Debt Service**			
1610-0	2005 Stormwater Bonds	40,035	165,478	313.3%
	Total Debt Service	**$ 40,035**	**$ 165,478**	**313.3%**
	Total Stormwater Management	**$ 429,211**	**$ 498,959**	**16.3%**

Functional Organizational Chart
Department of Georgia International Horse Park

•Event Bookings
•Facility Rental
•Sponsorships
•GIHP Website and Social Media
•Event Management

•Horse Park Maintenance
•Big Haynes Creek Nature Ctr.

Note: The Big Haynes Creek Nature Center is a Special Revenue Fund under the Hotel-Motel Fund. However, this department is managed and maintained under the Georgia International Horse Park.

DEPARTMENT DESCRIPTION

Since opening its gates in September 1995, the Georgia International Horse Park, a facility "Groomed for Greatness", has served as a venue for some of the greatest sporting events in the country and the world including the 1996 Centennial Olympic Games. As host of the Olympic equestrian events, the first ever mountain bike competition and the final two events of the modern pentathlon, the Horse Park is truly a world-class venue.

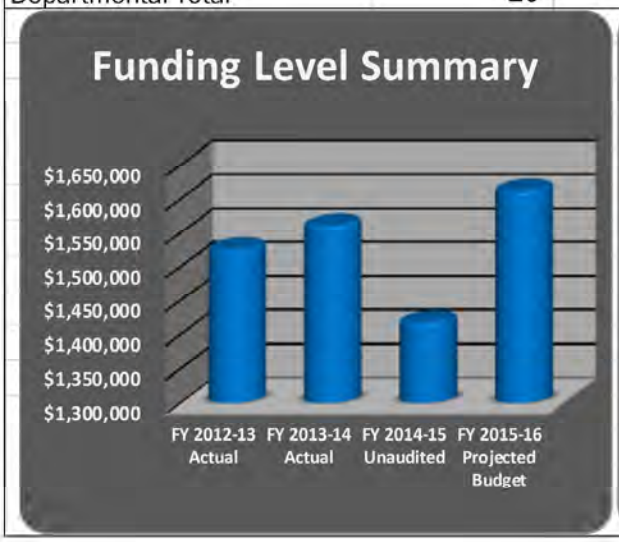
In the 20 years since the Horse Park's opening, Conyers has embraced a legacy of the Olympic Games – tourism. The Georgia International Horse Park, open year-round, hosts events throughout the year including horse shows, fairs, festivals, concerts, road races, rodeos, corporate outings, and car shows. The proximity of amenities nearby such as Cherokee Run Golf Club and Hawthorn Suites and Golf Resort, as well as restaurants and shopping just off of I-20, makes the Horse Park an ideal location to host any event.

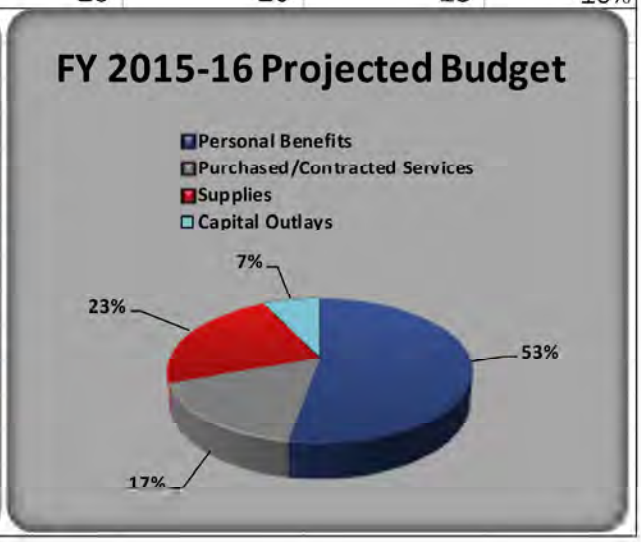
The future holds great things for the Horse Park. Due to the continued success of the many events held each year, the RV area has been expanded to better accommodate our guests. The Big Haynes Creek Nature Center has also been expanded. This area provides a natural habitat for those who love the outdoors. From both a "naturalist" as well as an educational standpoint, the Nature Center is another one of the Park's many assets.

KEY OBJECTIVES

- GIHP Policies.
- GIHP Revenue Maximization.
- GIHP Sponsorship.
- GIHP Customer Satisfaction.
- GIHP Computer System Functionality.
- GIHP Contracts
- GIHP Marketing.
- GIHP Facility Maintenance.

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Funding Level Summary					
GIHP Administration	$ 443,165	$ 436,322	$ 266,728	$ 305,225	14.4%
GIHP Maintenance	922,249	950,290	1,021,186	1,154,195	13.0%
GIHP Events	160,220	174,984	130,383	153,000	17.3%
Departmental Total	$ 1,525,634	$ 1,561,596	$ 1,418,297	$ 1,612,420	13.7%
Personal Benefits	$ 932,926	$ 930,958	$ 711,588	$ 850,595	19.5%
Purchased/Contracted	243,415	266,902	241,074	270,525	12.2%
Supplies	334,868	349,182	385,885	375,300	-2.7%
Capital Outlays	14,425	14,554	79,750	116,000	45.5%
Other Costs	-	-	-	-	0.0%
Departmental Total	$ 1,525,634	$ 1,561,596	$ 1,418,297	$ 1,612,420	13.7%
Personnel Summary					
GIHP Administration	6	6	6	6	0.0%
GIHP Maintenance	14	14	14	12	-14.3%
GIHP Events	-	-	-	-	0%
Departmental Total	20	20	20	18	-10%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- Continue to work with both promoters and/or corporations to bridge strong relations. The relationships fostered along with exceptional customer service have allowed the Park to experience many long-term repeat customers.

- Continue to attract new events to the GIHP through competitive marketing, state of the art facilities and immeasurable customer service. We strive to provide our clients with an experience that makes a long lasting impression.

- Continue to utilize Social Media as a way to communicate with our market as well as reach new markets. This includes Face Book and Twitter.

- Continue to maximize Constant Contact as a sales tool to reach potential new business as well as an information tool for all of our clients.

- Continue to enhance our own Cherry Blossom Festival through extended community involvement and creative sponsorship opportunities that benefit both the Park and our vendors.

- Work attentively with the Facility Maintenance team to accomplish their extensive winter project list. This list addresses needs throughout the Park that prepares the facility for our upcoming extensive show season.

- Continue to maintain and update our facility comparison data. This allows the Park to maintain a competitive edge within the industry and to be cognizant of other facility offerings.

- Continue to maintain and update our Facility Contracts to ensure that we remain competitive within our industry and meet all necessary requirements with regard to the Park.

- Continue to maximize our relationships within the Filming Industry. Not only does this provide additional revenue for the Park, it also fills weekday business that is always a positive.

- Continue to partner with large promoters such as Ratner Relay, BattleFrog, etc., to enable their event to grow and also through them, showcase our facility to other potentially large outdoor event promoters.

- Work within our community to showcase the Park in an effort to continue to build the strong economic impact arm that the facility is within the area.

- Continue to improve profitability with Proof of the Pudding through enhanced communication, follow through and event analysis. By working closely with our onsite personnel from Proof of the Pudding, the park strives to continue to provide outstanding food service to all of our guests.

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- The Park experienced one of its strongest years, hosting nearly 180 events, 66 of which were equine; representing an increase in both overall events and equine events.

- The Park booked numerous new events such as: Circle of Friends Dog Agility, R. K. Gun and Knife Show, The International Dog Show, Southern Strides Pleasure Walking Horse Show, Georgia High School Cycling League, Gwinnett County Cross Country, Boys Ultimate Frisbee High School State Championship and Mountain High Blaze the Trails 30K and 10K. The Park served as the host facility for the 2015 Graduation Ceremonies for all three High Schools in Rockdale County. The Park continued to reap the benefits of the film industry, hosting the filming of several TV shows, movies and commercials.

- In-house marketing was again utilized to reach business and social markets alike. This is a cost savings to the City, with design and layout created in-house. This strategy also allowed us to support the "Shop Local" campaign for Conyers/Rockdale.

- The Georgia International Horse Park website is continually being updated inclusive of pictures and related information. The Parks Social Media campaign is quite successful with over 4,300 likes and 23,000 visits to our Facebook page. Our Twitter feed has well over 400 followers. GIHP staff maintains both the website as well as the Social Media outlets.

- The Southeast Festivals and Events Association with a Bronze Award recognized the Conyers Cherry Blossom Festival for the Best T-Shirt within its Budget Category and a Silver Award for Best Children's Program.

- The mobile website was updated for the Conyers Cherry Blossom Festival allowing patrons to access maps, schedules and exhibitor listings during the festival via their smart phones.

- GIHP Facility Maintenance continues to receive positive compliments throughout the show season. This past year a significant accomplishment, receiving many positive comments throughout the industry, was upgrading the footing and improvements of drainage at the Grand Prix Stadium, Charles Walker Arena, the warm-up arena, arenas 4-7, 14 and 16. The footing boards and fences in all arenas, longing rings and warm-up rings also underwent minor repairs. A new Show Office complete with landscaping, was added to the barn area. This addition will allow the opportunity for smaller shows to have a show office, as well as offer larger shows office space for their grounds manager. A new Restroom was added at the SteepleChase designed as a Depot. The restroom provides the public with accommodations they have not had previously.

- GIHP Administrative Staff received comprehensive in-house training from Ungerboeck, our event management software company. By implementing the upgraded software as well as maximizing the training, the Parks entire data base has been updated, booking processes have been improved, and the utilization of report writing has been accomplished.

- The Park was awarded the Georgia Dressage and Combined Training Association's (GDCTA) Dressage Regionals for 2015 and 2016.

- Jennifer Bexley, GIHP Director, was named as the Chairperson for the League of Agricultural and Equine Centers (LAEC) Board of Directors. This organization allows the Park to network with facilities throughout the United States and continually better the experiences at the Park for promoters, sponsors and event attendees.

KEY PERFORMANCE MEASURES

Department of Georgia International Horse Park (G.I.H.P.)	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Pre-Audit
Number of Equestrian Events Conducted at GIHP	63	62	66
Number of Fairs and Festivals Conducted at GIHP	34	40	43
Number of Concerts Conducted at GIHP	1	1	0
Number of Mountain Biking Events	5	4	4
Number of Other Events	50	42	66

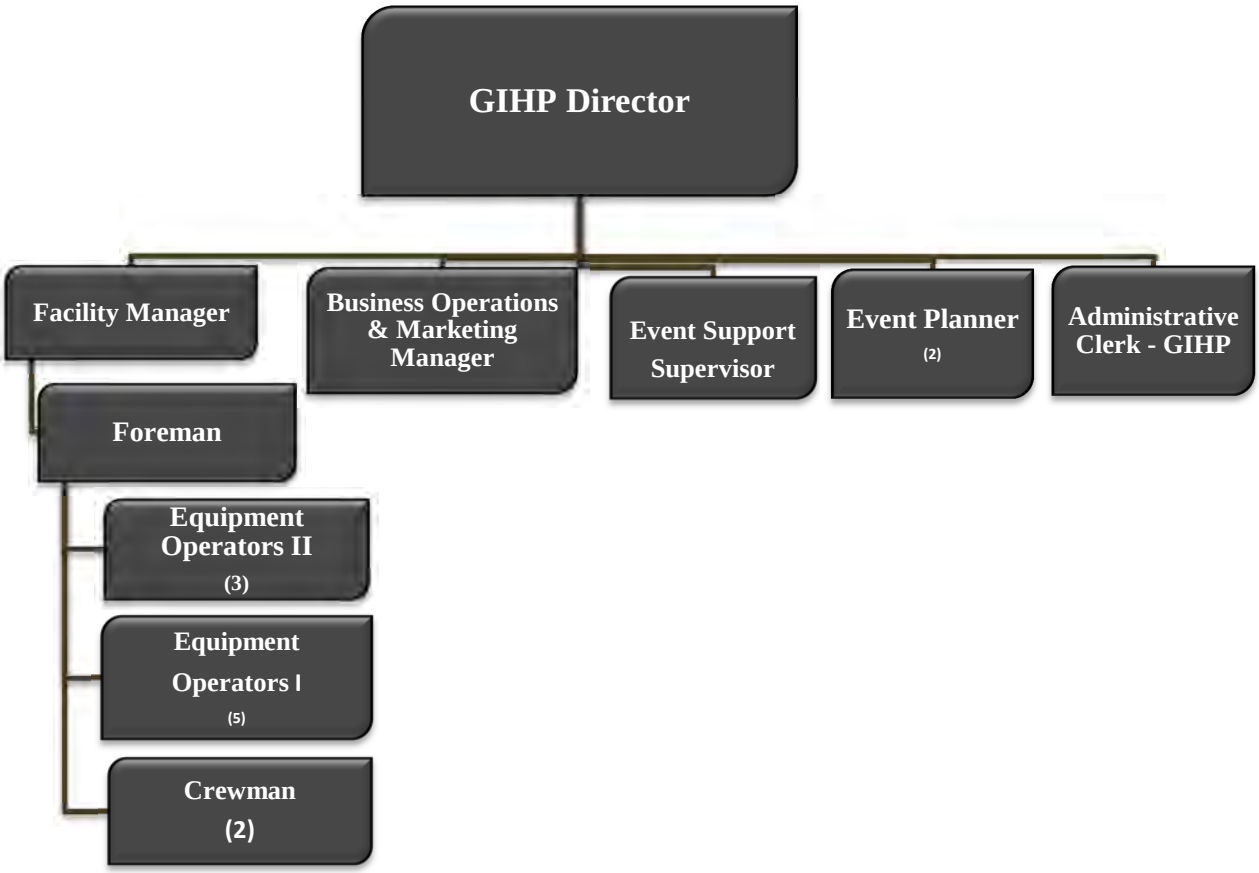
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 are $1,612,420, an increase of $194,123 (13.7%) over the previous year's unaudited budget of $1,418,297. The increase is due to the costs associated with attrition last fiscal year. Capital outlay accounts for the primary reason of the increase.

PERSONNEL POSITIONS

Georgia International Horse Park	Salary Grade	FY 2013-14 Budgeted Positions	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions
Director of GIHP	UC	1	1	1
Facility Manager	117	1	1	1
Business & Marketing Manager	114	1	1	1
Senior Event Planner	113	1	0	0
Assistant Facility Manager	113	1	1	0
Foreman	112	2	1	1
Equipment Operator II	108	2	2	3
Event Support Supervisor	108	0	1	1
Administrative Clerk - GIHP	107	1	1	1
Equipment Operator I	106	6	5	5
Crewman	104	2	1	1
	Total	**20**	**15**	**15**

Organizational Chart
Georgia International Horse Park



10-6100-410	GIHP Administration	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 174,596	$ 191,547	9.7%
1110-0	Other Salaries & Wages	15,996	19,003	18.8%
2100-0	Group Health Insurance	16,709	19,756	18.2%
2110-0	Group Life Insurance	760	910	19.8%
2120-0	Group Dental Insurance	1,843	1,194	-35.2%
2130-0	Group Vision Insurance	384	249	-35.2%
2200-0	FICA Expense	11,002	16,107	46.4%
2400-0	Municipal Retirement	21,391	22,334	4.4%
	Total Personal Benefits	**$ 242,681**	**$ 271,100**	**11.7%**
52	**Purchased/Contracted Services**			
2100-0	Drug Testing Contracts	$ -	$ -	N/A
2400-0	Publishing/Printing	761	5,000	557.0%
2500-0	Postage	775	4,000	416.2%
3100-0	Dues, Fees & Memberships	2,175	2,200	1.1%
3700-0	Training & Travel	12,987	14,325	10.3%
	Total Purchased/Contracted Services	**$ 16,698**	**$ 25,525**	**52.9%**
53	**Supplies**			
1100-0	Office Supplies	$ 2,954	$ 3,660	23.9%
1300-1	Periodicals/Publications	93	140	50.2%
1400-0	Uniforms	1,496	1,750	17.0%
1475-0	Promotional Supplies	2,806	3,050	8.7%
	Total Supplies	**$ 7,349**	**$ 8,600**	**17.0%**
	Total GIHP Administration	**$ 266,728**	**$ 305,225**	**14.4%**

10-6200-420	GIHP Maintenance	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 346,992	$ 402,906	16.1%
1110-0	Other Salaries & Wages	1,570	4,936	214.4%
1120-0	Overtime Salaries & Wages	980	5,000	410.2%
2100-0	Group Health Insurance	50,918	80,406	57.9%
2110-0	Group Life Insurance	928	1,915	106.3%
2120-0	Group Dental Insurance	3,270	4,776	46.1%
2130-0	Group Vision Insurance	700	995	42.2%
2200-0	FICA Expense	24,667	31,582	28.0%
2400-0	Municipal Retirement	38,883	46,979	20.8%
	Total Personal Benefits	**$ 468,908**	**$ 579,495**	**23.6%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 19,746	$ 12,000	-39.2%
1110-0	Maintenance/Repairs Equipment	23,558	28,500	21.0%
1120-0	Temporary Labor	51,139	55,000	7.6%
1150-0	Maintenance/Repairs Building	9,037	9,000	-0.4%
2100-0	Drug Testing Contracts	580	-	-100.0%
3115-0	Irrigation Pump Station Repair	9,882	7,500	100.0%
	Total Purchased/Contracted Services	**$ 113,943**	**$ 112,000**	**-1.7%**
53	**Supplies**			
1250-0	Operating Supplies	$ 21,755	$ 22,300	2.5%
1300-0	Electricity	240,108	245,000	2.0%
1345-0	Electric Supplies	3,193	5,500	72.2%
1360-0	Stone/Gravel	46,946	19,000	-59.5%
1375-0	Landscaping Supplies	33,075	38,000	14.9%
1390-0	Signage	1,425	1,500	5.3%
1400-0	Uniforms	12,084	15,400	27.4%
	Total Supplies	**$ 358,586**	**$ 346,700**	**-3.3%**
54	**Capital Outlays**			
5005-0	Operating Capital	$ 18,102	$ 28,500	57.4%
9060-0	Capital Outlay	$ 61,648	$ 87,500	41.9%
	Total Capital Outlay	**$ 79,750**	**$ 116,000**	**45.5%**
	Total GIHP Maintenance	**$ 1,021,186**	**$ 1,154,195**	**13.0%**

10-6300-430	GIHP Events	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
52	**Purchased/Contract Services**			
7105-0	Stall Cleaning	$ 64,441	$ 78,000	21.0%
8402-0	Cherry Blossom Festival Expenses	45,992	55,000	19.6%
8404-0	Wildlife Festival	-	-	N/A
	Total Purchased/Contract Services	**$ 110,433**	**$ 133,000**	**20.4%**
53	**Supplies**			
1200-0	Janitorial Supplies	$ 19,950	$ 20,000	0.3%
	Total Supplies	**$ 19,950**	**$ 20,000**	**0.3%**
	Total GIHP Events	**$ 130,383**	**$ 153,000**	**17.3%**

Olde Town Conyers

Functional Organizational Chart
Department of Tourism and Public Relations

DEPARTMENT DESCRIPTION

The Department of Tourism and Public Relations is responsible for promoting tourism products in and around the City of Conyers including the Georgia International Horse Park, Olde Town Conyers, Walk of Heroes Veterans Memorial, Monastery of the Holy Spirit and Panola Mountain State Park. The department is also responsible for disseminating all public information to the citizens of Conyers.

The responsibilities of the department include:

- Producing and coordinating all advertising for the City of Conyers and the Georgia International Horse Park.
- Implementing and managing tourism projects.
- Managing and promoting Olde Town Conyers at the Conyers Welcome Center located in the Depot.
- Managing the landmark sign on I-20.
- Organizing and implementing special events for the City.
- Serving as the contact point for public information.
- Managing all media relations and serving as City of Conyers spokesperson.
- Promoting Conyers attractions including historic Olde Town, the Georgia International Horse Park, Walk of Hero's Veterans War Memorial, Monastery of the Holy Spirit and Panola Mountain State Park.

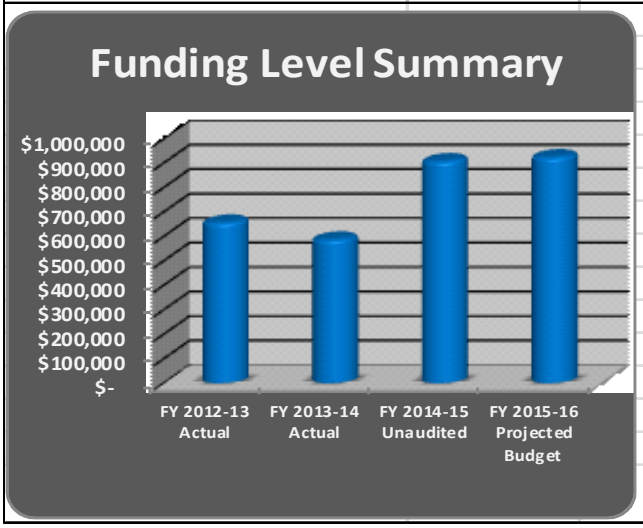
The mission of this department is to promote tourism as an economic development tool in the City of Conyers. The department works to create unique, special events that enhance the charm of Conyers, Georgia. The department also strives to provide quality, accessible public information through

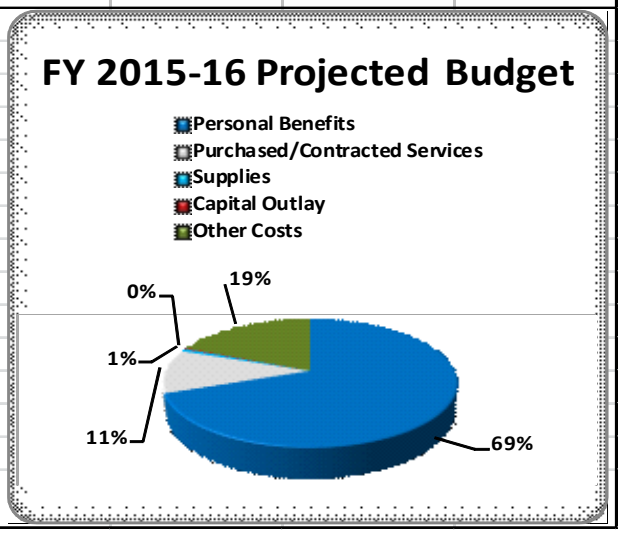
advertising, website and social media presence, the Conyers Welcome Center, press releases, media relations, newsletters and publications.

KEY OBJECTIVES

- Organize and host successful city-sponsored events while helping facilitate other events to bring and draw interest to Olde Town Conyers.
- Leverage Conyers' tourism presence in our region and throughout the state through the Conyers Convention and Visitors Bureau and its association with travel co-ops such as Treasure Along I-20 and the Historic Heartland Travel Association.
- Provide accurate city-related information and tourism information to the public via the website, landmark sign, newsletter, social media, notifying the media, etc.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Tourism & Public Relations	$ 621,257	$ 556,249	$ 751,434	$ 886,038	17.9%
Big Haynes Creek Nature Ctr.	34,806	30,366	155,298	37,028	-76.2%
Department Total	$ 656,063	$ 586,615	$ 906,732	$ 923,066	1.8%
Personal Benefits	$ 414,203	$ 419,729	$ 600,058	$ 641,094	6.8%
Purchased/Contracted Services	48,023	72,259	92,618	101,850	10.0%
Supplies	4,570	4,690	3,204	6,630	106.9%
Capital Outlay	-	2,000	107,085	1,792	-98.3%
Other Costs	189,267	87,937	103,767	171,700	65.5%
Departmental Total	$ 656,063	$ 586,615	$ 906,732	$ 923,066	1.8%
Personnel Summary					
Tourism & Public Relations	7	7	7	9	28.6%
Big Haynes Creek Nature Center	1	1	1	1	0.0%
Departmental Total	8	8	8	10	25.0%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- Continue to enhance effective communication between the City and citizens through newsletters, e-newsletters, social media, the City's website, and events.

- Maintain the Conyers Convention & Visitors Bureau's presence in the city, county and around the state by promoting events, activities, and attractions that Conyers has to offer.

- Continue working with Conyers-Rockdale Chamber of Commerce, the Conyers Downtown Development Authority, Rockdale County, and investors to promote and revitalize Olde Town Conyers.

- Work cooperatively with the film industry and the Conyers Rockdale Economic Development Council to continue bringing economic development opportunities through tourism and film to Conyers and Rockdale County.

- Update, promote and maintain websites and social media for the City of Conyers, Conyers Convention and Visitors Bureau and Georgia International Horse Park and Cherokee Run Golf Club.

- Continue to evaluate and capitalize on group tour opportunities to bring more visitors to Olde Town Conyers, the Monastery of the Holy Spirit and the Walk of Heroes Veterans War Memorial.

- Enhance visitor experiences at the Conyers Welcome Center by participating in the Community Signage/Adslider program and showcasing events and points of interest in special displays.

- Celebrate the 20th anniversary of the Olympic Games and its impact and lasting effect on Conyers and Rockdale County at the Georgia International Horse Park by recognizing long time promoters and events in Olde Town Conyers (site of the Olympic Torch Run).

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- Conducted tours of Olde Town Conyers, GIHP, Monastery, and Monastic Heritage Center.

- Welcome Center welcomed more than 8,000 visitors.

- Provided letters, proclamations on Mayor's behalf and coordinated appearances for ribbon cuttings and special events.

- Hosted CVB sponsored hospitality meetings with hotel general managers and local attraction representatives.

- Worked with the Conyers-Rockdale Economic Development Commission regarding filming needs for Olde Town Conyers for "The Originals," "Constantine," "Halt and Catch Fire," and "Alvin and the Chipmunks 4."

- Assisted with public relations and marketing efforts for Cherokee Run Golf Club.

- Organized and/or assisted with the following events:

    - State of the City
    - St. Patrick's Day Parade
    - Arbor Day
    - Cherry Blossom Festival
    - Hometown Holiday Parade
    - Olde Town Christmas Party Events
    - Conyers Car Show and Taste of Conyers
    - Olde Town Fall Festival
    - Olde Town Summer Film Series

- Issued press releases when appropriate and handled media requests, print & TV, including assisting CPD with distributing several press releases and serving as media contact throughout the year.

- Newsletters:
    - Quarterly ***Legacy Link*** GIHP e-newsletters
    - Quarterly ***Destination Conyers*** newsletters
    - Quarterly ***Main Street Memo*** newsletter
    - Three ***Conyers Connections*** newsletters and e-newsletters annually
    - 12 ***City Sounds*** employees newsletters

- Collaborated with Conyers- Rockdale Chamber of Commerce on joint advertising promotions in Georgia Travel Guide, Georgia Connector, etc.

- Collaborated with the Rockdale County Historical Society and Civil War Heritage Trails on placement of marker in Olde Town Conyers along March to The Sea trail in November, 2014.

- Produced: 30-second commercial and five-minute economic development video with 365 Total Marketing to promote Conyers quality of life and tourism attractions.

KEY PERFORMANCE MEASURES

Department of Public Relations & Tourism	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Pre-Audit
Number of visitors to Conyers Welcome Center	8,376	9,781	6,034
Number of Events in Olde Town	85	90	71
Number of Volunteers	121	110	112

BUDGET HIGHLIGHTS

- The projected expenditures for fiscal year 2015-2016 are $923,066, an increase of $16,334 (1.8%) under the previous year's unaudited budget of $906,732. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

- Advertising for Horse Park (bridal guides, trade show and equestrian show programs), Conyers (events, holidays, generic Conyers promotional ads), co-op ads.

- State of the City costs (A/V, service fees, awards, photography, giveaways, invitations, programs, etc.)

- Newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers. This department includes budget for events in Old Town such as Hometown Holiday events and other festivals and special events.

PERSONNEL POSITIONS

Public Relations & Tourism Positions	Salary Grade	FY 2013–14 Budgeted Positions	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions
Director of Public Relations & Tourism	UC	1	1	1
Sales and Marketing Manager	115	2	2	2
Olde Town Coordinator	114	1	1	0
Event Planner	112	0	0	2
Event Coordinator	112	0	1	2
Tourism Specialist	110	1	1	1
Welcome Center Manager	108	1	1	1
Crewman (Nature Center)	104	1	1	1
	Total	**8**	**7**	**10**

*The Crewman Position is budgeted as part of the Hotel/Motel Fund but the position is managed under the direction of the Facility Manager at the Georgia International Horse Park.

Organizational Chart
Department of Tourism and Public Relations

13-6400-510	Tourism & Public Relations	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 432,456	$ 434,130	0.4%
1110-0	Other Salaries & Wages	7,847	16,532	110.7%
2100-0	Group Health Insurance	41,346	63,709	54.1%
2110-0	Group Life Insurance	730	2,063	182.6%
2120-0	Group Dental Insurance	1,593	3,582	124.9%
2130-0	Group Vision Insurance	342	746	118.0%
2200-0	FICA Expense	35,864	34,476	-3.9%
2400-0	Municipal Retirement	50,933	50,620	-0.6%
	Total Personal Benefits	**$ 571,111**	**$ 605,858**	**6.1%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	289	-	-100.0%
1110-0	Maintenance/Repairs Equipment	6,309	7,850	24.4%
2300-0	Advertising	55,830	52,975	-5.1%
2400-0	Publishing/Printing	3,669	13,135	258.0%
2500-0	Postage	3,198	12,000	275.2%
3100-0	Dues, Fees & Memberships	3,563	10,190	186.0%
3700-0	Training and Travel	1,544	5,700	269.2%
	Purchased/Contracted Services	**$ 74,402**	**$ 101,850**	**36.9%**
53	**Supplies**			
1100-0	Office Supplies	$ 2,033	$ 6,500	219.7%
1300-0	Periodicals/Publications	122	130	7.0%
	Total Supplies	**$ 2,155**	**$ 6,630**	**207.7%**
57	**Other Costs**			
5950-0	Economic Development	$ 75,000	$ 75,000	0.0%
8510-0	Special Events	13,016	69,950	437.4%
8535-0	Main Street Program	15,751	26,750	69.8%
	Total Other Costs	**$ 103,767**	**$ 171,700**	**65.5%**
	Total Tourism & Public Relations	**$ 751,434**	**$ 886,038**	**17.9%**

13-6450-530	Big Haynes Creek Nature Center	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 21,387	$ 24,654	15.3%
1110-0	Other Salaries & Wages	65	110	69.2%
1110-0	Overtime Salaries & Wages	90	-	-100.0%
2100-0	Group Health Insurance	2,956	5,105	72.7%
2110-0	Group Life Insurance	62	117	89.3%
2120-0	Grooup Dental Insurance	307	398	29.5%
2130-0	Group Vision Insurance	64	83	29.6%
2200-0	FICA Expense	1,576	1,894	20.2%
2400-0	Municipal Retirement	2,440	2,875	17.8%
	Total Personal Benefits	**$ 28,947**	**$ 35,236**	**21.7%**
52	**Purchased/Contracted Services**			
1100-0	Contract Labor	$ 15,000	$ -	-100.0%
1110-0	Maintenance/Repairs Equipment	1,633	-	-100.0%
1120-0	Temporary Labor	1,584	-	-100.0%
1210-0	Janitorial Supplies	-	-	N/A
	Total Purchased/Contracted Services	**$ 18,217**	**$ -**	**-100.0%**
53	**Supplies**			
1250-0	Operating Supplies	$ 122	$ -	-100.0%
1375-0	Landscaping Supplies	927	-	-100.0%
1390-0	Signage	-	-	N/A
1400	Uniforms	-	-	N/A
	Total Supplies	**$ 1,049**	**$ -**	**-100.0%**
54	**Capital Outlay**			
8100-0	Construction-in-Progress	$ 107,085	$ 1,792	-98.3%
	Total Capital Outlay	**$ 107,085**	**$ 1,792**	**-98.3%**
	Total Big Haynes Creek Nature Center	**$ 155,298**	**$ 37,028**	**-76.2%**

Note: The Big Haynes Creek Nature Center is a Special Revenue Fund under the Hotel-Motel Fund. However, this department is managed and maintained under the Georgia International Horse Park.

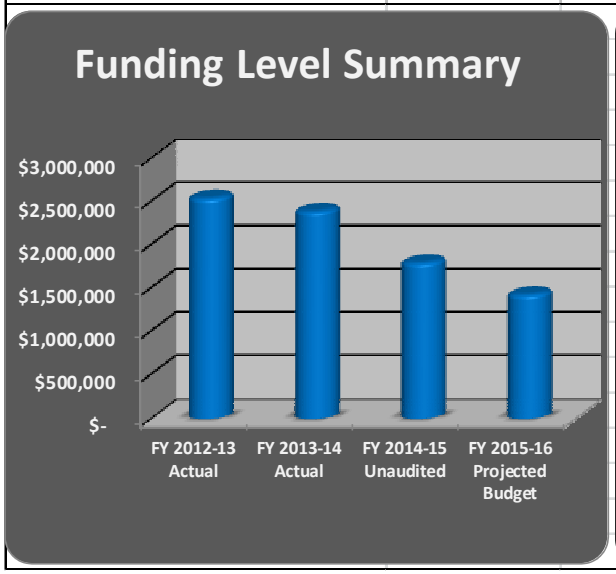
DEPARTMENT DESCRIPTION

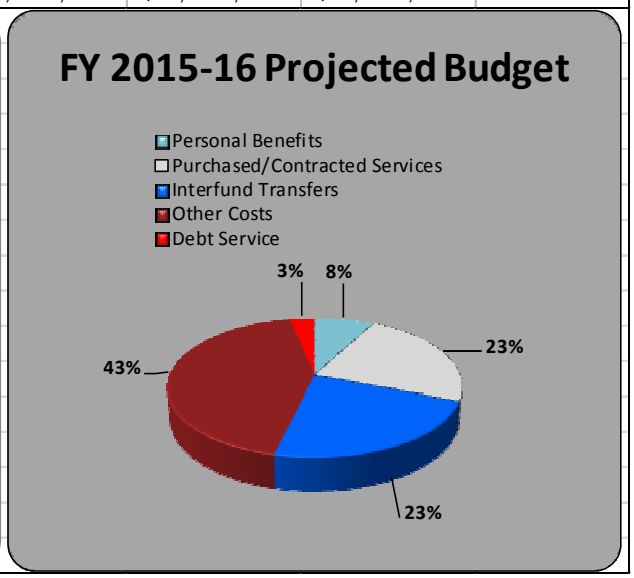
This cost center contains appropriations for those line items that are not specifically related to one department such as retiree's health, liability and workers compensation insurance and contributions to civic organizations. This cost center also covers debt service for the following:

1) GMA Current Leases. This line item contains funds for current lease obligations.

2) In 1997, the City issued $5,685,000 in revenue bonds to provide funds to finance in whole or in part, the cost of acquiring, constructing and installing infrastructure improvements to an industrial park to be known as the Conyers Commerce Center.

Funding Level Summary	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Personal Benefits	$ 109,099	$ 90,704	$ 97,845	$ 109,200	11.6%
Purchased/Contracted Services	252,561	341,021	342,114	327,500	-4.3%
Interfund Transfers	1,256,519	1,051,024	560,364	325,000	-42.0%
Other Costs	136,452	125,356	223,606	611,000	173.2%
Debt Service	778,918	773,805	562,493	45,000	-92.0%
Departmental Total	$ 2,533,549	$ 2,381,910	$ 1,786,421	$ 1,417,700	-20.6%





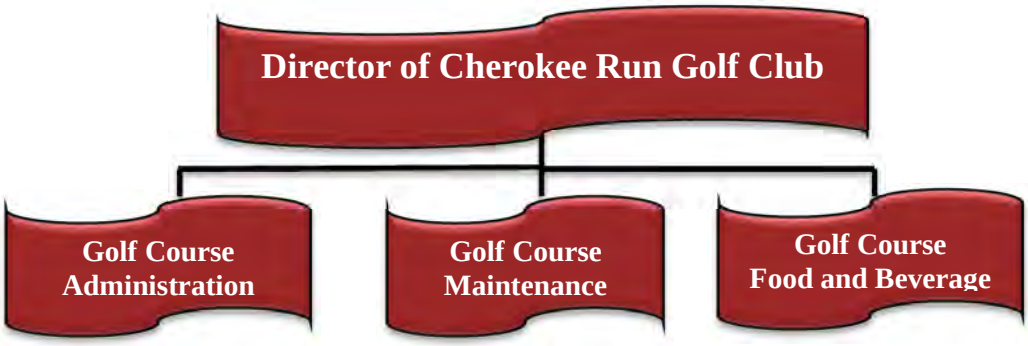
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 are $1,417,700, a decrease of 368,721 (20.6%) over last year's unaudited budget of $1,786,421. The primary reason for the decrease is because of operating transfers that were done due to shortages in the E-911 and golf funds. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

10-9100-900	Non-Departmental	FY:2014-2015 Unaudited	FY:2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
4300-0	Retiree Health & Life Insurance	$ 92,818	$ 101,700	9.6%
4350-0	Unemployment Compensation	5,028	7,500	49.2%
	Total Personal Benefits	**$ 97,845**	**$ 109,200**	**11.6%**
52	**Purchased/Contracted Services**			
3100-0	Dues, Fees & Memberships	$ 5,863	$ 7,500	27.9%
5200-0	Workers Compensation Insurance	172,459	130,000	-24.6%
5300-0	Liability Insurance	163,792	190,000	16.0%
	Purchased/Contracted Services	**$ 342,114**	**$ 327,500**	**-4.3%**
55	**Interfund Transfers**			
9600-0	Operating Transfers Out	$ 560,364	$ 325,000	-42.0%
	Total Interfund Transfers	**$ 560,364**	**$ 325,000**	**-42.0%**
57	**Other Costs**			
1500-0	Fiscal Agent Charges	$ 47,958	$ 45,000	-6.2%
1600-0	Stormwater Fees	35,275	35,000	-0.8%
5955-0	Historical Society	6,000	6,000	0.0%
5956-0	Arts Council	25,000	25,000	0.0%
6101-0	Municipal Complex Study	35,278	500,000	1317.3%
6102-0	Conyers Strategic Vision and Planning	32,500	-	-100.0%
6102-0	Conyers Master Plan	41,595	-	-100.0%
	Total Other Costs	**$ 223,605**	**$ 611,000**	**173.2%**
58	**Debt Service**			
1600-0	C.I.P. Leases Current	$ -	$ -	N/A
1601-0	GMA Direct Leases	$ 12,779	$ 45,000	252.1%
1602-0	Interest Expense	18,656	-	-100.0%
1650-0	Debt Service CCC Bonds	531,058	-	-100.0%
	Total Debt Service	**$ 562,493**	**$ 45,000**	**-92.0%**
	Total Non-Departmental	**$ 1,786,421**	**$ 1,417,700**	**-20.6%**

CHEROKEE RUN
golf club

Functional Organizational Chart
Department of Cherokee Run Golf Club



- Tee Times
- Driving Range
- Pro Shop Sales
- Tournaments
- Golf Lessons
- Financial Records

- Maintain Golf Course Grounds
- Maintenance & Equipment Repairs

- Special Event Bookings
- Catering
- Restaurant/Bar

DEPARTMENT DESCRIPTION

Since opening in 1995, Cherokee Run Golf Club has been a destination for golfers from across the globe. Designed by the legendary golfer Arnold Palmer and Ed Seay of the Arnold Palmer Design Group, Cherokee Run Golf Club is an 18-hole championship 72 par course with a 143 slope, 7,016 yards and a 75.1 rating open to the public, year-round. Cherokee Run is conveniently located just miles from I-20 within the Georgia International Horse Park.

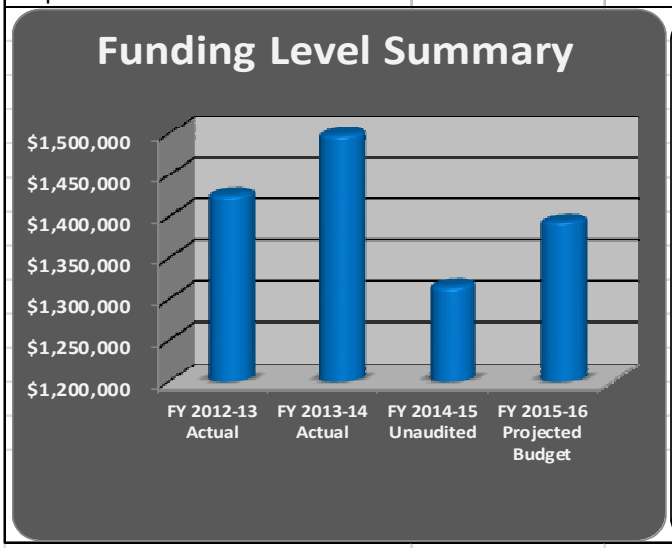
The City of Conyers assumed operations of Cherokee Run Golf Club in September, 2010 after the former leaseholder failed to pay the lease, taxes and properly maintain the property. Since then, the course, grounds, and clubhouse have undergone substantial remediation. Cherokee Run Golf Club is once again building a reputation of excellence among golfers, dining and event attendees.

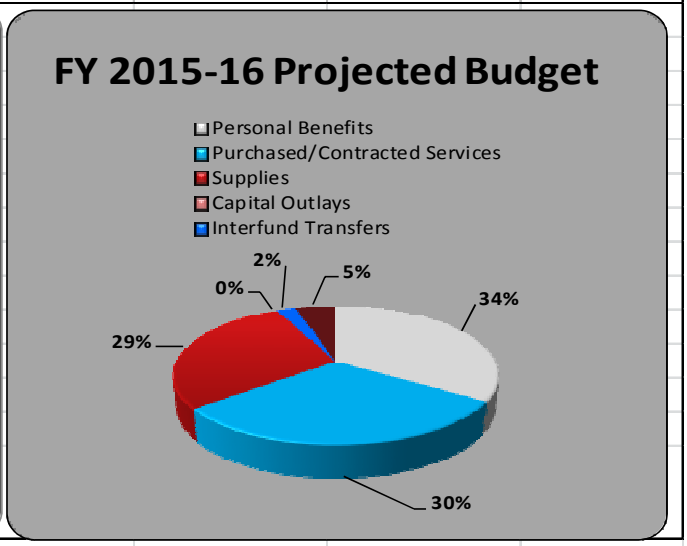
Cherokee Run Golf Club features a pro shop stocked with top-of-the-line logo merchandise as well as superior equipment like golf balls, golf bags and golf clubs. The Palmer Banquet Room provides space for banquets, wedding receptions and corporate meetings. The chef prepares a weekly Sunday brunch, daily lunch offerings and a variety of tantalizing menus suitable for any occasion.

KEY OBJECTIVES

- Provide an exceptional golf, clubhouse, and dining experience for all members and guests at affordable prices.
- Provide friendly customer service in a relaxing and enjoyable environment.
- Maintain the highest standards of excellence in environmentally conscious golf course conditions.

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Unaudited	FY 2015-16 Projected Budget	% Change From FY 2014-2015
Funding Level Summary					
Cherokee Run Administration	$ 671,926	$ 698,255	$ 504,595	$ 557,582	10.5%
Cherokee Run Maintenance	$ 504,517	$ 502,471	509,598	532,484	4.5%
Cherokee Run Food & Beverage	$ 248,545	$ 296,901	300,606	303,636	1.0%
Departmental Total	$ 1,424,988	$ 1,497,627	$ 1,314,799	$ 1,393,702	6.0%
Personal Benefits	$ 483,796	$ 434,608	$ 436,872	$ 473,202	8.3%
Purchased/Contracted Services	$ 326,762	414,110	442,659	424,000	-4.2%
Supplies	$ 366,809	399,794	406,908	396,500	-2.6%
Capital Outlays	$ 208,758	214,254	-	-	N/A
Interfund Transfers	$ 27,983	31,107	26,246	32,000	21.9%
Debt Service	$ 10,880	3,754	2,114	68,000	3117.0%
Departmental Total	$ 1,424,988	$ 1,497,627	$ 1,314,799	$ 1,393,702	6.0%
Personnel Summary					
Cherokee Run Administration	4	4	4	4	0.0%
Cherokee Run Maintenance	5	5	3	3	0.0%
Cherokee Run Food & Beverage	2	1	1	1	0.0%
Departmental Total	11	10	8	8	0.0%





FUTURE OUTLOOK – FISCAL YEAR 2015-2016

- To be as efficient as possible while striving to deliver a very upscale experience.
- Partner with the PGA of America, in their drive to develop innovative ideas to increase rounds of golf, and bring new golfers to the sport.

- Utilize the Golf Academy as a tool for player development through the PGA Get Golf Ready Initiative.
- Continue our affiliation with the Golf Channel and Golf Now as a Premiere Partner, which gives Cherokee Run Golf Club exposure outside our normal marketing area.
- To establish Cherokee Run Golf Club as a profitable asset for the citizens of Conyers.
- Continue to establish Cherokee Run clubhouse as the place to have meetings, weddings, receptions, and parties.
- To have Cherokee Run Golf Club as a profitable asset for the citizens of Conyers.
- Market and establish Cherokee Run Golf Club as the best municipal or daily fee golf course in the Atlanta region.
- Increase both golf rounds played and dollars per round.

ACCOMPLISHMENTS – FISCAL YEAR 2014-2015

- Customer satisfaction was at an all-time high online rating with a 4.5 out of 5.0.
- Established Cherokee Run Golf Club as the best conditioned municipal/daily fee golf course in the State of Georgia.
- Continued the PGA Grow the Game initiative with the Get Golf Ready Program.
- With nearly a half million dollars in sales, our food and beverage department has established itself as the venue to hold special events.

KEY PERFORMANCE MEASURES

Cherokee Run Golf Club	FY 2012-2013 Actual	FY 2013-2014 Actual	FY 2014-2015 Pre-Audit
Rounds of Golf	19,979	24,974	25,938
Number of Events	65	60	67

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2015-2016 are $1,393,702, an increase of 6% over the previous year's unaudited budget of $1,314,798. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. This year's budget includes the purchase of new golf carts. Those will be leased through the Georgia Municipal Association direct lease financing.

PERSONNEL POSITIONS

Cherokee Run Golf Course	Salary Grade	FY 2013–14 Budgeted Positions	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions
Director of Golf Operations	UC	1	1	1
Golf Course Superintendent	117	1	1	1
Business Operations Manager	116	1	1	1
Food and Beverage Manager	115	1	1	1
Assistant Superintendent	110	1	1	1
Golf Course Foreman	107	0	0	0
Tournament Coordinator	106	1	1	1
Assistant Golf Pro	106	1	1	1
Operator I	106	1	1	1
Chef	105	0	0	0
Golf Course Mechanic	105	0	0	0
	Total	**8**	**8**	**8**

Organizational Chart
Department of Tourism and Public Relations

17-1700-018	Cherokee Run Administration	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 160,958	$ 167,678	4.2%
1110-0	Other Salaries & Wages	17,037	10,613	-37.7%
2100-0	Group Health Insurance	14,304	19,092	33.5%
2110-0	Group Life Insurance	424	797	87.8%
2120-0	Group Dental Insurance	1,181	796	-32.6%
2130-0	Group Vision Insurance	246	166	-32.5%
2200-0	FICA Expense	12,563	13,639	8.6%
2400-0	Municipal Retirement	17,259	19,551	13.3%
	Total Personal Benefits	**$ 223,972**	**$ 232,332**	**3.7%**
52	**Purchased/Contracted Services**			
1120-0	Temporary Labor	$ 65,730	$ 60,000	-8.7%
1150-0	Building Maintenance	16,057	10,000	-37.7%
1155-0	Computer Services	-	1,000	100.0%
1200-0	Pest Control Services	1,356	1,000	-26.3%
1222-0	Computer Equipment	766	1,000	100.0%
2100-0	Drug Testing Contracts	-	-	N/A
2200-0	Telephone/Cable	8,746	5,000	100.0%
2300-0	Advertising	13,372	15,000	12.2%
2500-0	Postage	170	250	47.3%
3100-0	Dues, Fees, & Memberships	25,412	20,000	-21.3%
3700-0	Training & Travel	2,368	4,500	90.0%
5300-0	Liability Insurance	4,340	7,500	72.8%
6000-0	Reward Program Expense	16,192	15,000	-7.4%
	Total Purchased/Contracted Services	**$ 154,507**	**$ 140,250**	**-9.2%**
53	**Supplies**			
1100-0	Office Supplies	$ 1,965	$ 2,000	1.8%
1200-0	Water Consumption	2,585	2,500	-3.3%
1205-0	Janitorial Supplies	1,893	2,000	5.7%
1250-0	Operating Equipment/supplies	6,739	6,500	-3.6%
1300-0	Electricity	43,005	38,000	-11.6%
1380-0	Machinery Parts/Repairs	5,841	3,000	100.0%
1400-0	Uniforms	2,911	3,000	3.1%
1515-0	Pro-Shop Merchandise	59,063	60,000	1.6%
	Total Supplies	**$ 124,002**	**$ 117,000**	**-5.6%**
54	**Capital Outlays**			
9060-0	Capital Outlays	$ -	$ -	N/A
	Total Capital Outlays	**$ -**	**$ -**	**N/A**
58	**Debt Service**			
1600-0	Interest Expense	$ 2,114	$ 1,000	-52.7%
1601-0	GMA Direct Leases		67,000	100.0%
	Total Debt Service	**$ 2,114**	**$ 68,000**	3117.0%
	Total Cherokee Run Administration	**$ 504,595**	**$ 557,582**	**10.5%**

17-1710-018	Cherokee Run Maintenance	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 115,430	$ 124,243	7.6%
1110-0	Other Salaries & Wages	311	330	6.1%
2100-0	Group Health Insurance	14,022	19,092	36.2%
2110-0	Group Life Insurance	312	590	89.0%
2120-0	Group Dental Insurance	1,012	796	-21.4%
2130-0	Group Vision Insurance	211	166	-21.3%
2200-0	FICA Expense	7,934	9,530	20.1%
2400-0	Municipal Retirement	13,055	14,487	11.0%
	Total Personal Benefits	**$ 152,287**	**$ 169,234**	**11.1%**
52	**Purchased/Contracted Services**			
1120-0	Temporary Labor	$ 176,703	$ 170,000	-3.8%
1130-0	Irrigation Renovation/Repairs	8,073	12,500	54.8%
1135-0	Bunker Renovation/Repairs	-	1,500	100.0%
1150-0	Building Maintenance	1,565	2,000	27.8%
1155-0	Computer Services	-	250	100.0%
1160-0	Equipment Rental	962	500	-48.0%
1222-0	Computer Equipment	-	500	100.0%
3100-0	Dues, Fees & Memberships	150	500	233.3%
3700-0	Training & Travel	330	500	51.5%
	Total Purchased/Contracted Services	**$ 187,783**	**$ 188,250**	**0.2%**
53	**Supplies**			
1250-0	Operating Equipment/Supplies	$ 11,713	$ 12,000	2.5%
1350-0	Chemicals/Fertilizer	82,164	78,000	-5.1%
1357-0	Sand, Top Dressing	4,142	9,000	117.3%
1375-0	Landscaping Supplies	12,931	10,000	-22.7%
1380-0	Machinery Parts/Repairs	31,831	30,000	-5.8%
1400-0	Uniforms	-	2,000	100.0%
4500-0	Small Tools	501	2,000	299.2%
	Total Supplies	**$ 143,281**	**$ 143,000**	**-0.2%**
55	**Interfund Transfers**			
1200-0	Tires	$ 908	$ 1,500	65.1%
1300-0	Oil & Fluids	1,493	1,500	0.4%
1400-0	Fuel	23,844	29,000	21.6%
	Total Interfund Transfers	**$ 26,246**	**$ 32,000**	**21.9%**
	Total Cherokee Run Maintenance	**$ 509,597**	**$ 532,484**	**4.5%**

17-1720-018	Cherokee Run Food & Beverage	FY: 2014-2015 Unaudited	FY: 2015-2016 Operating Budget	% Change
51	**Personal Benefits**			
1100-0	Regular Salaries & Wages	$ 45,062	$ 51,257	13.7%
1110-0	Other Salaries & Wages	75	195	160.0%
2100-0	Group Health Insurance	7,011	9,546	36.2%
2110-0	Group Life Insurance	121	244	101.3%
2120-0	Group Dental Insurance	337	398	18.0%
2130-0	Group Vision Insurance	70	83	18.1%
2200-0	FICA Expense	3,212	3,936	22.6%
2400-0	Municipal Retirement	4,724	5,977	26.5%
	Total Personal Benefits	**$ 60,612**	**$ 71,636**	**18.2%**
52	**Purchased/Contracted Services**			
1100-0	Maintenance & Repairs Equipment	$ 4,049	$ 3,000	-25.9%
1120-0	Temporary Labor	86,648	85,000	-1.9%
1210-0	Janitorial Services	9,673	7,500	-22.5%
	Total Purchased/Contracted Services	**$ 100,370**	**$ 95,500**	**-4.9%**
53	**Supplies**			
1103-0	Beer	$ 19,483	$ 20,000	2.7%
1104-0	Wine	2,804	3,000	7.0%
1105-0	Liquor	9,038	8,500	-6.0%
1107-0	Food Expenses	83,812	80,000	-4.5%
1250-0	Bar/Kitchen supplies & Equipment	15,765	15,000	-4.9%
1280-0	Special Event Extra Items	5,343	6,000	12.3%
1310-0	Propane	3,380	4,000	18.4%
	Total Supplies	**$ 139,624**	**$ 136,500**	**-2.2%**
	Total Cherokee Run Food & Beverage	**$ 300,606**	**$ 303,636**	**1.0%**

CAPITAL IMPROVEMENT PROGRAM
FISCAL YEARS 2016-2020

DEFINITION OF A CAPITAL IMPROVEMENT

The classification of items as capital expenses is based on two criteria - cost and frequency. Capital expenses have the following characteristics:

- *They are relatively expensive.*
- *They usually don't recur annually.*
- *They last a long time.*
- *They result in fixed assets.*

INTRODUCTION

Planning for capital maintenance and improvements is a matter of prudent financial management as well as a sound development practice. The following Capital Improvements Program (CIP) represents a framework for planning the maintenance and replacement of existing capital equipment and facilities and for planning major investments in acquiring and building new public facilities.

RELATIONSHIP

The operating budget and capital budget are closely linked. The operating budget must cover the cost of financing, maintaining, and operating new equipment facilities that are built. The operating budget, through debt service must pay interest expense and principal payments on all bonded debt.

PROCESS

Before formulating a plan for new equipment facilities, the City must identify and inventory the present capital stock, determine facility condition and create a replacement and maintenance strategy. A CIP can then be formulated for capital acquisition and development.

The CIP links the community's comprehensive plan and fiscal plan to physical development. It provides a mechanism for estimating capital requirements, scheduling all projects over a fixed period with appropriate planning and implementation, budgeting high priority projects and developing a project revenue policy for proposed improvements, coordinating the

activities of various departments in meeting project schedules and monitoring and evaluating the progress of capital projects.

In general, capital items should have a useful life of at least five years and an acquisition cost of $5,000 or more. As a rule, all outlays financed by long-term debt should be included, as well as expenditures on other capital assets such as land, buildings, or major improvements and renovations.

Examples of capital projects include:

- New physical facilities which are relatively large and expensive;
- Large-scale rehabilitation, replacement, or expansion of existing facilities;
- Major pieces of equipment which are expensive and have a relatively long period of usefulness;
- Purchase of equipment for any public improvements when first erected or acquired;
- The cost of engineering or architectural studies and services related to a public improvement; and
- The acquisition of land for a community facility such as a park, street, or sewer line.

ESTABLISHING CIP PRIORITIES

The following criteria were considered in evaluating and prioritizing capital projects. Projects were grouped by type - i.e., rolling stock, equipment, construction, and land. The projects were then evaluated against both primary and secondary criteria and given points according to whether they fulfilled the criteria or not. Total primary and secondary criteria points score determined ultimate ranking.

PRIMARY CRITERIA

- The project prevents or eliminates a public hazard.
- The project eliminates existing capacity deficits.
- The project is required by City ordinance, other laws, or federal/state agencies.
- The project is essential to maintain current service levels affecting public health, safety, and welfare.

SECONDARY CRITERIA

- The project is necessary to maintain current nonessential service levels.
- The project accommodates the public facility demands and vocational needs of new development or redevelopment based on projected growth patterns.
- The project is financially feasible - i.e., there is a funding source available and a verifiable cost estimate is provided.
- The project provides for special needs or enhances facilities/services.
- The project contributes to or furthers the objectives of the City Council and Administration - e.g., administrative policies, efficiency and effectiveness criteria, etc.

CAPITAL MAINTENANCE

An important way to ease the financial burden of capital investment decisions in a period of scarce resources is to establish a facility maintenance schedule. The purpose is to target both capital and operating budget financial resources to the maintenance of buildings, major pieces of equipment, roads, etc. Routine preventive maintenance, such as painting and patching, as well as rehabilitation, may reduce the need for future, more expensive replacement. Furthermore, it will limit the economic disruption, inconvenience and dangers to health and safety that result when a capital item breaks down or must be replaced unexpectedly.

The decision to invest operating funds in the maintenance of existing facilities must be based, in part, on the potential capital cost savings and the possible cost consequences of deferring maintenance. The City must take into account future maintenance and repair requirements when designing or purchasing new capital items. Improved design and higher quality materials may significantly reduce future maintenance and repair costs.

When a community chooses between maintenance, repair, replacement or abandonment of an existing facility, it is essential to know the facility's current condition, the rate of its deterioration, and the cost and benefits to be obtained from various investment strategies. These considerations must then be compared with the need for a new capital facility.

BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM

The basic question, fundamental to the format and scope of the CIP, is why should such a study be undertaken in the first place? Probably the most important benefit that such a program, if properly prepared, will provide any municipality is that it will require all those who are involved with capital expenditures to plan beyond next year's budget and project future needs. If careful thought is given to such projections and they are realistic, a comprehensive municipal needs list for the time period of the program will be developed. Especially in larger municipalities where there can be a certain lack of communication from one department to another or even within a single department, no one person can possibly have an insight into all the capital projects which will be needed. The Capital Improvements Program thus serves as a mechanism of coordination.

Once these needs are related to the fiscal capacity of the local unit of government, their financial feasibility will be apparent (i.e., whether all of them can be financed with the anticipated future revenues, or whether reductions in either the capital or operating expenditures or both will have to occur before certain capital improvements can be undertaken). The other benefits of a systematic approach to programming capital projects include:

Focusing Attention on Community Goals, Needs and Capabilities

Capital projects can be brought into line with community objectives, anticipated growth and financial capabilities. Considered by itself, a new park may be a great idea and so may sewer improvements, street widening, and any number of other improvements. But, a project may look quite different when it is forced to compete directly with other projects for limited funds in the CIP process.

Achieving Optimum Use of the Taxpayer's Dollar

Advance programming of public works on an orderly basis will help avoid costly mistakes. The program will guide local officials in making sound annual budget decisions. In addition, a listing of future construction projects may encourage the selection of needed land well in advance of actual construction and thus permit acquisition at lower costs. Furthermore, the existence of a CIP may be looked upon favorably by investors in municipal bonds. This can save the community a considerable amount in interest costs, due to a favorable bond rating, if bond financing is used.

Guiding Future Community Growth and Development

Road network and sewer system locations and capacities shape the growth of the community. Local officials can use the CIP effectively to provide leadership in guiding future residential and economic development.

Serving Wider Community Interest

The CIP, once accepted, keeps the public informed about future construction plans of the community and helps reduce the pressures on local officials to fund projects far down the priority list.

Encourage a More Efficient Governmental Administration

Coordination of capital improvements programming by the departments of a municipality can reduce scheduling problems, conflicting and overlapping projects, and overemphasis on any single municipal function.

Improving the Basis for Intergovernmental and Regional Cooperation
Capital improvements programming offers public officials of all governmental units an opportunity to plan the location, timing and financing of needed improvements in the interest of the community as a whole.

Maintaining a Sound and Stable Financial Program
Having to make frequent or large unplanned expenditures can endanger the financial well-being of any community. Sharp changes in the tax structure and bonded indebtedness may be avoided when the projects to be constructed are planned in advance and spaced over a number of years. When there is ample time for planning, the most economical means of financing each project can be selected in advance. Furthermore, a CIP can help the community avoid commitments and debts that would limit the initiation of more important projects at a later date.

Repairing or Replacing Existing Facilities and Equipment
There has been considerable national attention given to the disrepair of the country's infrastructure. A CIP process requires local officials to focus attention on the existing condition of the streets, bridges, public buildings, equipment, and so on, before expanding the capital inventory.

Enhancing Opportunities for Participation in Federal or State Grant-in-Aid Programs
There are federal and state programs that a municipality may draw upon for planning, constructing and financing capital improvements. The preparation of a capital program improves the municipality's chance of obtaining such aid.

In summary, capital improvements programming is one of the most important tools available for guiding urban development. Providing public improvements when they are needed, adequately financed and in proper locations, should be the goal of every official. When city officials can point to the results of the Capital Improvements Program, improvements provided in an orderly, logical, financially prudent manner, they can do so knowing that the studies and discussions and meetings on the programming process were worthwhile in the long run politically sound in the present.

CIP COMMON MISTAKES TO BE AVOIDED

To limit the opportunity for things to go wrong now or in the future years of the CIP, the following common mistakes are to be avoided:

- Placing a project into the "future" years of the CIP without adequate justification, leading to eventual funding of a possibly unneeded expense.
- Not reviewing the justification and project substance for projects that were in last year's CIP, when circumstances may have changed significantly, requiring modification or elimination of the project.
- Giving inadequate commitment and review to projects not included in the current fiscal year’s appropriation.
- Failure to give adequate attention to the need for staff effort to plan and supervise proposed projects.
- Placing major projects not in the CIP directly into the upcoming operating budget.
- Letting projects drift in the CIP from year to year without funds even for study or design.
- Not providing the seed money needed for feasibility and planning activities in the years before permanent funding is arranged.
- Failing to analyze and plan for operating program requirements and costs associated with construction or utilization of new capital items.
- Not including all relevant costs - e.g., operational and personnel, so that the total cost of the project is known and anticipated.
- Basing choices on easily available federal dollars rather than on local priorities.

FISCAL POLICIES AND ANALYSIS

The capital budget is only as good as the plan for financing the proposed projects. The number of public improvements a municipality can finance generally depends on:

1) the level of recurring future operating expenditures;
2) the current level of debt (bonded indebtedness);
3) the legal limit of debt it may incur (bonded capacity); and
4) any potential sources of additional revenue available for capital improvement financing.

Financial analysis and planning are needed for intelligent capital improvement programming. The three elements that must be clearly understood are:

1) the relationship between the revenue program (based on the economic vitality of the community) and the operating budget (based on a program of public services), with the resulting cash funds available to pay in whole or in part for capital improvements or to meet the obligations of debt service;
2) the new debt structure of the community and its ability to incur new debt; and
3) policy statements dealing with revenues, operating expenditures, capital improvements, bonds, and the relations among and between them.

CAPITAL IMPROVEMENT PROGRAM POLICIES

1) A clear, explicit, and definite series of policy statements should be developed as guides in capital programming. The following represents the capital improvement budget policies of Conyers:

2) The City will make all capital improvements in accordance with an adopted Capital Improvements Program.

3) The City will develop a multi-year plan for capital improvements and update it annually.

4) The City will enact an annual capital budget based on the multi-year Capital Improvements Program. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.

5) The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.

6) The City will use intergovernmental assistance to finance those capital improvements that are consistent with the Capital Improvements Program and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.

7) The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.

8) The City will project its equipment replacement and maintenance needs for the next several years, and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.

9) The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the Council for approval.

10) The City will determine the least costly financing method for all new projects.

APPROACHES TO FINANCING CAPITAL IMPROVEMENTS

There are a number of ways to finance capital improvement projects. Some of the most common methods are as follows:

Pay-As-You-Go

Pay-as-you-go is a method of financing capital projects with current revenues paying cash instead of borrowing against future revenues. The amount available to spend is the difference between what is collected currently and what is required for operating expenses and prudent reserves.

Pay-as-you-go works well where capital needs are steady and modest and financial capability is adequate. The method may include appropriations in the budgets of two or more years to pay for projects that take that long to build without borrowing. The technique can also provide for a fund for future expenditures built up by annual increments, or by setting aside unanticipated windfall income, until the balance is large enough to undertake the capital improvement.

Pay-as-you-go has several advantages. First, it saves interest costs. Interest on long-term bonds can more or less equal the original capital cost, depending on interest rates and repayment schedules. Thus, one can pay "twice" for a capital improvement even though the annual bill over an extended period is disarmingly low. Second, pay-as-you-go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capability.

Third, when combined with regular, steady completion of capital improvements, and good documentation and publicity, pay-as-you-go fosters favorable bond ratings when long-term financing is undertaken.

Finally, the technique avoids the inconvenience and considerable costs associated with marketing of bond issues-advisors, counsel, printing, etc. Despite its favorable characteristics, pay-as-you-go is by no means a panacea. It has both a practical and theoretical disadvantage, with arguments running such as those that follow:

Where capital projects are rarely undertaken, pay-as-you-go places a heavy burden on the project year. It creates awkward, fluctuating expenditure cycles that do not occur with extended financing.

A long-life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. The higher cost due to interest, spread over a larger number of users/payers, actually lowers the cost to all.

If tax rates have to be increased to pay for a series of capital improvements in a short period of time, it would not be fair to people who leave after a brief residence.

When inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.

The pay-as-you-go approach places a premium on advance planning. The five-year Capital Improvements Program allows not only for scheduling physical improvements prudently, but also for scheduling the financing so as to take advantage of accumulated surpluses and windfall income that may become available.

Bond Issue

The use of bond issues for borrowing is the major alternative to pay-as-you-go. A brief discussion of the different types of bonds follows:

General Obligation Bonds are backed by the full faith and credit of the municipality. Payment on these bonds may come from the General Fund. The advantage of General Obligation Bonds is, that because the municipality's credit is pledged, a lower interest rate may be obtained. Generally, this kind of bond issue must be approved by a majority of voters in a special referendum.

Special Assessment Bonds are sometimes used to finance the construction of streets, sewer lines, storm drains, or other improvements that actually improve the value of the adjacent property. Special assessments are levied against the owners of the property and this income is pledged to the repayment of the bonds. Such bonds usually carry a higher rate of interest than General Obligation Bonds, but have the advantage of not being charged against the municipal debt limit.

Revenue Bonds are those to which the income from some specific enterprise is pledged. Such bonds might be used, for example, to finance the extension of municipal sewer lines to newly annexed areas of a city. Charges made to the recipients of the service are then committed to repayment of the borrowed money. Such bonds are not considered part of the municipal debt and may usually be issued by the governing body without a public vote. Organizing bond issues for public sale is complicated. Bond advisors, consulting firms that are in the business of assisting municipalities plan and market long-term bond issues, may be used in preparing bond issues. Bond advisors are two kinds: Those who assist but do not buy or sell bonds, and those who both assist and also buy and sell bond issues. Fee structures, as well as the objectivity of the assistance, may be influenced by the differing relationships.

Short-term Notes

When local capital projects do not lend themselves to pay-as-you-go or bond financing, some cities turn to short-term notes issued by local banks or statewide banking establishments. Advantages of short-term notes include:

A substantial lump sum can be borrowed at the moment of need and repaid in installments over the next few years.

A prospective bond issue can be shortened in years and reduced in amount with consequent interest savings.

Interest on notes is generally less than interest on bonds and there are no marketing costs, such as bond counsel, printing or paying agents.

There are no appreciable disadvantages to this approach other than the interest cost of the temporary borrowing.

Reserve Funds

Reserve fund financing is a variation of the pay-as-you-go method. Under this procedure, funds are accumulated in advance for the construction of capital projects. The accumulation may result from surplus or "earmarked" operational revenues that are set aside, depreciating accounts, or from the sale of capital assets.

Lease-Purchase

Local governments utilizing the lease-purchase method prepare specifications for a needed public works project and take steps to have it constructed by a private company or authority. The facility is then leased by the municipality at an annual or monthly rental. At the end of the lease period, the title to the facility can be conveyed to the municipality without any future payments. The rental over the years will have paid the total original cost plus interest. Vehicles and equipment may also be lease-purchase financed.

Authorities and Special Districts

Authorities and special districts are created in most cases to manage facilities that are supported by user charges. Toll roads and sewerage systems are examples of such facilities. Special districts with power to tax are also created for the purpose of issuing bonds and constructing facilities that may not be self-supporting. Authorities may offer a convenient method of financing inter-jurisdictional facilities.

Special Assessments

Public works that benefit certain properties more than others may be financed more equitably by special assessment. Local improvements often financed by this method include street paving and sanitary sewer systems.

Tax Increment Financing

Tax increment financing may be used to provide front-end funds in an area where large-scale redevelopment is feasible. A district around the proposed development is designated with a tax base equivalent to the values of all the property within the area. The tax revenues paid to taxing units are computed on the initially established tax base during the redevelopment period, which is usually the expected life of the project. The area is then redeveloped with funds from the sale of tax increment bonds. These bonds are sold by the municipality or a specially created taxing district for acquisition, relocation, demolition, administration, and site improvements. Because of the higher value of the newly developed property in the district, more tax revenue is collected and the tax 'increment' above the initially established level goes into a fund to retire the bonds. After the development is completed and the bonds are retired, the tax revenues from the enhanced tax base are distributed normally.

Federal and State Aid

A major source of funding is federal assistance, and to a lesser degree, state financial assistance. This type of arrangement should be extensively explored for all applicable projects.

When contemplating the use of federal or state aid, it is important that local priorities still be maintained. A project should not be undertaken just because funds are available. Furthermore, since most aid programs require a local match of funds, too many lower priority projects could be undertaken without adequate planning so that the financial condition of the municipality could be seriously impaired. Finally, grant programs may place additional constraints on the operating budget.

Capital Facilities Inventory

The first step in establishing an accurate Capital Improvements Program is to prepare an inventory of the existing capital plant and equipment. Before a local government can begin to correct the deficiencies within existing facilities, it must identify its assets. It is important to determine what the City owns, when it was acquired, the maintenance and repair history, and the current condition.

This identification process will not only help determine if there has been a pattern of deferred maintenance, it will also help determine whether the existing capital plant has the capacity to meet future growth and demand. The completed analysis of existing facilities will provide documentation for decisions on specific capital improvement proposals.

Fund Definitions

The CIP uses a variety of sources to fund capital projects. These funding sources are defined as:

General Fund - The General Fund includes all governmental activities, including police, public works, and other general governmental functions that are not totally self-supporting through the levying of user charges.

Sources of funding include property tax, utility tax, franchise fee, and certain state shared revenues.

Enterprise Funds - Enterprise funds are self-supporting and derive their revenue from charges levied on the users of the service. The City of Conyers has a stormwater management utility and sanitation services that operate as enterprise funds.

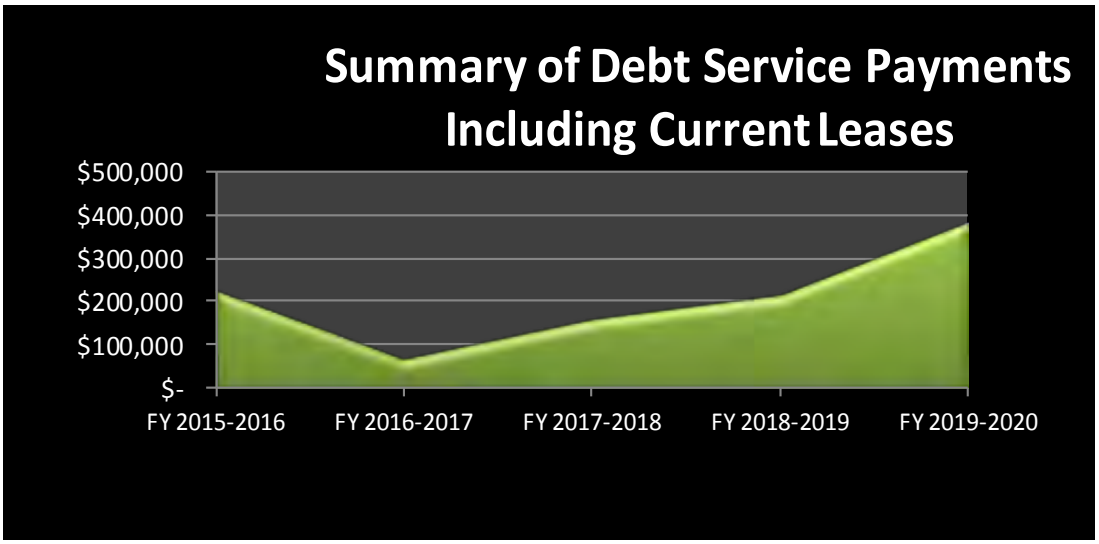
Emergency Telephone System Fund - Revenues for this fund are derived from 911 fees imposed by local governments for the purpose of paying for emergency telephone service.

DIVISION/FUND List of Equipment	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	Total
GIHP						
Tables	$ -	$ -	$ 5,000	$ 5,000	$ -	$ 10,000
Drags	$ 6,000	$ -	$ -	$ -	$ -	$ 6,000
Paint Charles Walker Arena	$ -	$ -	$ -	$ 35,000	$ -	$ 35,000
Tractors	$ 27,000	$ 27,000	$ -	$ -	$ 40,000	$ 94,000
Utility Vehicle	$ -	$ 11,000	$ -	$ -	$ -	$ 11,000
Barricades	$ -	$ -	$ -	$ 7,500	$ 7,500	$ 15,000
Remodel Carriage Room	$ -	$ 40,000	$ 45,000	$ -	$ -	$ 85,000
Chairs for Outdoor Events	$ -	$ -	$ 5,000	$ 5,000	$ -	$ 10,000
Skid Steer	$ -	$ 55,000	$ -	$ -	$ -	$ 55,000
Dump Truck	$ -	$ -	$ 47,000	$ -	$ -	$ 47,000
Passenger Vehicle	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
Pickup Truck	$ -	$ 30,000	$ -	$ -	$ -	$ 30,000
Golf Carts	$ 32,000	$ 32,000	$ -	$ -	$ -	$ 64,000
Light Fixtures	$ -	$ 30,000	$ 30,000	$ -	$ -	$ 60,000
PA System	$ 4,000	$ -	$ -	$ -	$ -	$ 4,000
Landcape Trailer	$ -	$ 10,000	$ -	$ -	$ -	$ 10,000
Bush Hog	$ -	$ 7,400	$ -	$ -	$ -	$ 7,400
Mowers	$ 18,500	$ -	$ -	$ -	$ -	$ 18,500
Covering Arena 8	$ -	$ -	$ -	$ 600,000	$ -	$ 600,000
Paving Retail Parking Lot	$ -	$ -	$ -	$ 65,000	$ -	$ 65,000
Rebuild Footing	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000
Fencing	$ -	$ -	$ -	$ 30,000	$ -	$ 30,000
Total GIHP	$ 87,500	$ 267,400	$ 132,000	$ 747,500	$ 247,500	**$ 1,481,900**
Public Safety						
Patrol Vehicles	$ 384,970	$ 384,970	$ 384,970	$ 384,970	$ 384,970	$ 1,924,850
Integration of Cameras at RHS	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000
integration of Existing Cameras	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
Tilt Pan Zoom Cameras	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
Perpetual Power Unit	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
Total Public Safety	$ 509,970	$ 459,970	$ 459,970	$ 459,970	$ 459,970	**$ 1,839,880**
Public Works & Transportation						
Portable Air Compressor	$ -	$ 13,000	$ -	$ -	$ -	$ 13,000
Bucket Truck	$ -	$ 60,000	$ -	$ -	$ -	$ 60,000
3/4 Ton Pickup Trucks	$ -	$ 50,000	$ -	$ -	$ -	$ 50,000
Mowers	$ 14,000	$ -	$ -	$ -	$ -	$ 14,000
Vehicles	$ -	$ 40,000	$ -	$ -	$ -	$ 40,000
Total Public Works & Transportation	$ 14,000	$ 163,000	$ -	$ -	$ -	**$ 177,000**
GENERAL FUND	**$ 611,470**	**$ 890,370**	**$ 591,970**	**$ 1,207,470**	**$ 707,470**	**$ 3,498,780**
Sanitation						
1 Ton Flat Bed Trucks	$ -	$ 140,000	$ 76,000	$ -	$ -	$ 216,000
22 ft. Trailer	$ -	$ 14,000	$ -	$ -	$ -	$ 14,000
Leaf Vacuum	$ -	$ 37,000	$ -	$ -	$ -	$ 37,000
Total Sanitation	$ -	$ 191,000	$ 76,000	$ -	$ -	**$ 267,000**
SANITATION FUND	**$ -**	**$ 191,000**	**$ 76,000**	**$ -**	**$ -**	**$ 267,000**
Total All Funds	**$ 611,470**	**$ 1,081,370**	**$ 667,970**	**$ 1,207,470**	**$ 707,470**	**$ 3,765,780**

Capital Improvement Plan
Fiscal Years 2016-2020
Summary of Debt Service Payments

All Departments

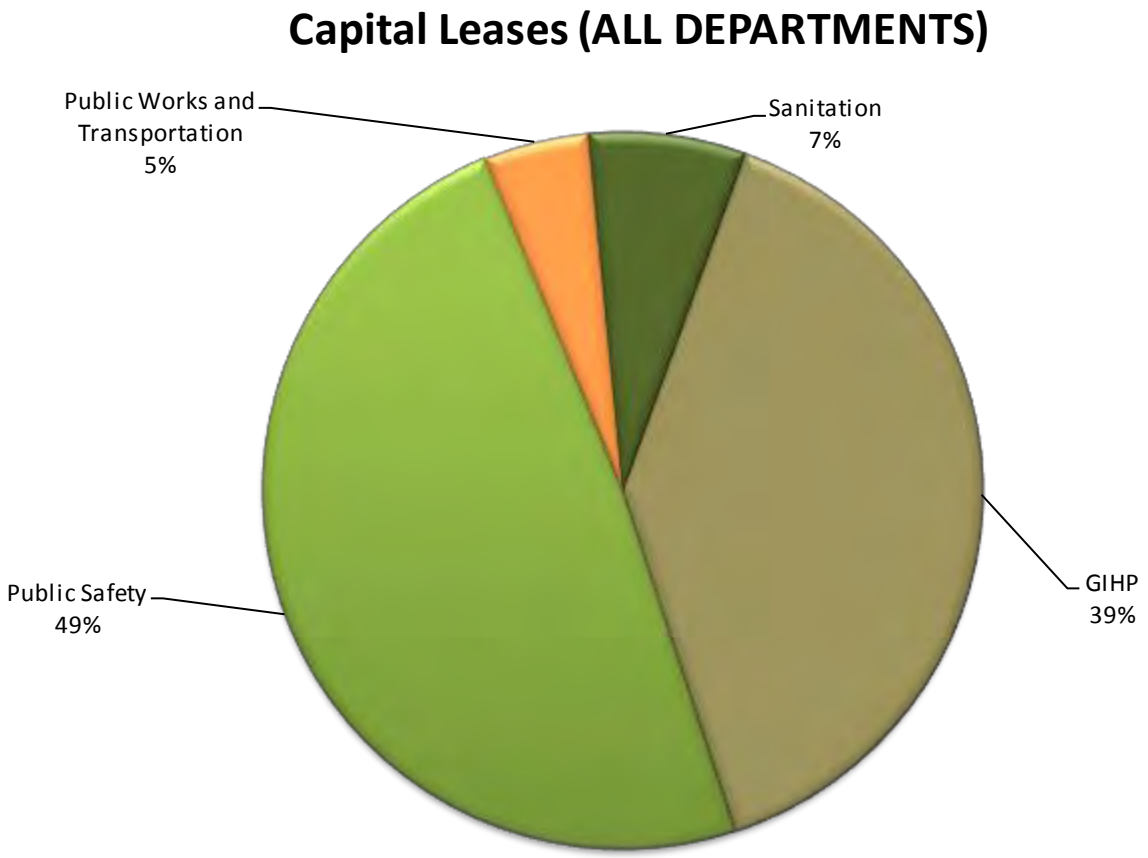
Department	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	Total
Current Lease Purchases	$ 229,915	$ 46,673	$ -	$ -	$ -	$ 276,588
GIHP	$ -	$ 20,071	$ 81,407	$ 111,686	$ 276,266	$ 442,063
Public Works & Transportation	$ -	$ 3,162	$ 35,276	$ 38,258	$ 38,258	$ 114,954
Sanitation	$ -	$ -	$ 44,600	$ 69,373	$ 69,373	$ 183,347
Total Lease Purchases Debt	$ 229,915	$ 69,906	$ 161,283	$ 219,317	$ 383,897	$ 1,016,952



City of Conyers
GMA Direct Lease Program

Lease #	Original Loan Amount	Description	Original Date	Interest Rate	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Direct Lease Balance	Final Payment
1	$272,724	Golf Course Turf Care Equipment	05/13/11	2.7%	43,677	0	0	0	0	43,677	3/13/16
		Total Principal & Interest			43,677	0	0	0	0	43,677	

All Departments
Fiscal Years 2016-2020



Capital Improvement Plan

Fiscal Years 2016-2020

Georgia International Horse Park

(GIHP)

City of Conyers

Capital Improvement Plan
Fiscal Years 2016-2020

Summary of Debt Service Payments
GIHP

Debt Service	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	Total
GIHP						
Tractors	$ -	$ 6,193	$ 12,387	$ 12,387	$ 12,387	$ 37,160
Barricades	$ -	$ -	$ -	$ -	$ 1,720	$ 1,720
Remodel Carriage Room	$ -	$ -	$ 9,175	$ 19,497	$ 19,497	$ 19,497
Covering Arena 8	$ -	$ -	$ -	$ -	$ 137,629	$ 137,629
Paving Retail Parking Lot	$ -	$ -	$ -	$ -	$ 14,910	$ 14,910
Rebuild Footing	$ -	$ -	$ -	$ -	$ -	$ -
Paint Charles Walker Arena	$ -	$ -	$ -	$ -	$ 8,028	$ 8,028
Utility Vehicle	$ -	$ -	$ 2,523	$ 2,523	$ 2,523	$ 7,570
Dump Truck	$ -	$ -	$ -	$ 10,781	$ 10,781	$ 21,562
Passenger Vehicle	$ -	$ -	$ 5,735	$ 5,735	$ 5,735	$ 17,204
Pickup Truck	$ -	$ -	$ 6,881	$ 6,881	$ 6,881	$ 20,644
Golf Carts	$ -	$ 7,340	$ 14,680	$ 14,680	$ 14,680	$ 44,041
Light Fixtures	$ -	$ -	$ 6,881	$ 13,763	$ 13,763	$ 34,407
PA System	$ -	$ 918	$ 918	$ 918	$ 918	$ 2,753
Landscape Trailer	$ -	$ -	$ 2,294	$ 2,294	$ 2,294	$ 6,881
Bush Hog	$ -	$ -	$ 1,697	$ 1,697	$ 1,697	$ 5,092
Mowers	$ -	$ 4,244	$ 4,244	$ 4,244	$ 4,244	$ 12,731
Tables	$ -	$ -	$ -	$ 1,147	$ 2,294	$ 3,441
Skid Steer	$ -	$ -	$ 12,616	$ 12,616	$ 12,616	$ 37,848
Drags	$ -	$ 1,376	$ 1,376	$ 1,376	$ 1,376	$ 5,505
Chairs for Outdoor Events	$ -	$ -	$ -	$ 1,147	$ 2,294	$ 3,441
Fencing	$ -	$ -	$ -	$ -	$ -	$ -
Total GIHP	$ -	$ 20,071	$ 81,407	$ 111,686	$ 276,266	**$ 442,063**

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-01**
Project Name	**Tables**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Furniture	**Department**	Horse Park

Description — **Total Project Cost $ 10,000**

50 tables for use throughout the Horse Park.

Justification

The tables used at the Park, including 8 foot , 6 foot and 72 inch rounds are deteriorating with age. We lose several tables each year from wear and tear. The tables are transported to various locations throughout the Park on a weekly basis. In addition, we have more space now including the Exhibition Hall which requires additional tables for some events. Additional tables are needed to accommodate our events and replace those that are no longer usable.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay			$ 5,000	$ 5,000		$ 10,000
Quantity			25	25		50
Total			**$ 5,000**	**$ 5,000**		**$ 10,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease			$ 5,000	$ 5,000		$ 10,000
Total			**$ 5,000**	**$ 5,000**		**$ 10,000**

Operational Impact/Other

The operating impact would reflect a reduction of man hours and therefore an increase in productivity. Additional revenue is most likely a factor due to the fact that the new tables would look more attractive for prospective renters of the available facilities at the park.

Operating Budget Impact	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GIHP Revenue	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Total	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 15,000**

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-02**
Project Name	**Drags**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost** **$ 6,000**

One arena works drag.

Justification

Currently, we have two 1995 Hydraulic 4 in 1 drags, one 1995 Arena Works drag, and two TR3 sponsorship drages. The sponsorship drags are on an informal basis so it is uncertain how much longer these will be available. The drags sustain substantial wear and tear because of the frequencey of their use. We re-work the drags on an annual basis. Due to their age, it becomes more expensive each year to re-work them. In FY 2012, we replaced one Hydraulic 4 in 1 drag and now we need to replace one Arena Works drag.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 6,000					$ 6,000
Quantity	1					1
Total	**$ 6,000**					**$ 6,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease	$ 6,000					$ 6,000
Total	**$ 6,000**					**$ 6,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-03**
Project Name	**Covering Arena 8**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description — **Total Project Cost $ 600,000**

Install a metal roof to cover the existing arena.

Justification

The Park is in need of an additional covered arena. By having another covered arena away from the existing Charles Walker Arena, we would be able to book many more events that we currently have to turn away because the existing covered arena is booked. This would be a great asset to the Park.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay				$600,000		$ 600,000
Total				**$600,000**		**$ 600,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease				$600,000		$ 600,000
Total				**$600,000**		**$ 600,000**

Operational Impact/Other

There is no O&M impact associated with this capital item.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-04**
Project Name	**Tractors**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 94,000**

Two 70 hp Kubota tractors plus one 108 hp tractor.

Justification

Replacement of two tractors purchased in FY 2003 expected to have a five year life. Future purchase to replace larger tractor.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 27,000	$ 27,000			$ 40,000	$ 94,000
Quantity	1	1			$ 1	3
Total	**$ 27,000**	**$ 27,000**			**$ 40,000**	**$ 94,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease	$ 27,000	$ 27,000			$ 40,000	$ 94,000
Total	**$ 27,000**	**$ 27,000**			**$ 40,000**	**$ 94,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-05**
Project Name	**Paving Retail Parking Lot**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description — **Total Project Cost $ 65,000**

Applying an asphalt surface to the 37,000 square foot Retail Parking Lot.

Justification

The Retail Parking Lot is the area used for parking for events in the Carriage Room and Legacy Room. Most always the events hosted in these rooms are business related or formal social occasions. The first image guests obtain is a gravel parking lot that is difficult to walk on and can be very messy when there is inclimate weather. Furhter, if the area was paved and striped, many more cars could fit in the area, thus increasing the capacity.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay				$ 65,000		$ 65,000
Total				**$ 65,000**		**$ 65,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease				$ 65,000		$ 65,000
Total				**$ 65,000**		**$ 65,000**

Operational Impact/Other

There is no O&M impact associated with this capital item.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-06**
Project Name	**Barricades**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description **Total Project Cost $ 15,000**

One hundred galvanized plated barricades.

Justification

The existing barricades were purchased prior to the Olympics in and are in excess of 20 years old. Due to the age and constant use, many of them are in poor condition. New barricades are needed to replace the existing ones that are damaged.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay				$ 7,500	$ 7,500	$ 15,000
Quantity				50	50	100
Total				**$ 7,500**	**$ 7,500**	**$ 15,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease				$ 7,500	$ 7,500	$ 15,000
Total				**$ 7,500**	**$ 7,500**	**$ 15,000**

Operational Impact/Other

Due to the fact that the barricades are for replacement purposes, there is no operating impact expected with this capital item.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-07**
Project Name	**Remodeling of the Carriage Room**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description **Total Project Cost $ 85,000**

Remodeling includes 400 new chairs, new carpet and the services of a designer.

Justification

The décor in the Carriage Room is over 14 years old and is showing its age and the decorations are dated. A small renovation was conducted in FY 2015 including new paint, updating the light fixtures and adding architectural elements. However, the carpet and chairs aare in need of replacement, with the chairs being the greatest need immediately.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 40,000	$ 45,000			$ 85,000
Total		**$ 40,000**	**$ 45,000**			**$ 85,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 40,000	$ 45,000			$ 85,000
Total		**$ 40,000**	**$ 45,000**			**$ 85,000**

Operational Impact/Other

There is no operating impact associated with this capital item.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-08**
Project Name	**Chairs for Outdoor Events**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Furniture	**Department**	Horse Park

Description **Total Project Cost $ 10,000**

1,000 folding outdoor chairs to be used for outdoor events at the Horse Park.

Justification

Many of the chairs currently being used for outdoor events are 20 years old. They were originally purchased for the first concerts held at the park. They are deteriorating because of their age and the abuse they take from the outdoor conditions. This year we have had several chairs break, some when people sat in them. We have attempted to located and dispose of the chairs in the worst condition; however, they are all showing their age. The chairs are needed for all of our outdoor events. This is an ongoing purchase to replace the inventory.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay			$ 5,000	$ 5,000		$ 10,000
Total			**$ 5,000**	**$ 5,000**		**$ 10,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease			$ 5,000	$ 5,000		$ 10,000
Total			**$ 5,000**	**$ 5,000**		**$ 10,000**

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-09**
Project Name	**Skidsteer Loader**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 55,000**

Skidsteer Loader for use at the Horse Park.

Justification

With the new Exhibition Center, the temporary stalls are regularly being removed and replaced based upon the events booked. A skidsteer is necessary to move both the stalls and stall mats. In addition, a number of other projects are done at the park that require the use of a skidsteer. Currently, we must borrow the Public Work's skidsteer. This is often inconvenient for them as they have several departments that utilize the equipment.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 55,000				$ 55,000
Total		**$ 55,000**				**$ 55,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 55,000				$ 55,000
Total		**$ 55,000**				**$ 55,000**

Operational Impact/Other

The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Liability Insurance	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	**$ 7,500**
Fuel	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	**$ 25,000**
Total	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 32,500**

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-10**
Project Name	**Fencing**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description — **Total Project Cost $ 30,000**

5,000 linear feet of two rail vinyl fence.

Justification

Fencing currently exists at the entrance of the main gate of the Horse Park. For a more professional and inviting entrance, fencing is needed along Centennial Olympic Parkway in front of the park. This will also make the look more consistent with the new fencing installed at the Big Haynes Creek Nature Center.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay				$ 30,000		$ 30,000
Total				**$ 30,000**		**$ 30,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease				$ 30,000		$ 30,000
Total				**$ 30,000**		**$ 30,000**

Operational Impact/Other

The fencing will be installed by the horse park staff. No other operating impact is associated with this capital purchase.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-11**
Project Name	**Mowers**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 18,500**

Two 72 inch, 31 hp mowers.

Justification

Replacement of two mowers purchased in FY 2010 with longer life diesel engines.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 18,500					$ 18,500
Quantity	2					2
Total	**$ 18,500**					**$ 18,500**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease	$ 18,500					$ 18,500
Total	**$ 18,500**					**$ 18,500**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-12**
Project Name	**Bush Hog**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 7,400**

One large bush hog.

Justification

Replacement purchase of a 10 ft. cutting deck bush hog to mow various areas around the Horse Park.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 7,400				$ 7,400
Quantity		1				1
Total		**$ 7,400**				**$ 7,400**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 7,400				$ 7,400
Total		**$ 7,400**				**$ 7,400**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-13**
Project Name	**Landscape Trailer**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 10,000**

One 16 foot double tandem landscape trailer, suitable for hauling skidsteer and road travel.

Justification

To replace an identical landscape trailer purchased in FY 1995. Used for hauling large loads such as barricades and the skidsteer.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 10,000				$ 10,000
Quantity		1				1
Total		**$ 10,000**				**$ 10,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 10,000				$ 10,000
Total		**$ 10,000**				**$ 10,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-14**
Project Name	**PA System**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description **Total Project Cost $ 4,000**

PA Sound System for Arenas 4 through 7.

Justification

The PA system currently being used at Arenas 4 through 7 has been in place since the 1996 Olympics. Over time, the wires in the ground have deteriorated and are regularly breaking. The system needs to be replaced.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 4,000					$ 4,000
Quantity	1					1
Total	**$ 4,000**					**$ 4,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease	$ 4,000					$ 4,000
Total	**$ 4,000**					**$ 4,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-15**
Project Name	**Light Fixtures for Barns**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description — **Total Project Cost $ 60,000**

660 three bulb 32 watt fluorescent light fixtures, 120 of which will require a battery back-up.

Justification

The existing light fixtures are over 20 years old. Age and the weather have taken their toll. The fixtures are rusted and in poor condition and need to be replaced. We are currently looking at ways to utilize more energy efficient lights. When that study is complete, they type of light may change.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 30,000	$ 30,000			$ 60,000
Quantity		330	330			660
Total		**$ 30,000**	**$ 30,000**			**$ 60,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 30,000	$ 30,000			$ 60,000
Total		**$ 30,000**	**$ 30,000**			**$ 60,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-16**
Project Name	**Golf Carts/Gators**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Equipment	**Department**	Horse Park

Description — **Total Project Cost $ 64,000**

Two golf carts, gators.

Justification

Golf carts/gators are used as a form of transportation around the Park for all employees. They can go places vehicles cannont and are much less obstrusive when riding around events. New carts were purchased in FY 2010. This is for replacement of the carts expected to have a 5 year life.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 32,000	$ 32,000				$ 64,000
Quantity	4	4				8
Total	**$ 32,000**	**$ 32,000**				**$ 64,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease	$ 32,000	$ 32,000				$ 64,000
Total	**$ 32,000**	**$ 32,000**				**$ 64,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-17**
Project Name	**Pick Up Truck**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Vehicle	**Department**	Horse Park

Description — **Total Project Cost $ 30,000**

Ford F150 four door, four wheel drive truck or equivalent.

Justification

This truck is used by the Facility Manager and is often used for site visits. The existing truck is a 2005 and needs to be replaced.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 30,000				$ 30,000
Quantity		1				1
Total		**$ 30,000**				**$ 30,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 30,000				$ 30,000
Total		**$ 30,000**				**$ 30,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-18**
Project Name	**Passenger Vehicle**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Vehicle	**Department**	Horse Park

Description — **Total Project Cost $ 25,000**

Ford Explorer or equivalent .

Justification

Vehcile used by Event Managers for weekend events and Sales Managers for site visits. Existing vehicle is a 2006 and is in need of replacement.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 25,000				$ 25,000
Quantity		1				1
Total		**$ 25,000**				**$ 25,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 25,000				$ 25,000
Total		**$ 25,000**				**$ 25,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-19**
Project Name	**Dump Truck**

New or Replacement	New	**Contact**	Jennifer Bexley
Category	Vehicle	**Department**	Horse Park

Description — **Total Project Cost $ 47,000**

Five to ten ton truck with hydraulic dump bed.

Justification

The Horse Park regularly is in need of a dump truck and regularly has to borrow the one from the City. This is often inconvenient for the City as they have imporant needs for the truck as well. This would allow the Park to have their own truck.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay			$ 47,000			$ 47,000
Total			**$ 47,000**			**$ 47,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease			$ 47,000			$ 47,000
Total			**$ 47,000**			**$ 47,000**

Operational Impact/Other

The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	2016	2017	2018	2019	2020	Total
Liability Insurance	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	**$ 7,500**
Fuel	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	**$ 25,000**
Total	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 6,500**	**$ 32,500**

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**GIHP-20**
Project Name	**Utility Vehicle**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Vehicle	**Department**	Horse Park

Description — **Total Project Cost $ 11,000**

One all terrain vehicle.

Justification

Replacement vehcile is used by Facility Maintenance for monitoring trails, hauling equipment, pulling trrailers, and inside Park transportation. The trail monitoring is by far the most important use of this vehicle due to the fact it can cover rough terrain as well as the narrow trails.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 11,000				$ 11,000
Total		**$ 11,000**				**$ 11,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease		$ 11,000				$ 11,000
Total		**$ 11,000**				**$ 11,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-21**
Project Name	**Painting of Charles Walker Arena**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description **Total Project Cost $ 35,000**

Painting the beams of the Charles Walker Arena.

Justification

The Charles Walker Arena has not been painted, nor had any improvements been made since the Olympics. It is showing signs of deterioration and painting would make a significant improvement in the appearance of the arena.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay				$ 35,000		$ 35,000
Total				**$ 35,000**		**$ 35,000**

Funding Source	2016	2017	2018	2019	2020	Total
GMA Direct Lease				$ 35,000		$ 35,000
Total				**$ 35,000**		**$ 35,000**

Operational Impact/Other

There is no O&M impact associated with this capital item.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**GIHP-22**
Project Name	**Rebuild footing and base in arenas**

New or Replacement	Replacement	**Contact**	Jennifer Bexley
Category	Improvements	**Department**	Horse Park

Description — **Total Project Cost $ 200,000**

Rebuilding the footing and base in all of our arenas including the Grand Prix Arena.

Justification

The footing and base in all arenas have been in place since the Olympics. Although we regularly add new material to the top of the arenas, the base deterorates over time due to use and weather conditions. In order to maintain our excellent footing, the arenas will need to be rebuilt. A major repair was conducted in FY 2015.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay					$ 200,000	$ 200,000
Total					**$ 200,000**	**$ 200,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
GMA Direct Lease					$ 200,000	$ 200,000
Total					**$ 200,000**	**$ 200,000**

Operational Impact/Other

There is no O&M impact associated with this capital item.

Capital Improvement Plan

Fiscal Years 2016-2020

Public Safety

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**PD-01**
Project Name	**Integration of Existing Cameras at RHS**

New or Replacement	New	**Contact**	Gene Wilson
Category	Equipment	**Department**	Public Safety

Description — **Total Project Cost** **$ 30,000**

Integration of camera system at Rockdale County High School into the Citywide camera system.

Justification

Rockdale High School currently uses approximately 100 video cameras throughout the facility for security purposes. During times of emergency, there is currently no way to view the feed gnerated by these cameras from the Police Department. The live video feed from many of these cameras would be invaluable during emergencies such as an active shooter case. given the increase in frequency of such events, and the obvious lifesaving value of this capability, integration of these cameras is essential. This price estimate includes encoding, licensing, configuration, and transmission of live digital video feed from existing cameras at the high school to the police department.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay	$ 30,000					$ 30,000
Total	**$ 30,000**					**$ 30,000**

Funding Source	2016	2017	2018	2019	2020	Total
SPLOST	$ 30,000					$ 30,000
Total	**$ 30,000**					**$ 30,000**

Operational Impact/Other

There is no O & M impact associated with this capital purchase.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**PD-02**
Project Name	**Patrol Vehicles**

New or Replacement	Replacement	**Contact**	Gene Wilson
Category	Vehicles	**Department**	Public Safety

Description **Total Project Cost $ 1,924,850**

Replacement police vehicles for the Police Department.

Justification

This is to provide new police vehicles for the Field Service Bureau. This will help eliminate older vehicles that are in the fleet and put more dependable cars on the road to respond to emergency situations. Cost includes cost of vehicle and equipment.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 384,970	$ 384,970	$ 384,970	$384,970	$384,970	$ 1,924,850
Quantity	10	10	10	10	10	50
Total	**$ 384,970**	**$ 384,970**	**$ 384,970**	**$384,970**	**$384,970**	**$ 1,924,850**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
SPLOST	$ 384,970	$ 384,970	$ 384,970	$384,970	$384,970	$ 1,924,850
Total	**$ 384,970**	**$ 384,970**	**$ 384,970**	**$384,970**	**$384,970**	**$ 1,924,850**

Operational Impact/Other

Since these are replacement vehicles, there is no impact on the operating budget.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**PD-03**
Project Name	**Integration of Existing Camera Systems**

New or Replacement	New	**Contact**	Gene Wilson
Category	Equipment	**Department**	Public Safety

Description **Total Project Cost $ 10,000**

Integration of private camera systems into Citywide camera system.

Justification

Due to obvious budgetary reasons, City cameras and equipment cannot be located at every business within the City. However, many of the private cameras in existence now could be integrated into the City of Conyers project. In these cases, the price of video service to that area is substantially reduced. The cost of licensing, encoding and configuring a private existing camera to our system is roughly $2,000 per cameras (as compared to $8,500 for a low end City wireless feed camera). This would allow a CPD dispatcher to view camera feeds from private cameras. Cost sharing with these potential partners will be pursued and hopefully reduced incurred cost to the City.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 10,000					$ 10,000
Total	**$ 10,000**					**$ 10,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
SPLOST	$ 10,000					$ 10,000
Total	**$ 10,000**					**$ 10,000**

Operational Impact/Other

There is no O & M impact associated with this capital purchase since it is for replacement purposes.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**PD-04**
Project Name	**Tilt Pan Zoom Cameras**

New or Replacement	Replacement	**Contact**	Gene Wilson
Category	Equipment	**Department**	Public Safety

Description **Total Project Cost $ 375,000**

Total station crime scene mapping system for mapping crime scenes and accident reconstruction.

Justification

Law enforcement agencies across the nation are being increasingly required to provide a higher level of crime scene detail. Technology has evolved and so too have the standards and requirements for evidence in court proceedings for major crimes. What once used to be the exception in providing GPS coordinates and mapped crimes scenes is now becoming the standard and expectation. The total station will perform essentially the data-collecting functions that will allow investigators and scene reconstructionists to more efficiently map out a crime or accident scene. Additional software called AIMS will allow detectives to do the work more safely, accurately and faster. AIMS allows investigators to work a crash scene from a safe location by simply aiming the total station and taking a reading. This way, they stay away from traffic, debris, and other hazards. When the scene has to be cleared for the data collection, the system enables traffic to resume sooner.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
Quanitity	5	5	5	5	5	
Total	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 375,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
SPLOST	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 375,000
Total	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 375,000**

Operational Impact/Other

Thre is no O&M impact associated with the capital purchase.

Capital Improvement Plan 2016 *thru* 2020
City of Conyers, Georgia

Project #	**PD-05**
Project Name	**Perpetual Power Unit**

New or Replacement	New	**Contact**	Gene Wilson
Category	Equipment	**Department**	Public Safety

Description **Total Project Cost $ 10,000**

Perpetual power units for Citywide Camera System.

Justification

In some installation locations, the camera installation locations are not equipped with 24 hour power sources. At these locations, the power supply is controlled by a photocell switch at a central location. In those cases, the power supply is limited to night time when the street lights come on. The Perpetual Power unit uses power from the source during night time and charges two deep cycle batteries for independent power during the day.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay	$ 10,000					$ 10,000
Total	**$ 10,000**					**$ 10,000**

Funding Source	2016	2017	2018	2019	2020	Total
SPLOST	$ 10,000					$ 10,000
Total	**$ 10,000**					**$ 10,000**

Operational Impact/Other

There is no O&M impact associated with this capital purchase.

Capital Improvement Plan

Fiscal Years 2016-2020

Public Works & Transportation

City of Conyers

Capital Improvement Plan
Fiscal Years 2016-2020

Summary of Debt Service Payments
Public Works & Transportation

Debt Service	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	Total
Public Works & Transportation						
Portable Air Compressor	$ -	$ -	$ -	$ 2,982	$ 2,982	$ 5,964
Bucket Truck	$ -	$ -	$ 11,469	$ 11,469	$ 11,469	$ 34,407
Pickup Trucks	$ -	$ -	$ 11,469	$ 11,469	$ 11,469	$ 34,407
Vehicles	$ -	$ -	$ 9,175	$ 9,175	$ 9,175	$ 27,526
Mowers	$ -	$ 3,162	$ 3,162	$ 3,162	$ 3,162	$ 12,650
Total Public Works & Transportation	$ -	$ 3,162	$ 35,276	$ 38,258	$ 38,258	**$ 114,954**

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**PW-01**
Project Name	**Portable Air Compressor**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Equipment	**Department**	Public Works

Description **Total Project Cost $ 13,000**

Portable air compressor for the Public Works & Transportation department.

Justification

Replacement for unit 210, a 1996 Leroi air compressor. Portable air compressor is being used by infrastructure crews to run jackhammer to bust asphalt and concrete for sidewalk and road repair.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 13,000				$ 13,000
Total		**$ 13,000**				**$ 13,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 13,000				$ 13,000
Total		**$ 13,000**				**$ 13,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
2016 *thru* **2020**

City of Conyers, Georgia

Project #	**PW-02**
Project Name	**Bucket Truck**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Vehicles	**Department**	Public Works

Description **Total Project Cost $ 60,000**

Replacement bucket truck with 35 feet of reach.

Justification

FY 2017 replacement truck is unit 232, a 1996 Ford F-450 bucket truck with 148,293 miles. The bucket truck is used for repair of traffic signals, trimming of trees, and used for installing Christmas decoration throughout the city.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 60,000				$ 60,000
Total		**$ 60,000**				**$ 60,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 60,000				$ 60,000
Total		**$ 60,000**				**$ 60,000**

Operational Impact/Other

Due to the fact that the truck is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**PW-03**
Project Name	**Pickup Trucks**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Vehicles	**Department**	Public Works

Description — **Total Project Cost $ 50,000**

Replacement pickup trucks to be used by the street and landscaping divisions to carry crews to and from their jobs and also to carry supplies. One of the trucks will be used by the landscaping crew to carry out tools and pull landscaping trailers.

Justification

Replacement trucks for FY 2017 are unit 234, a 2000 Ford F-250 with 84,135 miles and unit 402, a 2000 Ford F-250 with 79,468 miles.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 50,000				$ 50,000
Quantity		2				2
Total		**$ 50,000**				**$ 50,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 50,000				$ 50,000
Total		**$ 50,000**				**$ 50,000**

Operational Impact/Other

Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**PW-04**
Project Name	**Vehicles**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Vehicles	**Department**	Public Works

Description — **Total Project Cost $ 40,000**

Vehicles used by the inspections and city services administration divisions.

Justification

FY 2017 replacement vehicles are unit 6, a 1994 Ford Ranger with 107,525 miles and unit 9, a 1/2 ton truck with 79,124 miles.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 40,000				$ 40,000
Quantity		$ 2				2
Total		**$ 40,000**				**$ 40,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 40,000				$ 40,000
Total		**40,000**				**$ 40,000**

Operational Impact/Other

Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**SD-05**
Project Name	**Mowers**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Equipment	**Department**	Sanitation

Description — **Total Project Cost $ 14,000**

Two zero turning radius riding lawn mowers.

Justification

City crews will use the mowers to cut grass throughout the city limits. These mowers will replace unit 456 and unit 457 which are 2003 models.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay	$ 14,000					$ 14,000
Total	**$ 14,000**					**$ 14,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase	$ 14,000					$ 14,000
Total	**$ 14,000**					**$ 14,000**

Operational Impact/Other

There is no operating impact associated with this capital purchase since they are replacement units.

Capital Improvement Plan

Fiscal Years 2016-2020

Sanitation

City of Conyers

Capital Improvement Plan
Fiscal Years 2016-2020

Summary of Debt Service Payments
Sanitation

Debt Service	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	Total
Sanitation						
1 Ton Flat Bed Trucks	$ -	$ -	$ 33,031	$ 57,804	$ 57,804	$ 148,639
22 ft. Trailer	$ -	$ -	$ 3,211	$ 3,211	$ 3,211	$ 9,634
Leaf Vacuum	$ -	$ -	$ 8,358	$ 8,358	$ 8,358	$ 25,074
Total Sanitation	$ -	$ -	$ 44,600	$ 69,373	$ 69,373	**$ 183,347**

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**SD-01**
Project Name	**1 Ton Flat Bed Trucks**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Vehicles	**Department**	Sanitation

Description — **Total Project Cost $ 216,000**

Replacement pick up trucks to be used by the Sanitation Department.

Justification

Replacement trucks for FY 2017 are unit 353, a 1996 Ford F-350 with 83,834 miles; unit 349, a 1990 Ford-F450 with 73,000 miles; unit 253, a 2000 Ford F-450 with 104,588 miles and unit 205, a 1998 Ford F-350 with 101,000 miles. Replacement trucks for FY 2018 are two 2004 Ford F-550 trucks which are unit 354 with 53,559 miles and unit 355 with 56,775 miles.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 144,000	$ 72,000			$ 216,000
Quantity		4	2			6
Total		**$ 144,000**	**$ 72,000**			**$ 216,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 144,000	$ 72,000			$ 216,000
Total		**$ 144,000**	**$ 72,000**			**$ 216,000**

Operational Impact/Other

Due to the fact that the trucks are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**SD-02**
Project Name	**Leaf Vacuum**

New or Replacement	Replacement	**Contact**	Brad Sutton
Category	Equipment	**Department**	Sanitation

Description — **Total Project Cost $ 37,000**

Equipment for Sanitation Department.

Justification

Replacement for leaf vacuum used by sanitation crews for picking up leaves in the City of Conyers.

Expenditures	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Outlay		$ 37,000				$ 37,000
Total		**$ 37,000**				**$ 37,000**

Funding Source	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Lease Purchase		$ 37,000				$ 37,000
Total		**$ 37,000**				**$ 37,000**

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Plan
City of Conyers, Georgia

2016 *thru* **2020**

Project #	**SD-03**
Project Name	**22 ft. Trailer**

New or Replacement	New	**Contact**	Brad Sutton
Category	Equipment	**Department**	Sanitation

Description — **Total Project Cost $ 14,000**

22 foot trailer to pick up brush and leaves and to haul metal.

Justification

We need another trailer to help haul metal that we pick up in the city limits of Conyers. We are not using Allied anymore because we can sell the metal ourselves and apply the revenue to our employee benefit programs. connection, 4 ft. sides, and two swing tail gates. The trailer will also be used by city crews to pick up brush and leaves in the peak part of the season as required.

Expenditures	2016	2017	2018	2019	2020	Total
Capital Outlay		$ 14,000				$ 14,000
Total		**$ 14,000**				**$ 14,000**

Funding Source	2016	2017	2018	2019	2020	Total
SPLOST		$ 14,000				$ 14,000
Total		**$ 14,000**				**$ 14,000**

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Capital Improvement Plan

Fiscal Years 2016-2020

SPLOST Projects

CITY OF CONYERS, GEORGIA

2011 SPECIAL PURPOSE SALES TAX CAPITAL PROJECTS FUND (SPLOST)

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

			FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total to Date
Fund balance - Beginning			$ -	$ 82,001	$2,169,285.39	$ 3,583,757	$ 5,126,447	$ 3,805,948	
Revenue collected from Rockdale County			$ 82,001	$ 2,124,414	$ 2,114,914	$ 2,115,762	$ 1,749,017	$ -	**$ 8,186,108**
Interest Revenue			$ -	$ 5,127	$ -	$ -	$ 34		**$ 5,162**
Rockdale Co. Reimbursements (Railroad St)			$ -	$ -	$ -	$ -	$ 53,131		**$ 53,131**
DOT Reimbursements			$ -	$ -	$ -	$ -	$ -		**$ -**
DOT GRANT (Hardin/O'Kelley St)			$ -	$ -	$ -	$ 43,035	$ 83,202		**$ 126,238**
DOT GRANT (Irw in Bridge)			$ -	$ -	$ 107,800	$ 116,748	$ 116,930		**$ 341,478**
Federal Reimbursements			$ -	$ -	$ -	$ -	$ -		**$ -**
TOTAL Grants & Oher									**$ 526,008**
Total Revenues			$ 82,001	$ 2,129,542	$ 2,222,714	$ 2,275,545	$ 2,002,315	$ -	**$ 8,712,116**
Projects	**Original Estimated Cost**	**Updated Estimated as 04/10/2015**							
Hardin/O'Kelley Complete Street	$ 1,100,000	$ 1,675,444	$ -	$ 22,898	$ 16,454	$ 104,174	$ 93,648	$ 1,500	$ 238,673
Green Space (PATH)	$ 1,200,000	$ 1,200,000	$ -	$ -	$ 50,000	$ 113	$ 1,299		$ 51,411
North Street/Barton/Railroad	$ 1,200	$ 1,200	$ -	$ 525	$ 675	$ -	$ -		$ 1,200
Irwin Bridge	$ 2,100,000	$ 3,208,028	$ -	$ -	$ 8,175	$ 115,767	$ 244,922		$ 368,864
Pine Log Road	$ 263	$ 263	$ -	$ -	$ 263	$ -	$ -		$ 263
Bryant Street	$ 750	$ 750	$ -	$ -	$ 750	$ -	$ -		$ 750
Centennial Parkway	$ 338	$ 338	$ -	$ -	$ 338	$ -	$ -		$ 338
Sigman Road Widening Design	$ 200,000	$ 205,107	$ -	$ -	$ -	$ 135,594	$ 69,513		$ 205,107
South Main Street Sidewalks	$ 225	$ 225	$ -	$ -	$ 225	$ -	$ -		$ 225
West Circle Sidewalks	$ 150	$ 150	$ -	$ -	$ 150	$ -	$ -		$ 150
Striping	$ 75,000	$ 75,000	$ -	$ 600	$ 54,797	$ 975	$ -		$ 56,372
Resurfacing	$ 1,300,000	$ 300,000	$ -	$ 18,235	$ 103,058	$ 16,023	$ 12,292	$ 264	$ 149,871
Traffic Signal Upgrades	$ 20,000	$ 20,000	$ -	$ -	$ -	$ -	$ 1,920		$ 1,920
Eastview Road and Sidewalks	$ 1,300,000	$ 1,832,000	$ -	$ -	$ -	$ -	$ 242,027		$ 242,027
Railroad Street (Center St to West Ave	$ 1,500,000	$ 1,458,239	$ -	$ -	$ -	$ -	$ 1,311,400		$ 1,311,400
Parking	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ -		$ -
Capital Outlay	$ 2,000,000	$ 2,296,267	$ -	$ -	$ 573,357	$ 360,210	$ 645,794	$ 97,851	$ 1,677,212
Capital Outlay (Radio System)	$ 1,600,000	$ 1,303,733	$ -	$ -	$ -	$ -	$ 700,000		$ 700,000
Total Project Expenditures	**$ 12,697,926**	**$ 13,876,744**	**$ -**	**$ 42,257**	**$ 808,242**	**$ 732,855**	**$ 3,322,814**	**$ 99,615**	**$ 5,005,783**
Projected SPLOST Proceeds	$ 12,937,204	$ 12,937,204							
Projected Additional Funds	**$ 239,279**	**$ (939,540)**			**Current Available Balance**			**$ 3,706,333**	

Project: Hardin/ O'Kelley Complete Street
Project will begin at Dogwood Drive and end at Green Street. Project will consist of new sidewalks, paving with bike lanes, and drainage improvements.

Project: Green Space (PATH)
Project will be a ten feet multi-purpose trail that will begin at the library and end at Pine Log Park. This is another segment of the Olde Town Trail.

Project: Irwin Bridge
Project is a road rehabilitation project that would consist of new road design to include bike lanes, drainage improvements, and sidewalks.

Project: Pine Log Road
Project is on hold.

Project: Bryant Street
Project is on hold.

Project: Centennial Parkway
Project is on hold.

Project: Scott/ Green/ Main/ Pinelog
Project is on hold.

Project: Sigman Road Widening Design
This is Phase II of an existing county project that begins at Lester Road and ends at Irwin Bridge Road. This will be a road widening from an existing two lane to a four lane.

Project: South Main Street Sidewalks
Project is on hold.

Project: West Circle Sidewalks
Project is on hold.

Project: Resurfacing
Milling and resurfacing of various streets in the city limits.

Project: Traffic Signal Upgrades
Georgia Department of Transportation through a maintenance grant program gave the city LED lights to upgrade all of the traffic signals. This funding will be for the installation of the new LED bulbs.

Project: Eastview Road and Sidewalks

Project will begin at Milstead Avenue and end at Sigman Road. It will consist of road resurfacing and new sidewalks.

Project: Capital Outlay
Used to purchase vehicles and equipment for various departments.

Operating impacts on the SPLOST projects are immaterial as the majority of the projects reflect transportation, and once the projects are complete it will not require any additional operations other than the typical road maintenance.

Capital Improvement Plan

Fiscal Years 2016-2020

Stormwater Projects

Project ID #3 – Boar Tusk Creek beside Middle School

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #5 – 895 South Pine Street

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #6 - Rosser Street to Glade Street to Milstead Avenue

The Problem

The surface flow from the First United Methodist Church car parking area on Main Street runs east into a detention pond at the Boy Scout hut on Glade Street. The box inlet from the detention pond runs through a 15" pipe under Glade Street where it is allowed to surface flow across undeveloped property to Milstead Avenue. The 15" pipe is of insufficient diameter to pass the flow unrestricted and the system becomes overwhelmed resulting in high flooding of the rear yards of the properties lining Glade Street.

A poorly installed inlet drain (inlet above road level) at the junction of Rosser Street and Glade Street causes flow from Rosser Street to continue into Glade Street unrestricted. This added water volume causes the road at the inlet on Glade Street to flood and overflow into the undeveloped property on Glade Street increasing erosion and soil movement.

The Solution

- The inlet drain at Rosser Street will be reset to direct water flow into the drain and pipe system.
- The box at the detention pond outflow will be reconstructed and fitted with a 24" diameter pipe system.
- The 24" pipe will continue underground across the undeveloped property to Milstead Avenue inlet box.
- The curbing on Glade Street will be improved to direct water flow and eliminate flooding.

Rosser Street and Glade Project Cost: $18,800.00

Project ID #11 & 12 – Woodbridge Subdivision & Boar Tusk Creek

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #20 – Commerce Drive / Royal Drive

The Problem

Storm water runoff runs unobstructed down an extended length of Royal Drive before reaching two inlets which connect to a pipe running under Commerce Drive. The volume of water is too great for this system to cope and flooding results during moderate rainfall. A similar situation exists on Commercial Drive leading to the junction with Royal Drive, i.e. the existing storm water sewer system is insufficient to deal with water volume.

The Solution

A pipe will be installed from the high point of Royal Drive to the detention ponds on the south west side of Commerce Drive. The east side of Royal Drive will be fitted with a flume to contain waters on this side. Drop inlet catch basins will be installed on Royal Drive and Commerce drive to increase the system holding capacity. Blasting will be required to remove some of the rock.

Commerce Drive & Royal Drive Project Cost: $104,900.00

Project ID #21 – 1001 Meadowbrook Lane

Not yet engineered. Lowest priority.

Project ID #29 – Green Acres Subdivision

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #31 – Oakland Avenue and O'Kelly Street

Project will be completed along with the Hardin/O'Kelley Street Improvements.

City of Conyers Pay Plan Effective July 2, 2015

Job Title	Job Category	Pay Grade	Minimum Salary	Maximum Salary
104				
Crewman - GIHP	08	104	$23,481.18	$33,040.37
Crewman - Public Works & Transportation	08	104	$23,481.18	$33,040.37
Crewman - Landscaping	08	104	$23,481.18	$33,040.37
Crewman - Sanitation	08	104	$23,481.18	$33,040.37
105				
Golf Course Mechanic	09	105	$24,655.23	$34,692.39
106				
Operator I - Public Works & Transportation	08	106	$25,888.00	$36,427.01
Operator I - Landscaping	08	106	$25,888.00	$36,427.01
Operator I - GIHP	09	106	$25,888.00	$36,427.01
Operator I - Sanitation	09	106	$25,888.00	$36,427.01
Operator I - Golf Course	09	106	$25,888.00	$36,427.01
Welcome Center Representative	06	106	$25,888.00	$36,427.01
Assistant Golf Pro	03	106	$25,888.00	$36,427.01
107				
Driver	08	107	$27,182.40	$38,248.36
Golf Course Foreman	07	107	$27,182.40	$38,248.36
GCIC Operator	06	107	$27,182.40	$38,248.36
Court Clerk - Court Services	06	107	$27,182.40	$38,248.36
Administrative Clerk - Records	06	107	$27,182.40	$38,248.36
Administrative Clerk - Finance	06	107	$27,182.40	$38,248.36
Probation Clerk - Probation	06	107	$27,182.40	$38,248.36
Administrative Clerk - Planning	06	107	$27,182.40	$38,248.36
Administrative Clerk - GIHP	06	107	$27,182.40	$38,248.36

City of Conyers Pay Plan Effective July 2, 2015

Job Title	Job Category	Pay Grade	Minimum Salary	Maximum Salary
108				
Communications Operator	06	108	$28,541.51	$40,160.78
Operator II - Public Works	08	108	$28,541.51	$40,160.78
Operator II - GIHP	08	108	$28,541.51	$40,160.78
Event Support Supervisor	09	108	$28,541.51	$40,160.78
Mechanic I	07	108	$28,541.51	$40,160.78
Welcome Center Manager	06	108	$28,541.51	$40,160.78
109				
Operator III - Public Works	07	109	$29,968.59	$42,168.82
Stormwater Specialist	08	109	$29,968.59	$42,168.82
110				
Tourism Specialist	06	110	$31,467.02	$44,277.26
CID Investigative Assistant - CID	06	110	$31,467.02	$44,277.26
Property and Evidence Custodian	03	110	$31,467.02	$44,277.26
Probation Officer	06	110	$31,467.02	$44,277.26
Municipal Court Clerk	06	110	$31,467.02	$44,277.26
Customer Service Manager	06	110	$31,467.02	$44,277.26
Mechanic II	07	110	$31,467.02	$44,277.26
Executive Secretary/City Clerk	06	110	$31,467.02	$44,277.26
Assistant Golf Course Superintendent	01	110	$31,467.02	$44,277.26
111				
Communications Supervisor	06	111	$33,040.37	$46,491.12
Accounts Payable Specialist	06	111	$33,040.37	$46,491.12
Sign Technician	07	111	$33,040.37	$46,491.12

City of Conyers Pay Plan Effective July 2, 2015

Job Title	Job Category	Pay Grade	Minimum Salary	Maximum Salary
112				
Office Manager	06	112	$34,692.39	$48,815.68
Budget Coordinator	05	112	$34,692.39	$48,815.68
Foreman - GIHP	07	112	$34,692.39	$48,815.68
Foreman - Sanitation	07	112	$34,692.39	$48,815.68
Foreman - Vehicle Maintenance	07	112	$34,692.39	$48,815.68
Foreman - Public Works & Transportation	07	112	$34,692.39	$48,815.68
Foreman - Landscaping	07	112	$34,692.39	$48,815.68
Security Alert Technician	03	112	$34,692.39	$48,815.68
Event Planner	05	112	$34,692.39	$48,815.68
Event Coordinator - GIHP	06	112	$34,692.39	$48,815.68
Event Coordinator - Olde Town	06	112	$34,692.39	$48,815.68
Senior Probation Officer	06	112	$34,692.39	$48,815.68
Code Enforcement Officer	01	112	$34,692.39	$48,815.68
113				
Inspector	01	113	$36,427.01	$51,256.46
Assistant Facility Manager	01	113	$36,427.01	$51,256.46
Senior Event Planner	05	113	$36,427.01	$51,256.46
114				
CAD Manager	06	114	$38,248.36	$53,819.28
Assistant to the Chief of Police	06	114	$38,248.36	$53,819.28
Crime Analyst	06	114	$38,248.36	$53,819.28
Senior CSA Technician	07	114	$38,248.36	$53,819.28
Sales Manager	06	114	$38,248.36	$53,819.28
Business and Marketing Manager	01	114	$38,248.36	$53,819.28

City of Conyers Pay Plan Effective July 2, 2015

Job Title	Job Category	Pay Grade	Minimum Salary	Maximum Salary
115				
Senior Inspector	01	115	$40,160.78	$56,510.25
Budget Analyst	06	115	$40,160.78	$56,510.25
Human Resources Manager	06	115	$40,160.78	$56,510.25
Sales and Marketing Manager	01	115	$40,160.78	$56,510.25
Stormwater Coordinator	07	115	$40,160.78	$56,510.25
Food & Beverage Manager	01	115	$40,160.78	$56,510.25
116				
Business Operations Manager	06	116	$42,168.82	$59,335.76
117				
Golf Course Superintendent	01	117	$44,277.26	$62,302.55
Chief Inspector	01	117	$44,277.26	$62,302.55
Superintendent - Vehicle Maintenance	01	117	$44,277.26	$62,302.55
Superintendent - Public Works & Transportation	01	117	$44,277.26	$62,302.55
Planner	06	117	$44,277.26	$62,302.55
Facility Manager	01	117	$44,277.26	$62,302.55
GIS Manager	06	117	$44,277.26	$62,302.55
Communications Manager	03	117	$44,277.26	$62,302.55
Systems Administrator	01	117	$44,277.26	$62,302.55
118				
CSA Coordinator	07	118	$46,491.12	$65,417.68
Stormwater Manager	01	118	$46,491.12	$65,417.68
119				
Finance Manager	06	119	$48,815.68	$68,688.56
Senior Systems Administrator	01	119	$48,815.68	$68,688.56

For Employees Working 40-Hour Workweek
EFFECTIVE July 2, 2015

GRADE & STEP		1	2	3	4	5	6	7	8
104	Hourly	11.289	11.853	12.446	13.068	13.722	14.408	15.128	15.885
	Bi-Weekly	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78
	Monthly	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31
	Annual	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37
105	Hourly	11.853	12.446	13.068	13.722	14.408	15.128	15.885	16.679
	Bi-Weekly	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32
	Monthly	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98
	Annual	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39
106	Hourly	12.446	13.068	13.722	14.408	15.128	15.885	16.679	17.513
	Bi-Weekly	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04
	Monthly	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53
	Annual	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01
107	Hourly	13.068	13.722	14.408	15.128	15.885	16.679	17.513	18.389
	Bi-Weekly	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09
	Monthly	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30
	Annual	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36
108	Hourly	13.722	14.408	15.128	15.885	16.679	17.513	18.389	19.308
	Bi-Weekly	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65
	Monthly	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67
	Annual	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78
109	Hourly	14.408	15.128	15.885	16.679	17.513	18.389	19.308	20.273
	Bi-Weekly	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88
	Monthly	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00
	Annual	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82
110	Hourly	15.128	15.885	16.679	17.513	18.389	19.308	20.273	21.287
	Bi-Weekly	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97
	Monthly	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70
	Annual	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26
111	Hourly	15.885	16.679	17.513	18.389	19.308	20.273	21.287	22.352
	Bi-Weekly	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12
	Monthly	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19
	Annual	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12

For Employees Working 40-Hour Workweek
EFFECTIVE July 2, 2015

GRADE & STEP		1	2	3	4	5	6	7	8
112	Hourly	16.679	17.513	18.389	19.308	20.273	21.287	22.352	23.469
	Bi-Weekly	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53
	Monthly	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89
	Annual	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68
113	Hourly	17.513	18.389	19.308	20.273	21.287	22.352	23.469	24.643
	Bi-Weekly	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40
	Monthly	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29
	Annual	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46
114	Hourly	18.389	19.308	20.273	21.287	22.352	23.469	24.643	25.875
	Bi-Weekly	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97
	Monthly	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85
	Annual	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28
115	Hourly	19.308	20.273	21.287	22.352	23.469	24.643	25.875	27.168
	Bi-Weekly	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47
	Monthly	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10
	Annual	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25
116	Hourly	20.273	21.287	22.352	23.469	24.643	25.875	27.168	28.527
	Bi-Weekly	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14
	Monthly	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55
	Annual	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76
117	Hourly	21.287	22.352	23.469	24.643	25.875	27.168	28.527	29.953
	Bi-Weekly	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25
	Monthly	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78
	Annual	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55
118	Hourly	22.352	23.469	24.643	25.875	27.168	28.527	29.953	31.451
	Bi-Weekly	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06
	Monthly	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37
	Annual	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68
119	Hourly	23.469	24.643	25.875	27.168	28.527	29.953	31.451	33.023
	Bi-Weekly	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87
	Monthly	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94
	Annual	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56
120	Hourly	24.643	25.875	27.168	28.527	29.953	31.451	33.023	34.675
	Bi-Weekly	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96
	Monthly	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13
	Annual	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99

SWORN POLICE OFFICERS PAY SCALE

Position	Grade	Annual / Hourly Minimum	Annual Maximum
Cadet	Annual	$ 27,181.44	
	Hourly	$ 13.07	
PO I	Annual	$ 34,320.00	$ 38,866.00
	Hourly	$ 16.50	$ 18.69
PO II	Annual	$ 37,838.00	$ 49,961.00
	Hourly	$ 18.19	$ 24.02
		$ 18.19	
Detective	Annual	$ 37,838.00	$ 53,185.00
	Hourly	$ 18.19	$ 25.57
Corporal	Annual	$ 42,036.80	$ 56,908.00
	Hourly	$ 20.21	$ 27.36
Sergeant	Annual	$ 44,969.00	$ 65,145.00
	Hourly	$ 21.62	$ 31.32
Lieutenant	Annual	$ 51,480.00	$ 74,609.00
	Hourly	$ 24.75	$ 35.87
Captain	Annual	$ 58,947.00	$ 85,384.00
	Hourly	$ 28.34	$ 41.05
Major	Annual	$ 63,065.00	$ 97,760.00
	Hourly	$ 30.32	$ 47.00
Assistant Chief	Annual	$ 67,496.00	$ 104,603.00
	Hourly	$ 32.45	$ 50.29

Pay Incentives

College (up to 10%)	
3%	Associate's Degree
7%	Bachelor's Degree
10%	Masters Degree
Supervision and Management Training Programs (up to 5%)	
5%	PMP Completion
5%	Northwestern University 350 hour class in Command Management
National Academy's (up to 7%)	
7%	FBI National Academy
5%	SPI - Southern Police Institute Administrative Officers Course or Command Officers Development
Post Certifications (up to 8%)	
2%	Intermediate Certification - see P.O.S.T. website for classes
2%	Advanced Certification - see P.O.S.T. website for classes
2%	Supervisory Certification - see P.O.S.T. website for specific details
2%	Management Certification - see P.O.S.T. website for specific details
Premium Pay (up to 40%)	
5%	Public Information Incentive
5%	Special Response Team (SRT)
5%	K9
5%	Foreign Language Translator (must be approved)
5%	Field Training Officer - FTO
5%	School Resource Officer - SRO
5%	Detective Pay to **ALL** Positions Assigned to CID
5%	Crime Scene Investigator
Longevity/Tenure Incentive (Up to the Max Salary)	
3% Performance Pay for **EACH YEAR** of service (applied on the anniversary date of the employee)	

Account Number: A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 4110 represents the account number for regular salaries.

Accounting Period: A period at the end of which and for which financial statements, budgets, or other reports are prepared, typically an annual period. The City's annual accounting period begins July 1 and ends June 30.

Accounting Procedures: All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System: The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

Accounts Payable: A liability account reflecting amounts on open accounts owed to others for goods and services received by the City.

Accounts Receivable: An asset account reflecting amounts owed on open accounts from others for goods and services furnished by a government.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing or related cash flows.

Ad Valorem Tax: A tax levied on the assessed value of real property. This tax is also known as property tax.

Amortization: (1) Gradual reduction, redemption or liquidation of the balance of an intangible asset or liability according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

Appraise: To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment: (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Audit: A methodical examination of the utilization and changes in resources. It concludes in a written report of the findings. A financial audit is a test of management's financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

Authority: A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Adjustment: A legal procedure utilized by City staff to revise a budget appropriation. The Finance Director has the authority to adjust expenditures within departmental budgets according to budget policy, but no change in the total budget can occur without approval of the Conyers City Council.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This

generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Improvement Plan: A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset. Items acquired for less than $ 5,000 are not considered capital outlay.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living - i.e., economic inflation.

Contingency: Funds set aside for future appropriation with the approval of the Conyers City Council.

Cost Allocation: A method used to charge Internal Service Funds and Enterprise Funds for their share of central administration costs.

Current Assets: Those assets, which are available or can be made available to finance current operations or to pay current liabilities. Those assets, which will be used or converted into cash within one year. Some examples are cash, short-term investments and taxes receivable which will be collected within one year.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Department:: A major administrative division of the City which indicates overall management responsibility for operations within a functional area.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents, and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Eminent Domain: The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Enterprise Fund: A self-supporting fund designated to account for activities supported by user charges. Examples are water, solid waste and sewer funds.

Entitlement: The amount of payment to which a state or local government is entitled as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Financial and Compliance Audit: An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Fiscal Year: A 12-month period to which the operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets: Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, improvements other than buildings, machinery, and equipment.

Franchise: A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Fringe Benefits: Employer's share of F.I.C.A. taxes, hospitalization, dental, disability, workmen compensation, unemployment, and retirement contributions made on behalf of City employees.

Full Faith and Credit: A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

Full-Time Position: A position which qualifies for full City benefits, usually required to work 40 hours per week.

Fund: A set of interrelated accounts to record assets, liabilities, equity, revenues, and expenditures associated with a specific purpose.

Fund Balance: The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type: In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include, City Administration, Community Relations, Planning & City Services, Parks & Recreation, and Police.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government is pledged.

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

Interfund Transfers: Contributions and operating transfers made to another fund of the City.

Line Item Budget: A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Audit: An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Lease-Purchase Agreements: Contractual agreements which are termed "leases" but, which in substance amount to installment purchase contracts.

Levy: *(Verb)* To impose taxes, special assessments or service charges for the support of governmental activities. *(Noun)* The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Millage: The tax rate on real property based on $1 per $1,000 of assessed property value.

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Obligations: Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Obsolescence: The decrease in the value of fixed assets resulting from economic, social, technological or legal changes.

Operating Costs: Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which must be by resolution.

Pay-As-You-Go Basis: A term used to describe the financial policy of a government which finances all of its capital outlays from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Part-Time: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

Performance Budget: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Personnel Costs: Refers to all costs directly associated with employees, including salaries and fringe benefits.

Professional Services: Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as doctors, engineers, certified public accountants, etc.

Program: A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a subunit of a department. A program budget utilizes the separate program budgets as its basic component.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

Reclassification: The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

Requisition: A written demand or request, usually from one department to the purchasing officer or to another department, for specified products or services.

Reserve: (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Salaries: Total expenditures for hourly, daily, and monthly salaries including overtime pay and sick pay.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Statute: A written law enacted by a duly organized and constituted legislative body.

Surety Bond: A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation. For example, a surety bond might be required of an independent contractor. Surety bonds also include fidelity bonds covering government officials and employees.

Surplus: An excess of the assets of a fund over its liabilities and reserved equity.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Conyers are approved by the City Council and are within limits determined by the State.

Tax Rate: The amount of tax stated in terms of a unit of the tax base. For example, 25 mills per dollar of assessed valuation of taxable property.

Taxable Value: The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

Temporary Position: A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

Trust Funds: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

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

CAFR: Comprehensive Annual Financial Report

CCC: Conyers Commerce Center

CCVB: Conyers Convention and Visitors Bureau

CID: Criminal Investigation Division

CIP: Capital Improvement Program

C.O.P.S: Certificates of Participation

CPI: Consumer Price Index

CSA: Conyers Security Alert

DARE: Drug Abuse Resistance Education

EMDET: East Metro Drug Enforcement Team

FICA: Federal Insurance Contributions Act

FTE: Full-Time Equivalent

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

GASMA: Georgia Association of Stormwater Management Agencies

GCIC: Georgia Crime Information Center

GDOT: Georgia Department of Transportation

GFOA: Government Finance Officers Association

GIHP: Georgia International Horse Park **GIS:** Global Information Systems

GMA: Georgia Municipal Association

GMEBS: Georgia Municipal Employee Benefit System

HTRG: Homeowners Tax Relief Grant

HUD: Federal Department of Housing and Urban Development

REACH: Responsible Law Enforcement, Education, Activities for youth, Community Pride, and Hope

MIS: Management of Information Systems

MBO: Management by Objectives

UC: Unclassified

UCR: Uniform Crime Report

SPLOST: Special Purpose Local Option Sales Taxes

TAD: Tax Allocation District