

*“Celebrating our past,
focusing on our Future...”*



CITY OF
Conyers



Equestrian/Dressage			Equestrian/Jumping			Equestrian/Eventing		
Individual:			Individual:			Individual:		
Gold	Isabelle Regina Werth/Gigolo	GER	Ulrich Kirchhoff/ Jus De Pommes	GER	Robert Blyth Tait/Ready Teddy	NZL	Sally Clark/Squirrel Hill	NZL
Silver	Anky Van Grunsven/Bonfire	NED	Wilhelm Melliger/Calvaro	SUI	Kerry Millkin/Out and About	USA		
Bronze	Sven Rothenberger/Weyden	NED	Alexandra Ledermann/Rochet M	FRA				
Team:			Team:			Team:		
Gold	Germany		Gold	Germany	Gold	Australia		
Silver	Netherlands		Silver	United States of America	Silver	United States of America		
Bronze	United States of America		Bronze	Brazil	Bronze	New Zealand		
Mountain Bike Cycling Men's Cross-Country			Mountain Bike Cycling Women's Cross-Country			Modern Pentathlon Men's Individual Competition		
Gold	Bart Brentjens	NED	Gold	Paola Pezzo	ITA	Gold	Aleksandr Parygin	KAZ
Silver	Thomas Frischknecht	SUI	Silver	Alison Sydor	CAN	Silver	Eduard Zenovka	RUS
Bronze	Miguel Martinez	FRA	Bronze	Susan Dematter	USA	Bronze	Janos Martinek	HUN



**Fiscal Year 2016-2017
Annual Budget**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Conyers
Georgia**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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, 2015**. 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 2016-2017

July 1, 2016 – June 30, 2017

BUDGET COMPILED BY:

ISABEL ROGERS – CHIEF FINANCIAL OFFICER

SADINA JURGENS – BUDGET ANALYST

LANA LANE – BUDGET COORDINATOR

COVER – JIL GOODSON

Mission Statement FY 2016-17



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. 1018

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2016-2017.

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, 2016 and ending June 30, 2017, 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	\$7,100,000
Motor Vehicle Tax	335,000
Intangible Tax	75,000
Franchise Tax	1,425,000
Street Lights Tax	115,000
Alcoholic Beverage Tax	575,000
Occupation Tax	575,000
Telephone License Tax	3,000
Insurance Premium Tax	875,000
Financial Institution Tax	120,000
FIFA, Interest, Penalty	50,000
Licenses and Permits	243,000
Intergovernmental Revenue	63,500
Charges for Services	860,000
Fines & Forfeitures	996,000
Interest Income	200,000
Contributions & Donations	15,000
Georgia International Horse Park Revenue	1,045,500
Recycling Revenue	250,000
Miscellaneous Revenue	174,488
TOTAL	\$ 15,095,488

EMERGENCY TELEPHONE SYSTEM FUND

Operating Transfers-In	\$ 359,905
911 Wireless Revenue	175,000
911 Pass On	190,000
TOTAL	\$ 724,905

FORFEITED ASSETS FUND

DEA Equitable Sharing	\$ 115,000
Local Forfeited Assets	5,000
TOTAL	\$ 120,000

HOTEL MOTEL FUND

Hotel-Motel Tax Revenues	1,135,214
TOTAL	\$1,135,214

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

GENERAL FUND

Mayor and Council	\$ 255,343
City Manager	578,753
Administration	858,732
Technology	1,298,648
Building Maintenance	403,000
Conyers Security Alert	285,673
Vehicle Maintenance	566,527
Police	5,414,867
Communications	74,603
Court Services	674,003
Planning and City Services Administration	366,227
Planning and Inspection Services	306,753
Landscaping Services	234,004
Infrastructure Services	904,905
GIHP Administration	243,815
GIHP Maintenance	1,229,265
GIHP Events	155,000
Non-Departmental	1,245,370
TOTAL	\$ 15,095,488

EMERGENCY TELEPHONE SYSTEM FUND

E – 911	\$ 724,905
TOTAL	\$ 724,905

FORFEITED ASSETS FUND

Forfeited Assets	120,000
TOTAL	\$ 120,000

HOTEL MOTEL FUND

Tourism & Public Relations	\$ 998,930
Big Haynes Creek Nature Center	136,284
TOTAL	\$ 1,135,214

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.

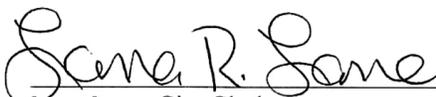
6. That any amendment to the Annual Budget shall be effected as provided for by the Conyers City Code.

ADOPTED AND APPROVED by the City Council of the City of Conyers, this 15th day of June, 2016.



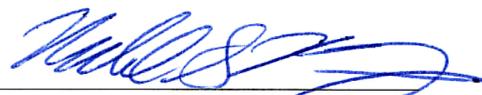
Randal S. Mills, Mayor

Attest:



Lana Lane, 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

Finance

Technology
Kameron Kelley
 770-785-6694

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

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

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

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

Tourism & Public Relations
Jennifer Edwards
 770-929-4299

Planning & Inspections
Marvin Flanigan
 770-929-4280

Public Works and Transportation
Brad Sutton
 770-785-5043

GIHP
Jennifer Bexley
 770-860-4190

Cherokee Run Golf Course
Tommy Moon
 770-785-7904

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

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

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

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

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

City of Conyers Complex

Scott Street



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

i - Office Entrances

Mayor and City Council FY 2016-17

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.

Mayor and City Council FY 2016-17

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).

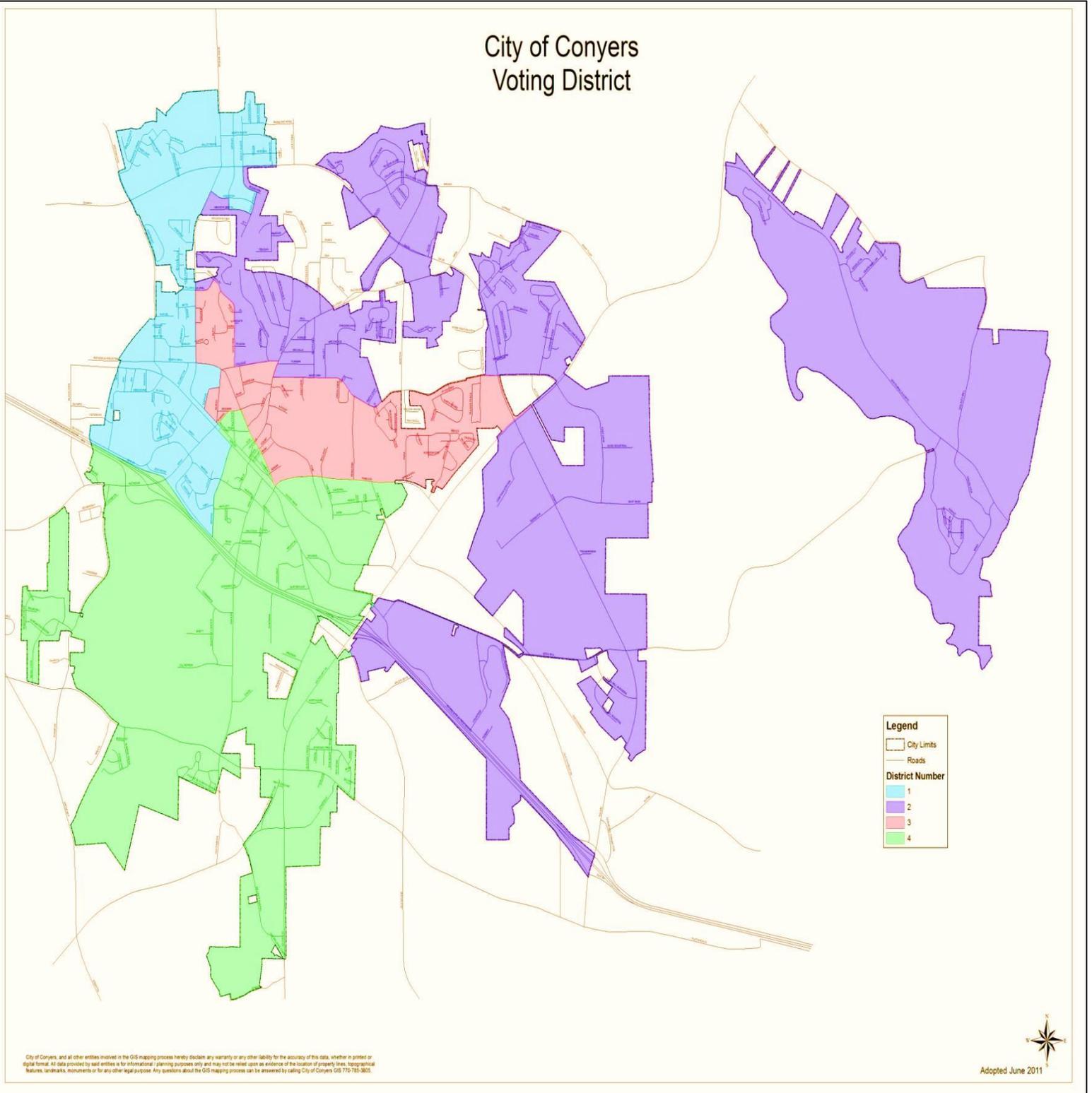
GERALD HINESLEY, COUNCILMAN (*District 3*)



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.

Mayor and City Council FY 2016-17

City of Conyers Voting District



City of Conyers, and all other entities involved in the GIS mapping process hereby disclaim any warranty or any other liability for the accuracy of this data, whether in printed or digital format. All data provided by said entities is for informational planning purposes only and may not be relied upon as evidence of the location of property lines, topographical features, landmarks, monuments or for any other legal purpose. Any questions about the GIS mapping process can be answered by calling City of Conyers GIS 770-750-3805.

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.

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.

Executive Staff FY 2016-17

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.

Budget Message FY 2016-17



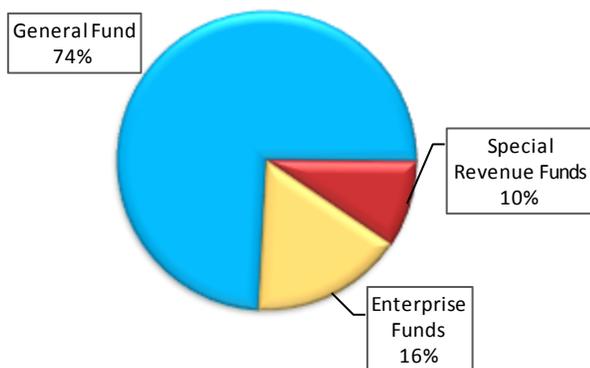
July 1, 2016

Citizens of Conyers,

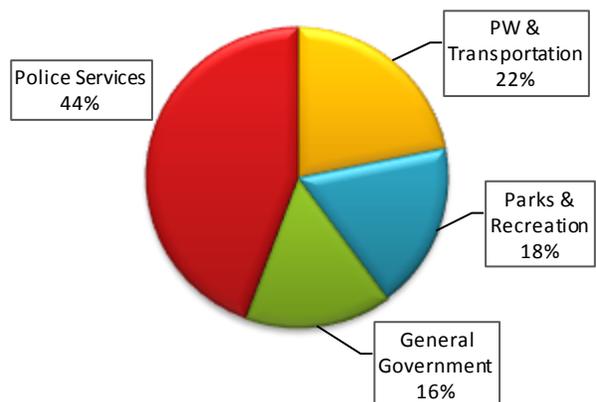
It is our privilege to present the 2016-2017 fiscal year budget and financial plan as adopted by the City of Conyers mayor and council on June 15th, 2016. This comprehensive document is the result of input by Citizens, Elected Officials, Administration, and city staff working together to prepare a financial 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 2016-2017 total operating expenditure budget is \$20,555,201. This includes \$15,095,488 for General Fund expenditures, \$1,980,119 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 \$3,479,594. General Fund is the primary fund with 74% of the budget, Special Revenue Funds at 10%, and Enterprise Funds at 16%. The graph shows that Police Services is the most expensive department to operate at 44% of total budget, followed by Public Works & Transportation at 22%, Parks and Recreation at 18%, and General Government at 16%.

**Expenditures by Fund
FY 2016-2017**



**Expenditures by Function
FY 2016-2017**



Budget Message FY 2016-17

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 sound fiscal practices. The following are some of the projects that the mayor and council recognized as priorities for fiscal year 2017:

- A millage increase of 2.4 mills for tax year 2016 resulted in a total property tax of 15.99 mills. In keeping the safety of its citizens their priority, the Conyers City Council deemed the additional millage necessary toward funding public safety needs of the Conyers Police Department. The fiscal year budget includes an eight percent (8%) increase in compensation for all sworn police officers in addition to the current benefits they enjoy through the city's pay plan. Equipment requests including body cameras and new vehicles are also being funded as a result of the tax increase. Training for all officers and a new position, a gang intelligence officer, were all noted as approved expenses in the police department's budget.
- Public Works and Transportation personnel will work closely with contractors on significant transportation improvement projects in the city limits. The East View Road project, at a cost of \$1.8 million, includes milling and resurfacing the highly trafficked roadway, installation of new sidewalks and drainage improvements. It is expected to be completed in 2017. The continuation of the PATH Trail from the Nancy Guinn Library to Pine Log Park is also expected to break ground in early 2017.
- City staff, elected officials and a planning committee made up of city residents and community leaders successfully worked with representatives from the Carl Vinson Institute of Government to develop and publish a strategic plan for Conyers. The plan is available to the public on the city website, and in print and electronic form, and will be used as a guide in accomplishing strategies and goals set forth by city leaders.
- In August 2016, the city celebrated the 20th anniversary of the Georgia International Horse Park since hosting the 1996 Centennial Olympic Games. In addition to the construction and installation of in-gate pavilions at three arenas, new spectator benches installed alongside several arenas, a new trophy case and plaques celebrating events over the last 10, 15 and 20 years in the facility's show office, a commemorative marker recognizing the gold, silver and bronze medalists during the Olympic Games was unveiled near the park's entrance.

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.

Budget Message FY 2016-17

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 \$1,135,214 in FY2016-2017. 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 – The increase from last year's rate of 13.59 mills to 15.99 mills will generate additional funding that will be mostly used for public safety. In order to stay competitive with the metro area, we have included raises for all sworn personnel.

Other Taxes – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at \$4,148,000.

Hotel/Motel – Hotel/Motel revenues are projected to be approximately \$1,135,214.

Budget Message FY 2016-17

Building Permits and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate \$243,000.

Georgia International Horse Park (GIHP) – GIHP revenues are projected at \$1,045,500.

Fines and Probation – Fines and probation fees are expected to generate \$996,000.

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. The current budget includes an 8% increase for all sworn police officers effective January 1, 2017. Both plans are included in this budget under the ‘pay and classification plan’ tab. Health insurance has an increase of 7.6% over last fiscal year.

There is funding budgeted for a new Gang’s Intelligence Officer including salary, benefits, equipment, uniform, and vehicle.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2016-2017 are \$255,343, an increase of 12% compared to the previous year’s unaudited values of \$228,910. 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 2016-2017 are \$578,573, an increase of 6% over the previous year’s unaudited values of \$543,713. The increase is just due to small variances in the departmental budget.

Administration

The Department of Administration budget for fiscal year 2016-2017 is \$858,732, which reflects an increase of 19% over last fiscal year unaudited budget of \$718,694. The increase is due primarily to higher health insurance costs and due to budgeting for a director of Human Resources.

The Technology department budget for fiscal year 2016-2017 is \$1,298,648 which is an increase of 2% from last fiscal year unaudited budget of \$1,278,001. The main reason for the increase is because of raising costs of software and hardware maintenance.

Police Services

The projected expenditures for fiscal year 2016-2017 for the Police are \$5,414,867, which reflects an increase of 16% over last fiscal year unaudited budget of \$ 4,679,143. 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 one new gang intelligence officer to the criminal investigations division.

Budget Message FY 2016-17

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2016-2017 budget expenditures are \$724,905 compared to last year of \$606,313. The primary reason for the difference is due to attrition during the previous fiscal year.

The budget for Court Services reflects an increase of 15% over last fiscal year. Fiscal year 2016-2017 budgeted expenditures for Court Services are \$674,003 compared to last year of \$586,285. The difference is due mainly to attrition in the previous fiscal year.

The budget for Security Alert reflects an increase of 3% over last fiscal year. Fiscal year 2016-2017 budgeted expenditures for Security Alert are \$285,673 compared to last year at \$278,613. The increase is due to small variances in the departmental budget.

Planning and Inspections

The projected expenditures for Planning and Zoning for fiscal year 2016-2017 are \$366,227, an increase of 8% over the previous year's unaudited budget of \$340,118. 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 \$306,753, an increase of 14% over the previous year's unaudited budget of \$269,563. The increases are mainly attributed to small variances in health insurance and other expenditures in the department. Additionally, some of the difference is due to attrition in the previous fiscal year.

Public Works and Transportation

The projected expenditures for fiscal year 2016-2017 are \$4,276,041, an increase of \$172,125 or (4%) over the previous year's unaudited numbers of \$4,103,916. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
 - There is an increase of \$133,975 (31%) due mainly to an increase in maintenance costs due to higher costs of auto parts and health insurance. There is also an increase in fuel due to projected higher costs in the next fiscal year.
- Landscaping
 - There is an increase of \$15,619 (7%) from last fiscal year primarily because budgeting for increases in salaries.
- Infrastructure
 - There is an increase of \$187,136 (26%) due to higher costs of street electric lights, salaries, and health insurance.
- Building Maintenance
 - There is an increase of \$63,367 (19%) from last fiscal year due to higher costs of electricity and additional building maintenance.
- Stormwater
 - There is a decrease of \$310,119 (-38%) due to several bonded projects that were completed in the prior fiscal year.
- Sanitation
 - There is an increase of \$82,147 (5%) due to salary increases and health insurance costs.

Budget Message FY 2016-17

The Georgia International Horse Park

The projected expenditures for fiscal year 2016-2017 are \$1,628,080, an increase of \$239,638 (17%) over the previous year's unaudited budget of \$1,388,442. 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 2016-2017 are \$1,245,370, a decrease of 15,667 (1.2%) over last year's unaudited budget of \$1,261,037. 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 2016-2017 are \$1,135,214, an increase of (24%) over the previous year's unaudited budget of \$916,195. Because this department includes the Nature Center which is a construction in progress depending on the revenues available, the budget is increased when revenues are projected to be higher also. 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 2016-2017 are \$1,311,989, a decrease of 16% over the previous year's unaudited budget of \$1,571,202. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the decrease is because a general fund transfer to cover the deficit for the previous year in the golf fund.

CONCLUSION

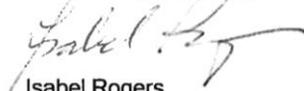
Adopting and monitoring the budget to ensure financial stability is one of the major functions of the City of Conyers. The budget process affords the City of Conyers the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend; only 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

Budget Message FY 2016-17

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 2016-2017 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

How to Use This Budget FY 2016-17

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.

How to Use This Budget FY 2016-17

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 2016 tax year is 15.99 mills, or \$15.99 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 2016 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 15.99 mills, \$319.80.

How to Use This Budget FY 2016-17

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.

How to Use This Budget FY 2016-17

BUDGET PRESENTATION NOTES

1. Fiscal Year 2016 data (prior year)

All data contained herein for FY 2016 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 2015) adjusted to reflect any budget amendments adopted during FY 2016, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

The City in Brief FY 2016-17

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.

The City in Brief FY 2016-17

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 City in Brief FY 2016-17

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 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 accident reports are \$5 and incident reports are \$.10 a page. 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 or valid ID and \$35, which may be paid by cash, money order, bank certified and personal checks or credit card (Visa, MasterCard and American Express). You will be charged a 3% processing fee when using a credit card.

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](http://www.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 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.

The City in Brief FY 2016-17

CITY PARKS

<i>Park</i>	<i>Description</i>
Bonner Park Roland 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.
<u>Pleasant Circle Park</u>	Pleasant Circle Park features a basketball court, swings, a merry-go-round, a modular play system, a grill and picnic table.
<u>South Hicks Circle</u>	South Hicks Circle, off Northside Drive and South Hicks Circle features swings, a basketball court, playground equipment with monkey bars, a picnic table and grill.
<u>Veal Street Park</u>	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.
<u>Lewis Vaughn Botanical Garden Commercial Street</u>	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 original Conyers water tower feeds the stream. Restroom facilities and an open-air pavilion round out the amenities at this location.
<u>Center Point Park Center and Green Streets Olde Town Conyers</u>	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.
<u>Georgia International Horse Park</u>	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.
<u>Cherokee Run Golf Course</u>	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.

The City in Brief FY 2016-17

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.

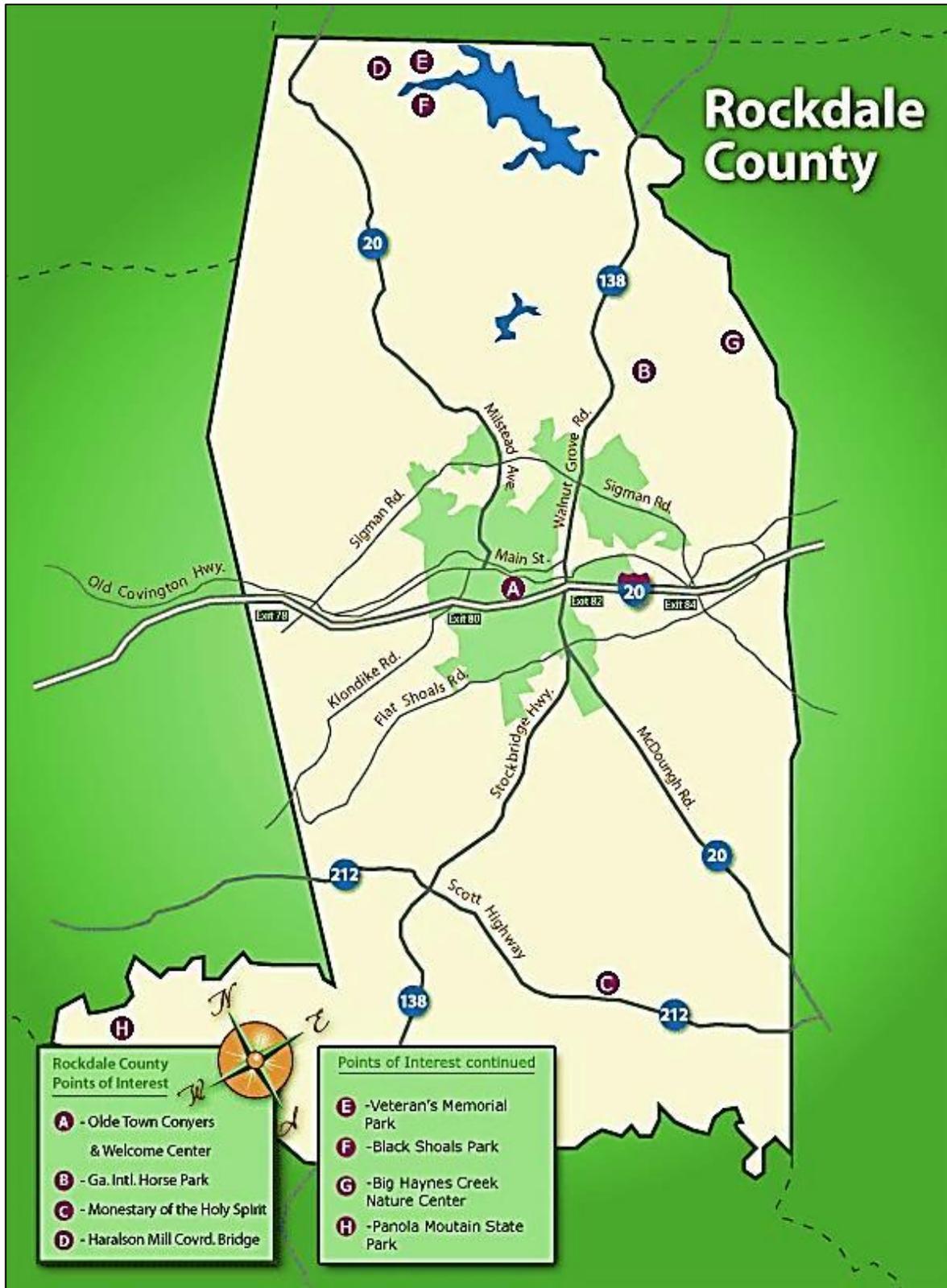
Veal Street Community Center

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.

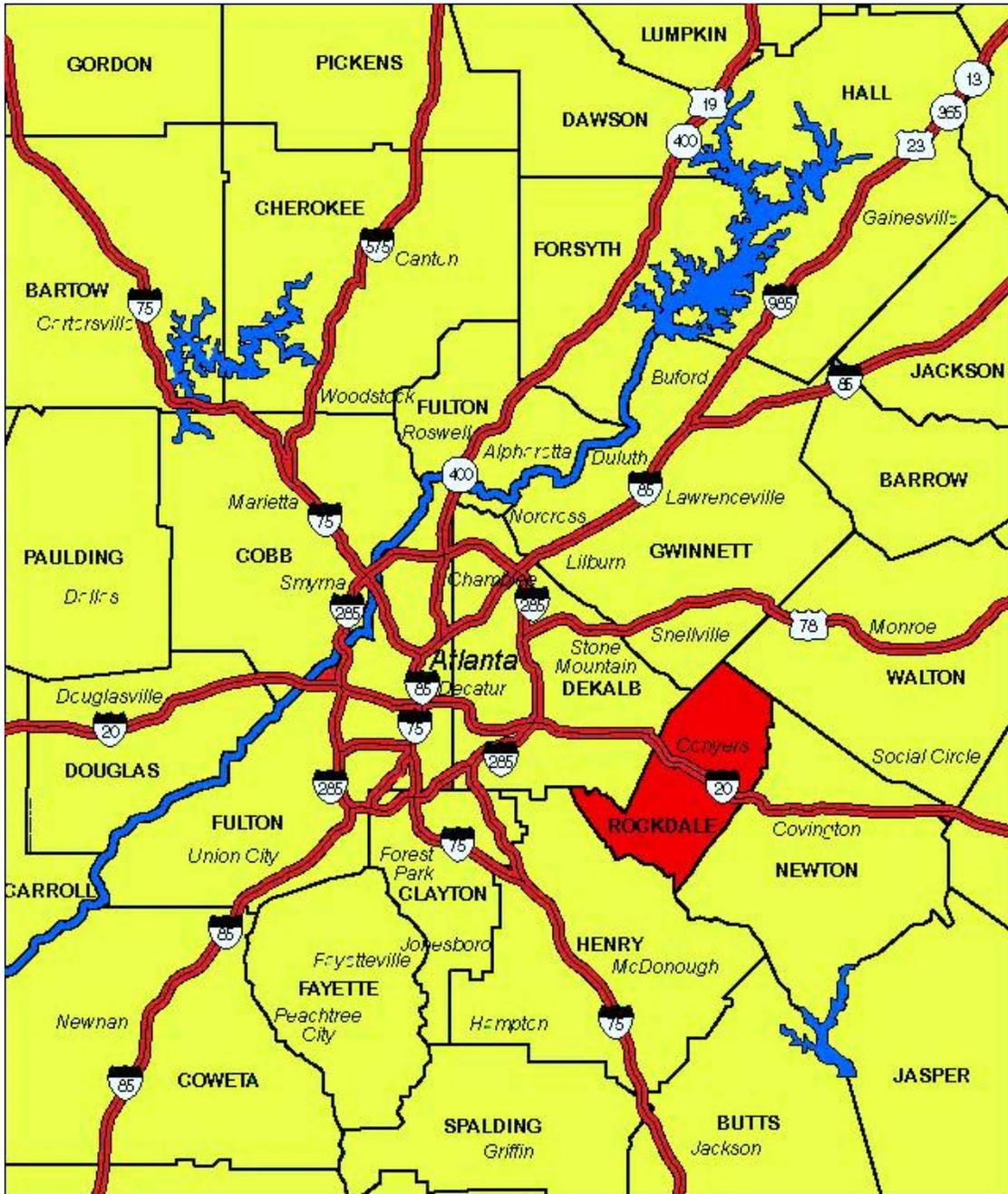
The City in Brief FY 2016-17



The City in Brief FY 2016-17



The City in Brief FY 2016-17

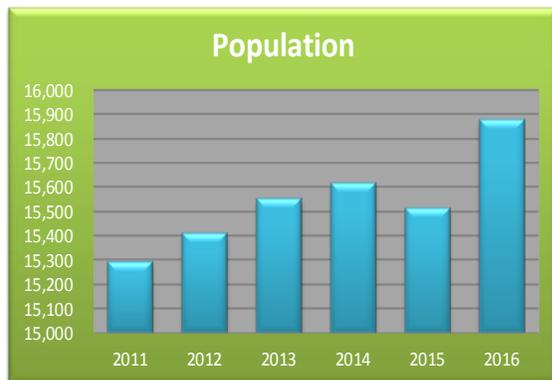


The City in Numbers FY 2016-17

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



*2011-2016 Estimate

SEX AND AGE

Total population	15,875	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	15,875
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	3,356	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
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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
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*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

The City in Numbers FY 2016-17

MARITAL 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%
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BUSINESS ACTIVITY

Building Permits Issued	105
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PUBLIC SAFETY

Number of Stations	1
Number of Police Personnel	63
Physical Arrests	2,100
Citations Issued	7,287
Accidents	1,850

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	2,303	24.4%
Associate Degree	708	7.5%
Bachelor's Degree	1,000	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

PUBLIC HEALTH

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

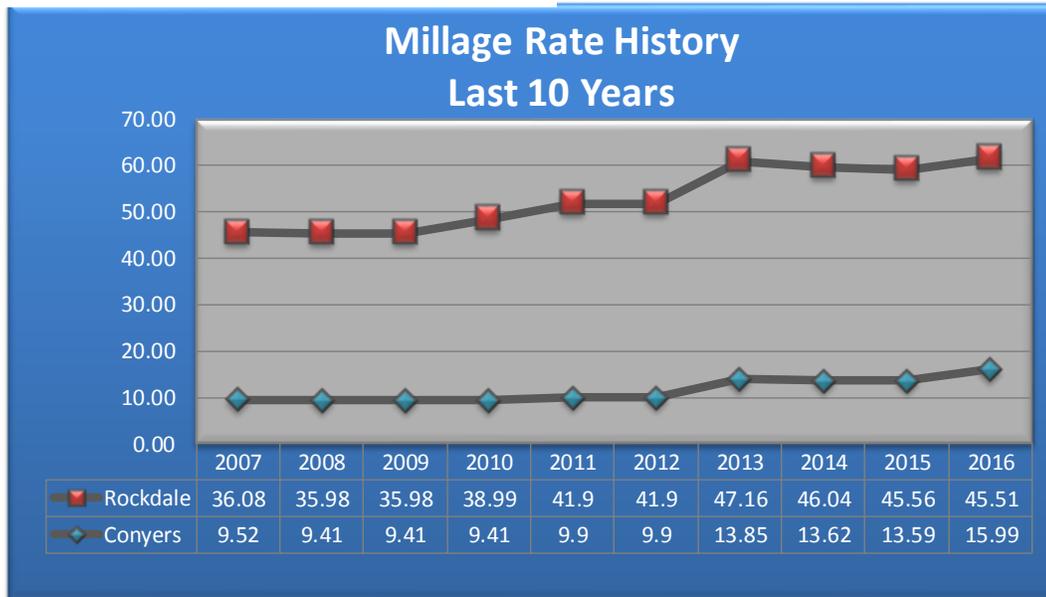
NEWSPAPERS

Online Daily- Rockdale Citizen

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

The City in Numbers FY 2016-17

2016 Adopted Millage Rate 15.99



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

Budget Calendar *FY 2016-17*

DECEMBER 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		

JANUARY 2016

Su	Mo	Tu	We	Th	Fr	Sa
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24	25	26	27	28	29	30
31						

FEBRUARY 2016

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28	29					

MARCH 2016

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20	21	22	23	24	25	26
27	28	29	30	31		

APRIL 2016

Su	Mo	Tu	We	Th	Fr	Sa
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MAY 2016

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

December

- 4 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 2017-2021 and provide Directors with necessary forms for C.I.P. requests for 2021.

- 20 Department Directors submit C.I.P. requests for fiscal year 2021.

- 29 Mayor and Council retreat

February

- 3 Finance enters departmental C.I.P. requests on computer and print for inclusion in annual budget.
- 8 Finance provides Directors with personal service worksheets reflecting current staffing levels.
- 12 Department Directors Submit requests for additional positions and/or upgrades to existing positions.
- 19 Chief Financial Officer reviews personal service requests with Department Directors.
- 26 Staff Retreat

April

- 27 Finance calculates personal services for fiscal year 2016-2017, enter on computer, and print for inclusion in annual budget.

May

- 2 Operating budget request packages prepared by finance and presented to Department Directors.
- 11 Chief Financial Officer completes revenue projections for all funds.
- 16 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.
- 18 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.
- 20 Chief Financial Officer presents proposed budget to Conyers City Council.
- 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.
- 29 Chief Financial Officer revises budget in accordance with City Council recommendations.

June

- 1 Public Hearing for fiscal year 2016-2017 budget.
- 15 Fiscal Year 2016-2017 budget scheduled to be adopted.

August/September

- Finance submits budget document to GFOA.

JUNE 2016

Su	Mo	Tu	We	Th	Fr	Sa
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JULY 2016

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AUGUST 2016

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28	29	30	31			

SEPTEMBER 2016

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OCTOBER 2016

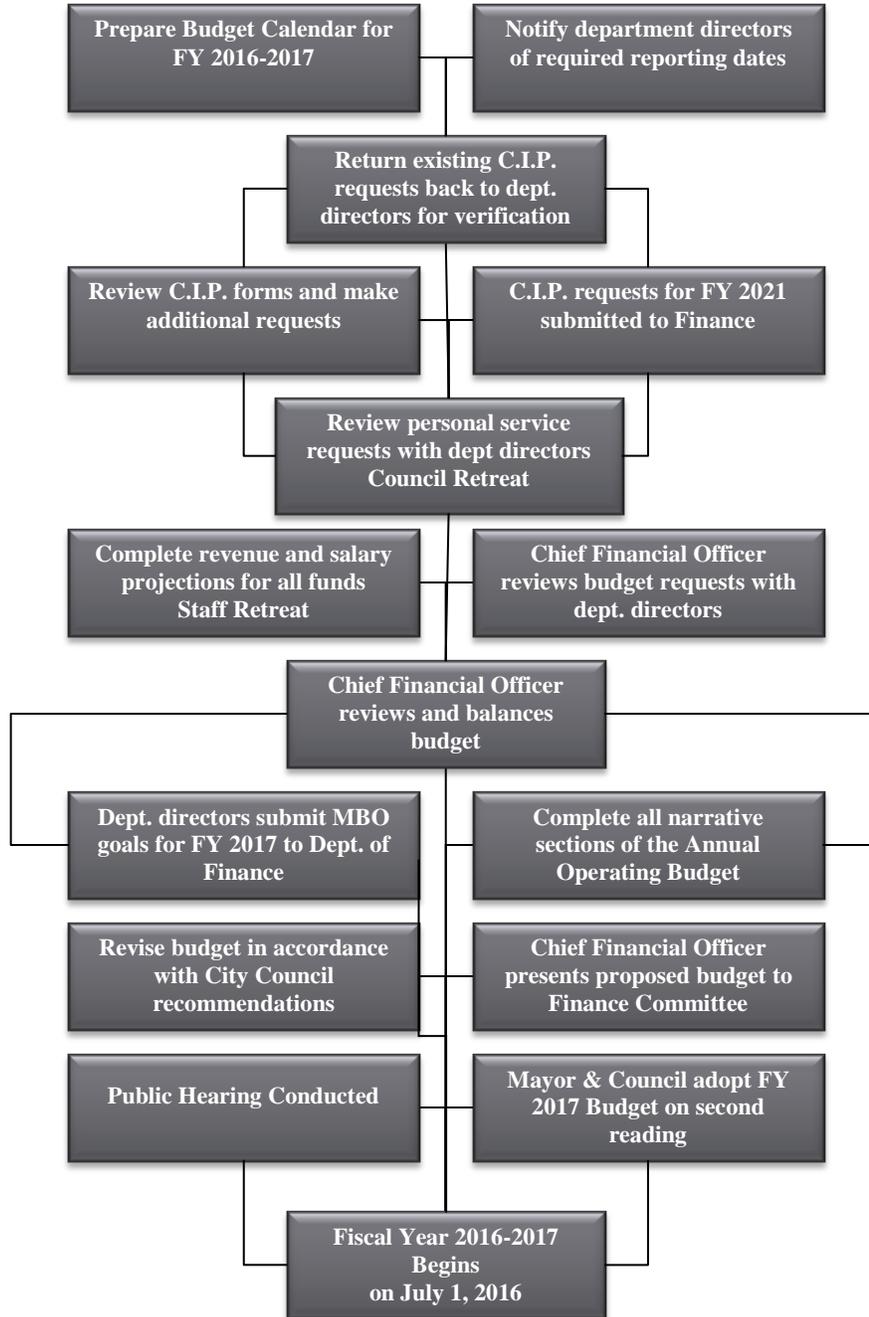
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NOVEMBER 2016

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27	28	29	30			

Budget Process & Financial Policies FY 2016-17

Fiscal Year 2016-2017 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 2016-2017:

- Wednesday, May, 18, 2016
 - -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 18, 2016
 - -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 22, 2016
 - -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 1, 2016
 - -Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 15, 2016
 - -Adopt proposed budget via Ordinance at a special meeting of the City Council

Budget Process & Financial Policies FY 2016-17

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 (12/4)		Enter departmental C.I.P. requests on computer and print for inclusion in annual budget (2/3)	Calculate personnel services for fiscal year 2016-2017, for inclusion in annual budget (4/27)	Operating budget request packages prepared and presented to Department Directors (5/2)		Budget Sent to Printer (7/27) Submission of budget document to GFOA
			Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/8)		Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/16)		
					Complete revenue projections for all funds (5/11) Complete financial & personnel summaries and financial trends section of budget (5/25)		
Department Directors		Review previous C.I.P. forms, make any revisions as necessary (1/6)	Submit requests for additional positions and/or upgrades to existing positions (2/12)		Budget requests submitted to Finance (5/18)		
		Submit (C.I.P.) requests for fiscal year 2021 (1/20)			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 2021 (1/6)	Review personnel service requests with Department Directors (2/19)		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 (5/18)	Public Hearing for budget (6/1)	
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 (6/15)	

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:

Budget Process & Financial Policies FY 2016-17

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, 2015.

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.

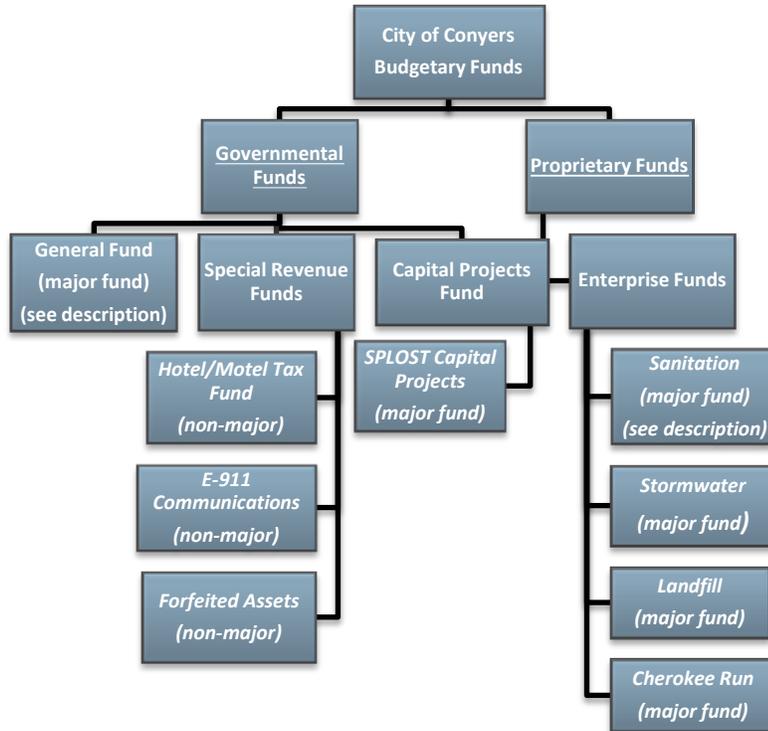
– **Landfill Enterprise Fund:**

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.

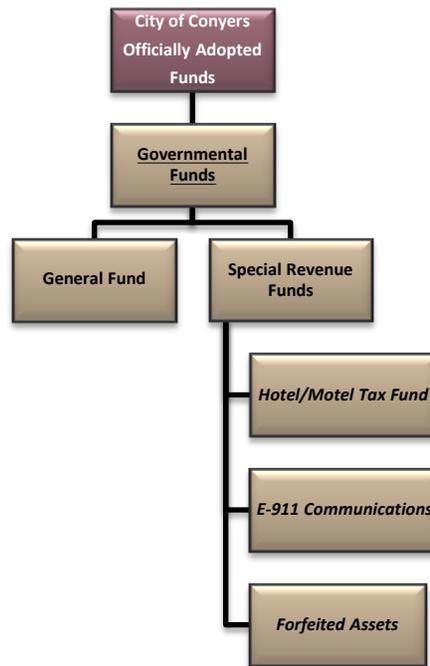
Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprise - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis 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

Budget Process & Financial Policies FY 2016-17

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 2016 is 15.99 mills, which reflects an increase of 2.4 mills from last year's rate of 13.59 mills.

STRATEGIC PLAN: AREAS OF PRIORITY

AREAS OF PRIORITY ARE BEST DESCRIBED AS THE STRATEGIC INITIATIVES THAT WERE IDENTIFIED THROUGH PUBLIC INPUT AND FLESHED OUT AS PART OF A WORK PROGRAM BY SENIOR STAFF. FOR EACH PRIORITY, THE STEPS NECESSARY FOR IMPLEMENTATION HAVE BEEN DEVELOPED AND WILL SERVE AS A GUIDE TO COMPLETE EACH AREA OF PRIORITY.



CITY HALL MASTER PLAN

For any community, City Hall is the front door, and Conyers seeks to enhance its appeal and appearance with a new City Hall complex. With a first class facility in which to conduct the business of the community, Conyers City Hall will serve as a catalyst for community beautification with an enhanced streetscape and provide opportunities for infill development and improved connectivity across the community.

- City Hall Development
- Streetscapes and plantings
- More gathering spaces
- Improve connectivity
- Mixed use infill

SHORT TERM GOALS:

Determine location of City Hall

Amend zoning districts within the zoning regulations to be Transect-Based zoning as opposed to Euclidean (conventional) zoning.

Strategic Goals & Objectives FY 2016-17

LONG TERM GOALS:

Determine funding of City Hall Complex
City Hall Complex
Streetscapes and Plantings
More Gathering Places
Mixed Use Infill
Improve Connectivity

COMMUNITY IDENTITY

Knowing who you are and determining how to tell that story to residents and visitors alike can be critical to community growth, development, and redevelopment. Conyers will benefit from developing a “Conyers brand” that will promote the community and its economic potential. Part of the overall campaign should also include enhanced and improved signage and gateways.

- Branding
- Signage and way-finding
- Gateways

SHORT TERM GOALS:

Engage Firm to Create a Plan
Olde Town Parking Signage
Gateways to City of Conyers (West Ave., Northside Drive, Main Street at Pine Log)
Gateway developments from 138 on the north and south sides of Conyers
Install equestrian style fence from city limit to city limit

LONG TERM GOALS:

Create a Way-finding/Comprehensive Signage Program for Olde Town Conyers
Rebrand the City of Conyers

QUALITY OF LIFE

The appearance of a community is where its story begins – what we see is our first impression and that contributes significantly to the quality of life of residents. Therefore, creating a high quality of life includes ensuring that existing codes to address issues such as blighted properties or litter are enforced equally and that other tools necessary to enhance quality of life are developed and implemented. Quality of life is also significantly enhanced if residents feel safe and secure in their homes, their neighborhoods, and within the larger community.

- Code enforcement
- Improve appearances
- Eliminate visual blight
- Address renter occupancy rates and increase homeownership
- Police/Law Enforcement

SHORT TERM GOALS:

Eliminate Visual Blight
Create a Land Bank Authority
Develop and determine tools to address out of state landlords
Partner with Rockdale County to Standardize Codes on Specific Issues

Strategic Goals & Objectives FY 2016-17

LONG TERM GOALS:

Conyers Police Department Facility and Campus Upgrade or Repurpose
Community Outreach – Conyers Police Department
Reducing Crime and Fear of Crime
Acquiring and Retaining Quality Staff – Conyers Police Department
Technology – Conyers Police Department
Maintaining Departmental CALEA Accreditation and State Certification for the Conyers Police Department
Leadership and Personnel Development – Conyers Police Department
Improve Appearance

OLDE TOWN

As one of the most attractive and well-known areas of Conyers, Olde Town has an identity that is worth protecting and growing. Several strategies should be employed to address parking and retail attraction, among other items, to enhance the success of Olde Town Conyers. New development in and around Olde Town will highlight the area as a community focal point and boost economic activity.

- Parking
- Develop a retail attraction strategy
- Infrastructure by private developers

LONG TERM GOALS:

Parking Area for Olde Town (surface parking, Phase I)
Parking deck (Phase I short term, Phase II long term)
Create a Retail Attraction Strategy for Olde Town Conyers
Olde Town Pavilion
Gateway, Center at Green Street

TRANSPORTATION AND INFRASTRUCTURE

Communities must constantly consider how to move people through and within their community and Conyers is no different. Whether by road, sidewalk, or trail; how it might connect to adjacent jurisdictions and what features and or amenities are necessary and needed along any given route all must be considered. These are not overnight projects, and great thought and planning must go into their complete execution. Often, the greatest challenge is prioritizing needs.

- Trail projects
- Traffic flow improvements
- Infrastructure upgrades (roads, sidewalks, utilities, lighting)
- Identify funding for projects
- Prioritize projects

SHORT TERM GOALS:

Olde Town Conyers Trail, from Nancy Guinn Library to Pine Log Park
Conyers Trail Phase D, Nancy Guinn Library to Rockdale Career Academy
Railroad Street Improvements

Strategic Goals & Objectives FY 2016-17

LONG TERM GOALS:

- Passenger Shuttle
- Traffic circulation Study for Olde Town and south side of tracks. Should include area from West Ave. to Scott Street and from Dogwood to Pine Street.
- East View Road Improvements
- Sigman Road Widening
- O'Kelly-Hardin Street Complete Streets Project

RECREATION

Recreational opportunities in Conyers are certainly one of its greatest assets. The Olympic legacy of the International Horse Park and the amenities that have been added – such as the nature center and extensive trails – are certainly tourist destinations. However, it is important to maintain and update facilities as necessary so that economic opportunities can be realized. Increasing awareness of the recreational opportunities offered at the International Horse Park can help develop and ensure the economic vitality of this outstanding resource. Other recreational assets of the community, such as Cherokee Run, should also be enhanced to increase the opportunity for diversified economic activity.

- Georgia International Horse Park
- Big Haynes Creek Nature Center
- Cherokee Run Golf Club
- New opportunities

SHORT TERM GOALS:

- Inventory and Audit of Existing Facilities and Infrastructure at GIHP
- Teaching Center at Cherokee Run Golf Club
- Identify New Asset Needs for GIHP

LONG TERM GOALS:

- Addition of business offices and enlargement of locker rooms to Cherokee Run Golf Club
- Construction of New Covered Arena at the Georgia International Horse Park
- Implement Comprehensive Signage Package for GIHP Trails
- Implement Comprehensive Directional Signage Package for GIHP
- Refurbish Arenas at GIHP
- Retrofit and replace lighting at GIHP
- Promote Usage of Natural Areas of the GIHP
- Update and Maintain State of the Art Technology for GIHP Facility
- Identify future expansion opportunities for the Big Haynes Creek Nature Center

INTERNAL OPERATIONS

The tasks that are undertaken to ensure the smooth operation of the government itself take place behind the scenes and are often unknown and underappreciated. They are, however, no less important than other efforts.

- Create disaster recovery plans
- Develop and test mobile workforce model
- Integrate new technologies

Strategic Goals & Objectives *FY 2016-17*

SHORT TERM GOALS:

Assemble focus group to determine if mobile workforce model feasible

Develop a mobile workforce model

Develop disaster recovery policies and plans

Research technology improvements that allow Conyers Security Alert to better serve and grow their customer base

LONG TERM GOALS:

Implement or adjust Mobile workforce model based on results of focus group

Financial Trend Analysis FY 2016-17



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 1 new position 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:

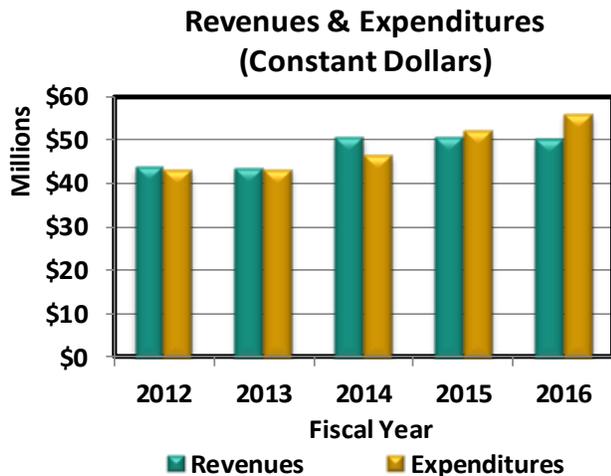
- To gain a better understanding of the city's financial condition.
- To identify emerging problems before they reach serious proportions.
- To prepare a straightforward picture of the city's financial strengths and weaknesses for presentation to the legislative body, community, credit firms, and other 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.

Financial Trend Analysis FY 2016-17

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.



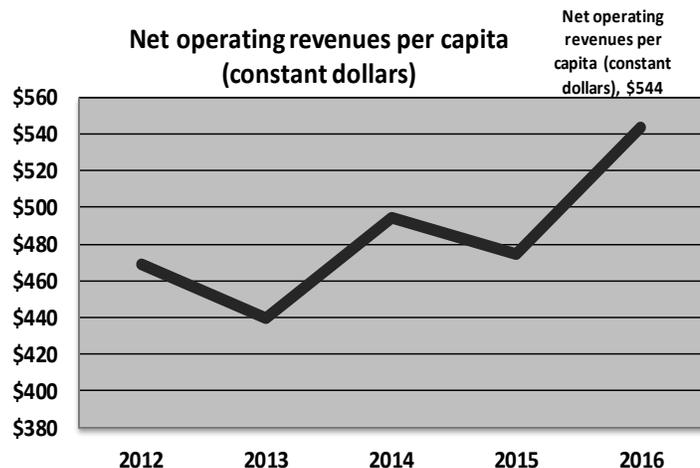
The system cannot explain specifically why a problem is occurring, nor does it provide a single number or index to measure financial health. What it does provide are flags for identifying problems, clues about their causes, and time to take anticipatory action. This annual financial trend analysis focuses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



Financial Trend Analysis FY 2016-17

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.

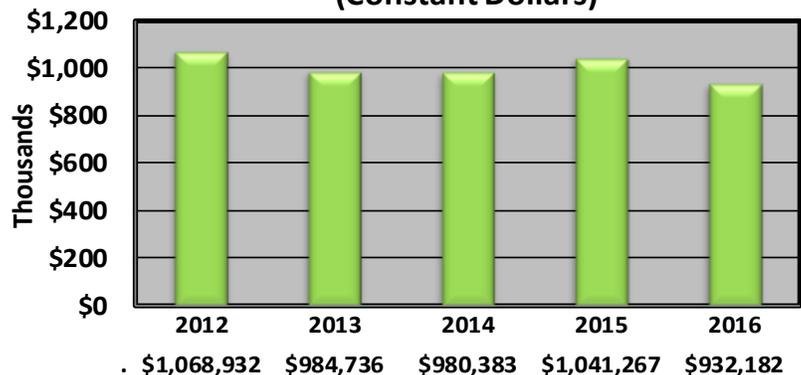
Examining per capita revenues shows changes in revenues relative to changes in population size. As population increases, it might be expected that revenues and the need for services would increase proportionately, and therefore, that the level of per capita revenues would remain constant in real terms. 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.

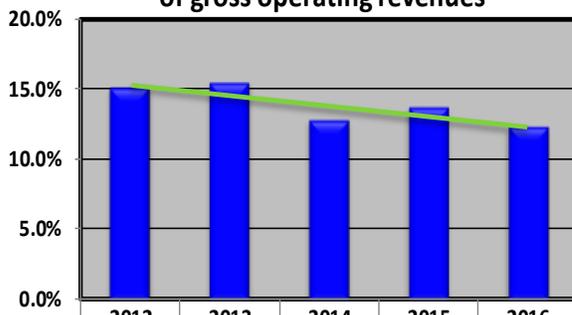
Examining per capita revenues for the City, it indicates that the revenue structure, such as over dependence on inelastic revenues, is not a problem. The City will continue to maintain to increase revenues as the need arises by applying following measures:

- 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
(Constant Dollars)**



**Intergovernmental revenues as a percentage
of gross operating revenues**



	2012	2013	2014	2015	2016
Intergovernmental Revenue %	15.05%	15.43%	12.80%	13.66%	12.23%

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 ratio of intergovernmental funds as a percentage of gross revenues stands at 12.23% for fiscal year 2016. 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.

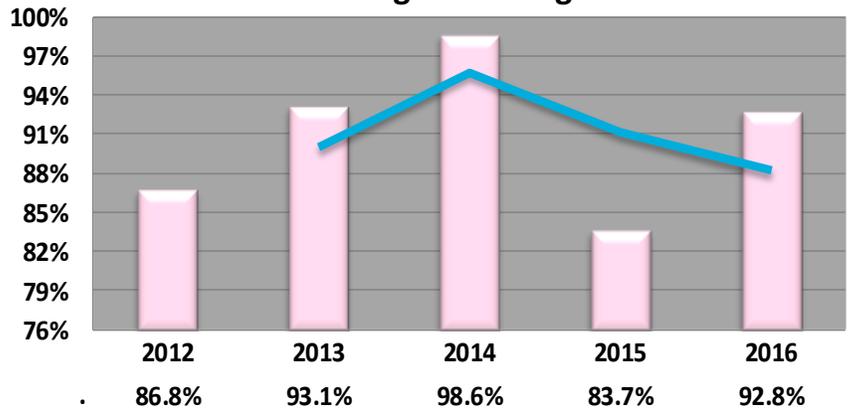
Intergovernmental assistance is used to finance only those capital improvements that are consistent with the capital improvement plan and the City's priorities, and such operating and maintenance costs have been included in operating budget forecasts.

Financial Trend Analysis FY 2016-17

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.

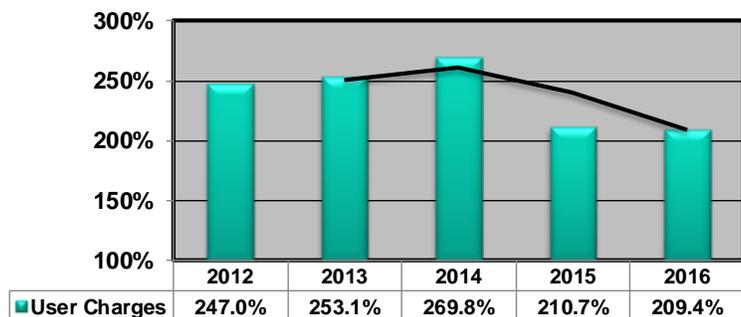
User Charges Coverage-Sanitation



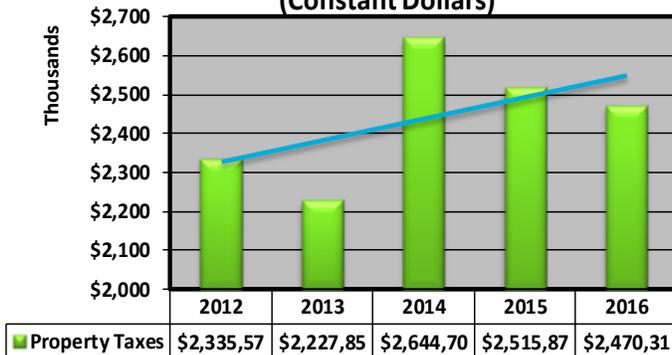
Analysis of the Conyers Security Alert Service indicates that at this point revenues are enough to cover cost of the service. However, yearly rate structure assessment will be conducted to ensure current structure.

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

User Charge Coverage-Security Alert



Property Tax Revenues (Constant Dollars)

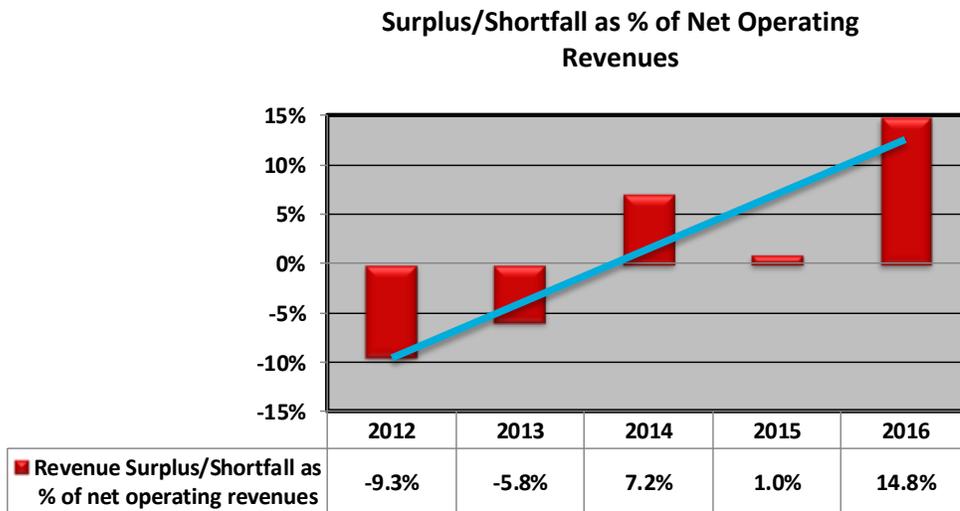
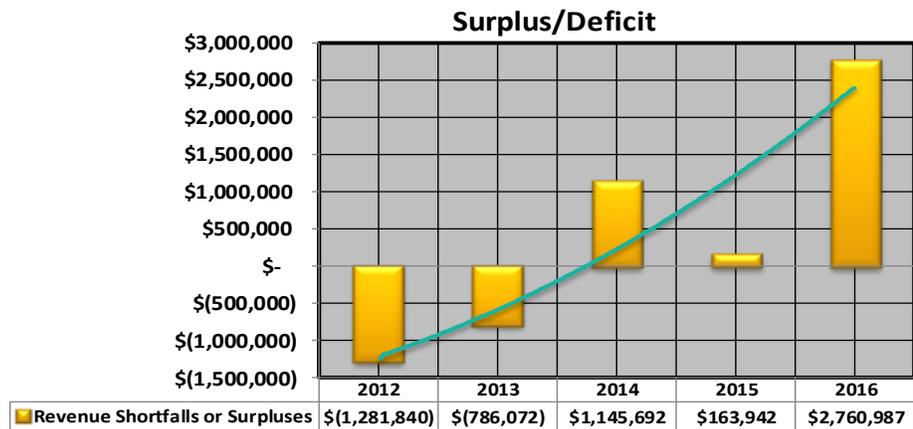


The City of Conyers has had a homestead exemption since year 2006 of \$20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. The millage rate for FY 2016 is projected to increase from 13.59 to 15.99 mills.

Financial Trend Analysis FY 2016-17

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 2012, the deficit was a direct impact of the recessive economy. Beginning with fiscal year 2014, the city started 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.

Financial Trend Analysis FY 2016-17

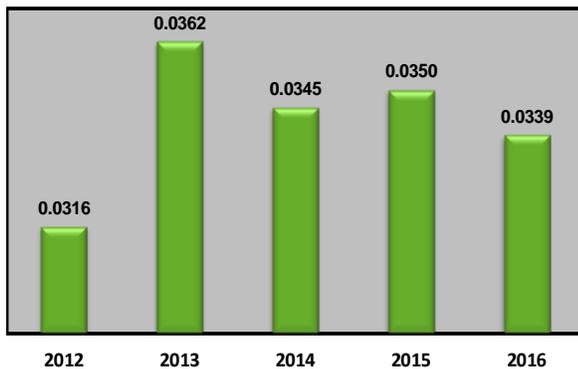
Because most cities are required to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth.

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.

■ Net operating expenditures per capita (constant dollars)



Number of municipal employees per Assessed Valuation By Tax Year



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.

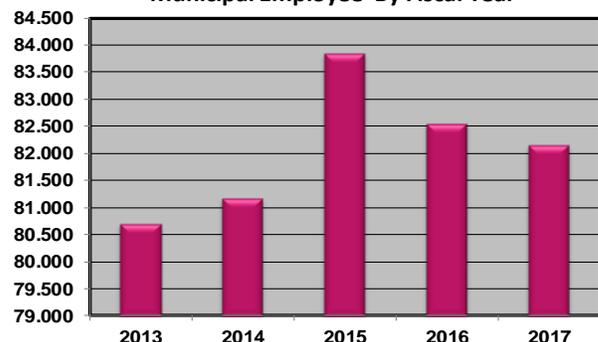
Analyzing a city's expenditure profile will help identify the following types of problems:

- 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.

Number of Citizens Served By Municipal Employee By Fiscal Year



Financial Trend Analysis FY 2016-17

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.

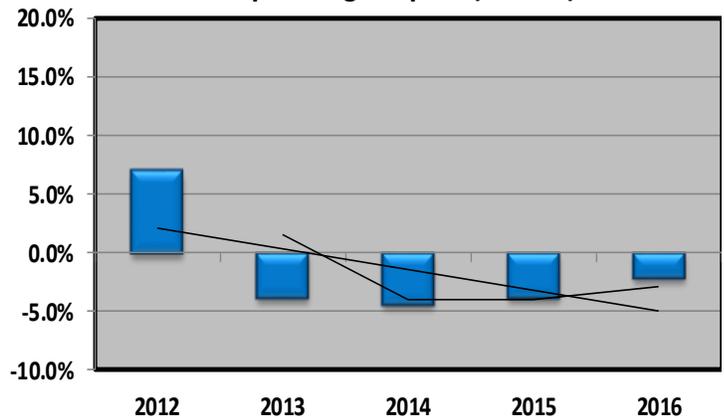
To measure operating position, four indicators were examined: Operating Deficits, Enterprise Losses, Fund Balance, and Liquidity.

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.

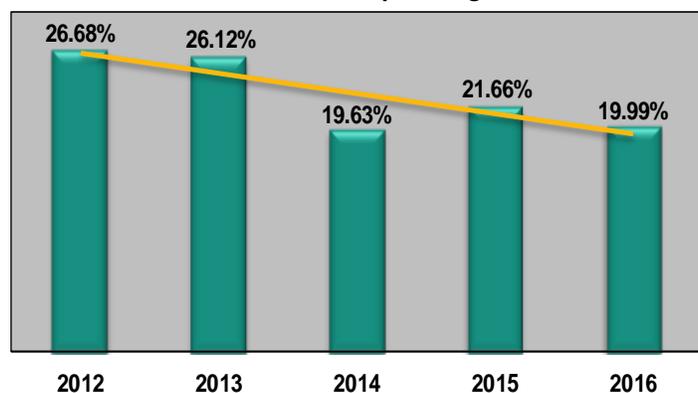
A liquidity ratio less than one to one (a current account deficit) is considered a negative factor. A less than one-to-one ratio for more than three years is considered a decidedly negative factor.

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.

Operating Surplus (Deficit)



Liabilities as % of Net Operating Revenues



Financial Trend Analysis FY 2016-17

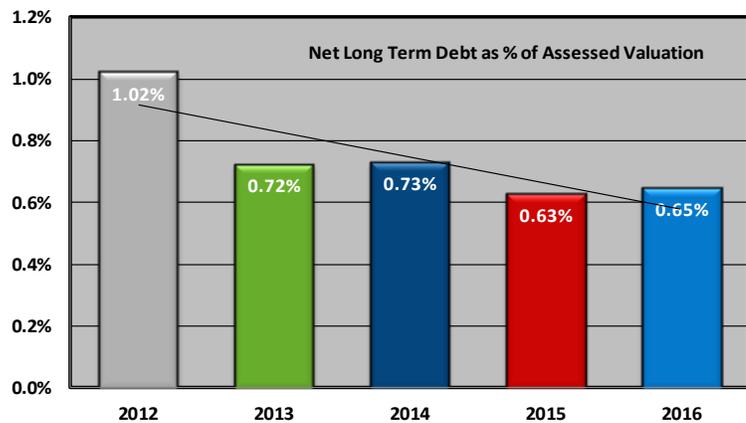
DEBT INDICATORS

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.

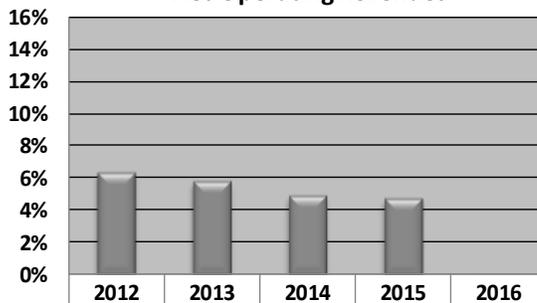
Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.



The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has decreased from 1.02 percent in 2012 to 0.65 percent in 2016. 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 2017, the ratio is expected to remain below 10 percent.

Net Direct Debt Service as % of Net Operating Revenues

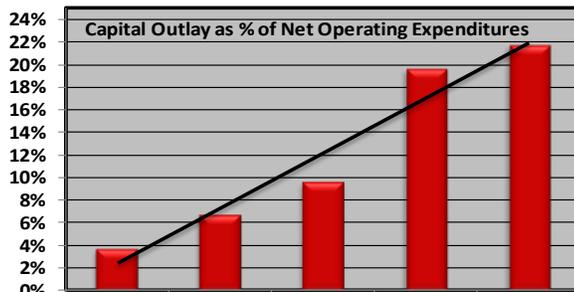


	2012	2013	2014	2015	2016
Net direct debt service as a percentage of net operating revenues	6.25%	5.75%	4.86%	4.66%	0.09%

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.

Financial Trend Analysis FY 2016-17



■ Capital outlay as a percentage of net operating expenditures	3.73%	6.67%	9.62%	19.60%	21.69%
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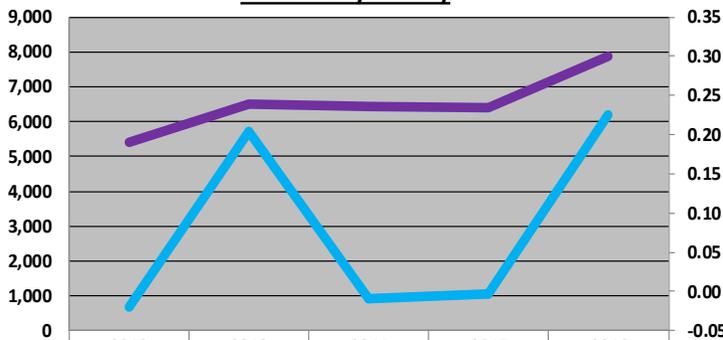
The City of Conyers' capital outlay from operating funds as a percentage of net operating expenditures has decreased slightly over the past five years. Several major projects are expected to be started within the next five years due to the proceeds collected from SPLOST and Stormwater revenues. The trend 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

5 Year Levy History



■ Net Taxes Levied	5397	6495	6434	6413	7861
■ Net taxes % increase	-0.02	0.20	-0.01	0.00	0.23

City must plan to provide services to a daytime population of over 80,000 while its' residential population is only about 15,875. 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.

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.

Revenue Assumptions FY 2016-17

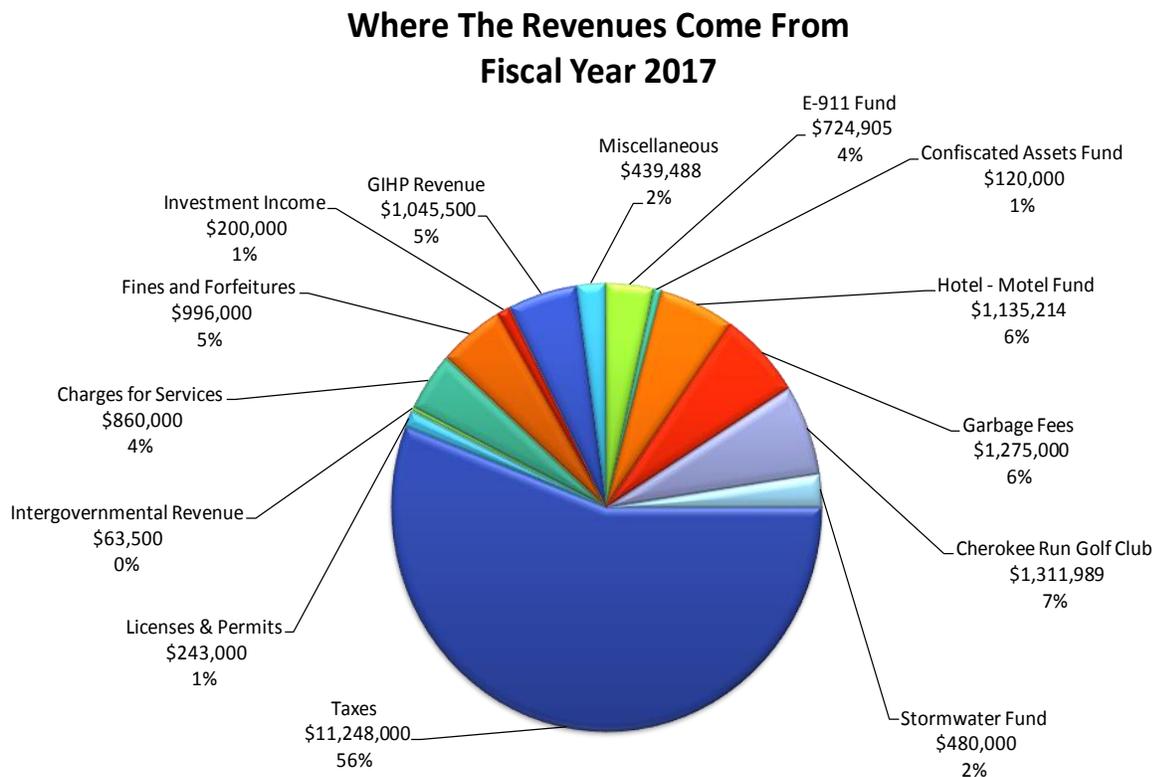
MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2016-2017 reflects general fund revenues of \$15,095,488, an increase in projected revenues of \$1,417,172 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 2017 revenue:

Revenues/Sources

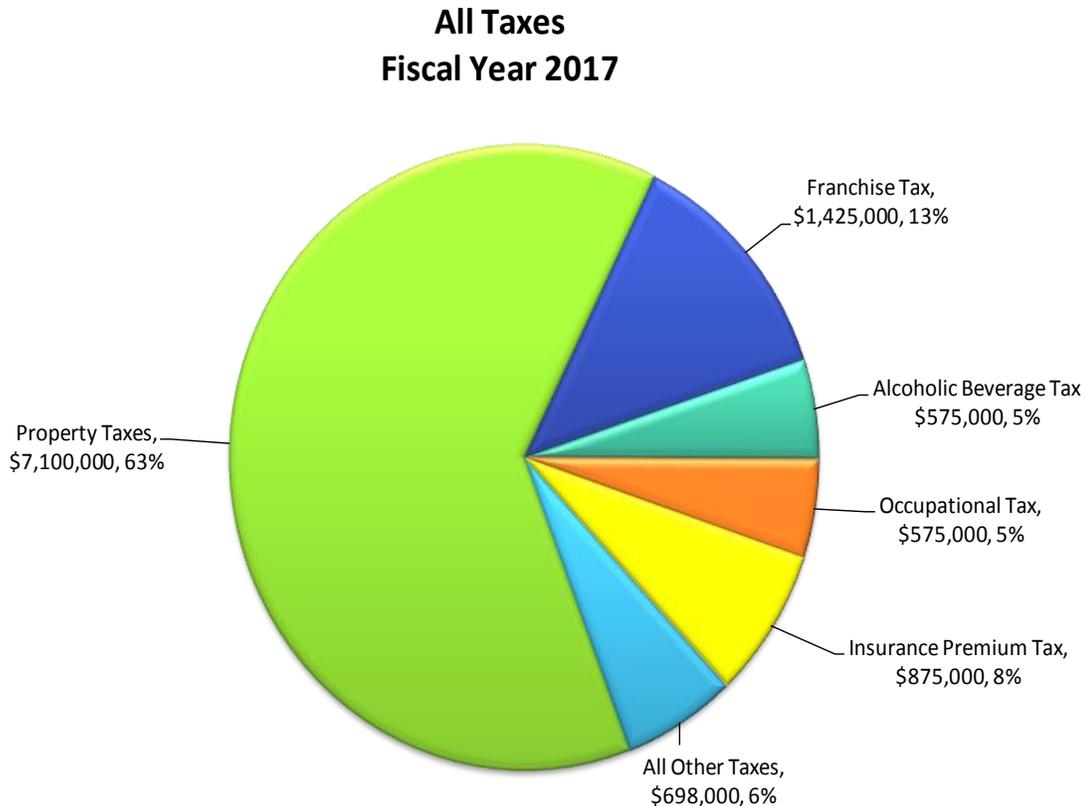


Revenue Assumptions FY 2016-17

Primary Revenue Sources (All Funds)

TAXES

Taxes make up 56% 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.

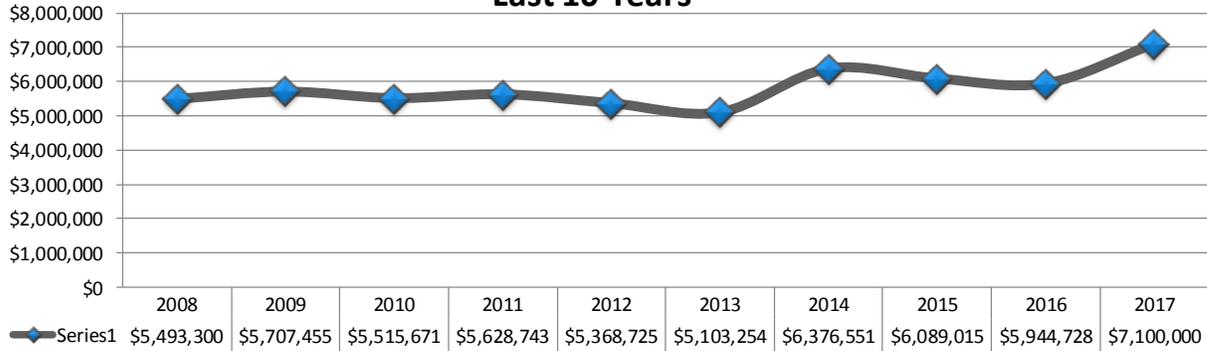


Ad Valorem Tax

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 2016 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 63% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years.

Revenue Assumptions FY 2016-17

Property Tax Last 10 Years

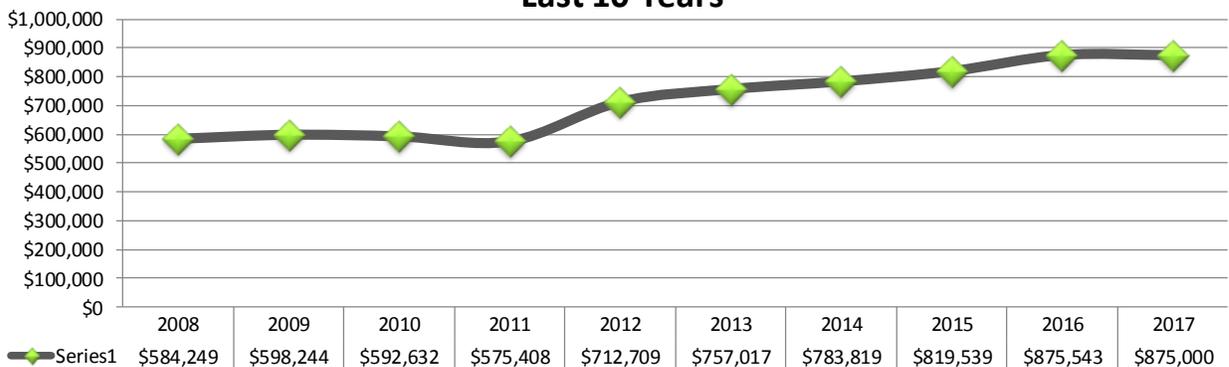


*FY 2016 Unaudited
*FY 2017 Budgeted

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.

Insurance Premium Tax Last 10 Years



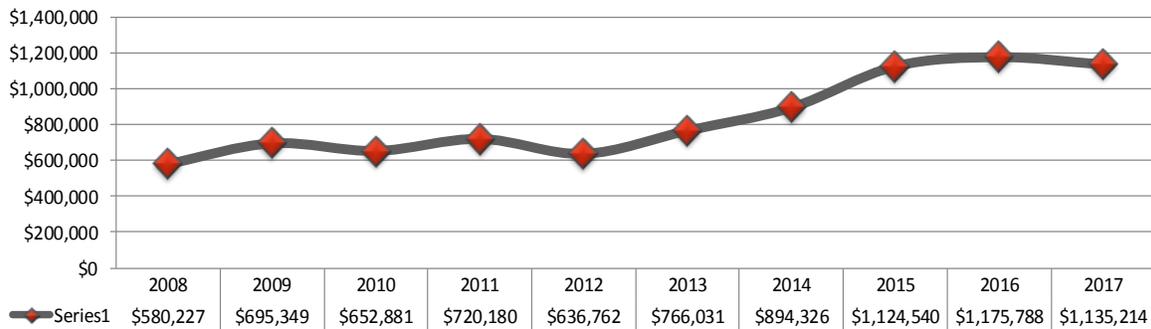
*FY 2016 Unaudited
*FY 2017 Budgeted

Revenue Assumptions FY 2016-17

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.

**Hotel/Motel Tax
Last 10 Years**



*FY 2016 Unaudited

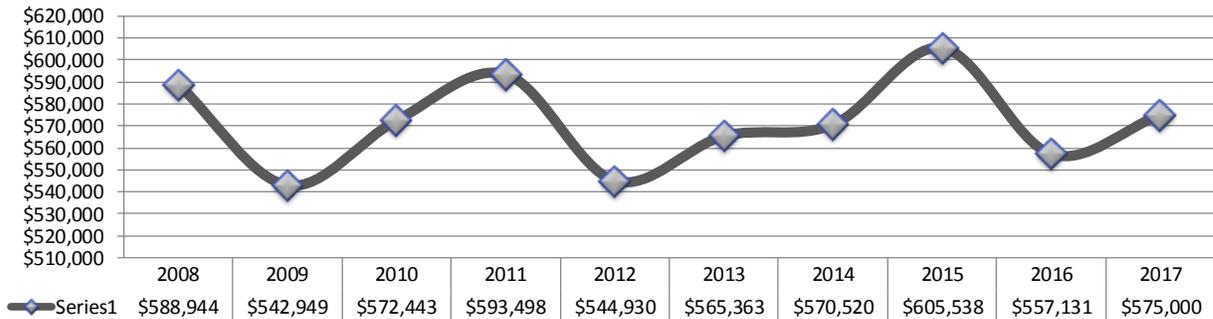
*FY 2017 Budgeted

Revenue Assumptions FY 2016-17

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 for the most part over the last five years. However, with the continued troubled economy and high unemployment rate, revenues from this tax are expected to remain somewhat inconsistent until there is a steady consistent upward trend in the economy.

**Alcoholic Beverage Tax
Last 10 Years**

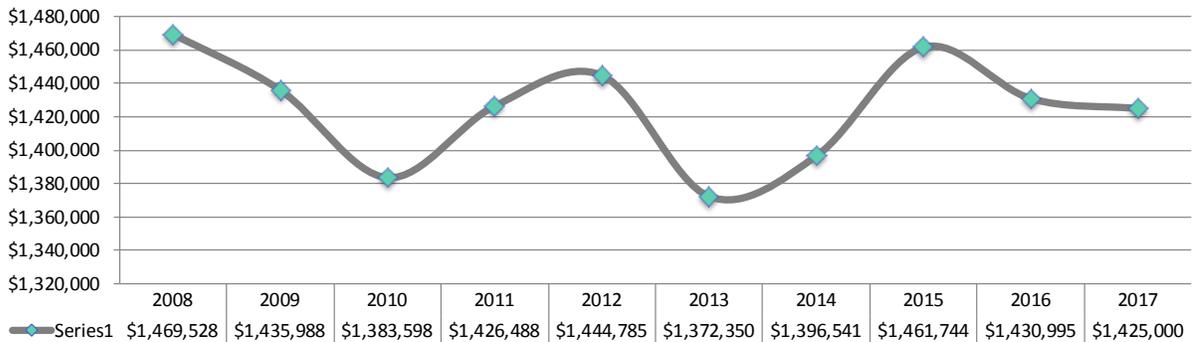


*FY 2016 Unaudited
*FY 2017 Budgeted

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 2017.

**Franchise Tax
Last 10 Years**



*FY 2016 Unaudited
*FY 2017 Budgeted

Revenue Assumptions *FY 2016-17*

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, street light 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 software upgrades to accommodate the growing needs of our customer base. The projected revenue for fiscal year 2017 is \$575,000.

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 2017.

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 continues to grow at a slower pace than was seen in previous years. This category, however, is beginning to see signs of improvement over the last few years and therefore, revenues are expected to have a slight increase for fiscal year 2017. The budgeted amount is a conservative \$175,000.

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.

Revenue Assumptions *FY 2016-17*

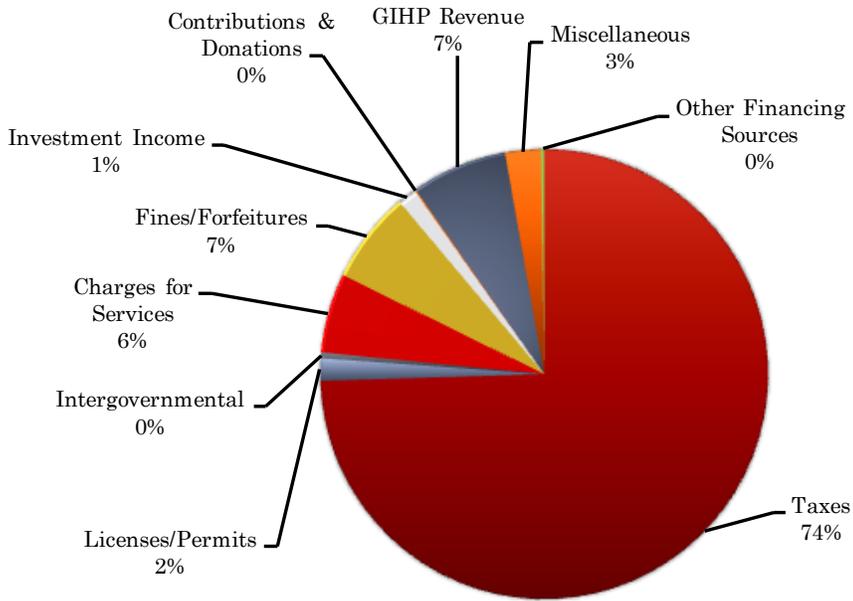
SPLOST REVENUES

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 the current SPLOST agreement of 2011 the city's portion consists of 15.245% of the total sales collections in the county. The 2011 SPLOST projects for the city consist of Roads, Intersections, and Sidewalks; Recreation, including Green Space acquisition and Trails, and; Police Cars and Other Vehicles.

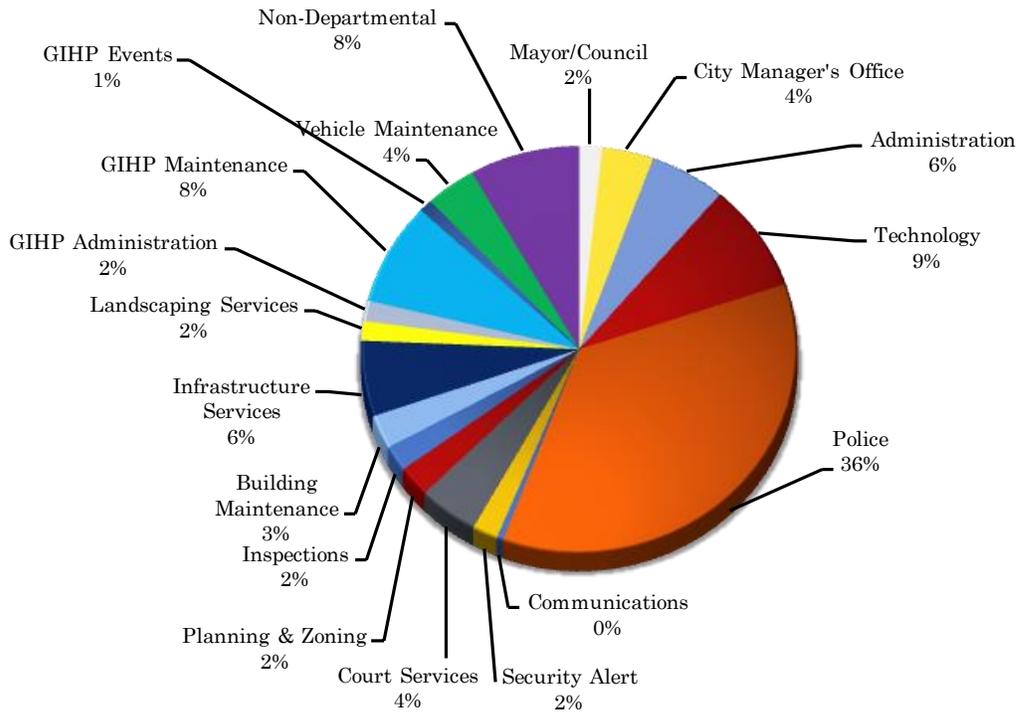
The citizens of the city voted to continue the SPLOST in 2017. The city shall receive 17.831% of the Sales and Use Tax collections. Those proceeds will be dedicated to Public Safety; Roads, Streets, Bridges and Sidewalks Transportation, and; Parks, including, Green Space and Trails. The upcoming SPLOST will be in effect until 2022.

Financial Summary FY 2016-17

General Fund Revenues



General Fund Expenditures



Financial Summary FY 2016-17

City of Conyers Components of The Total Financial Plan Fiscal Year 2017					
TOTAL BUDGET \$ 21,785,608.00					
Operating Budget \$ 20,555,201.00					
Capital Budget \$ 1,230,407.00					
Mayor and Council	\$	255,343	Infrastructure Services	\$	904,905
City Manager	\$	578,753	GIHP Administration	\$	243,815
Administration	\$	858,732	GIHP Maintenance	\$	1,229,265
Technology	\$	1,298,648	GIHP Events	\$	155,000
Building Maintenance	\$	403,000	Non-Departmental	\$	560,370
Conyers Security Alert	\$	285,673	Interfund Transfers	\$	500,000
Vehicle Maintenance	\$	566,527	Debt Services	\$	185,000
Police	\$	5,414,867	E-911 Fund	\$	724,905
Communications	\$	74,603	Forfeited Assets Fund	\$	120,000
Court Services	\$	674,003	Hotel/Motel Fund	\$	1,135,214
Planning & Zoning	\$	366,227	Sanitation Fund	\$	1,672,008
Inspections	\$	306,753	Stormwater Fund	\$	495,597
Landscaping Services	\$	234,004	Golf Fund	\$	1,311,989

Financial Summary FY 2016-17

All Funds Combined	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 6,184,470	\$ 7,703,453	\$ 8,069,883	\$ 8,142,812	
Revenues/Sources					
Taxes	\$ 11,211,596	\$ 11,315,334	\$ 11,158,340	\$ 12,383,214	11%
Licenses/Permits	201,353	\$ 183,216	\$ 237,772	\$ 243,000	2%
Intergovernmental	55,511	\$ 31,364	\$ 97,685	\$ 63,500	-35%
Charges for Services	2,509,941	\$ 2,590,674	\$ 2,576,611	\$ 2,615,000	1%
Fines/Forfeitures	1,191,763	\$ 1,095,842	\$ 889,019	\$ 996,000	12%
Investment Income	214,345	\$ 219,064	\$ 67,936	\$ 200,000	194%
Contributions & Donations	15,417	\$ 20,051	\$ 20,200	\$ 15,000	-26%
GIHP Revenue	1,238,151	\$ 1,152,913	\$ 1,187,900	\$ 1,045,500	-12%
Miscellaneous	335,854	\$ 338,721	\$ 349,480	\$ 389,488	11%
Emergency 911	664,846	\$ 596,890	\$ 572,428	\$ 724,905	27%
Cherokee Run Golf Club	1,805,918	\$ 1,525,939	\$ 1,454,117	\$ 1,311,989	-10%
Forfeited Funds	369,978	\$ 159,500	\$ 162,805	\$ 120,000	-26%
Other Financing Sources	665,448	\$ 63,607	\$ 235,320	\$ 35,000	-85%
Total	\$ 20,480,121	\$ 19,293,115	\$ 19,009,613	\$ 20,142,596	6%
Expenditures/Uses					
Mayor/Council	\$ 200,017	\$ 243,276	\$ 228,910	\$ 255,343	12%
City Manager's Office	475,417	502,336	543,713	578,753	6%
Administration	754,966	754,595	718,694	858,732	19%
Technology	1,072,906	1,184,381	1,278,001	1,298,648	2%
Police	4,318,882	4,444,137	4,679,143	5,414,867	16%
Communications	45,075	57,603	32,058	74,603	133%
Security Alert	205,545	247,445	278,613	285,673	3%
Court Services	526,328	535,384	586,285	674,003	15%
Planning & Zoning	316,019	318,347	340,118	366,227	8%
Inspections	263,136	242,156	269,563	306,753	14%
Building Maintenance	414,649	416,765	339,633	403,000	19%
Infrastructure Services	624,898	681,448	717,769	904,905	26%
Landscaping Services	218,043	207,590	218,385	234,004	7%
GIHP Administration	436,322	274,797	217,132	243,815	12%
GIHP Facility Maintenance	950,290	1,044,575	1,032,615	1,229,265	19%
GIHP Events	174,984	130,383	138,695	155,000	12%
Vehicle Maintenance	675,448	504,320	432,552	566,527	31%
Non-Departmental	2,381,910	1,939,886	1,261,037	1,245,370	-1%
Tourism & Public Relations	586,615	918,948	916,195	1,135,214	24%
E-911 Fund	637,645	615,548	606,313	724,905	20%
Sanitation	1,512,898	1,538,376	1,589,861	1,672,008	5%
Stormwater Construction-In-Progress	459,985	480,350	805,716	495,597	-38%
Cherokee Run Golf Club	1,497,626	1,536,448	1,571,202	1,311,989	-16%
Forfeited Funds	211,534	107,591	134,481	120,000	-11%
Total	\$ 18,961,138	\$ 18,926,685	\$ 18,936,684	\$ 20,555,201	9%
Ending Balance Total	\$ 7,703,453	\$ 8,069,883	\$ 8,142,812	\$ 7,730,207	-5%

Financial Summary FY 2016-17

General Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 1,815,687	\$ 2,191,293	\$ 2,602,096	\$ 2,967,274	
Revenues/Sources					
Taxes	\$ 10,317,271	\$ 10,190,794	\$9,982,551	\$11,248,000	13%
Licenses/Permits	201,353	\$ 183,216	\$237,772	\$243,000	2%
Intergovernmental	55,511	\$ 31,364	\$59,142	\$63,500	7%
Charges for Services	795,329	\$ 844,655	\$848,774	\$860,000	1%
Fines/Forfeitures	1,191,763	\$ 1,095,842	\$889,019	\$996,000	12%
Investment Income	214,345	\$ 219,064	\$67,936	\$200,000	194%
Contributions & Donations	15,417	\$ 20,051	\$20,200	\$15,000	-26%
GIHP Revenue	1,238,151	\$ 1,152,913	\$1,187,900	\$1,045,500	-12%
Miscellaneous	335,854	\$ 338,721	\$349,480	\$389,488	11%
Other Financing Sources	65,447	\$ 63,607	\$35,320	\$35,000	-1%
Total	\$ 14,430,441	\$ 14,140,227	\$ 13,678,094	\$ 15,095,488	10%
Expenditures/Uses					
Mayor/Council	\$ 200,017	\$ 243,276	\$ 228,910	\$ 255,343	12%
City Manager's Office	475,417	\$ 502,336	\$ 543,713	\$ 578,753	6%
Administration	754,966	\$ 754,595	\$ 718,694	\$ 858,732	19%
Technology	1,072,906	\$ 1,184,381	\$ 1,278,001	\$ 1,298,648	2%
Police	4,318,882	\$ 4,444,137	\$ 4,679,143	\$ 5,414,867	16%
Communications	45,075	\$ 57,603	\$ 32,058	\$ 74,603	133%
Security Alert	205,545	\$ 247,445	\$ 278,613	\$ 285,673	3%
Court Services	526,328	\$ 535,384	\$ 586,285	\$ 674,003	15%
Planning & Zoning	316,019	\$ 318,347	\$ 340,118	\$ 366,227	8%
Inspections	263,136	\$ 242,156	\$ 269,563	\$ 306,753	14%
Building Maintenance	414,649	\$ 416,765	\$ 339,633	\$ 403,000	19%
Infrastructure Services	624,898	\$ 681,448	\$ 717,769	\$ 904,905	26%
Landscaping Services	218,043	\$ 207,590	\$ 218,385	\$ 234,004	7%
GIHP Administration	436,322	\$ 274,797	\$ 217,132	\$ 243,815	12%
GIHP Maintenance	950,290	\$ 1,044,575	\$ 1,032,615	\$ 1,229,265	19%
GIHP Events	174,984	\$ 130,383	\$ 138,695	\$ 155,000	12%
Vehicle Maintenance	675,448	\$ 504,320	\$ 432,552	\$ 566,527	31%
Non-Departmental	2,381,910	\$ 1,939,886	\$ 1,261,037	\$ 1,245,370	-1%
Total	\$ 14,054,835	\$ 13,729,424	\$ 13,312,916	\$ 15,095,488	13%
Ending Balance Total	\$ 2,191,293	\$ 2,602,096	\$ 2,967,274	\$ 2,967,274	0%

Financial Summary FY 2016-17

Emergency Telephone System Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 8,747	\$ 35,948	\$ 17,290	\$ (16,595)	
Revenues/Sources					
911 Fees	\$ 364,168	\$ 226,859	\$ 338,049	\$ 365,000	7.97%
Other Sources	300,679	370,031	234,379	359,905	53.56%
Total	\$ 664,847	\$ 596,890	\$ 572,428	\$ 724,905	26.64%
Expenditures/Uses					
E-911 Fund	\$ 637,646	\$ 615,548	\$ 606,313	\$ 724,905	19.56%
Total	\$ 637,646	\$ 615,548	\$ 606,313	\$ 724,905	19.56%
Ending Balance Total	\$ 35,948	\$ 17,290	\$ (16,595)	\$ (16,595)	0.00%
Hotel Motel Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 207,473	\$ 515,183	\$ 720,774	\$ 1,018,910	
Revenues/Sources					
Taxes	\$ 894,325	\$ 1,124,539	\$ 1,214,331	\$ 1,135,214	-6.52%
Other Sources	\$-	\$-	\$-	\$-	
Total	\$ 894,325	\$ 1,124,539	\$ 1,214,331	\$ 1,135,214	-6.52%
Expenditures/Uses					
Tourism & Public Relations	\$ 586,615	\$ 918,948	\$ 876,580	\$ 998,930	13.96%
Big Haynes Creek Nature Center	\$-	\$ -	\$ 39,615	\$ 136,284	
Total	\$ 586,615	\$ 918,948	\$ 916,195	\$ 1,135,214	23.91%
Ending Balance Total	\$ 515,183	\$ 720,774	\$ 1,018,910	\$ 1,018,910	0.00%
Forfeited Assets Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 102,285	\$ 260,728	\$ 312,637	\$ 340,961	
Revenues/Sources					
Forfeited Funds	\$ 369,977	\$ 159,500	\$ 162,805	\$ 120,000	-26.29%
Other Sources	\$ -	\$ -	\$ -	\$ -	0.00%
Total	\$ 369,977	\$ 159,500	\$ 162,805	\$ 120,000	-26.29%
Expenditures/Uses					
Forfeited Funds	\$ 211,534	\$ 107,591	\$ 134,481	\$ 120,000	-10.77%
Total	\$ 211,534	\$ 107,591	\$ 134,481	\$ 120,000	-10.77%
Ending Balance Total	\$ 260,728	\$ 312,637	\$ 340,961	\$ 340,961	0.00%

Financial Summary FY 2016-17

Stormwater Management Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 1,055,302	\$ 986,530	\$ 977,079	\$ 623,187	
Revenues/Sources					
Charges for Services	\$ 479,833	\$ 470,899	\$ 451,824	\$ 480,000	6%
Other Sources					0%
Total	\$ 479,833	\$ 470,899	\$ 451,824	\$ 480,000	6%
Expenditures/Uses					
Stormwater Management	\$ 459,985	\$ 480,350	\$ 805,716	\$ 495,597	-38%
Total	\$ 459,985	\$ 480,350	\$ 805,716	\$ 495,597	-38%
Ending Balance Total	\$ 1,075,150	\$ 977,079	\$ 623,187	\$ 607,590	-3%
Sanitation Fund	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ (475,477)	\$ (614,944)	\$ (836,615)	\$ (950,463)	
Revenues/Sources					
Charges for Services	\$ 1,234,781	\$ 1,275,119	\$ 1,276,013	\$ 1,275,000	0%
Other Sources	256,810	56,861	200,000	-	
Total	\$ 1,491,591	\$ 1,331,980	\$ 1,476,013	\$ 1,275,000	-14%
Expenditures/Uses					
Sanitation	\$ 1,512,898	\$ 1,553,651	\$ 1,589,861	\$ 1,672,008	5%
Total	\$ 1,512,898	\$ 1,553,651	\$ 1,589,861	\$ 1,672,008	5%
Ending Balance Total	\$ (496,784)	\$ (836,615)	\$ (950,463)	\$ (1,347,471)	42%
Cherokee Run Golf Course	Actual FY 13-14	Actual FY 14-15	Unaudited FY 15-16	Budget FY 16-17	% Change From FY 2014-2015
Beginning Balance	\$ 2,706,138	\$ 2,896,270	\$ 2,885,761	\$ 2,768,736	
Revenues/Sources					
Golf Revenues	\$ 1,205,918	\$ 1,296,996	\$ 1,296,177	\$ 1,311,989	1%
Other Sources	\$ 600,000	\$ 228,943	\$ 158,000	\$ -	0%
Total	\$ 1,805,918	\$ 1,525,939	\$ 1,454,177	\$ 1,311,989	-10%
Expenditures/Uses					
Golf Administration	\$ 698,255	\$ 719,093	\$ 763,077	\$ 485,861	-36%
Golf Maintenance	\$ 502,471	\$ 513,211	\$ 511,722	\$ 533,398	4%
Golf Food and Beverage	\$ 296,900	\$ 304,144	\$ 296,403	\$ 292,730	-1%
Total	\$ 1,497,626	\$ 1,536,448	\$ 1,571,202	\$ 1,311,989	-16%
Ending Balance Total	\$ 3,014,430	\$ 2,885,761	\$ 2,768,736	\$ 2,768,736	0%

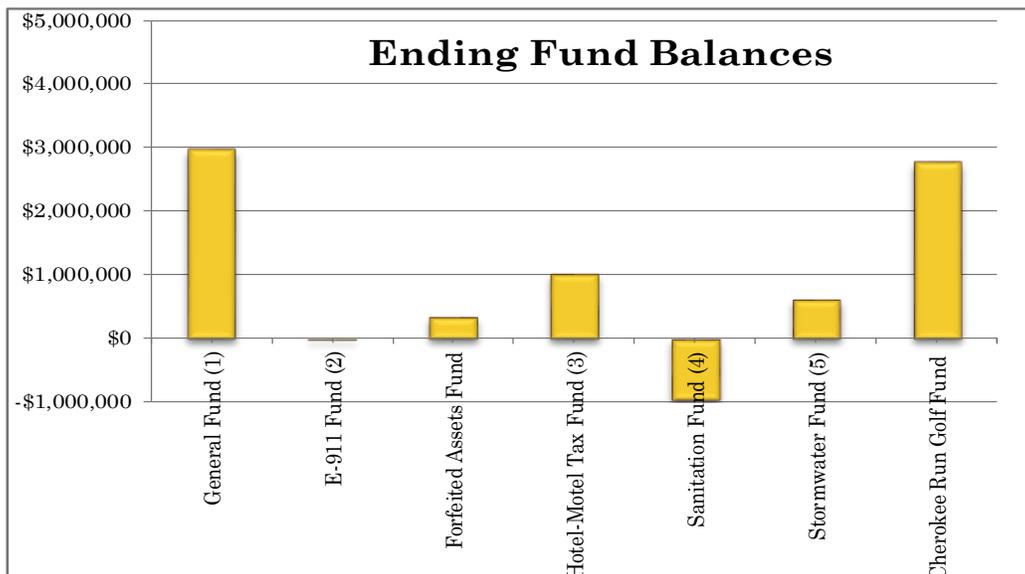
Financial Summary FY 2016-17

Changes in Fund Balances							
ALL FUNDS							
Fiscal Year 2016 *							
Fund	Beginning Balance	Revenues	Expenditures	Contributed Capital	Ending Balance	% Change in Fund Balance	\$ Change in Fund Balance
General Fund (1)	\$ 2,602,096	\$ 13,678,094	\$ 13,312,916	\$ -	\$ 2,967,274	14.03%	\$ 365,178
E-911 Fund (2)	\$ 17,290	\$ 572,428	\$ 606,313	\$ -	\$ (16,595)	-195.98%	\$ (33,885)
Forfeited Assets Fund	\$ 312,637	\$ 162,805	\$ 134,481	\$ -	\$ 340,961	9.06%	\$ 28,324
Hotel-Motel Tax Fund (3)	\$ 720,774	\$ 1,214,331	\$ 916,195	\$ -	\$ 1,018,910	41.36%	\$ 298,136
Sanitation Fund (4)	\$ (836,615)	\$ 1,476,013	\$ 1,589,861	\$ -	\$ (950,463)	13.61%	\$ (113,848)
Stormwater Fund (5)	\$ 977,079	\$ 451,824	\$ 805,716	\$ -	\$ 623,187	-36.22%	\$ (353,892)
Cherokee Run Golf Fund	\$ 2,885,761	\$ 1,454,177	\$ 1,571,202	\$ -	\$ 2,768,736	-4.06%	\$ (117,025)

* *Unaudited numbers*

The chart above depicts the beginning fund balance as July 1, 2015, the unaudited actual Revenues and Expenditures for Fiscal Year 2015-2016 and the anticipated ending balance at June 30, 2016.

- (1) The General Fund increase will be used to build the reserved fund balance.
- (2) The E-911 Fund use of fund balance was due to a decrease in projected revenues for the emergency fund.
- (3) The Hotel-Motel Tax Fund will be used to fund additional construction in the nature center. Increase in fund balance was due to additional revenues derived from higher than expected hotel night stays.
- (4) The Sanitation fund decrease was due to additional costs of equipment repairs.
- (5) The Stormwater Fund decrease in fund balance was due to a major project that was completed in this past fiscal year. The funds were part of the revenue bonds that were reserved for specific projects.



Debt Service Summary FY 2016-17

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.

Debt Service Summary FY 2016-17

The following is a computation of the City's legal debt margin as of June 30, 2016:

Gross Assessed Value:	\$ 564,375,653
Debt Limit (10% of assessed value)	\$ 56,437,565
Amount of debt applicable to debt limit (6% of debt limit)	\$ 3,555,000
Total general obligation bonded debt	\$ -
Legal Debt Margin:	\$ 52,882,565

City of Conyers, Georgia										
Legal Debt Margin Information										
Last Ten Fiscal Years										
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Debt limit	\$53,627,960	\$65,952,349	\$65,317,649	\$65,574,905	\$66,838,531	\$ 60,735,296	\$52,825,533	\$53,558,064	\$53,760,962	\$56,437,565
Total net debt applicable to limit	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	3,555,000
Legal debt margin	\$49,687,960	\$62,077,349	\$61,512,649	\$61,642,584	\$62,566,591	\$ 56,744,167	\$49,208,148	\$49,990,387	\$50,205,962	\$52,882,565
Total net debt applicable to the limit as a percentage of debt limit	7.35%	5.88%	5.83%	6.00%	6.39%	6.57%	6.85%	6.66%	6.61%	6.30%

Year	Debt limit	Total net debt applicable to limit
2007	\$53,627,960	\$3,940,000
2008	\$65,952,349	\$3,875,000
2009	\$65,317,649	\$3,805,000
2010	\$65,574,905	\$3,932,321
2011	\$66,838,531	\$4,271,940
2012	\$60,735,296	\$3,991,129
2013	\$52,825,533	\$3,617,385
2014	\$53,558,064	\$3,567,677
2015	\$53,760,962	\$3,555,000
2016	\$56,437,565	\$3,555,000

Debt Service Summary FY 2016-17

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: \$600,000
Final Payment Date: April 2020

Principal: \$ 140,000
Interest: \$ 29,160

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

Debt Service Summary FY 2016-17

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:

Current Year Debt Service

Outstanding Principal: 319,178
 Final Payment Date: November 30, 2020

Principal: \$ 128,604
 Interest: \$ 11,171

Budgeted: General Fund

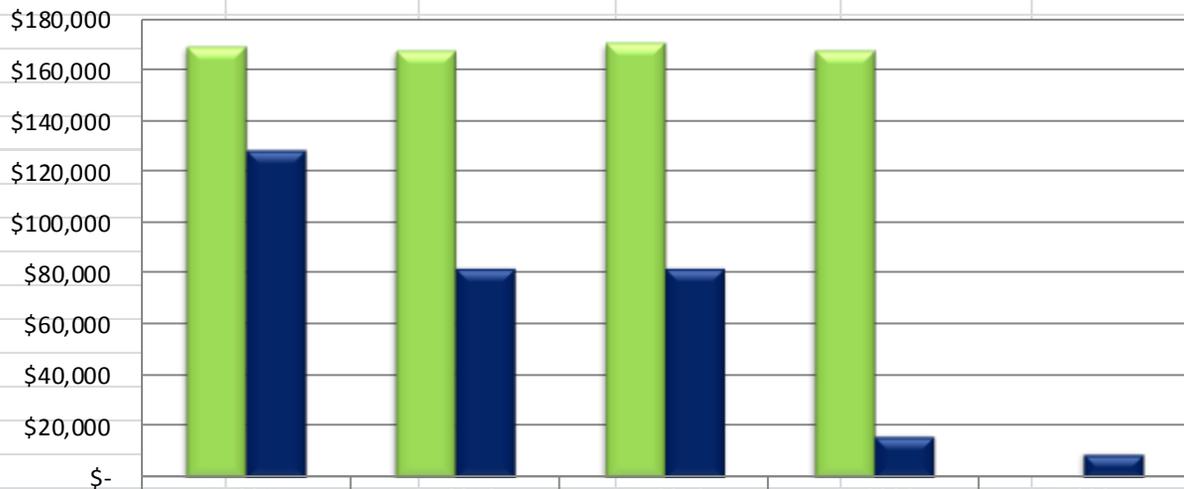
Description	Original Date	Term/ months	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Current Leases Balance
2011 Kubota Tractor	02/01/12	60	\$ 7,659	\$ -	\$ -	\$ -	\$ -	\$ 7,659
(13) Dodge Chargers w/ equipment	07/01/13	36	\$ 39,014	\$ -	\$ -	\$ -	\$ -	\$ 39,014
John Deere Precision Cut Riding Mower	11/01/15	60	\$ 7,045	\$ 7,045	\$ 7,045	\$ 7,045	\$ -	\$ 28,181
Kubota Tractor & (2) Scag Mowers	05/01/16	60	\$ 9,834	\$ 9,834	\$ 9,834	\$ 9,834	\$ 9,834	\$ 49,169
(4) 2016 Dodge Chargers (1) Chevy Tahoe	07/01/16	36	\$ 65,052	\$ 65,052	\$ 65,052	\$ -	\$ -	\$ 195,155
			\$ 128,604	\$ 81,931	\$ 81,931	\$ 16,879	\$ 9,834	\$ 319,178

Debt Service Summary FY 2016-17

Projected Debt Service Expenditures by Type

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Revenue Bonds	\$ 169,160	\$ 167,356	\$ 170,309	\$ 167,776	\$ -
Lease Purchases	\$ 128,604	\$ 81,931	\$ 81,931	\$ 16,879	\$ 9,834
Total Debt Service by FY	\$ 297,764	\$ 249,287	\$ 252,240	\$ 184,655	\$ 9,834

Debt Service Expenditures by Type



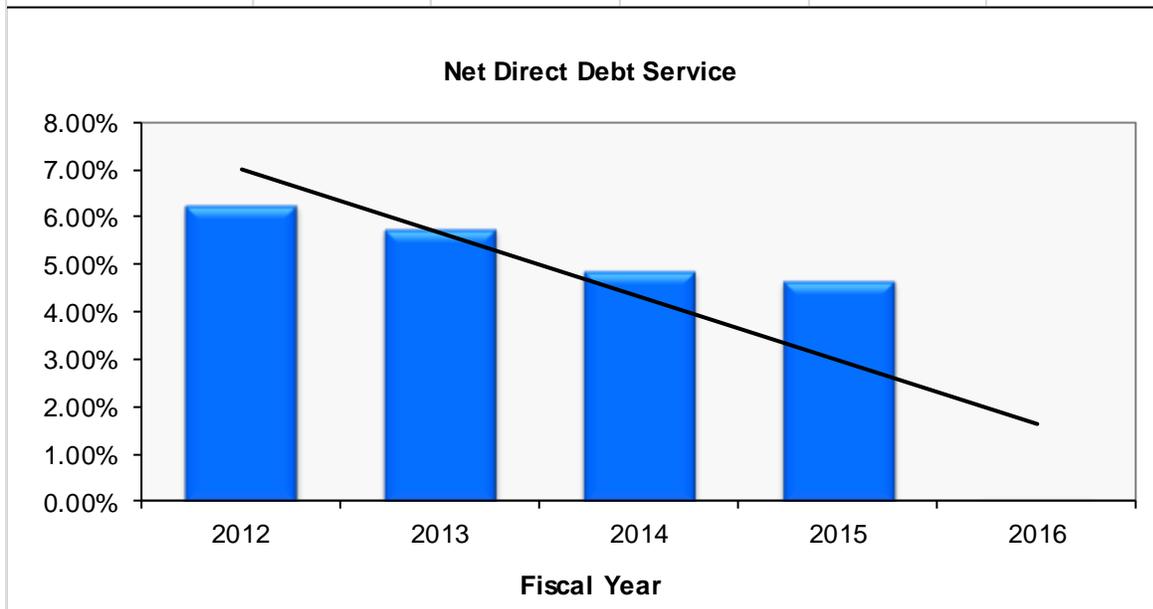
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenue Bonds	\$169,160	\$167,356	\$170,309	\$167,776	\$-
Lease Purchases	\$128,604	\$81,931	\$81,931	\$16,879	\$9,834

Debt Service Summary FY 2016-17

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 2012. For fiscal year 2017, the debt service ratio is expected to remain well under the 15% goal.

Net Direct Debt Service					
Description	Fiscal Year				
	2012	2013	2014	2015	2016
Net direct debt service	\$ 865,818	\$ 778,918	\$ 773,804	\$ 731,356	\$ 16,068
Net operating revenues	\$ 13,849,554	\$ 13,551,054	\$ 15,922,647	\$ 15,699,326	\$ 18,594,753
Net direct debt service as a percentage of net operating revenues	6.25%	5.75%	4.86%	4.66%	0.09%



Personnel Summary FY 2016-17

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 191 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 2016-2017 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.

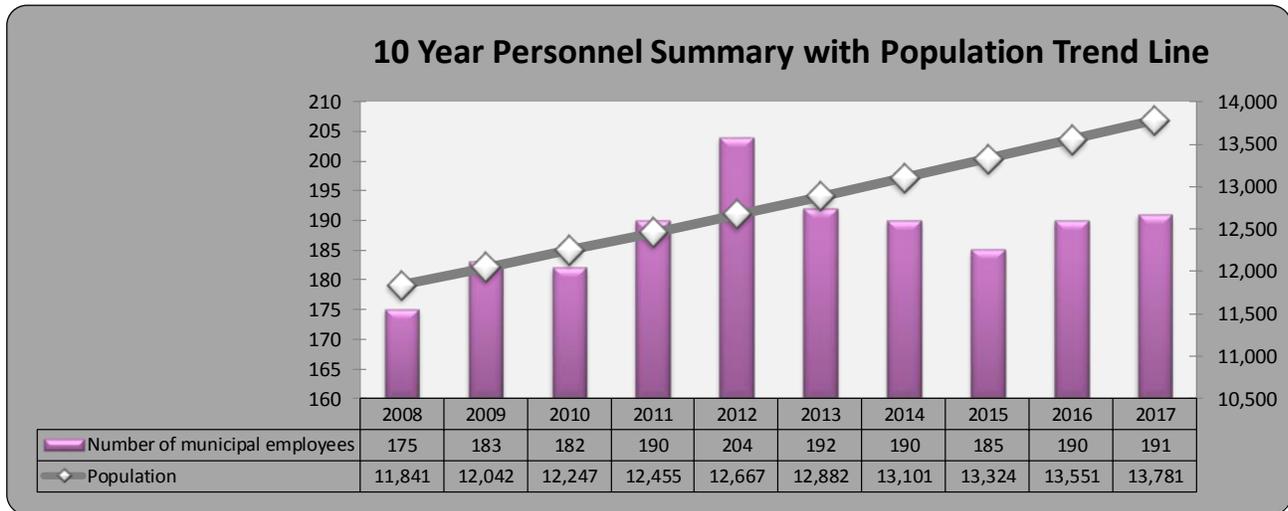
* All full time and part time employees are included in the table below.

Adopted Budgeted Positions for last 10 years										
Department	FY 2008	FY 2009	FY 2010	FY 2011	FY2012	FY2013	FY2014	FY 2015	FY 2016	2017
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	9	9	9	10	9	8	8	8	9	9
Technology	2	2	2	3	3	3	3	3	3	3
Police Services	58	60	60	66	69	68	69	71	73	74
Court Services	8	10	10	10	10	10	10	9	10	10
Conyers Security Alert	3	3	2	2	2	2	2	2	2	2
Planning & Inspections	9	9	9	9	9	7	7	8	8	8
Public Works & Transportation	32	35	35	34	32	30	28	24	25	25
Georgia International Horse Park	21	21	21	21	21	20	19	18	15	15
Tourism & Public Relations	7	7	7	7	7	6	7	7	10	10
Communications	14	15	15	15	18	15	15	14	14	14
Environmental Services	3	3	3	4	4	4	4	4	4	4
Cherokee Run Golf Course	0	0	0	0	11	10	9	8	8	8
Total Employees	175	183	182	190	204	192	190	185	190	191

Personnel Summary FY 2016-17

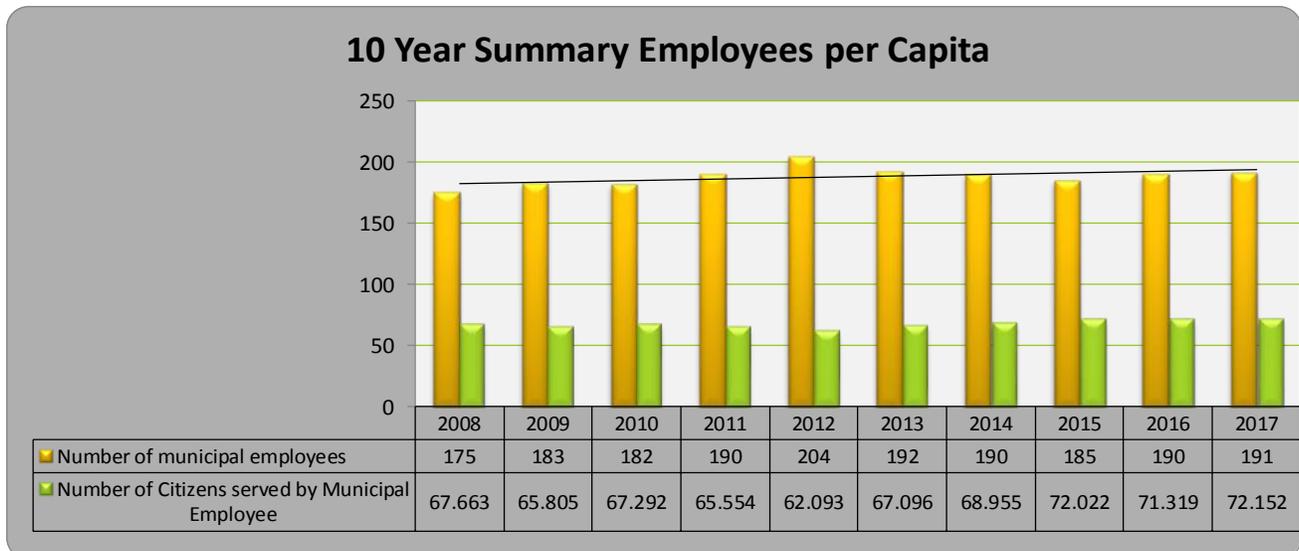
WORKFORCE AND POPULATION

For fiscal year 2016-2017 there was 1 additional position added in the Police department.



EMPLOYEES PER CAPITA

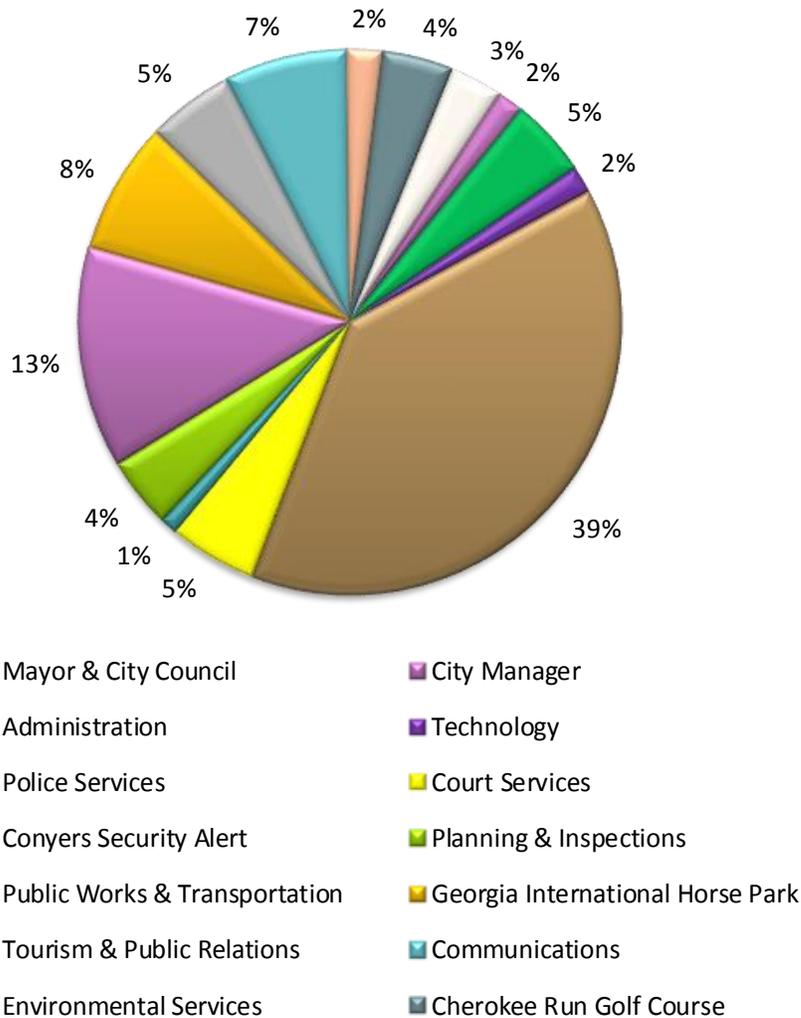
This graph depicts the ratio of City employees to the number of citizens. This ratio shows a decreasing trend until fiscal year 2012. However, since then, there is a slight increase due to the personnel positions created by the responsibility of operating the Cherokee Run golf course. For FY 2016-2017 there is an anticipated city employee for every 72-city residents.



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 38% of the total City of Conyers' workforce. Public Works & Transportation makes up the next largest portion of the City of Conyers' workforce with 14%.

Fiscal Year 2016-2017 Staffing by Department



SIGNIFICANT CHANGES

The fiscal year 2016-2017 includes funding for a Gang’s Intelligence Police Officer. The current budget also 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. The current budget includes an 8% increase for all sworn police officers effective January 1, 2017. Both plans are included in this budget under the ‘pay and classification plan’ tab. Health insurance has an increase of 7.6% over last fiscal year.

Personnel Summary FY 2016-17

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 \$0.26 per \$1,000 of salary.

Personnel Summary FY 2016-17

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.

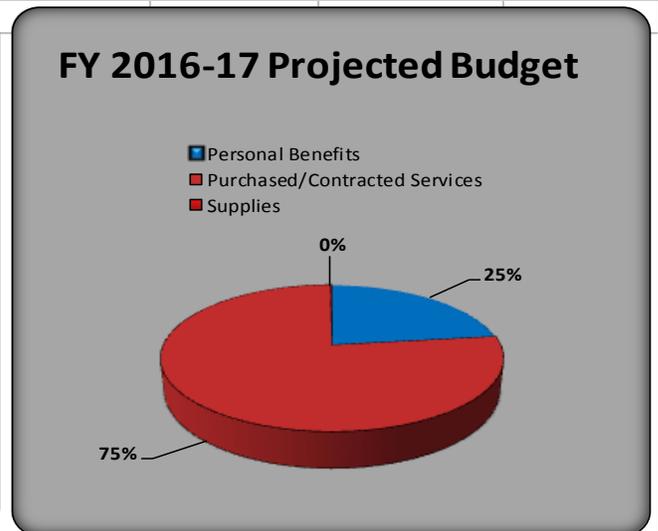
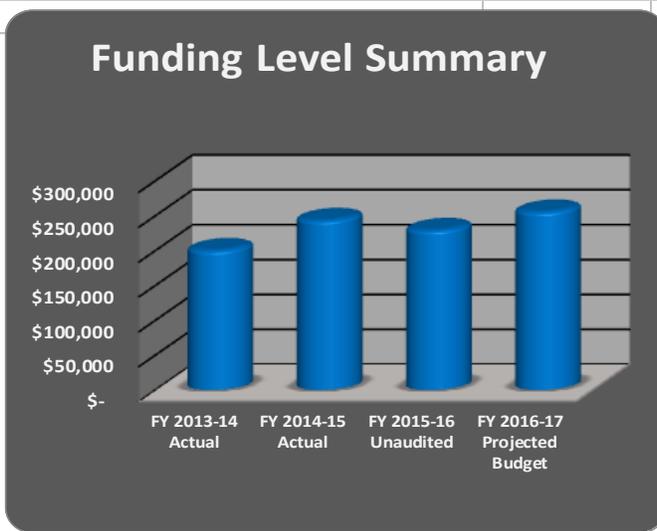
Mayor & City Council FY 2016-17

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.

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Personal Benefits	\$ 50,761	\$ 51,762	\$ 52,726	\$ 58,843	11.6%
Purchased/Contracted Services	148,361	191,303	176,124	196,000	11.3%
Supplies	895	211	60	500	733.3%
Departmental Total	\$ 200,017	\$ 243,276	\$ 228,910	\$ 255,343	11.5%
Personnel Summary					
Departmental Total	6	6	6	6	0.0%



Mayor & City Council FY 2016-17

KEY PERFORMANCE MEASURES

Mayor & Council	FY 2013-14 Actuals	FY 2014-15 Pre-Audit	FY 2015-16 Pre-Audit
Number of Council Meetings	19	23	20
Public Presentations to Citizens	12	12	12
Number of Contracts Awarded	22	12	27
Number of Ordinances Adopted	55	33	21
Number of Resolutions Adopted	9	9	7

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 2016-2017 are \$255,343, an increase of 11.5% compared to the previous year's unaudited values of \$228,910. The primary reason for the increase is higher health insurance costs, estimated increase in legal fees, and higher audit costs.

PERSONNEL POSITIONS

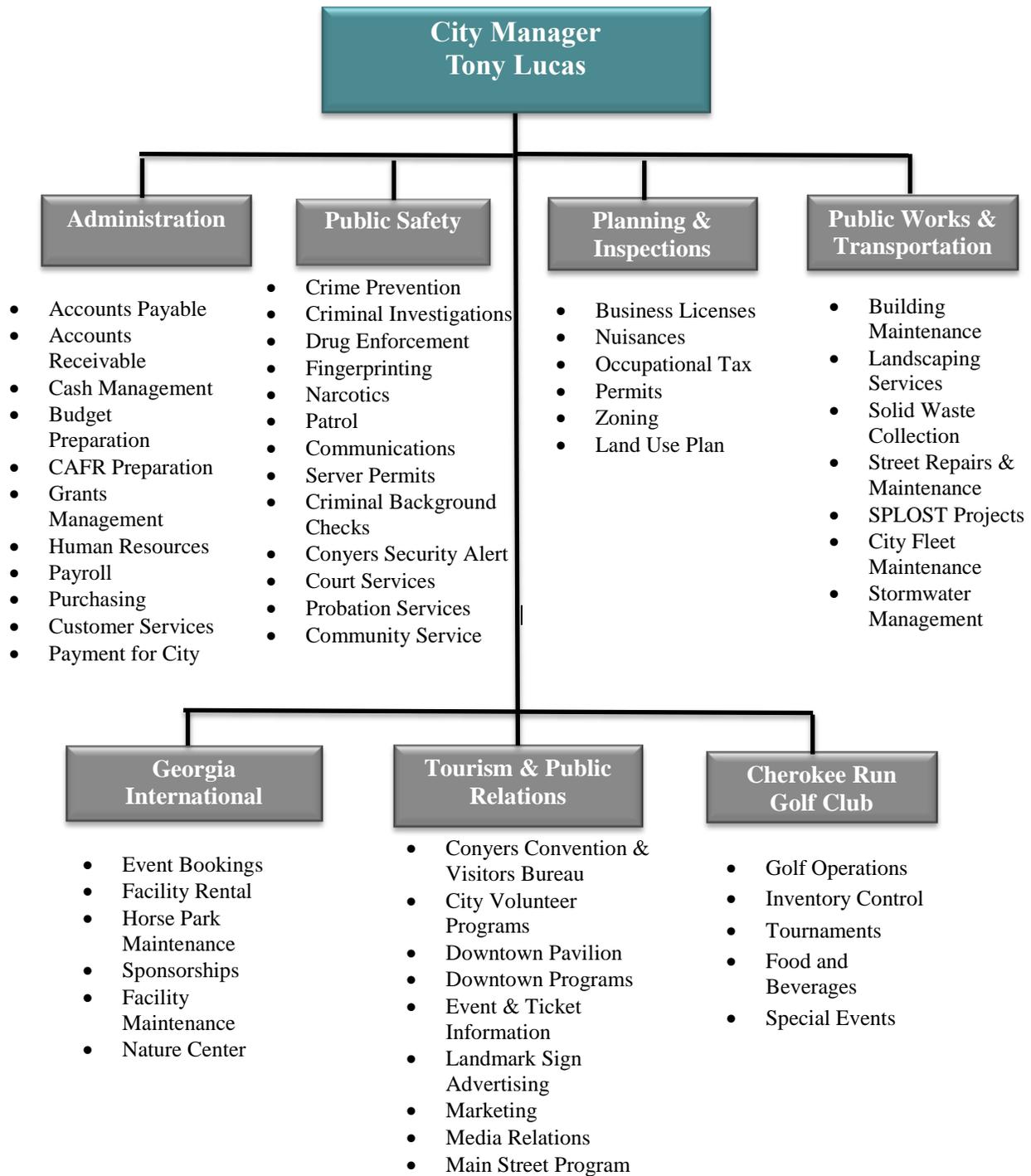
Mayor & Council Positions	Salary Grade	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions
Mayor City Council	UC	1	1	1
	UC	5	5	5
	Total	6	6	6

Mayor & City Council FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating Budget	% Change
10-1100-010	Mayor & Council			
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	34,954	40,851	16.9%
2110-0	Group Life Insurance	13	25	92.3%
2120-0	Group Dental Insurance	1,004	1,100	9.6%
2130-0	Vision Insurance	285	400	40.4%
2200-0	FICA Expense	1,170	1,167	-0.3%
	Total Personal Benefits	\$ 52,726	\$ 58,843	11.6%
52	Purchased/Contracted Services			
1100-0	Election Expenses	\$ 40	\$ -	-100.0%
1200-0	Legal Counsel	115,597	130,000	12.5%
1210-0	Audit	42,750	50,000	17.0%
3700-0	Training and Travel	17,737	16,000	-9.8%
	Total Purchased/Contracted Services	\$ 176,124	\$ 196,000	11.3%
53	Supplies			
1100-0	Office Supplies	\$ 60	\$ 500	733.33%
	Total Supplies	\$ 60	\$ 500	733.33%
	Total Mayor & Council	\$ 228,910	\$ 255,343	11.5%

City Manager FY 2016-17

Functional Organizational Chart Department of City Manager



DEPARTMENT DESCRIPTION

The City Manager shall:

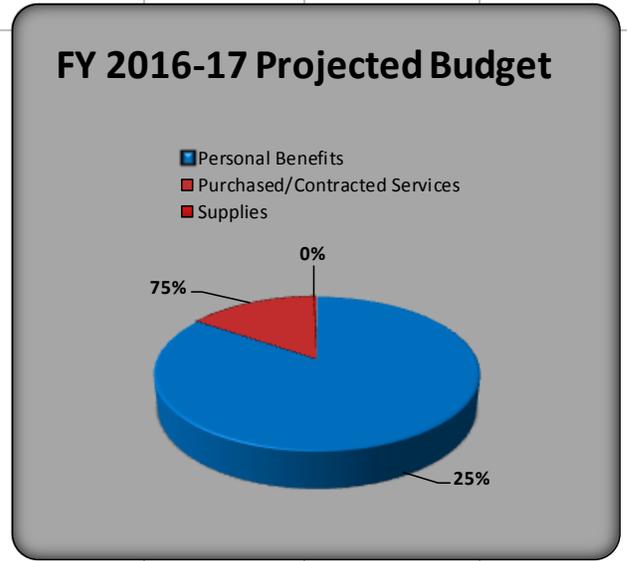
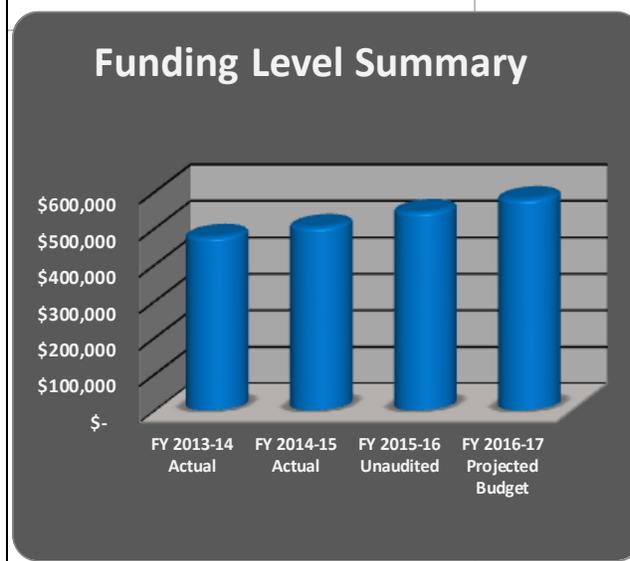
- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter, 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.

City Manager FY 2016-17

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Personal Benefits	\$ 388,893	\$ 417,285	\$ 454,629	\$ 489,003	8%
Purchased/Contracted Services	84,633	83,867	87,449	87,600	0%
Supplies	1,891	1,184	1,635	2,150	31%
Departmental Total	\$ 475,417	\$ 502,336	\$ 543,713	\$ 578,753	6%
Personnel Summary					
Departmental Total	3	3	3	3	0%



BUDGET HIGHLIGHTS

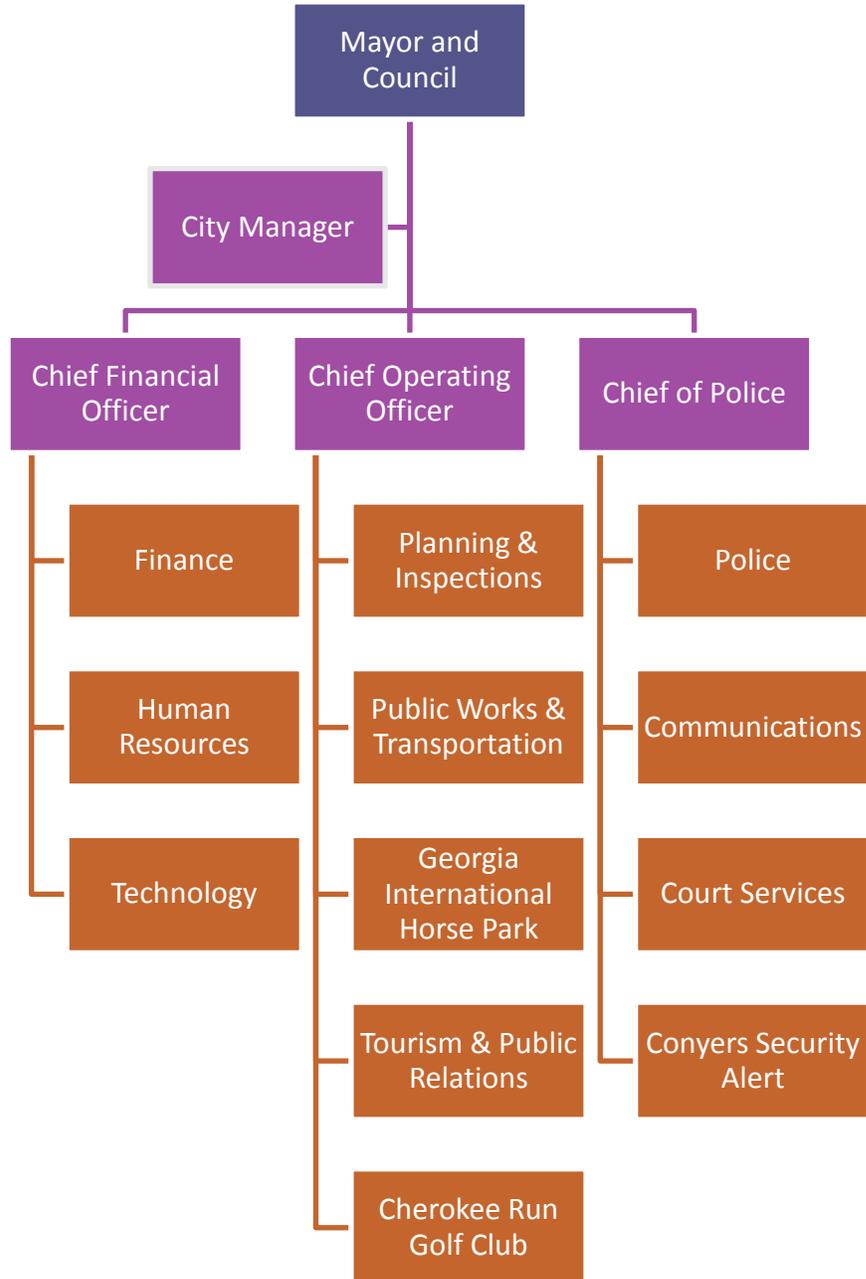
The projected expenditures for fiscal year 2016-2017 are \$578,753, an increase of 6% over the previous year's unaudited values of \$543,713. The increase can mainly be seen in personal benefits to include higher insurance premiums, retirement and salary increases.

PERSONNEL POSITIONS

City Manager's Office Positions	Salary Grade	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions	FY 2016-17 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 Manager FY 2016-17

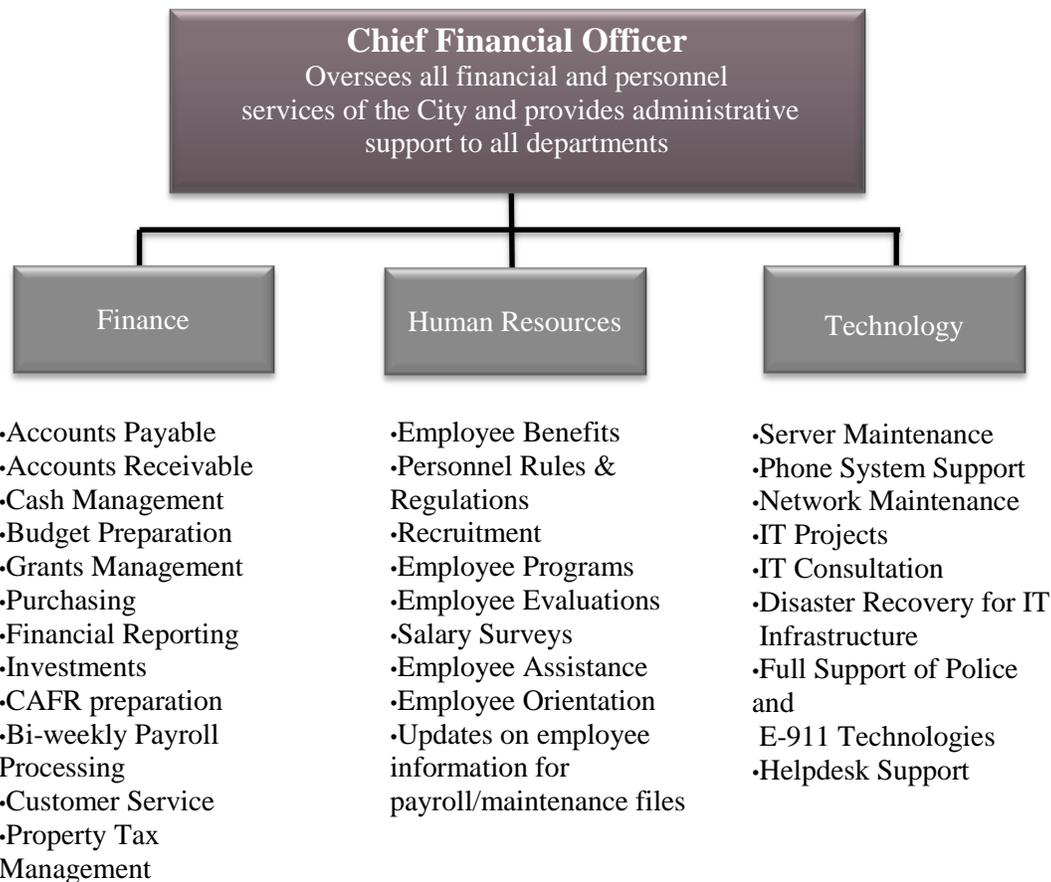
City of Conyers Organizational Chart



City Manager FY 2016-17

10-1150-015 City Manager		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 310,464	\$ 334,839	7.9%
1110-0	Other Salaries & Wages	53,772	45,800	-14.8%
2100-0	Group Health Insurance	29,093	33,743	16.0%
2110-0	Group Life Insurance	755	1,652	118.8%
2120-0	Group Dental Insurance	974	1,194	22.6%
2130-0	Group Vision Insurance	209	232	11.0%
2200-0	FICA Expense	24,281	29,119	19.9%
2400-0	Municipal Retirement	35,081	42,424	20.9%
	Total Personal Benefits	\$ 454,629	\$ 489,003	7.6%
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	14,117	10,000	-29.2%
2500-0	Postage	-	100	100.0%
3100-0	Dues, Fees, & Memberships	3,076	2,500	-18.7%
3700-0	Training & Travel Expenses	10,257	15,000	46.2%
	Total Purchased/Contract Services	\$ 87,450	\$ 87,600	0.2%
53	Supplies			
1100-0	Office Supplies	\$ 1,513	\$ 2,000	32.2%
1300-0	Periodicals & Publications	121	150	24.0%
	Total Supplies	\$ 1,634	\$ 2,150	31.6%
	Total City Manager	\$ 543,713	\$ 578,753	6.4%

Functional Organizational Chart Department of Administration



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.

Administration FY 2016-17

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.

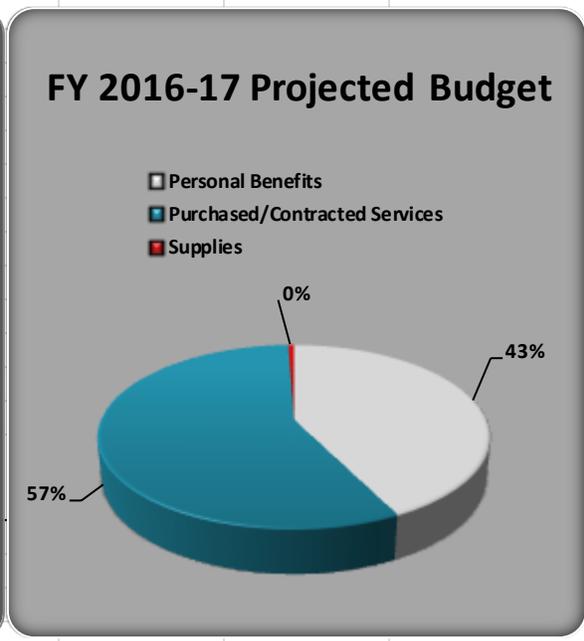
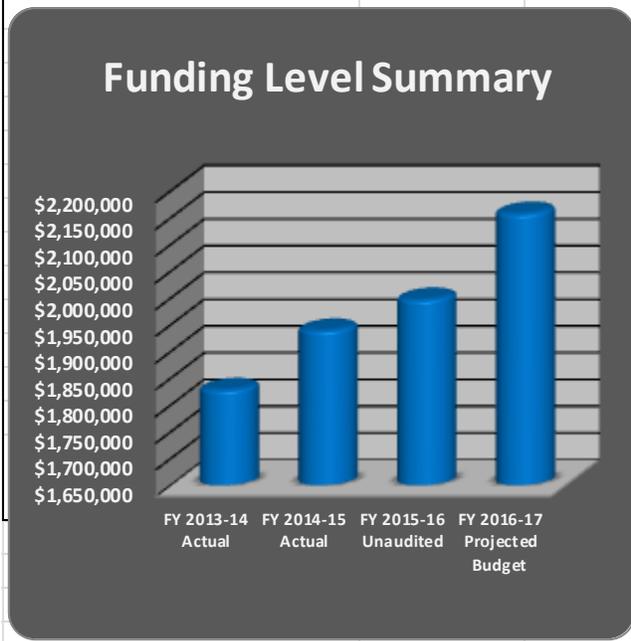
The City has a paperless program that utilizes a digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration, the Police Department, Court Services, the Department of Planning and Inspections Services, 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.

Administration FY 2016-17

Funding Level Summary	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Administration	754,966	754,595	718,694	858,732	19.5%
Technology	1,072,906	1,184,381	1,278,001	1,298,648	1.6%
Departmental Total	1,827,872	1,938,976	1,996,695	2,157,380	8.0%
Personal Benefits	\$ 762,662	\$ 765,060	\$ 744,952	\$ 919,420	23%
Purchased/Contracted Services	1,054,594	1,162,494	1,238,811	1,225,460	-1%
Supplies	9,811	10,967	12,125	12,500	3%
Interfund Transfers	805	455	807	-	-100%
Departmental Total	\$1,827,872	\$1,938,976	\$1,996,695	\$2,157,380	8%
Personnel Summary					
Administration	9	8	9	9	0%
Technology	3	3	3	3	0%
Departmental Total	12	11	12	12	0%



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- 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, 2016.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.
- Upgrade City of Conyers Microsoft Exchange Server
- Complete Conyers Police Tablet Deployment
- Implement new technologies to reduce cost and drive efficiency
- Deploy BitLocker full disk encryption to all City of Conyers Laptops
- Begin testing mobility deployments
- Upgrade City of Conyers Virtual Server infrastructure
- Upgrade Public Works Gasboy Fuel Management System
- Deploy AirWatch Laptop Management
- Increase security and reliability of the City of Conyers computer network

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

Finance Division

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2015-2016. This is the 234th 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, 2015. This marks the 2^{3rd} time the City has received this special recognition.
- ✓ Coordinated two council retreats.
- ✓ The audit for fiscal year ending June 30, 2015 was completed without any findings.
- ✓ Prepared financial reports required by federal, state, and county agencies.

Administration FY 2016-17

Human Resources Division

- ✓ Coordinated and implemented several employee programs.
- ✓ Negotiated 7.6% increase in employee health insurance premiums for 2016-2017.
- ✓ Held Health Fair that included free flu shots.
- ✓ Secured \$7,169 in donations for employee programs.

Technology Division

- ✓ Increase reliability and security of the City of Conyers computer network.
 - -This is ongoing and includes projects such as updating network component firmware and adding and removing firewall and email policies.
- ✓ Increase reliability, security, and connectivity of City of Conyers external computer connections.
 - -Many connections have been upgraded and equipment is regularly maintained
- ✓ Implement new technologies and software in an effort to reduce reoccurring cost paid by the city for current technologies/software.
 - -This is ongoing and includes projects such as Video court, allowing multiple stations to process payments in court, upgrading UPSs, etc.
- ✓ Completed the installation of private Wi-Fi throughout the City Complex allowing users to become mobile.
- ✓ Completed the deployment of police body cameras and upgrade back office storage appliance.
- ✓ Developed and deployed case management software to automate and track criminal history requests.
- ✓ Upgraded Conyers Security Alert monitoring software to more efficiently served.
- ✓ Deployed Seamless Docs software to allow all City forms to be available online and on mobile devices.
- ✓ Completed 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
- ✓ Deploy Mobile Device Management (MDM) solution to aid in the management of all City issued devices.
 - This is ongoing. We are deploying this as we replace the devices. Many of our devices now are enrolled in the MDM program

Administration FY 2016-17

KEY PERFORMANCE MEASURES

Department of Administration	FY 2013-2014 Actual	FY 2014-2015 Actual	FY 2015-2016 Pre-Audit
Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting	22	23	24
Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award	23	24	25
Tax bills generated	5,982	6,000	6,010
Number of liens processed	134	109	113
Number of employee programs conducted	14	12	11
Worker compensation claims	42	14	18
Liability and auto accident claims	50	36	20
Employee turnover rate	10%	11%	14%

BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2016-2017 is \$858,732, which reflects an increase of 19.5% over last fiscal year unaudited budget of \$718,694. 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 2016-2017 is \$1,298,648, which is an increase of 1.6% from last fiscal year unaudited budget of \$1,278,001. The main reason for the increase is because of raising costs of software and hardware maintenance costs. Additionally, the helpdesk technician position was budgeted at full-time instead of part-time.

Administration FY 2016-17

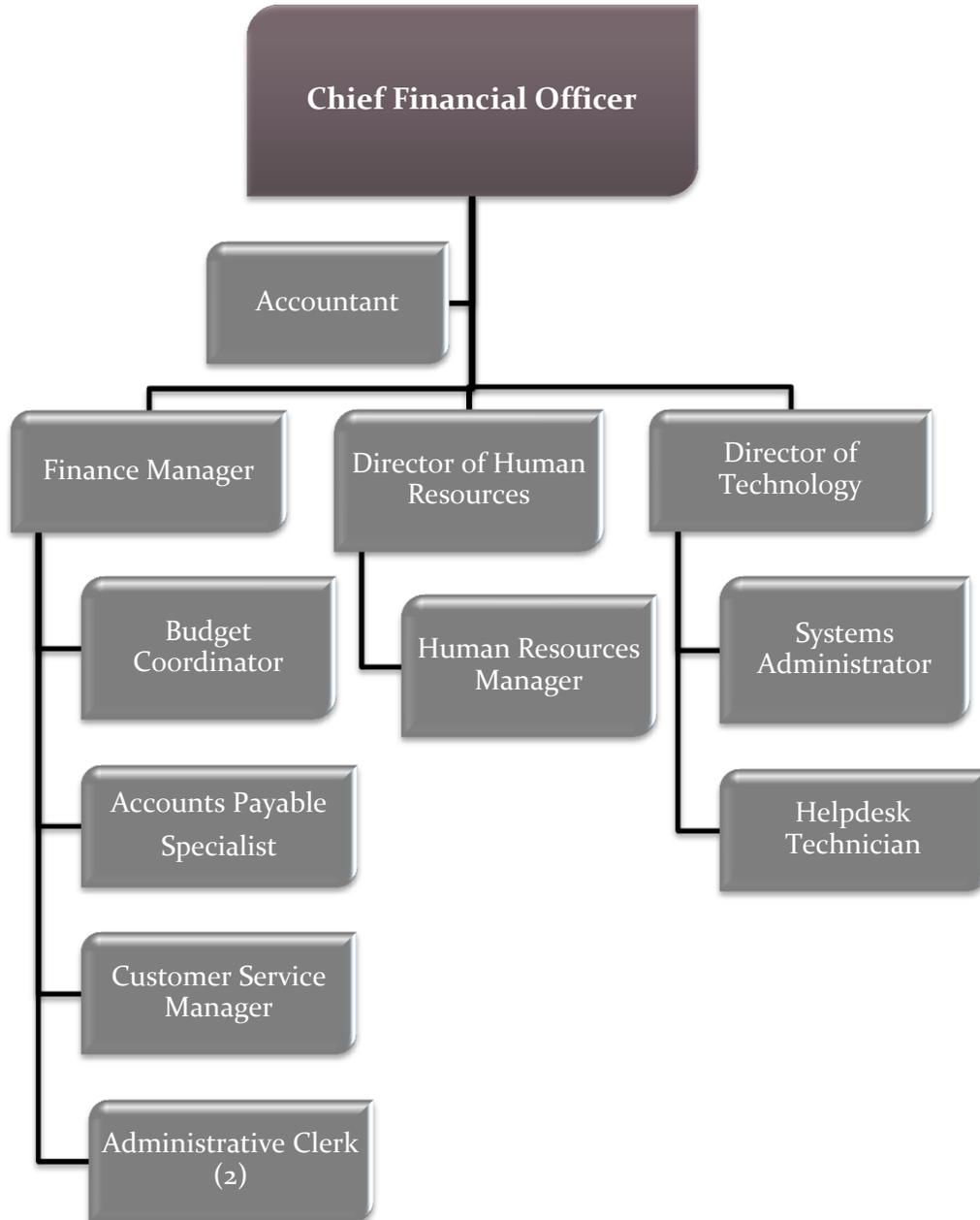
PERSONNEL POSITIONS

Administration Positions	Salary Grade	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions	FY 2016–17 Budgeted Positions
Chief Financial Officer	UC	1	1	1
Director of Human Resources	UC	1	1	1
Director of IT	UC	0	1	1
Senior Systems Administrator	119	1	0	0
Helpdesk Technician (1)	106	1	1	1
Finance Manager	119	1	1	1
IT Systems Administrator	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	2	2
	Total	11	12	12

- (1) The Helpdesk Technician position was previously budgeted as part-time. It was reclassified to a full-time position for fiscal year 2016-2017.

Administration FY 2016-17

Organizational Chart Department of Administration



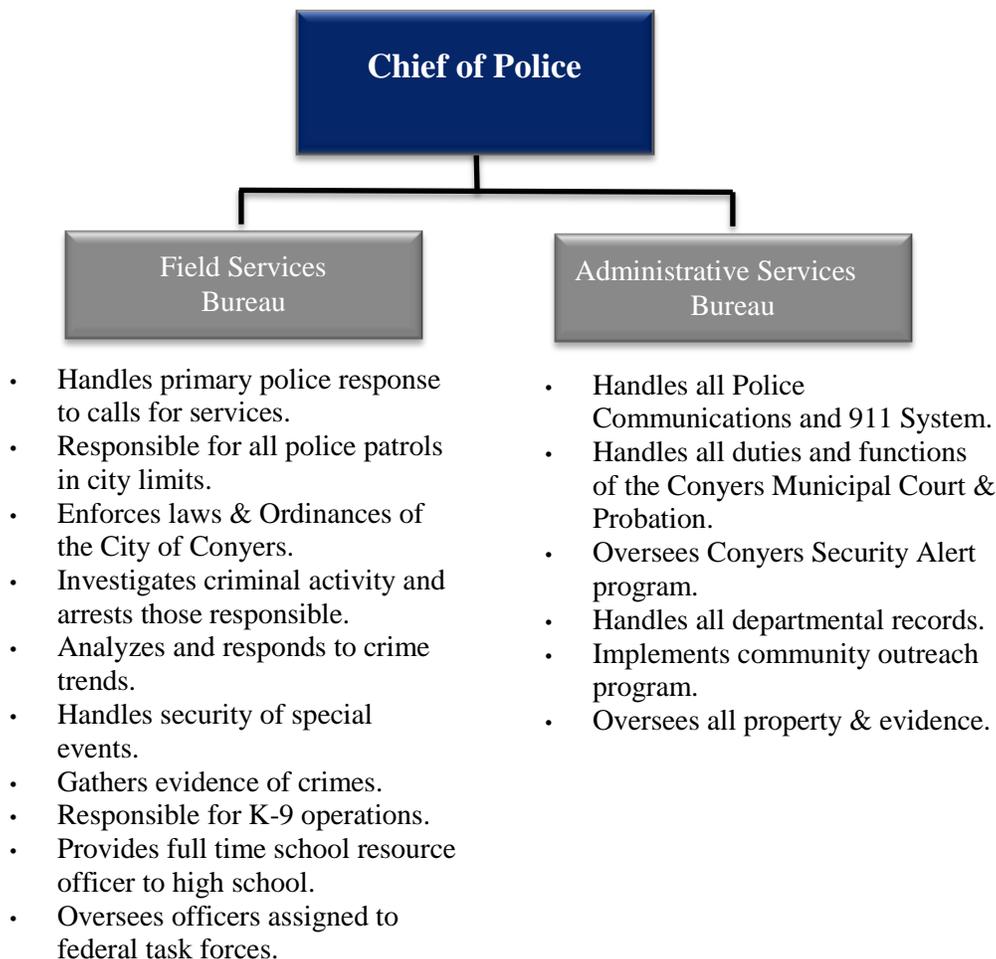
Administration FY 2016-17

10-1200-020 Administration		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 403,002	\$ 481,955	19.6%
1110-0	Other Salaries & Wages	31,634	32,697	3.4%
2100-0	Group Health Insurance	43,742	65,000	48.6%
2110-0	Group Life Insurance	1,033	2,243	117.1%
2120-0	Group Dental Insurance	2,141	3,184	48.7%
2130-0	Group Vision Insurance	479	618	29.0%
2200-0	FICA Expense	31,244	39,371	26.0%
2400-0	Municipal Retirement	44,903	61,064	36.0%
	Total Personal Benefits	\$ 558,178	\$ 686,132	22.9%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 47,560	\$ 65,000	36.7%
1250-0	Legal Counsel	20,215	15,000	-25.8%
2100-0	Drug Testing Contracts	58	100	72.4%
2400-0	Publishing & Printing	8,592	8,000	-6.9%
2500-0	Postage	6,276	8,000	27.5%
3100-0	Dues, Fees & Memberships	6,377	6,500	1.9%
3700-0	Training and Travel	10,540	10,000	-5.1%
4500-0	Employee Recognition	48,513	50,000	3.1%
	Total Purchased/Contracted Services	\$ 148,131	\$ 162,600	9.8%
53	Supplies			
1100-0	Office Supplies	\$ 7,983	\$ 7,000	-12.3%
1300-0	Periodicals/Publications	3,595	3,000	-16.6%
	Total Supplies	\$ 11,578	\$ 10,000	-13.6%
55	Interfund Transfers			
2100-0	Inventory - Postage Meter	\$ 807	\$ -	-100.0%
	Total Interfund Transfers	\$ 807	\$ -	-100.0%
	Total Administration	\$ 718,694	\$ 858,732	19.5%

Administration FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	%
<u>10-1300-030</u>	<u>Technology</u>		Budget	Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 142,102	\$ 170,379	19.9%
1110-0	Other Salaries & Wages	9,189	6,188	-32.7%
1120-0	Overtime Salaries & Wages	-	-	N/A
2100-0	Group Health Insurance	11,429	19,695	72.3%
2110-0	Group Life Insurance	296	876	195.9%
2120-0	Group Dental Insurance	666	1,194	79.3%
2130-0	Group Vision Insurance	143	232	62.2%
2200-0	FICA Expense	10,957	13,137	19.9%
2400-0	Municipal Retirement	11,991	21,587	80.0%
	Total Personal Benefits	\$ 186,773	\$ 233,288	24.9%
52	Purchased/Contracted Services			
1100-0	Contract Labor	3,676	4,800	30.6%
1210-0	Maintenance/Repairs Office Equipment	149,748	139,200	-7.0%
1220-0	Maintenance/Repairs Computer Equipment	11,557	12,000	3.8%
1221-0	Software & Licensing	385,415	408,282	5.9%
1222-0	Computer Equipment	248,458	179,202	-27.9%
2200-0	Telephone	289,680	309,226	6.7%
3100-0	Dues, Fees, & Memberships	650	150	-76.9%
3700-0	Training & Travel Expenses	1,497	10,000	568.0%
	Total Purchased/Contracted Services	\$ 1,090,681	\$ 1,062,860	-2.6%
53	Supplies			
1100-0	Office Supplies	\$ 547	\$ 2,500	357.0%
	Total Supplies	\$ 547	\$ 2,500	357.0%
	Total Technology	\$ 1,278,001	\$ 1,298,648	1.6%

Functional Organizational Chart Department of Public Safety



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 Marshal Unit and Crime Analysis/Intelligence.

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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 division also conducts specialized traffic enforcement on the city's roadways, concentrated enforcement actions, handles special events throughout the community and houses police K-9 operations. The police department uses two police dogs for various functions. These dogs are used to obtain evidence on narcotics suspects and in solving other types of crimes as a 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. The dogs also have the ability to track suspects and missing persons as needed.

The police department also fields a Special Response Team (SRT) which is a highly trained and specialized unit that 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 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 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 applicable restaurants are in compliance with city ordinances by having alcoholic beverage server permits for employees who serve alcohol.

The police department also provides two full-time school resource officers to Rockdale County High School. The school resource officers attend and participate in school functions. The officers also provide assistance with problems of law enforcement and crime prevention to students, parents and faculty. The officers also take law enforcement action at the school as required. These are just some of the many daily functions the school resource officers perform 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 which support and augment regular police operations. It consists of the Communications Division, the Court Services Division, Conyers Security Alert, Property/Evidence, Records 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

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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 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.

The Office of Professional Standards is a unit of the police department outside of the Field Services and Administrative Services Bureaus that reports directly to the Chief of Police. This unit houses accreditation/certification, internal affairs and training/quartermaster. The Conyers Police Department is a state police certified agency through the Georgia Association of Chiefs of Police and an internationally accredited agency 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. The department was recertified as a state certified agency in February 2015.

In November 2012, the Conyers Police Department became one of 49 agencies in the State of Georgia to achieve advanced international accreditation through 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 year's time. The department received its first reaccreditation from CALEA in November 2015.

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.

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Additionally, the Office of Professional Standards is responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This ensures that the highest quality officers are hired and that current officers maintain the highest level of professional standards possible.

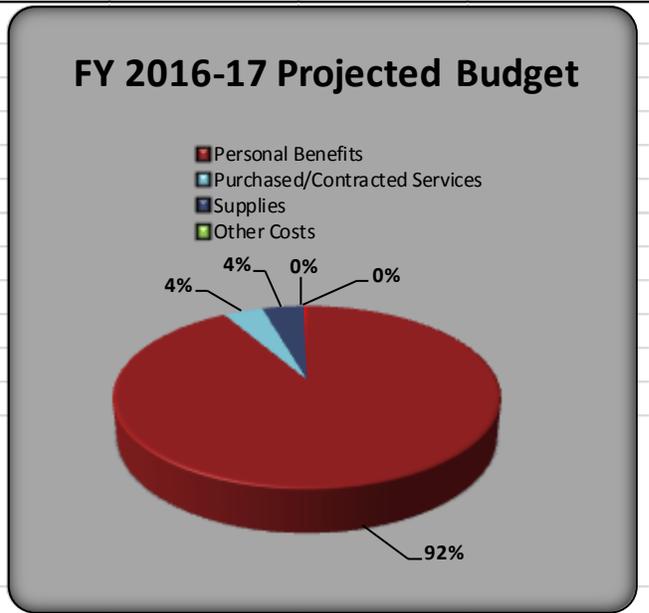
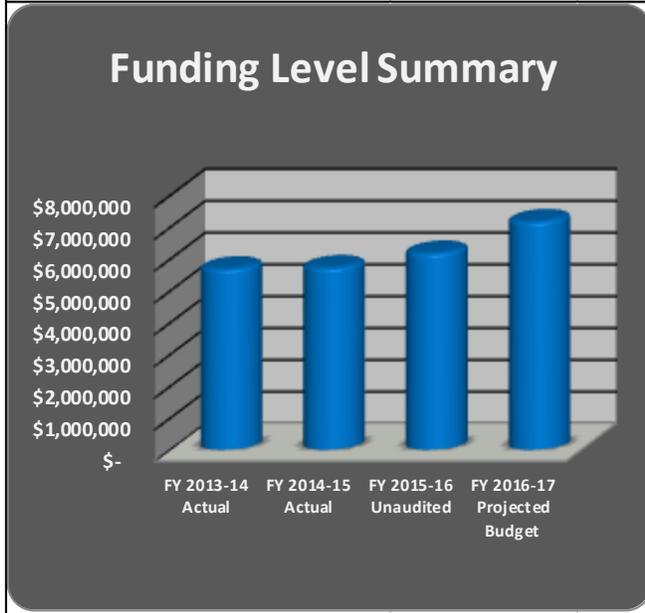
The City of Conyers Police Department takes great pride in protecting and serving its community. It is the goal of Chief Gene Wilson to ensure that this department is among the best in the nation and that it will continue to serve its community with pride, honor and integrity.

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
- 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
- Patrol the streets of the City of Conyers to enhance the safety and wellbeing of the citizens

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Funding Level Summary	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Police	\$ 4,318,882	\$ 4,310,943	\$ 4,679,143	\$5,414,867	15.7%
Communications	637,645	648,829	638,371	799,508	25.2%
Conyers Security Alert	205,545	243,177	278,613	285,673	2.5%
Court Services	526,328	521,299	586,285	674,003	15.0%
Departmental Total	\$ 5,688,400	\$ 5,724,248	\$ 6,182,412	\$7,174,051	16.0%
Personal Benefits	\$ 5,342,852	\$ 5,269,886	\$ 5,664,457	\$6,568,533	16.0%
Purchased/Contracted Services	137,068	209,126	220,183	283,670	28.8%
Supplies	175,475	229,383	251,947	298,468	18.5%
Other Costs	15,488	-	-	-	0.0%
Capital Outlay	17,517	15,853	45,825	23,380	-49.0%
Debt Service	-	-	-	-	0.0%
Departmental Total	\$ 5,688,400	\$ 5,724,248	\$ 6,182,412	\$7,174,051	16.0%
Personnel Summary					
Police	69	70	72	73	1.4%
Communications	18	14	14	14	0.0%
Conyers Security Alert	2	2	2	2	0.0%
Court Services	10	9	10	10	0.0%
Departmental Total	99	95	98	99	1.0%



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- Conduct a test of the new Conyers Police Department P25 radio system quarterly. Simulate an outage and test the transfer of one group to a designated talk group and conduct a roll call to ensure each radio is functional.
- Organize and convene a group to evaluate alternative Records Management Systems available to the Conyers Police Department. At least two systems should be identified and followed up with a request for an in-house demonstration.
- Add additional covered storage space to the current carport system in the back parking lot.
- Complete quarterly inspections for the all “support vehicles” owned by the Conyers Police Department to maintain operational readiness. This will include, but not be limited to, those vehicles and ATVs not assigned as “take home” vehicles. This **will not** eliminate regularly scheduled inspections by the respective units.
- In the spirit of camaraderie and competition, develop a sports team of Conyers Police Department employees to participate through a local school, park or organization.
- To achieve and maintain 75 percent of sworn personnel to be Crisis Intervention Trained.
- Based on available hotspot data, conduct one Targeted Enforcement Sweep per quarter.
- To have less than 10 body camera policy infractions per quarter.
- To hold “Coffee with a Cop” once a quarter. This will be a program where key personnel will meet at different coffee houses for an informal meet, greet and Q & A session with the public.
- For all departmental personnel to attend at least one CompStat (COMPUter STATistics) meeting.
- Organize a volunteer investigative unit to assist the Criminal Investigations Division with cold cases, vice and other personnel intensive investigations.
- To begin to monitor and promote employee physical fitness by employees voluntarily documenting and reporting physical training in order for the department to establish a baseline. The department will sponsor one voluntary physical training a quarter.

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

- ❖ Construction and implementation of a new radio system for the Conyers Police Department was completed in September. This \$3 million system allows for greater radio coverage throughout the city as well as provides needed technology upgrades. It replaced the previous system, which was 25 years old.
- ❖ The Conyers Police Department received advanced international reaccreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department received its initial accreditation in 2012. The department has to show compliance with over 480 standards to achieve this honor.

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- ❖ The Conyers Police Department received the prestigious Motorola/Dr. Curtis McClung Award of Excellence from the Georgia Association of Chiefs of Police. The award, which recognizes police agencies for innovative and original programs, was bestowed upon the department for its “Varied Approach to 21st Century Policing” program. This program includes a police cadet initiative, a clergy policy academy and Project Thinking Under Fire. Project Thinking Under Fire is a program begun by a Conyers Police sergeant to provide preventative education in an effort to promote wise decision making and positive interaction with law officials in order to prevent national incidents such as the one that occurred in Ferguson, Missouri.
- ❖ The department applied for and received a grant from the United States Department of Justice Community Oriented Policing Services program that provided one additional School Resource Officer at our schools. The department has only been able to accommodate one School Resource Officer position since 1994. This grant opportunity ensures two positions which provides better coverage at our schools and more opportunity for community policing activities.
- ❖ The Conyers Municipal Court was accepted as a participant in the Tax Refund Intercept Program that has been created by the Administrative Office of the Courts. To prepare and be program ready, approximately 500 closed cases were reviewed to determine if the established criteria had been met. Approximately 275 to 300 cases have been submitted for intercept. This program allows the court to seek unpaid court fines through the interception of State of Georgia Tax Refunds.
- ❖ An investigation into the burglary of the AT&T and Radio Shack stores in Conyers led to the arrest of a multi-jurisdictional serial burglar. Several burglaries across the Metro Atlanta area were solved following the arrest.
- ❖ The Conyers Police Department Criminal Investigations Division investigated an armed robbery of the CVS pharmacy located on Georgia Highway 20. Detectives were able to arrest the suspect who was also responsible for other armed robberies in Newton and DeKalb Counties.
- ❖ The investigation of an armed robbery at the Publix supermarket in Conyers led to the identification of a suspect who had committed several robberies throughout the Metro Atlanta area. The suspect had committed so many offenses in various jurisdictions that the Federal Bureau of Investigation took over the case for federal prosecution.
- ❖ The Communications Division passed its annual Underwriter’s Laboratory (UL) audit. This audit is conducted to ensure compliance with UL alarm monitoring standards which allow the Conyers
- ❖ Police Department Communications Center to remain a nationally certified UL central alarm monitoring station.
- ❖ The training officer became Georgia Peace Officer Standards and Training Council certified as a driving instructor and Precision Immobilization Technique (PIT) Instructor. This will enable the department to train its own officers in these areas rather than having to send them to other locations.
- ❖ Additionally, it has enabled us to assist in training at the state police academy which allows the Conyers Police Department to use their facilities.

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- ❖ Two Conyers Police Officers became certified as Crisis Intervention trainers. The purpose of crisis intervention is to train law enforcement officers to safely respond to persons with behavioral health disorders (mental illness, developmental disabilities, Alzheimer’s disease and addictive disease). The two officers have the ability to train other officers in this important area of police response. A week long training session was held at the police department that was attended by numerous outside agencies due to the fact this training is often hard to come by and expensive.
- ❖ Officer Chris Burns helped an elderly couple he found in a local shopping center living in their car who had fallen on hard times and were waiting on the first of the month for their social security check. Officer Burns gave them \$60 of his own money and told them not to worry about paying him back. The couple paid him back after the first of the month and thanked him for his kindness. The story garnered national media attention.
- ❖ Officer Myra Scruggs and her K-9, Eddie, were able to locate an elderly lady who had wandered into the woods from her nursing home and was disoriented. Care takers stated the lady could have died had it not been for the excellent skills of K-9 Eddie in locating her.

KEY PERFORMANCE MEASURES

Department of Public Safety	FY 2013-2014	FY 2014-2015	FY 2015-2016
	Actual	Pre-Audit	Pre-Audit
Number of Full Time Sworn Officers	63	63	63
Number of Citations Issued	7,873	6,082	7,287
Number of Incidents Reported	3,432	3,161	3,366
Number of Accidents Reported	1,590	1,729	1,850
Number of Arrests	2,159	2,043	2,100
Number of DUI Arrests	140	103	130
Number of Underage Alcohol Offenses	14	28	34
Number of Adult Arrests	2,031	1,897	1,952
Number of Juvenile Arrests	128	146	138
Total Number of Part 1 Crimes	1,055	1,024	1,086
Total Number of Part 1 Crimes Cleared	352	307	328
Part 1 Crimes Clearance Rate	33.36%	29.98%	30%
Number of Citizen Website Contacts	163	184	172
Number of Service Calls	99,396	84,614	97,500
Average Response for Emergency Calls	4 minutes,7 second	4 minutes,36 seconds	4 minutes,30 seconds

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2016-2017 for the Police are \$5,122,208, which reflects an increase of 15.6% over last fiscal year unaudited budget of \$ 4,429,864. 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 1 new Gangs Intelligence Police Officer position.

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2016-2017 budget expenditures are \$799,508 compared to last year of \$638,371. This is mainly due to the rising costs associated with the maintenance and repairs of the 911 equipment.

The budget for Court Services reflects an increase of 15% over last fiscal year. Fiscal year 2016-2017 budgeted expenditures for Court Services are \$674,003 compared to last year of \$586,285. The primary for the increase is the additional money budgeted in personnel benefits for health insurance costs and salary increases.

The budget for Security Alert reflects an increase of 2.5% over last fiscal year. Fiscal year 2016-2017 budgeted expenditures for Security Alert are \$285,673 compared to last year at \$278,613. The increase is due to small variances in the departmental budget.

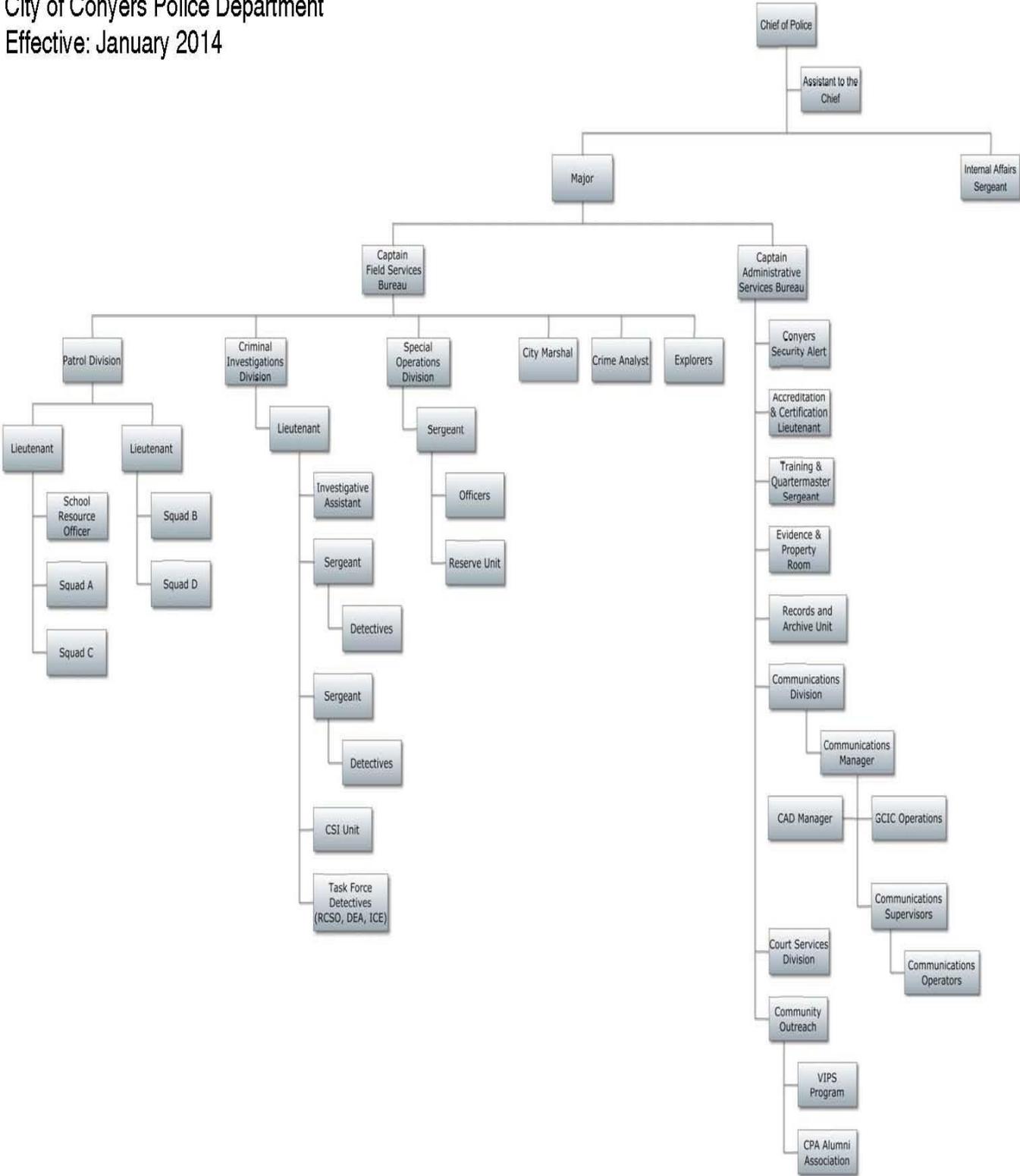
Public Safety FY 2016-17

PERSONNEL POSITIONS

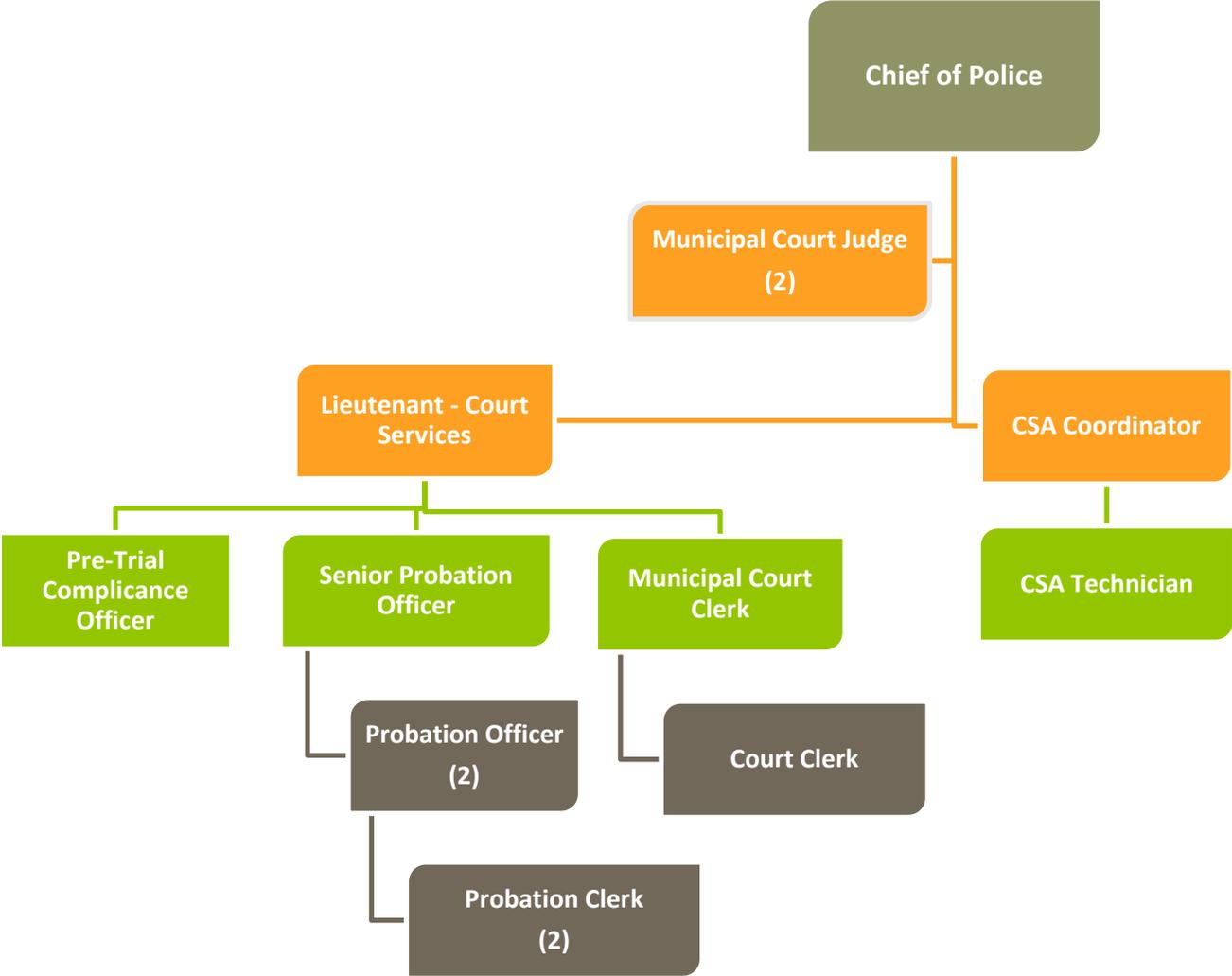
Department	Salary Grade	FY 2014-15	FY 2015-16	FY 2016-17
		Budgeted Positions	Budgeted Positions	Budgeted Positions
Police				
Chief of Police	UC	1	1	1
Major	*	1	1	1
Captain	*	2	2	2
Lieutenant	*	4	5	5
Assistant to the Chief of Police	114	1	1	1
Sergeant	*	12	11	12
Crime Analyst	*	1	1	1
Police Corporal	*	4	4	5
Detective	*	8	8	9
K-9 Police Officer	*	2	2	2
Police Officer II	*	9	11	8
Police Officer I	*	18	17	18
Evidence Technician	*	1	1	1
Property and Evidence Custodian	110	1	1	1
Cadet	107	0	2	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	0	0
Total Police		70	72	73
<i>* See Pay & Classification Plan for Sworn Police Officers Pay Scale*</i>				
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 Officer	108	0	1	1
Probation Clerk	107	2	2	2
Court Clerk	107	1	1	1
Municipal Court Judge	Fee	2	2	2
Total Court Services		9	10	10
Communications				
Communications Manager	117	1	1	1
CAD Manager	114	1	1	1
Communications Supervisor	111	3	2	2
Communications Operator	108	9	10	10
Total Communications		14	14	14
Total Public Safety		95	98	99

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City of Conyers Police Department
 Effective: January 2014



Organizational Chart Court Services and Conyers Security Alert



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10-3100-210 Police		FY:2015-2016	FY:2016-2017	% Change
		Unaudited	Operating Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 3,136,439	\$ 3,526,272	12.4%
1110-0	Other Salaries & Wages	29,981	20,215	-32.6%
1120-0	Overtime Salaries & Wages	276,287	290,000	5.0%
2100-0	Group Health Insurance	365,135	500,000	36.9%
2110-0	Group Life Insurance	7,886	13,613	72.6%
2120-0	Group Dental Insurance	20,468	26,665	30.3%
2130-0	Group Vision Insurance	4,402	5,173	17.5%
2200-0	FICA Expense	245,294	293,491	19.6%
2400-0	Municipal Retirement	343,972	446,779	29.9%
	Total Personal Benefits	\$ 4,429,864	\$ 5,122,208	15.6%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repair- Equipment	\$ 19,969	\$ 30,000	50.2%
2100-0	Drug Testing Contracts	3,102	5,000	61.2%
2110-0	Pre-Employment Test	34,251	30,629	-10.6%
2400-0	Printing & Publishing	2,699	6,014	122.8%
2500-0	Postage	788	1,200	52.3%
3100-0	Dues, Fees & Memberships	6,490	12,775	96.8%
3700-0	Training & Travel	24,852	32,000	28.8%
4200-0	PE-PI Expenses	989	1,500	51.7%
4300-0	Forensic Fees	75	2,000	2566.7%
	Total Purchased/Contracted Services	\$ 93,215	\$ 121,118	29.9%
53	Supplies			
1100-0	Office Supplies	\$ 16,388	\$ 20,000	22.0%
1125-0	Police Supplies	-	15,000	100.0%
1150-0	Investigators Supplies	7,435	19,800	166.3%
1300-0	Arms & Ammunition	31,509	35,000	11.1%
1320-0	Periodicals/Publications	4,804	5,433	13.1%
1325-0	Prisoner Medical Drugs	159	8,000	4931.4%
1335-0	Canine Supplies	1,816	1,600	-11.9%
1400-0	Uniforms	21,245	25,000	17.7%
1401-0	Bulletproof Vests	21,485	13,408	-37.6%
3100-0	Reward & Recognition Program	200	200	0.0%
3110-0	Crime Prevention	5,198	8,100	55.8%
	Total Supplies	\$ 110,239	\$ 151,541	37.5%
54	Capital Outlay			
5005-0	Operating Capital	\$ 36,455	\$ 20,000	-45.1%
9060-0	Capital Outlay	\$ 9,370	\$ -	-100.0%
	Total Capital Outlay	\$ 45,825	\$ 20,000	-56.4%
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	\$ 4,679,143	\$ 5,414,867	15.7%

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11-3200-212 E-911		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 434,846	\$ 512,830	17.9%
1110-0	Other Salaries & Wages	3,491	2,008	-42.5%
1120-0	Overtime Salaries & Wages	31,207	30,000	-3.9%
2100-0	Group Health Insurance	52,221	65,000	24.5%
2110-0	Group Life Insurance	1,107	2,708	144.6%
2120-0	Group Dental Insurance	3,901	4,776	22.4%
2130-0	Group Vision Insurance	830	927	11.7%
2200-0	FICA Expense	33,835	41,680	23.2%
2400-0	Municipal Retirement	44,875	64,976	44.8%
	Total Personal Benefits	\$ 606,313	\$ 724,905	19.6%
<hr/>				
10-3200-212 Communications				
52	Purchased/Contracted Services			
1250-0	Maintenance/Repairs - Communications	\$ 20,532	\$ 46,590	126.9%
2100-0	Drug Testing Contracts	645	885	37.2%
2110-0	Pre-Employment Test	3,246	7,849	141.8%
3100-0	Dues, Fees & Memberships	3,464	3,774	8.9%
3700-0	Training & Travel	2,619	7,575	189.2%
	Purchased/Contracted Services	\$ 30,506	\$ 66,673	118.6%
53	Supplies			
1100-0	Office Supplies	\$ 952	\$ 3,000	215.1%
1400-0	Uniforms	600	1,550	158.3%
	Total Supplies	\$ 1,552	\$ 4,550	193.2%
54	Capital Outlays			
5005-0	Operating Capital	\$ -	\$ 3,380	100.0%
	Total Capital Outlays	\$ -	\$ 3,380	100.0%
	Total E911/Communications	\$ 638,371	\$ 799,508	25.2%

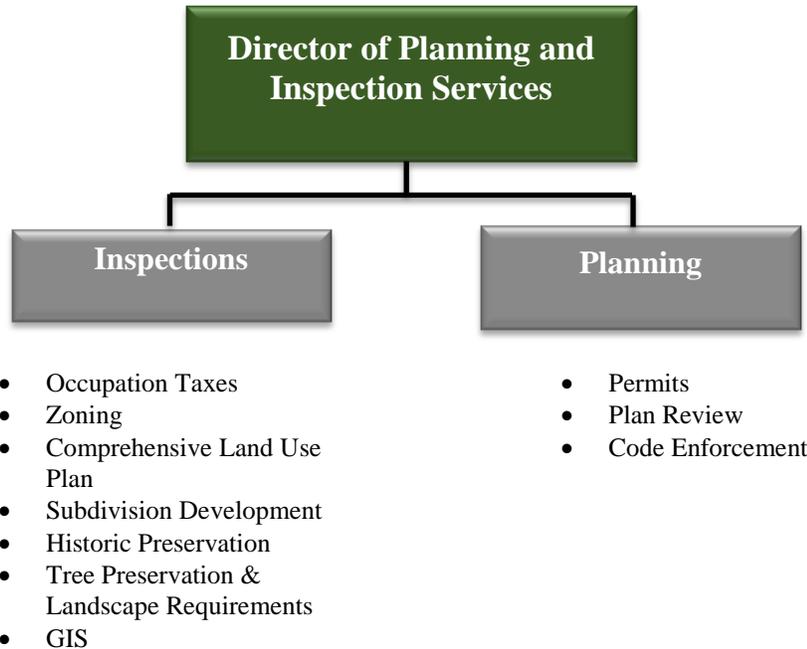
Public Safety FY 2016-17

10-3300-215 Court Services		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 366,773	\$ 409,050	11.5%
1110-0	Other Salaries & Wages	3,363	4,353	29.4%
1120-0	Overtime Salaries & Wages	5,564	3,000	-46.1%
2100-0	Group Health Insurance	41,433	60,000	44.8%
2110-0	Group Life Insurance	871	2,160	148.0%
2120-0	Group Dental Insurance	2,243	3,184	42.0%
2130-0	Group Vision Insurance	422	618	46.4%
2200-0	FICA Expense	26,917	31,855	18.3%
2400-0	Municipal Retirement	35,283	51,827	46.9%
	Total Personal Benefits	\$ 482,869	\$ 566,047	17.2%
52	Purchased/Contracted Services			
1200-0	Legal Counsel	\$ 83,890	\$ 70,000	-16.6%
2100-0	Drug Testing Contracts	251	300	19.5%
2400-0	Publishing & Printing	2,324	5,500	136.7%
2500-0	Postage	2,011	1,700	-15.5%
3100-0	Dues, Fees, & Memberships	150	155	3.3%
3700-0	Training & Travel Expenses	3,920	11,224	186.3%
	Total Purchases/Contract Services	\$ 92,546	\$ 88,879	-4.0%
53	Supplies			
1100-0	Office Supplies	\$ 4,591	\$ 10,697	133.0%
1250-0	Operating Supplies	5,868	7,680	30.9%
1400-0	Uniforms	411	700	70.3%
	Total Supplies	\$ 10,870	\$ 19,077	75.5%
	Total Court Services	\$ 586,285	\$ 674,003	15.0%

Public Safety FY 2016-17

10-1500-050 Conyers Security Alert		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 106,834	\$ 109,695	2.7%
1110-0	Other Salaries & Wages	3,639	3,271	-10.1%
1120-0	Overtime Salaries & Wages	590	1,000	69.5%
2100-0	Group Health Insurance	12,667	17,262	36.3%
2110-0	Group Life Insurance	275	579	110.5%
2120-0	Group Dental Insurance	669	796	19.0%
2130-0	Group Vision Insurance	143	154	7.7%
2200-0	FICA Expense	7,912	8,718	10.2%
2400-0	Municipal Retirement	12,681	13,898	9.6%
	Total Personal Benefits	\$ 145,410	\$ 155,373	6.9%
52	Purchased/Contracted Services			
1200-0	Equipment Rental	\$ 244	\$ 500	104.9%
2400-0	Publishing & Printing	-	1,500	100.0%
2500-0	Postage	3,674	4,000	8.9%
3700-0	Training & Travel Expenses	-	1,000	100.0%
	Total Purchased/Contracted Services	\$ 3,918	\$ 7,000	78.7%
53	Supplies			
1100-0	Office Supplies	\$ -	\$ 300	100.0%
1250-0	Operating Supplies	819	2,500	205.3%
1400-0	Uniforms	336	1,000	197.6%
1550-0	Cellular Monitoring	23,472	28,000	19.3%
2800-0	Inventory-Parts	103,785	90,000	-13.3%
4500-0	Small Tools	873	1,500	71.8%
	Total Supplies	\$ 129,285	\$ 123,300	-4.6%
54	Capital Outlays			
9060-0	Capital Outlays	\$ -	\$ -	N/A
		\$ -	\$ -	N/A
	Total Conyers Security Alert	\$ 278,613	\$ 285,673	2.5%

Functional Organizational Chart Department of Planning and Inspection Services



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.

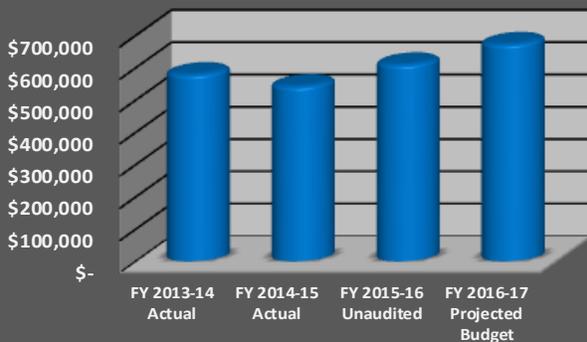
Planning & Inspections FY 2016-17

KEY OBJECTIVES

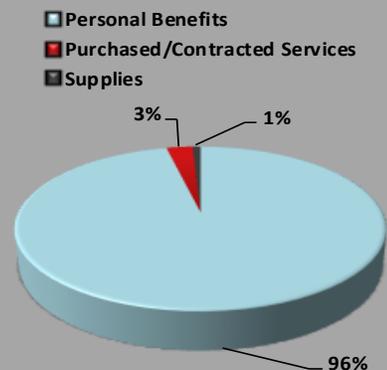
- Building permits.
- Alcoholic beverage licensing.
- Inspections.
- Code enforcement.
- Business licenses.
- Comprehensive Land Use Plan.
- Historic Preservation.
- Tree Preservation & Landscape Requirements.
- Planning.

Funding Level Summary	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Planning & Zoning	316,019	307,334	340,118	366,227	7.7%
Inspections	263,136	235,367	269,563	306,753	13.8%
Departmental Total	\$ 579,155	\$ 542,701	\$ 609,681	\$ 672,980	10.4%
Personal Benefits	\$ 567,443	\$ 529,003	\$ 591,780	\$ 649,130	9.7%
Purchased/Contracted Services	8,268	10,243	13,549	18,200	34.3%
Supplies	3,444	3,455	4,352	5,650	29.8%
Capital Outlay	-	-	-	-	N/A
Departmental Total	\$ 579,155	\$ 542,701	\$ 609,681	\$ 672,980	10.4%
Personnel Summary					
Planning & Zoning	4	4	4	4	0.0%
Inspections	3	4	4	4	0.0%
Departmental Total	7	8	8	8	0.0%

Funding Level Summary



FY 2016-17 Projected Budget



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- Update the City of Conyers website to allow the public to view online the Comprehensive Land Use Map and Zoning Map.
- Update Title 8, Chapter 2, Building Regulations and Code Enforcement.
- Update the Telecommunication Towers Regulations.
- Revise and amend Traditional Neighborhood Design District.
- Revise and amend Tree Preservation and Landscape Regulations.
- Coordinate with Rockdale County to update Flood Insurance Maps.
- Update Floodplain Management and Flood Insurance Maps.
- Revise Gateway Village (UV) Regulations to include a Residential Component.
- Revise Landscape Regulations for parking as related to stormwater requirements.

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

- ❖ Update Aerial Photography.
- ❖ Revise amend Home Occupation Regulations.
- ❖ Update and amend permitted use table, accessory use standards and supplemental use standards.
- ❖ 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.

Planning & Inspections FY 2016-17

KEY PERFORMANCE MEASURES

Department of Planning and Inspection Services	FY 2013-2014	FY 2014-2015	FY 2014-2015
Planning & Inspection Services	Actual	Pre-Audit	Pre-Audit
Number of Building Permits Issued	100	113	105
New Occupational Tax	141	160	183

BUDGET HIGHLIGHTS

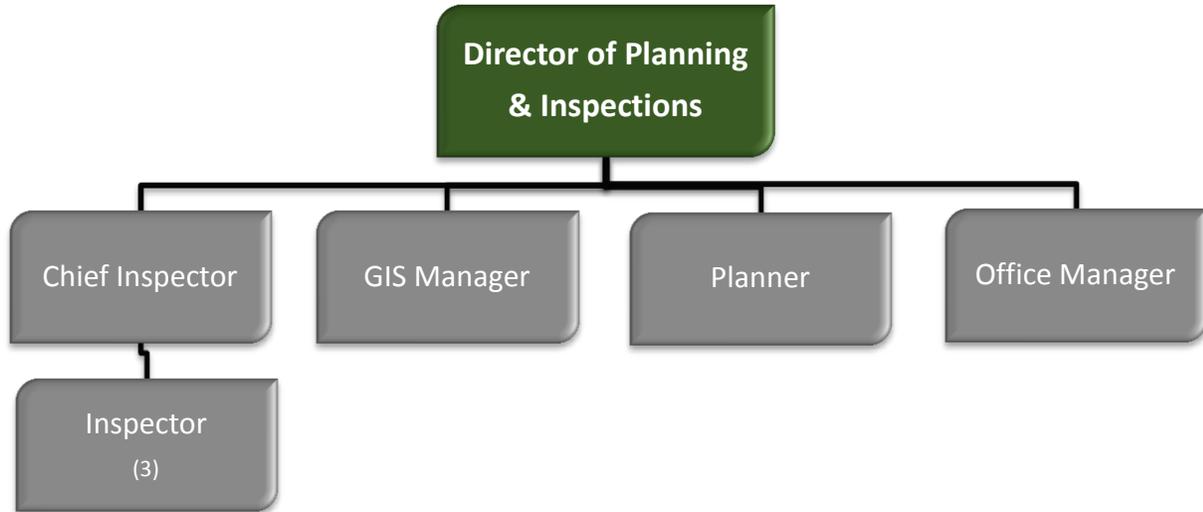
The projected expenditures for Planning and Zoning for fiscal year 2016-2017 are \$366,227, an increase of 7.7% over the previous year's unaudited budget of \$340,118. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases. The projected expenditures for the Inspections division are \$306,753, an increase of 13.8% over the previous year's unaudited budget of \$269,563. 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 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions	FY 2016-17 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	0	0
Office Manager	112	0	1	1
Inspector	113	2	3	3
Administrative Clerk – Planning	107	1	0	0
	Total	8	8	8

Planning & Inspections FY 2016-17

Organizational Chart Department of Planning & Inspections



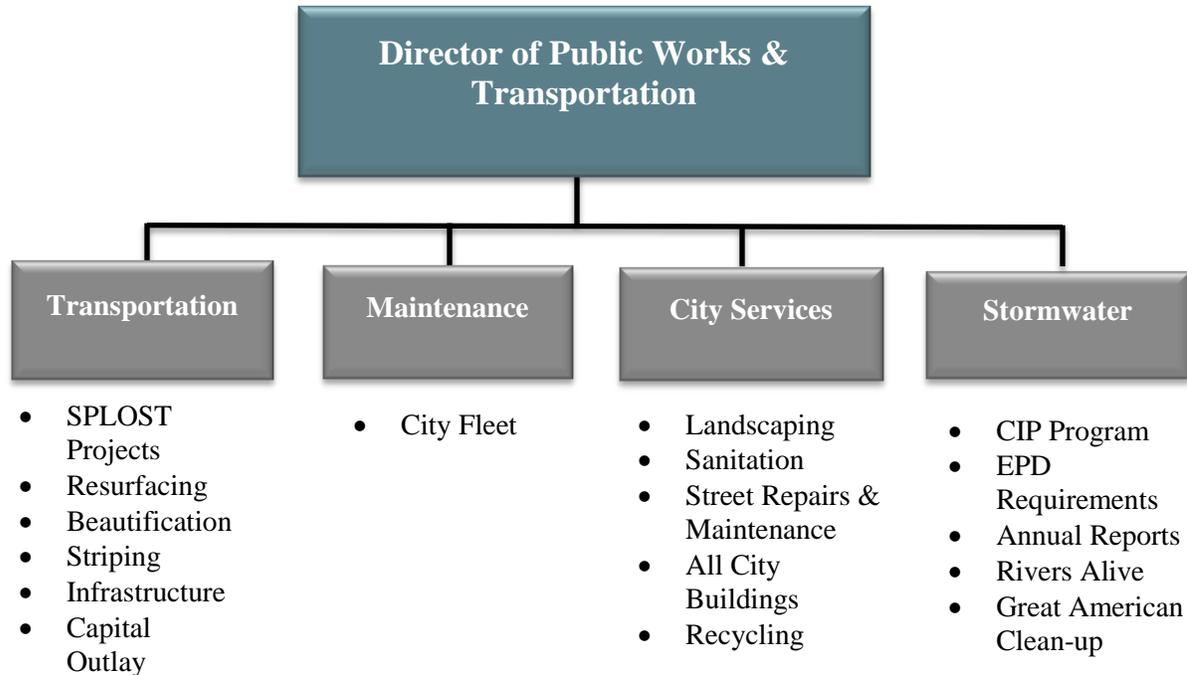
Planning & Inspections FY 2016-17

10-4100-310 Planning & Zoning		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
			Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 246,509	\$ 256,337	4.0%
1110-0	Other Salaries & Wages	19,962	20,712	3.8%
2100-0	Group Health Insurance	14,657	23,277	58.8%
2110-0	Group Life Insurance	600	1,353	125.5%
2120-0	Group Dental Insurance	1,218	1,194	-2.0%
2130-0	Group Vision Insurance	261	232	-11.1%
2200-0	FICA Expense	19,780	21,194	7.1%
2400-0	Municipal Retirement	27,681	32,478	17.3%
	Total Personal Benefits	\$ 330,668	\$ 356,777	7.9%
52	Purchased/Contracted Services			
1100-2	Contract Labor	4,832	-	-100.0%
3100-0	Dues, Fees, & Memberships	390	600	53.8%
3700-0	Training & Travel	1,011	5,000	394.6%
	Total Purchased/Contracted Services	\$ 6,233	\$ 5,600	-10.2%
53	Supplies			
1100-0	Office Supplies	\$ 3,217	\$ 3,500	8.8%
1300-0	Periodicals/Publications	-	350	100.0%
	Total Supplies	\$ 3,217	\$ 3,850	19.7%
	Total Planning & Zoning	\$ 340,118	\$ 366,227	7.7%

Planning & Inspections FY 2016-17

10-4200-315 Inspections		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 194,753	\$ 204,543	5.0%
1110-0	Other Salaries & Wages	3,124	8,119	159.9%
1120-0	Overtime Salaries & Wages	-	-	N/A
2100-0	Group Health Insurance	26,542	34,525	30.1%
2110-0	Group Life Insurance	503	1,080	114.7%
2120-0	Group Dental Insurance	1,338	1,592	19.0%
2130-0	Group Vision Insurance	287	309	7.7%
2200-0	FICA Expense	14,205	16,269	14.5%
2400-0	Municipal Retirement	20,359	25,916	27.3%
	Total Personal Benefits	\$ 261,111	\$ 292,353	12.0%
52	Purchased/Contracted Services			
1100-0	Engineering Services	\$ -	\$ 3,500	100.0%
1300-0	Dues, Fees & Memberships	135	300	122.2%
1400-0	Advertising	923	1,000	8.3%
2400-0	Publishing/Printing	-	800	100.0%
2500-0	Postage	2,696	2,500	-7.3%
3700-0	Training & Travel	3,563	4,500	26.3%
	Total Purchased/Contracted Services	\$ 7,317	\$ 12,600	72.2%
53	Supplies			
1300-0	Periodicals & Publications	\$ 41	\$ 600	100.0%
1400-0	Uniforms	\$ 1,094	\$ 1,200	9.7%
	Total Supplies	\$ 1,135	\$ 1,800	58.6%
	Total Planning & Inspections	\$ 269,563	\$ 306,753	13.8%

Functional Organizational Chart Department of Public Works & Transportation



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 refuse 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.

Public Works & Transportation FY 2016-17

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.

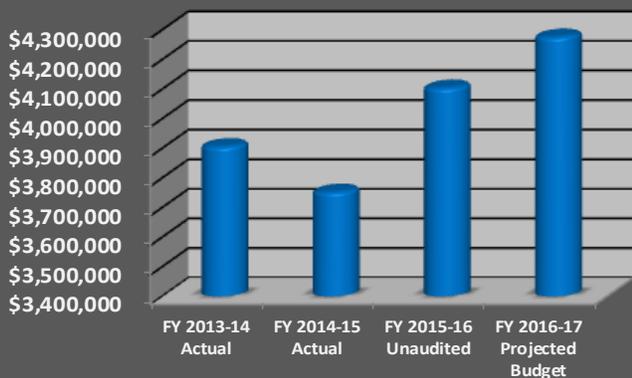
KEY OBJECTIVES

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

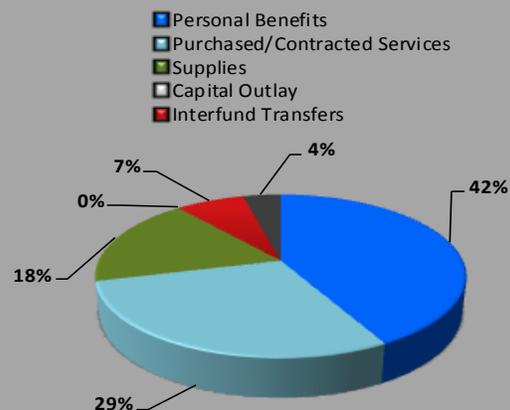
Public Works & Transportation FY 2016-17

Funding Level Summary	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Building Maintenance	\$ 414,649	\$ 416,765	\$ 339,633	\$ 403,000	18.7%
Vehicle Maintenance	675,448	\$ 500,290	432,552	566,527	31.0%
Landscaping Services	218,043	201,524	218,385	234,004	7.2%
Sanitation	1,512,898	1,538,376	1,589,861	1,672,008	5.2%
Infrastructure	624,898	665,909	717,769	904,905	26.1%
Stormwater Management	459,985	429,211	805,716	495,597	-38.5%
Departmental Total	\$ 3,905,921	\$ 3,752,075	\$ 4,103,916	\$ 4,276,041	4.2%
Personal Benefits	\$ 1,578,104	\$ 1,553,211	\$ 1,623,874	\$ 1,799,581	10.8%
Purchased/Contracted Services	1,023,468	1,156,231	1,110,975	1,236,000	11.3%
Supplies	636,836	661,813	661,347	765,300	15.7%
Capital Outlay	107,676	37,729	95,716	-	-100.0%
Interfund Transfers	513,910	303,056	575,293	306,000	-46.8%
Debt Service	45,927	40,035	33,898	169,160	399.0%
Other Costs	-	-	2,813	-	-100.0%
Departmental Total	\$ 3,905,921	\$ 3,752,075	\$ 4,103,916	\$ 4,276,041	4.2%
Personnel Summary					
Building Maintenance	-	-	-	-	0.0%
Vehicle Maintenance	4	4	4	4	0.0%
Landscaping Services	4	4	7	7	0.0%
Sanitation	13	9	5	5	0.0%
Infrastructure	9	7	9	9	0.0%
Stormwater Management	4	4	4	4	0.0%
Departmental Total	34	28	29	29	0.0%

Funding Level Summary



FY 2016-17 Projected Budget



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- Begin right of way phase for the O’Kelly & Hardin Street improvements.
- Request proposals for the construction of the Multi-Purpose Trail from Rockdale County Library to Pine Log Park.
- Complete construction on the Irwin Bridge Road improvements.
- Coordinated with Georgia Department of Transportation to upgrade 10 traffic signals throughout the city.
- Resurface Railroad Street beginning at West Avenue and ending at Main Street.
- Begin construction on East View Road. To include sidewalks, curb and resurfacing.

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

- ❖ Requested bid proposals for Irwin Bridge Road Improvements.
- ❖ Began construction on Irwin Bridge Road improvements.
- ❖ Received approval for the right of way phase for O’Kelly & Hardin Street complete streets improvements. Requested and received an additional \$1,000,000.00 for right of way from GDOT and FHWA.
- ❖ Obtained all easements necessary for construction of the multi-purpose trail that begins at Nancy Gwinn Library and ends at Pine Log Park.
- ❖ Department became certified to manage all federally funded projects.
- ❖ ***Completed the following Storm Water Projects***
 - Replace pipe on Barn Oak Court.
 - Installed 200 feet of pipe on Pine Street to control stormwater run-off.
 - Completed annual report for EPD.

Public Works & Transportation FY 2016-17

KEY PERFORMANCE MEASURES

Department of Public Works and Transportation	FY 2013-14	FY 2014-15	FY 2015-16
Vehicle Maintenance	Actual	Pre-Audit	Pre-Audit
Total Number of Full Time Equivalent Employees	4	4	4
Number of Work Orders	1,374	1,532	1,650
Average Cost per Maintenance Request	126	137	150
Average Time Spent per Work Order	2.5 hrs.	3 hrs.	6 hrs.

Department of Public Works and Transportation	FY 2013-14	FY 2014-15	FY 2015-16
Infrastructure	Actual	Pre-Audit	Pre-Audit
Total Number of Full Time Equivalent Employees	10	10	10
Feet of New Sidewalk	5985	5,600	2,000
Street Signs Repaired & Replaced	364	168	200
Percentage of Potholes Repaired Within Two Days of Request	100%	100%	100%
Potholes Repaired / Tons Asphalt Used	253	269	200
Drainage Repaired	6	4	6
Traffic Lights Repaired	160	104	110

Department of Public Works and Transportation	FY 2013-14	FY 2014-15	FY 2015-16
Sanitation	Actual	Pre-Audit	Pre-Audit
Number of Full Time Equivalents	6	7	7
Tons of Residential & Commercial Refuse Collected	5,944	9,329	10,000
Number of Residential Customers Served	3,800	3,800	3,900
Refuse Collection Cost per Household per Month	20.00	20.00	20.00
Tipping Fees per Ton Taken to the Landfill	35.40	35.40	38.87
Miles of Roads Cleaned	120	130	130
Recycled Tons	720	670	800
Brush	13,400yds	16,408yds	17,000yds

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2016-2017 are \$4,276,041, an increase of \$172,125 or (4.2%) over the previous year's unaudited numbers of \$4,103,916. The following are some of the major highlights for each division within the Public Works & Transportation Department:

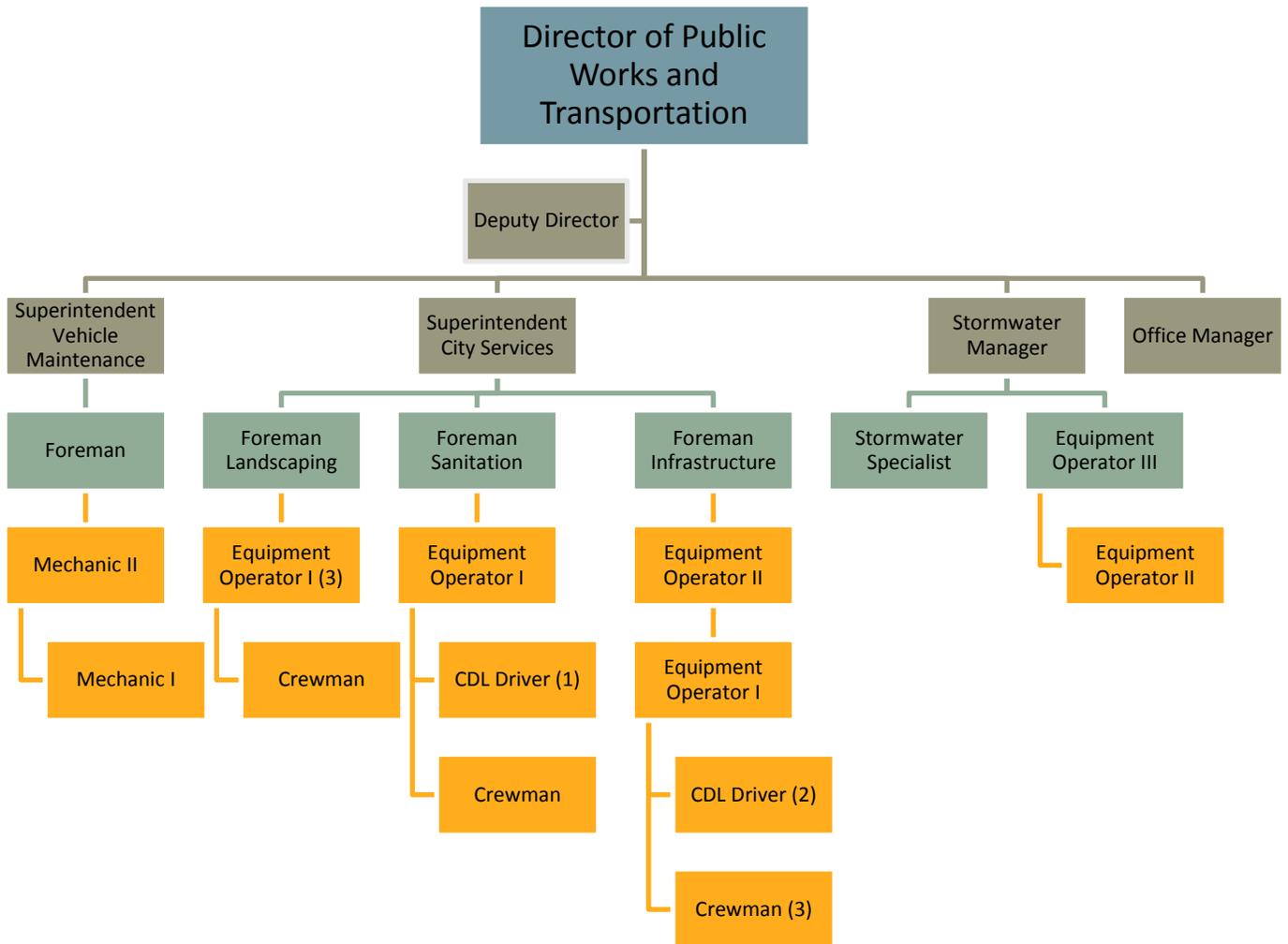
- **Vehicle Maintenance**
 - There is an increase of \$133,975 (31%) due mainly to an increase in maintenance costs due to higher costs of fuel and auto parts.
- **Landscaping**
 - There is an increase of \$15,619 (7.2%) from last fiscal year primarily because budgeting for increases in salaries and higher health insurance costs.
- **Infrastructure**
 - There is an increase of \$187,136 (26.1%) due to salary increase and health insurance costs and higher electricity costs associated with street lights and traffic signals.
- **Building Maintenance**
 - There is an increase of \$63,367 (18.7%) from last fiscal year because of expected increases in utility bills and higher building maintenance costs.
- **Stormwater**
 - There is a decrease of \$310,119 (-33.9%) due to several bond projects that were completed in the prior fiscal year.
- **Sanitation**
 - There is an increase of \$82,147 (5.2%) due to increase in liability insurance and workers comp costs as well as an increase in fuel costs.

Public Works & Transportation FY 2016-17

PERSONNEL POSITIONS

Public Works and Transportation Positions	Salary Grade	FY 2014-15	FY 2015-16	FY 2016-17
		Budgeted Positions	Budgeted Positions	Budgeted Positions
Director of PW & Transportation	UC	1	1	1
Deputy Director	UC	0	1	1
Stormwater Manager	118	1	1	1
Superintendent	117	2	2	2
Stormwater Coordinator	115	1	0	0
Vehicle Maintenance Foreman	112	1	1	1
Landscaping Foreman	112	1	1	1
Office Manager	112	1	1	1
Sanitation Foreman	112	1	1	1
Infrastructure Foreman	112	1	1	1
Mechanic II	109	1	1	1
Stormwater Specialist	109	0	1	1
Equipment Operator III	109	1	1	1
Mechanic I	108	1	1	1
Equipment Operator II	108	1	2	2
CDL Driver	107	3	3	3
Equipment Operator I	106	5	5	5
Landscaping Crewman	104	1	1	1
Sanitation Crewman	104	1	1	1
Stormwater Crewman	104	1	0	0
Infrastructure Crewman	104	3	3	3
	Total	28	29	29

Organizational Chart Department of Public Works & Transportation



Public Works & Transportation FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
10-1400-040 Building Maintenance			Budget	
52	Purchased/Contracted Services			
1150-0	Building Maintenance	\$ 60,548	\$ 95,000	56.9%
1200-0	Pest Control Services	5,363	6,000	11.9%
1210-0	Janitorial Services	55,975	60,000	7.2%
	Total Purchased/Contracted Services	\$ 121,886	\$ 161,000	32.1%
53	Supplies			
1100-0	Natural Gas	\$ 14,240	\$ 20,000	40.4%
1200-0	Water Consumption	84,092	80,000	-4.9%
1205-0	Janitorial Supplies	10,357	12,000	15.9%
1300-0	Electricity	109,058	130,000	19.2%
	Total Supplies	\$ 217,747	\$ 242,000	11.1%
	Total Building Maintenance	\$ 339,633	\$ 403,000	18.7%

Public Works & Transportation FY 2016-17

10-1600-060 Vehicle Maintenance		FY:2015-2016	FY:2016-2017	% Change
		Unaudited	Operating Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 156,883	\$ 162,295	3.4%
1110-0	Other Salaries & Wages	4,431	6,006	35.5%
1120-0	Overtime Salaries & Wages	-	500	100.0%
2100-0	Group Health Insurance	22,446	29,292	30.5%
2110-0	Group Life Insurance	405	857	111.6%
2120-0	Group Dental Insurance	1,172	1,592	35.8%
2130-0	Group Vision Insurance	251	309	23.1%
2200-0	FICA Expense	11,906	12,913	8.5%
2400-0	Municipal Retirement	16,789	20,563	22.5%
	Total Personal Benefits	\$ 214,283	\$ 234,327	9.4%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs- Equipment	\$ 2,420	\$ 5,000	106.6%
2100-0	Drug Testing Contracts	\$ 58	\$ -	-100.0%
3700-0	Training & Travel Expenses	688	1,200	74.4%
	Total Purchased/Contracted Services	\$ 3,166	\$ 6,200	95.8%
53	Supplies			
1250-0	Operating Supplies	\$ 4,262	\$ 5,000	17.3%
1400-0	Uniforms	4,916	5,000	1.7%
4500-0	Small Tools	7,455	10,000	34.1%
	Total Supplies	\$ 16,633	\$ 20,000	20.2%
55	Interfund Transfers			
1100-0	Auto Parts	\$ 81,658	\$ 104,000	27.4%
1200-0	Tires	25,818	15,000	-41.9%
1300-0	Oil & Fluids	3,834	7,000	82.6%
1400-0	Fuel	87,160	180,000	106.5%
	Total Interfund Transfers	\$ 198,470	\$ 306,000	54.2%
	Total Vehicle Maintenance	\$ 432,552	\$ 566,527	31.0%

Public Works & Transportation FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
10-4300-320 Landscaping Services			Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 138,800	\$ 142,393	2.6%
1110-0	Other Salaries & Wages	2,387	4,262	78.6%
1120-0	Overtime Salaries & Wages	3,009	1,000	-66.8%
2100-0	Group Health Insurance	16,921	24,059	42.2%
2110-0	Group Life Insurance	357	752	110.6%
2120-0	Group Dental Insurance	1,338	1,592	19.0%
2130-0	Group Vision Insurance	288	309	7.3%
2200-0	FICA Expense	10,830	11,296	4.3%
2400-0	Municipal Retirement	15,064	18,041	19.8%
	Total Personal Benefits	\$ 188,994	\$ 203,704	7.8%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 9,802	\$ 8,000	-18.4%
2100-0	Drug Testing Contracts	58	50	-13.8%
3700-0	Training & Travel	-	500	100.0%
	Total Purchased/Contracted Services	\$ 9,860	\$ 8,550	-13.3%
53	Supplies			
1250-0	Operating Supplies	\$ 2,333	\$ 3,000	28.6%
1350-0	Chemicals	699	1,500	114.6%
1375-0	Landscaping Supplies	7,901	6,000	-24.1%
1380-0	Machinery Parts	-	750	100.0%
1400-0	Uniforms	5,777	5,500	-4.8%
4500-0	Small Tools	2,821	5,000	77.2%
	Total Supplies	\$ 19,531	\$ 21,750	11.4%
	Total Landscaping Services	\$ 218,385	\$ 234,004	7.2%

Public Works & Transportation FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
10-4500-340 Infrastructure			Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 322,916	\$ 382,381	18.4%
1110-0	Other Salaries & Wages	11,035	15,495	40.4%
1120-0	Overtime Salaries & Wages	1,866	1,500	-19.6%
2100-0	Group Health Insurance	44,487	60,000	34.9%
2110-0	Group Life Insurance	828	2,027	144.8%
2120-0	Group Dental Insurance	2,634	3,980	51.1%
2130-0	Group Vision Insurance	565	772	36.6%
2200-0	FICA Expense	24,633	30,552	24.0%
2400-0	Municipal Retirement	34,021	48,448	42.4%
	Total Personal Benefits	\$ 442,985	\$ 545,155	23.1%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 6,666	\$ 15,000	125.0%
1110-0	Maintenace/Repairs Equipment	-	-	N/A
2100-0	Drug Testing Contracts	209	-	-100.0%
3700-0	Training & Travel	-	1,000	100.0%
5350-0	Property Leases	1,420	1,500	5.6%
5550-0	Maintenance/Repairs Traffic Lights	570	10,000	1654.4%
5875-2	Electricity	-	-	N/A
	Total Purchased/Contracted Services	\$ 8,865	\$ 27,500	210.2%
53	Supplies			
1100-0	Office Supplies	\$ 1,340	\$ 750	-44.0%
1300-0	Electricity	247,188	300,000	21.4%
1355-0	Concrete	4,015	10,000	149.1%
1360-0	Stone & Gravel	-	2,500	100.0%
1365-0	Asphalt	950	-	-100.0%
1375-0	Landscaping Supplies	364	1,000	174.7%
1390-0	Streets Signs	2,449	4,500	83.7%
1395-0	Street Maintenance Supplies	2,705	5,000	84.8%
1400-0	Uniforms	5,713	5,500	-3.7%
4500-0	Small Tools	1,195	3,000	151.0%
	Total Supplies	\$ 265,919	\$ 332,250	24.9%
	Total Infrastructure	\$ 717,769	\$ 904,905	26.1%

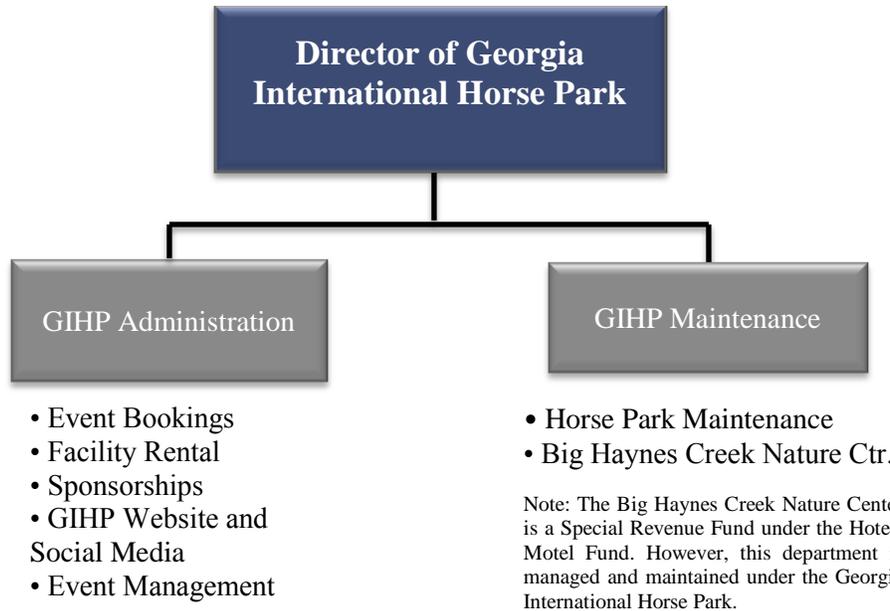
Public Works & Transportation FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
14-4400-330	Sanitation Services		Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 350,484	\$ 335,541	-4.3%
1110-0	Other Salaries & Wages	18,970	15,723	-17.1%
1120-0	Overtime Salaries & Wages	1,346	1,000	-25.7%
2100-0	Group Health Insurance	49,516	66,048	33.4%
2110-0	Group Life Insurance	900	1,772	96.9%
2120-0	Group Dental Insurance	2,272	3,184	40.1%
2130-0	Group Vision Insurance	559	618	10.6%
2200-0	FICA Expense	26,693	26,948	1.0%
2400-0	Municipal Retirement	38,262	39,124	2.3%
	Total Personal Benefits	\$ 489,002	\$ 489,958	0.2%
52	Purchased/Contracted Services			
1111-0	Pratt - Residential Services	\$ 405,297	\$ 420,000	3.6%
1115-0	Pratt - Commercial Services	401,410	400,000	-0.4%
1120-0	Temporary Labor	50,389	57,000	13.1%
1150-0	Cart/dumpster Repairs	-	-	N/A
1210-0	Audit	-	-	N/A
2100-0	Drug Testing Contracts	65	-	-100.0%
2200-0	Telephone	152	1,800	1084.2%
2400-0	Publishing & Printing	-	-	N/A
2500-0	Postage	2,216	3,500	57.9%
3700-0	Training & Travel	-	450	100.0%
5200-0	Worker's Compensation Insurance	-	15,000	100.0%
5300-0	Liability Insurance	89,583	125,000	39.5%
5500-0	Landfill Tipping Fees	17,945	10,000	-44.3%
	Total Purchased/Contracted Services	\$ 937,008	\$ 1,032,750	10.2%
53	Supplies			
1100-0	Office Supplies	\$ 150	\$ 500	233.3%
1101-0	Auto Parts	32,767	25,000	-23.7%
1201-0	Tires	4,136	10,000	141.8%
1250-0	Operating Supplies	125	2,000	1500.0%
1300-0	Oil & Fluids	1,176	3,000	155.1%
1400-0	Uniforms	4,880	7,800	59.8%
1401-0	Fuel	81,616	100,000	22.5%
4500-0	Small Tools	-	1,000	100.0%
	Total Supplies	\$ 124,850	\$ 149,300	19.6%
54	Capital Outlays			
9500-0	Depreciation	8,952	-	-100.0%
	Total Capital Outlays	\$ 8,952	\$ -	-100.0%
55	Interfund Transfers			
9600-0	Operating Transfers Out	30,049	-	-100.0%
	Total Interfund Transfers	\$ 30,049	\$ -	-100.0%
	Total Sanitation	\$ 1,589,861	\$ 1,672,008	5.2%

Public Works & Transportation FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
18-4850-620	Stormwater Management		Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 209,532	\$ 235,186	12.2%
1110-0	Other Salaries & Wages	8,382	8,982	7.2%
1120-0	Overtime Salaries & Wages	305	-	-100.0%
2100-0	Group Health Insurance	28,327	33,024	16.6%
2110-0	Group Life Insurance	567	1,242	119.0%
2120-0	Group Dental Insurance	1,531	1,592	4.0%
2130-0	Group Vision Insurance	319	309	-3.1%
2200-0	FICA Expense	15,615	18,679	19.6%
2400-0	Municipal Retirement	24,032	27,423	14.1%
	Total Personal Benefits	\$ 288,610	\$ 326,437	13.1%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 15,515	-	-100.0%
1100-2	Stormwater Education	1,000	-	-100.0%
1120-0	Temporary Labor	176	-	-100.0%
1200-0	Equipment Rental	141	-	-100.0%
1210-0	Audit	-	-	N/A
1212-0	Lab Testing	6,585	-	-100.0%
2100-0	Drug Testing Contracts	354	-	-100.0%
2300-0	Advertising	-	-	N/A
2400-0	Publishing & Printing	-	-	N/A
2500-0	Postage	-	-	N/A
3100-0	Dues, Fees, & Memberships	250	-	-100.0%
3700-0	Training & Travel	1,169	-	-100.0%
5200-0	Workers Compensation Insurance	-	-	N/A
5300-0	Liability Insurance	5,000	-	-100.0%
	Total Purchased/Contracted Services	\$ 30,190	\$ -	-100.0%
53	Supplies			
1100-0	Office Supplies	\$ 80	\$ -	-100.0%
1250-0	Operating Supplies	1,021	-	-100.0%
1300-0	Periodicals & Publications	-	-	N/A
1350-0	Chemicals	140	-	-100.0%
1355-0	Concrete	5,368	-	-100.0%
1360-0	Stone & Gravel	879	-	-100.0%
1365-0	Asphalt	1,642	-	-100.0%
1375-0	Landscaping Supplies	516	-	-100.0%
1385-0	Pipe & Drainage Expenses	3,423	-	-100.0%
1390-0	Street Signs	-	-	N/A
1400-0	Uniforms	1,706	-	-100.0%
4500-0	Small Tools	1,403	-	-100.0%
4600-0	Safety Supplies	489	-	-100.0%
	Total Supplies	\$ 16,667	\$ -	-100.0%
54	Capital Outlays			
9125-0	Pipe Installation at Cherokee Run	\$ -	\$ -	N/A
9126-0	Pleasant Circle NW	\$ -	\$ -	N/A
9127-0	VFW SW	\$ 3,332	\$ -	-100.0%
9500-0	Depreciation	\$ 83,432	\$ -	-100.0%
	Total Capital Outlays	\$ 86,764	\$ -	-100.0%
55	Interfund Transfers			
1100-0	Auto Parts	\$ 21,535	\$ -	-100.0%
1200-0	Tires	-	-	N/A
1400-0	Fuel	45,771	-	-100.0%
9600-0	Operating Transfers Out	279,468	-	-100.0%
	Total Interfund Transfers	\$ 346,774	\$ -	-100.0%
58	Debt Service			
1610-0	2005 Stormwater Bonds	33,898	169,160	399.0%
	Total Debt Service	\$ 33,898	\$ 169,160	399.0%
60	Other Cost			
5124-0	South Pine Pipe Replacement	\$ 2,813	\$ -	-100.0%
	Total Other Costs	\$ 2,813	\$ -	-100.0%
	Total Stormwater Management	\$ 805,716	\$ 495,597	-38.5%

Functional Organizational Chart Department of 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 21 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.

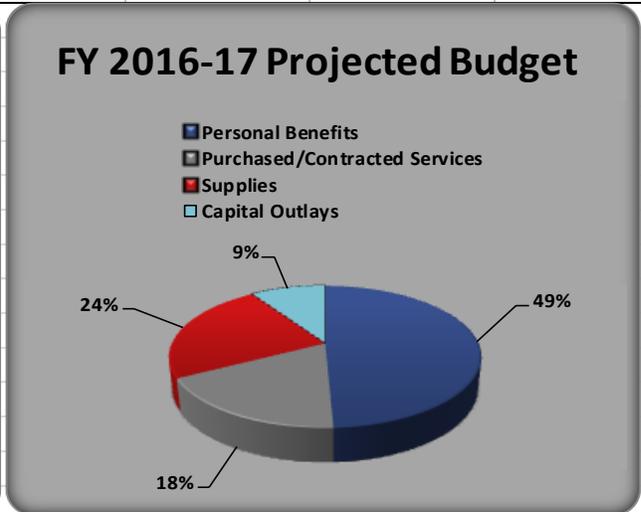
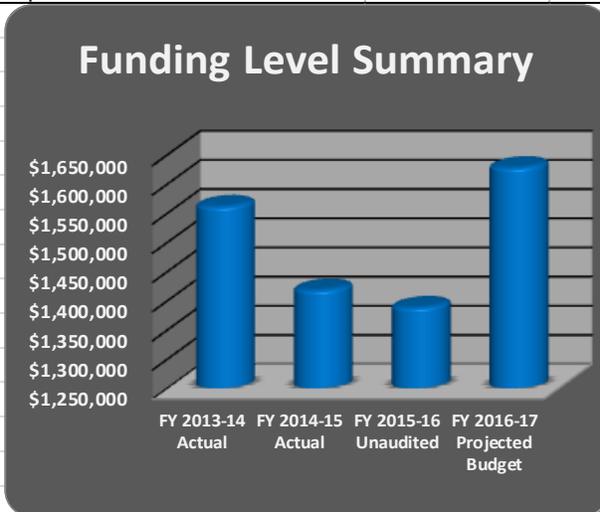


Georgia International Horse Park FY 2016-17

KEY OBJECTIVES

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

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
GIHP Administration	\$ 436,322	\$ 266,728	\$ 217,132	\$ 243,815	12.3%
GIHP Maintenance	950,290	1,021,186	1,032,615	1,229,265	19.0%
GIHP Events	174,984	130,383	138,695	155,000	11.8%
Departmental Total	\$ 1,561,596	\$ 1,418,297	\$ 1,388,442	\$ 1,628,080	17.3%
Personal Benefits	\$ 930,958	\$ 711,588	\$ 706,126	\$ 802,680	13.7%
Purchased/Contracted	266,902	241,074	248,405	291,650	17.4%
Supplies	349,182	385,885	325,651	382,590	17.5%
Capital Outlays	14,554	79,750	108,260	151,160	39.6%
Departmental Total	\$ 1,561,596	\$ 1,418,297	\$ 1,388,442	\$ 1,628,080	17.3%
Personnel Summary					
GIHP Administration	5	4	2	2	0.0%
GIHP Maintenance	14	14	13	13	0.0%
Departmental Total	19	18	15	15	0%



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- 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 interact with our customers. 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 Ragnar Relay, Spartan, 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.

- Celebrate the 20th Anniversary of the Olympics with a reception and unveiling of a monument to recognize the Park as a host to the 1996 Centennial Olympic Games.

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

- ❖ The Park experienced one of its strongest years, hosting nearly 190 events, 70 of which were equine; representing an increase in both overall events and equine events.
- ❖ The Park booked numerous new events such as: Terrain Color in Motion 5K, Great Inflatable Race, No Bull Barrel Racing, East Metro Home and Garden Expo, Garage Games, Atlanta Caribbean Jerk Festival, Magna Force International Mounted Archery Tournament and Arion Sport Horse Hanoverian Inspection. The Film Industry continued to provide new opportunities utilizing the Park for such films as Thank You for Your Service, Stranger Things, Hail Mary, The Originals and Vampire Diaries.
- ❖ 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 4,900 likes and 26,000 visits to our Facebook page. Our Twitter feed has well over 600 followers. Both the website as well as the Social Media outlets are maintained by GIHP staff.
- ❖ GIHP Facility Maintenance continues to receive positive compliments throughout the show season. The footing for arenas 8, 9 and 10 was redone. A significant accomplishment was the update of both Show Office I and Show Office II. The team painted, added bulletin boards, pictures, and new chairs to enhance each office. Show promoters are pleased with the updates and the user friendly atmosphere. The Retail Space was also updated with new paint. The removal of existing wall fixtures and room dividers made the space more marketable as a meeting location. Due to overgrowth and disease, extensive shrubs were removed from the Grand Prix Arena making the landscape more pleasing. Electrical work was done to so that operation of our Food and Beverage Warehouse would be more efficient.
- ❖ GIHP Administrative Staff implemented its own in-house Team Building Calendar. The Calendar identifies particular dates with assignments that both build team relations and also encourage interaction amongst ourselves. The goal is to participate utilizing creative talents to accomplish the assigned day. Such events include, Appreciate a Co-worker Day, Walk Around the Barns Day, Maintenance Appreciation Day, Make Someone Smile Day, Boot Day, etc.
- ❖ Jennifer Bexley, GIHP Director, continues to serve 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.
- ❖ The Southeast Festivals and Events Association recognized the Conyers Cherry Blossom Festival with a Silver Award for Best Festival within its Budget Category, a Silver Award for Best Marketing Campaign within its Budget Category and a Bronze for Best Sponsor within its Budget Category.
- ❖ Began participation in a “green” initiative by entering into a contract between The City of Conyers and Inman Solar Incorporated (A Georgia Power project) allowing the installation of solar panels at a designated area within the Georgia International Horse Park. This agreement provides additional revenue for the Park from the sale of power back to Georgia Power.



Georgia International Horse Park FY 2016-17

- ❖ To celebrate the 20th Anniversary of the Park, 20th Anniversary logo stickers were given away at the 2016 Conyers Cherry Blossom Festival, celebratory appreciation banners were hung along Centennial Parkway, at the entrances to the Park and at the Charles Walker Arena. Three in gate pavilions were added at arenas 4, 6 and 7 used for judges, stewards and event staff. A trophy case along with plaques recognizing 10, 15 and 20 year shows were placed in Show Office I. Three park benches were added at arenas 9 and 10 for the enjoyment of our guests. A monument recognizing the Park and the winners during the 1996 Games is near completion and will be placed in the front of the Park. Plans for its unveiling are forthcoming.

KEY PERFORMANCE MEASURES

Department of Georgia International Horse Park (G.I.H.P.)	FY 2013-14 Actual	FY 2014-15 Pre-Audit	FY 2015-16 Pre-Audit
Number of Equestrian Events Conducted at GIHP	62	66	70
Number of Fairs and Festivals Conducted at GIHP	40	43	47
Number of Concerts Conducted at GIHP	1	0	0
Number of Mountain Biking Events	4	4	3
Number of Other Events	42	66	69

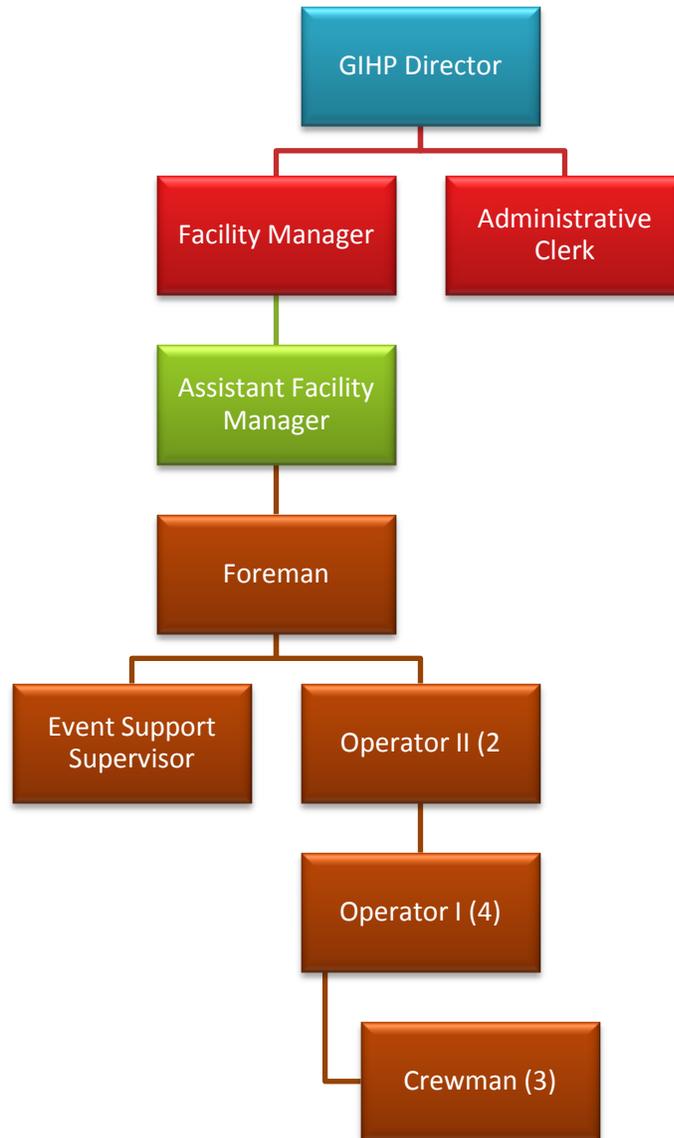
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2016-2017 are \$1,628,080, an increase of \$239,638 (17.3%) over the previous year's unaudited budget of \$1,388,442. The increase is primarily due to the costs associated with higher insurance costs and salary increases. Higher capital outlay expenditures and higher electricity costs are also factors.

PERSONNEL POSITIONS

Georgia International Horse Park	Salary Grade	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions
Director of GIHP	UC	1	1	1
Facility Manager	117	1	1	1
Business & Marketing Manager	114	1	0	0
Event Planner	113	3	0	0
Assistant Facility Manager	113	1	1	1
Foreman	112	1	1	1
Equipment Operator II	108	2	2	2
Event Support Supervisor	108	1	1	1
Administrative Clerk - GIHP	107	1	1	1
Equipment Operator I	106	5	4	4
Crewman	104	1	3	3
Total		18	15	15

Organizational Chart Georgia International Horse Park



Georgia International Horse Park FY 2016-17

10-6100-410 GIHP Administration		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	% Change
			Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 135,622	\$ 147,735	8.9%
1110-0	Other Salaries & Wages	18,864	16,312	-13.5%
2100-0	Group Health Insurance	8,114	12,030	48.3%
2110-0	Group Life Insurance	472	780	65.3%
2120-0	Group Dental Insurance	974	796	-18.3%
2130-0	Group Vision Insurance	209	154	-26.3%
2200-0	FICA Expense	11,476	12,550	9.4%
2400-0	Municipal Retirement	16,259	18,718	15.1%
	Total Personal Benefits	\$ 191,990	\$ 209,075	8.9%
52	Purchased/Contracted Services			
2100-0	Drug Testing Contracts	\$ -	\$ -	N/A
2400-0	Publishing/Printing	4,959	5,000	0.8%
2500-0	Postage	743	4,000	438.4%
3100-0	Dues, Fees & Memberships	2,095	2,325	11.0%
3700-0	Training & Travel	10,544	13,825	31.1%
	Total Purchased/Contracted Services	\$ 18,341	\$ 25,150	37.1%
53	Supplies			
1100-0	Office Supplies	\$ 3,624	\$ 4,600	26.9%
1300-1	Periodicals/Publications	93	140	50.2%
1400-0	Uniforms	1,748	1,800	3.0%
1475-0	Promotional Supplies	1,336	3,050	128.3%
	Total Supplies	\$ 6,801	\$ 9,590	41.0%
	Total GIHP Administration	\$ 217,132	\$ 243,815	12.3%

Georgia International Horse Park FY 2016-17

10-6200-420 GIHP Maintenance		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 377,610	\$ 413,779	9.6%
1110-0	Other Salaries & Wages	6,171	6,944	12.5%
1120-0	Overtime Salaries & Wages	2,174	5,000	130.0%
2100-0	Group Health Insurance	54,931	75,000	36.5%
2110-0	Group Life Insurance	958	2,185	128.1%
2120-0	Group Dental Insurance	3,399	4,776	40.5%
2130-0	Group Vision Insurance	737	927	25.8%
2200-0	FICA Expense	27,351	32,568	19.1%
2400-0	Municipal Retirement	40,806	52,426	28.5%
	Total Personal Benefits	\$ 514,137	\$ 593,605	15.5%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 13,539	\$ 12,000	-11.4%
1110-0	Maintenance/Repairs Equipment	21,672	28,500	31.5%
1120-0	Temporary Labor	40,733	55,000	35.0%
1150-0	Maintenance/Repairs Building	8,395	9,000	7.2%
2100-0	Drug Testing Contracts	224	-	-100.0%
3115-0	Irrigation Pump Station Repair	25,864	29,000	100.0%
	Total Purchased/Contracted Services	\$ 110,427	\$ 133,500	20.9%
53	Supplies			
1250-0	Operating Supplies	\$ 22,095	\$ 23,000	4.1%
1300-0	Electricity	203,535	245,000	20.4%
1345-0	Electric Supplies	6,452	6,000	-7.0%
1360-0	Stone/Gravel	17,502	23,500	34.3%
1375-0	Landscaping Supplies	36,453	38,000	4.2%
1390-0	Signage	605	1,500	147.9%
1400-0	Uniforms	13,149	14,000	6.5%
	Total Supplies	\$ 299,791	\$ 351,000	17.1%
54	Capital Outlays			
5005-0	Operating Capital	\$ 26,344	\$ 26,160	-0.7%
9060-0	Capital Outlay	\$ 81,916	\$ 125,000	52.6%
	Total Capital Outlay	\$ 108,260	\$ 151,160	39.6%
	Total GIHP Maintenance	\$ 1,032,615	\$ 1,229,265	19.0%

Georgia International Horse Park FY 2016-17

		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	
10-6300-430	<i>GIHP Events</i>		Budget	% Change
52	Purchased/Contract Services			
7105-0	Stall Cleaning	\$ 67,052	\$ 78,000	16.3%
8402-0	Cherry Blossom Festival Expenses	52,585	55,000	4.6%
8404-0	Wildlife Festival	-	-	N/A
	Total Purchased/Contract Services	\$ 119,637	\$ 133,000	11.2%
53	Supplies			
1200-0	Janitorial Supplies	\$ 19,058	\$ 22,000	15.4%
	Total Supplies	\$ 19,058	\$ 22,000	15.4%
	Total GIHP Events	\$ 138,695	\$ 155,000	11.8%

Tourism & Public Relations FY 2016-17

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 Heroes Veterans War Memorial, Monastery of the Holy Spirit and Panola Mountain State Park.

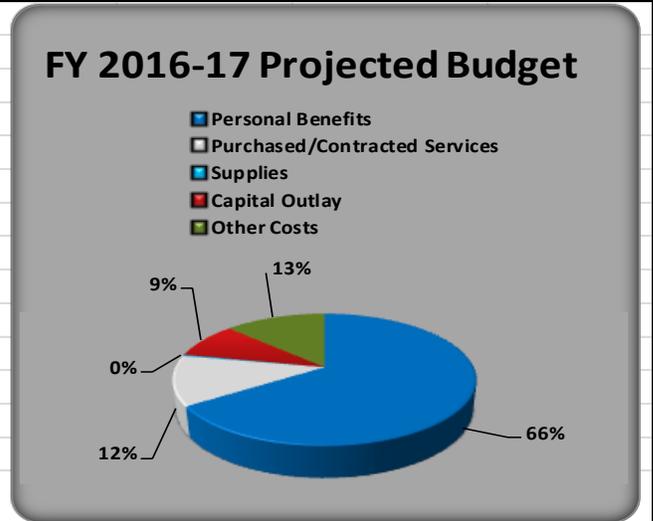
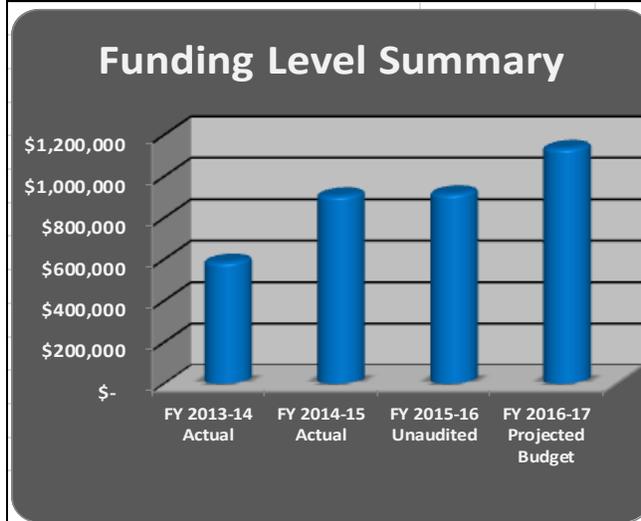
The mission of this department is to promote tourism as an economic development tool in the City of Conyers. The department works to create unique, special events that enhance the charm of Conyers, Georgia. The department also strives to provide quality, accessible public information through advertising, website and social media presence, the Conyers Welcome Center, press releases, media relations, newsletters and publications.

Tourism & Public Relations FY 2016-17

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 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Tourism & Public Relations	\$ 556,249	\$ 751,434	\$ 876,580	\$ 998,930	14.0%
Big Haynes Creek Nature Ctr.	30,366	155,298	39,615	136,284	244.0%
Department Total	\$ 586,615	\$ 906,732	\$ 916,195	\$ 1,135,214	23.9%
Personal Benefits	\$ 419,729	\$ 600,058	\$ 641,546	\$ 745,494	16.2%
Purchased/Contracted Services	72,259	92,618	83,886	138,930	65.6%
Supplies	4,690	3,204	6,960	3,955	-43.2%
Capital Outlay	2,000	107,085	-	100,000	100.0%
Other Costs	87,937	103,767	183,803	146,835	-20.1%
Departmental Total	\$ 586,615	\$ 906,732	\$ 916,195	\$ 1,135,214	23.9%
Personnel Summary					
Tourism & Public Relations	7	7	10	10	0.0%
Departmental Total	7	7	10	10	0.0%



FUTURE OUTLOOK – FISCAL YEAR 2016-2017

- Continue to enhance effective communication between the city and citizens through newsletters, e-newsletters, social media, the city’s website, new mobile app and events.
- Maintain the Conyers Convention and 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 the Conyers-Rockdale Chamber of Commerce, Conyers Downtown Development Authority, Main Street Program, Rockdale County and investors to promote and revitalize Olde Town.
- Work cooperatively with the film industry, the Conyers-Rockdale Economic Development Council and business owners to create economic development opportunities through tourism and film to Conyers and Rockdale County.
- 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.
- Explore how best to utilize the greenspace at the Olde Town Pavilion and encourage public use through activities such as Lunch on the Lawn concerts, outdoor movies, and installation of permanent seating (benches).
- Begin implementing phases of Conyers Strategic Plan throughout all city departments.
- Creating and promoting a historic walking tour brochure for Olde Town Conyers.
- Creating and promoting a film locations brochure for Olde Town Conyers and Rockdale County.

ACCOMPLISHMENTS – FISCAL YEAR 2015-2016

- ❖ Conducted tours of Olde Town Conyers, Monastery of the Holy Spirit, Georgia International Horse Park and Walk of Heroes.
- ❖ Provided letters, proclamations on Mayor’s behalf and coordinated appearances for ribbon cuttings and special events.
- ❖ Hosted CVB sponsored hospitality meeting with hotel general managers and local attraction representatives, including the Arabia Mountain National Heritage Area.
- ❖ Worked with the Conyers-Rockdale Economic Development Council regarding filming needs for Olde Town Conyers for “The Originals,” “Alvin and the Chipmunks: The Road Chip,” “Hail Mary,” “Paranormal Pilot,” “Sleepy Hollow,” and “Halt and Catch Fire.”

Tourism & Public Relations FY 2016-17

- ❖ Organized and/or assisted with the following events:
 - State of the City Address
 - St. Patrick’s Day Parade
 - Arbor Day
 - Cherry Blossom Festival
 - Olde Town Christmas Party
 - Hometown Holiday Parade
 - Taste of Conyers and Conyers Car Show
 - Olde Town Fall Festival
 - Olde Town Summer Film Series
 - Lunch on the Lawn with Conyers-Rockdale Council for the Arts
 - Farmer’s Market at the Pavilion with UGA Cooperative Extension and Olde Town merchants
 - Volunteer Appreciation
 - Georgia’s Party Gras with Rockdale Emergency Relief and Phoenix Pass

- ❖ Issued press releases when appropriate and handled media requests as needed.

- ❖ Newsletters:
 - *Legacy Link* GIHP e-newsletters
 - *Conyers Connections* newsletters and e-newsletters
 - *City Sounds* employee newsletters

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

- ❖ Produced “Visit Conyers, Georgia Itinerary Guide.”

- ❖ Worked cooperatively with Carl Vinson Institute of Government, strategic planning committee, senior staff and Mayor and City Council to revise and finalize Conyers Strategic Plan.

KEY PERFORMANCE MEASURES

Department of Public Relations & Tourism	FY 2013-2014	FY 2014-2015	FY 2015-2016
	Actual	Actual	Pre-Audit
Number of visitors to Conyers Welcome Center	9,781	5,577	5,517
Number of Events in Olde Town	90	83	98
Number of Volunteers	110	105	100

Tourism & Public Relations FY 2016-17

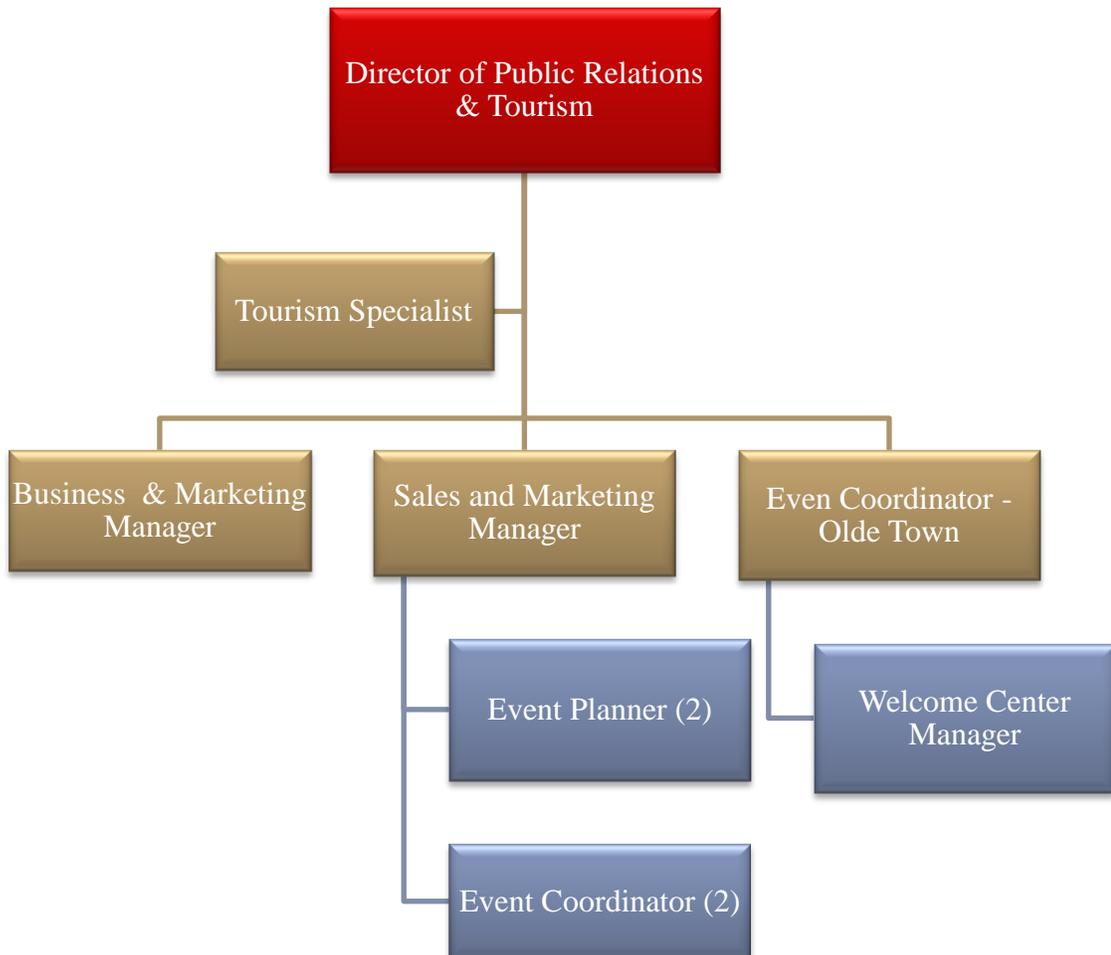
BUDGET HIGHLIGHTS

- The projected expenditures for fiscal year 2016-2017 are \$1,135,214, an increase of \$219,019 (23.9%) over the previous year's unaudited budget of \$916,195. The primary reason for the increase is the costs associated with higher insurance costs and salaries as well as capital outlay for the Nature Center for this fiscal year. 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 Olde Town such as Hometown Holiday events and other festivals and special events.

PERSONNEL POSITIONS

Public Relations & Tourism Positions	Salary Grade	FY 2014–15 Budgeted Positions	FY 2015–16 Budgeted Positions	FY 2016–17 Budgeted Positions
Director of Public Relations & Tourism	UC	1	1	1
Sales and Marketing Manager	115	2	2	2
Business & Marketing Manager	114	0	1	1
Event Coordinator - Olde Town	112	0	1	1
Event Planner	112	2	2	2
Event Coordinator	112	0	1	1
Tourism Specialist	110	1	1	1
Welcome Center Manager	108	1	1	1

Organizational Chart Department of Tourism and Public Relations



Tourism & Public Relations FY 2016-17

13-6400-510 Tourism & Public Relations		FY:2015-2016	FY:2016-2017	% Change
		Unaudited	Operating Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 455,842	\$ 500,887	9.9%
1110-0	Other Salaries & Wages	14,272	16,783	17.6%
2100-0	Group Health Insurance	53,932	81,079	50.3%
2110-0	Group Life Insurance	1,043	2,645	153.6%
2120-0	Group Dental Insurance	2,759	3,980	44.3%
2130-0	Group Vision Insurance	598	772	29.1%
2200-0	FICA Expense	34,216	39,602	15.7%
2400-0	Municipal Retirement	50,639	63,462	25.3%
	Total Personal Benefits	\$ 613,301	\$ 709,210	15.6%
52	Purchased/Contracted Services			
1100-0	Contract Labor	289	-	-100.0%
1110-0	Maintenance/Repairs Equipment	7,065	7,850	11.1%
2300-0	Advertising	45,667	90,405	98.0%
2400-0	Publishing/Printing	6,794	14,235	109.5%
2500-0	Postage	2,606	12,000	360.5%
3100-0	Dues, Fees & Memberships	8,098	10,990	35.7%
3700-0	Training and Travel	4,158	3,450	-17.0%
	Purchased/Contracted Services	\$ 74,677	\$ 138,930	86.0%
53	Supplies			
1100-0	Office Supplies	\$ 4,678	\$ 3,825	-18.2%
1300-0	Periodicals/Publications	121	130	7.4%
	Total Supplies	\$ 4,799	\$ 3,955	-17.6%
57	Other Costs			
5950-0	Economic Development	\$ 75,000	\$ 75,000	0.0%
5956-0	Arts Council	25,000	25,000	100.0%
8510-0	Special Events	64,144	11,550	-82.0%
8535-0	Olde Town Events	19,659	35,285	79.5%
	Total Other Costs	\$ 183,803	\$ 146,835	-20.1%
	Total Tourism & Public Relations	\$ 876,580	\$ 998,930	14.0%

Tourism & Public Relations FY 2016-17

		FY:2015-2016	FY:2016-2017	%
		Unaudited	Operating	Change
13-6450-530 Big Haynes Creek Nature Center			Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 21,016	\$ 24,654	17.3%
1110-0	Other Salaries & Wages	75	-	-100.0%
1110-0	Overtime Salaries & Wages	-	-	N/A
2100-0	Group Health Insurance	2,972	6,015	102.4%
2110-0	Group Life Insurance	56	130	132.1%
2120-0	Group Dental Insurance	304	398	30.9%
2130-0	Group Vision Insurance	64	77	20.3%
2200-0	FICA Expense	1,532	1,886	23.1%
2400-0	Municipal Retirement	2,226	3,124	40.3%
	Total Personal Benefits	\$ 28,245	\$ 36,284	28.5%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 9,210	\$ -	-100.0%
1110-0	Maintenance/Repairs Equipment	-	-	N/A
1120-0	Temporary Labor	-	-	N/A
1210-0	Janitorial Supplies	-	-	N/A
	Total Purchased/Contracted Services	\$ 9,210	\$ -	-100.0%
53	Supplies			
1250-0	Operating Supplies	\$ 178	\$ -	-100.0%
1375-0	Landscaping Supplies	1,982	-	-100.0%
1390-0	Signage	-	-	N/A
1400	Uniforms	-	-	N/A
	Total Supplies	\$ 2,160	\$ -	-100.0%
54	Capital Outlay			
8100-0	Construction-in-Progress	\$ -	\$ 100,000	100.0%
	Total Capital Outlay	\$ -	\$ 100,000	100.0%
	Total Big Haynes Creek Nature Center	\$ 39,615	\$ 136,284	244.0%

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.

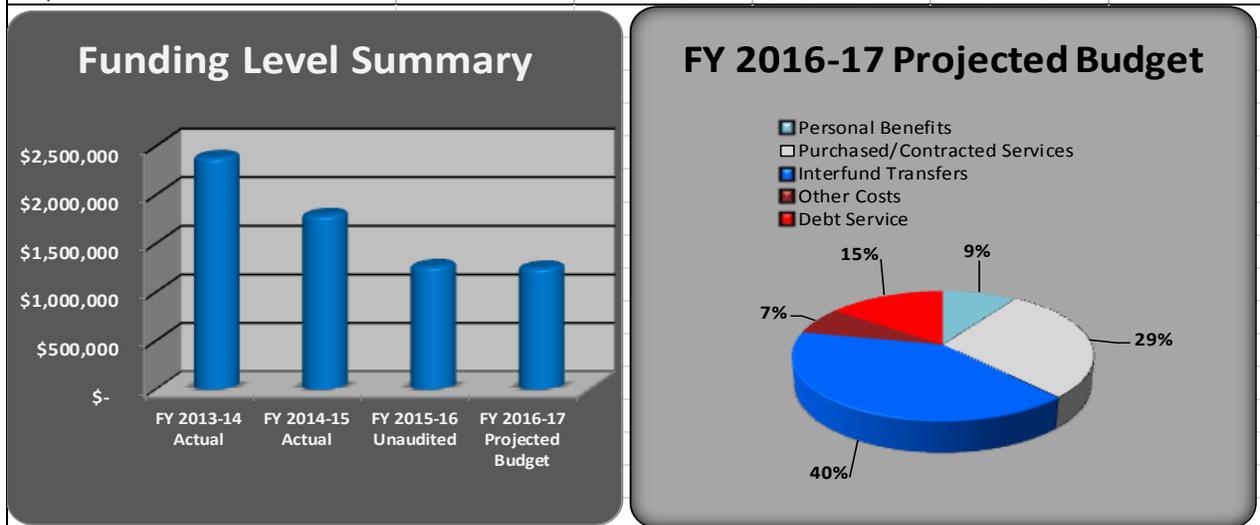
NON-DEPARTMENTAL FY 2016-17

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.

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Personal Benefits	\$ 90,704	\$ 97,845	\$ 119,352	\$ 116,870	-2.1%
Purchased/Contracted Services	341,021	342,114	364,534	357,500	-1.9%
Interfund Transfers	1,051,024	560,364	679,233	500,000	-26.4%
Other Costs	125,356	223,606	66,358	86,000	29.6%
Debt Service	773,805	562,493	31,560	185,000	486.2%
Departmental Total	\$ 2,381,910	\$ 1,786,421	\$ 1,261,037	\$ 1,245,370	-1.2%



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2016-2017 are \$1,245,370, a decrease of \$15,667 (1.2%) over last year's unaudited budget of \$1,261,037. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

NON-DEPARTMENTAL FY 2016-17

10-9100-900	Non-Departmental	FY:2015-2016	FY:2016-2017	% Change
		Unaudited	Operating	
			Budget	
51	Personal Benefits			
4300-0	Retiree Health & Life Insurance	\$ 119,127	\$ 111,870	-6.1%
4350-0	Unemployment Compensation	224	5,000	2132.1%
	Total Personal Benefits	\$ 119,351	\$ 116,870	-2.1%
52	Purchased/Contracted Services			
3100-0	Dues, Fees & Memberships	\$ 5,313	\$ 7,500	41.2%
5200-0	Workers Compensation Insurance	181,946	175,000	-3.8%
5300-0	Liability Insurance	177,275	175,000	-1.3%
	Purchased/Contracted Services	\$ 364,534	\$ 357,500	-1.9%
55	Interfund Transfers			
9600-0	Operating Transfers Out	\$ 679,234	\$ 500,000	-26.4%
	Total Interfund Transfers	\$ 679,234	\$ 500,000	-26.4%
57	Other Costs			
1500-0	Fiscal Agent Charges	\$ 36,554	\$ 45,000	23.1%
1600-0	Stormwater Fees	-	35,000	100.0%
5955-0	Historical Society	-	6,000	100.0%
5956-0	Arts Council	-	-	N/A
6101-0	Municipal Complex Study	-	-	N/A
6102-0	Conyers Strategic Vision and Planning	25,000	-	-100.0%
6102-0	Conyers Master Plan	4,804	-	-100.0%
	Total Other Costs	\$ 66,358	\$ 86,000	29.6%
58	Debt Service			
1600-0	C.I.P. Leases Current	\$ 15,492	\$ 155,000	900.5%
1601-0	GMA Direct Leases	\$ -	\$ -	N/A
1602-0	Interest Expense	16,068	30,000	86.7%
1650-0	Debt Service CCC Bonds	-	-	N/A
	Total Debt Service	\$ 31,560	\$ 185,000	486.2%
	Total Non-Departmental	\$ 1,261,037	\$ 1,245,370	-1.2%

Functional Organizational Chart Department of Cherokee Run Golf Club



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.

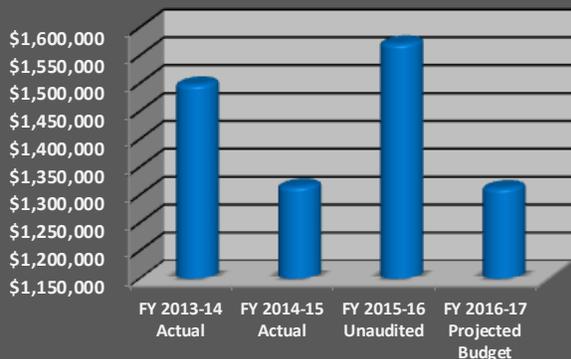
Cherokee Run Golf Club FY 2016-17

KEY OBJECTIVES

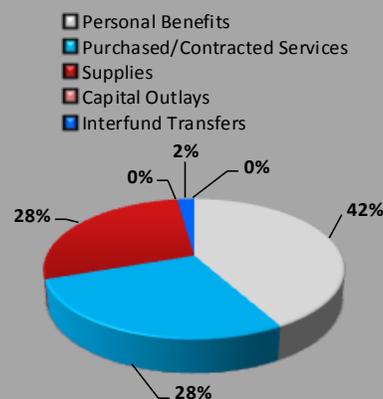
- Provide an exceptional golf, clubhouse, and dining experience for all members and guests at affordable prices.
- Provide friendly customer service in a relaxing and enjoyable environment.
- Maintain the highest standards of excellence in environmentally conscious golf course conditions.

	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Unaudited	FY 2016-17 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Cherokee Run Administration	\$ 698,255	\$ 504,595	\$ 763,077	\$ 485,861	-36.3%
Cherokee Run Maintenance	\$ 502,471	509,598	511,722	533,398	4.2%
Cherokee Run Food & Beverage	\$ 296,901	300,606	296,403	292,730	-1.2%
Departmental Total	\$ 1,497,627	\$ 1,314,799	\$ 1,571,202	\$ 1,311,989	-16.5%
Personal Benefits	\$ 434,608	\$ 436,872	\$ 480,514	\$ 549,789	14.4%
Purchased/Contracted Services	414,110	442,659	470,580	364,200	-22.6%
Supplies	399,794	406,908	417,992	369,000	-11.7%
Capital Outlays	214,254	-	180,575	-	-100.0%
Interfund Transfers	31,107	26,246	20,958	29,000	38.4%
Debt Service	3,754	2,114	583	-	-100.0%
Departmental Total	\$ 1,497,627	\$ 1,314,799	\$ 1,571,202	\$ 1,311,989	-16.5%
Personnel Summary					
Cherokee Run Administration	4	4	4	4	0.0%
Cherokee Run Maintenance	5	3	3	3	0.0%
Cherokee Run Food & Beverage	1	1	1	1	0.0%
Departmental Total	10	8	8	8	0.0%

Funding Level Summary



FY 2016-17 Projected Budget



FUTURE OUTLOOK – fiscal year 2016-2017

- 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 2015-2016

- ❖ 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.

Cherokee Run Golf Club FY 2016-17

KEY PERFORMANCE MEASURES

Cherokee Run Golf Club	FY 2013-2014	FY 2014-2015	FY 2015-2016
	Actual	Actual	Pre-Audit
Rounds of Golf	24,974	25,938	26,566
Number of Events	60	67	88

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2016-2017 are \$1,311,989, a decrease of \$259,213 from the previous year's unaudited budget of \$1,571,202. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the decrease is the reduction in capital outlay from last fiscal year which included the purchase of new golf carts.

PERSONNEL POSITIONS

Cherokee Run Golf Course	Salary Grade	FY 2014-15 Budgeted Positions	FY 2015-16 Budgeted Positions	FY 2016-17 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 Cherokee Run Golf Club



Cherokee Run Golf Club FY 2016-17

17-1700-018 Cherokee Run Administration		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 194,656	\$ 170,827	-12.2%
1110-0	Other Salaries & Wages	18,500	8,108	-56.2%
2100-0	Group Health Insurance	15,542	21,517	38.4%
2110-0	Group Life Insurance	499	902	80.8%
2120-0	Group Dental Insurance	951	796	-16.3%
2130-0	Group Vision Insurance	240	154	-35.8%
2200-0	FICA Expense	15,175	13,689	-9.8%
2400-0	Municipal Retirement	19,424	19,918	2.5%
	Total Personal Benefits	\$ 264,987	\$ 235,911	-11.0%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 72,244	\$ 55,000	-23.9%
1125-0	Professional Consulting Services	\$ 2,775	-	-100.0%
1150-0	Building Maintenance	20,498	10,000	-51.2%
1155-0	Computer Services	8,652	13,200	52.6%
1200-0	Pest Control Services	1,815	1,000	-44.9%
1222-0	Computer Equipment	-	-	N/A
2100-0	Drug Testing Contracts	58	-	-100.0%
1205-0	Legal Council	-	1,000	100.0%
2200-0	Telephone/Cable	5,810	5,000	-13.9%
2300-0	Advertising	11,953	12,000	0.4%
2500-0	Postage	245	250	2.0%
3100-0	Dues, Fees, & Memberships	26,866	17,000	-36.7%
3700-0	Training & Travel	2,209	3,500	58.4%
5300-0	Liability Insurance	11,805	7,500	-36.5%
6000-0	Reward Program Expense	16,818	15,000	-10.8%
	Total Purchased/Contracted Services	\$ 181,748	\$ 140,450	-22.7%
53	Supplies			
1100-0	Office Supplies	\$ 1,945	\$ 2,000	2.8%
1200-0	Water Consumption	2,409	2,500	3.8%
1205-0	Janitorial Supplies	2,390	2,000	-16.3%
1250-0	Operating Equipment/supplies	5,732	6,000	4.7%
1300-0	Electricity	40,954	38,000	-7.2%
1380-0	Machinery Parts/Repairs	1,334	1,000	100.0%
1400-0	Uniforms	2,011	3,000	49.2%
1515-0	Pro-Shop Merchandise	78,409	55,000	-29.9%
	Total Supplies	\$ 135,184	\$ 109,500	-19.0%
54	Capital Outlays			
9060-0	Capital Outlays	\$ 180,575	\$ -	-100.0%
	Total Capital Outlays	\$ 180,575	\$ -	-100.0%
58	Debt Service			
1600-0	Interest Expense	\$ 583	\$ -	-100.0%
1601-0	GMA Direct Leases	-	-	N/A
	Total Debt Service	\$ 583	\$ -	-100.0%
	Total Cherokee Run Administration	\$ 763,077	\$ 485,861	-36.3%

Cherokee Run Golf Club FY 2016-17

17-1710-018 Cherokee Run Maintenance		FY:2015-2016	FY:2016-2017	
		Unaudited	Operating	
			Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 111,407	\$ 179,978	61.5%
1110-0	Other Salaries & Wages	243	-	-100.0%
2100-0	Group Health Insurance	16,645	21,517	29.3%
2110-0	Group Life Insurance	265	950	258.5%
2120-0	Group Dental Insurance	763	796	4.3%
2130-0	Group Vision Insurance	163	154	-5.5%
2200-0	FICA Expense	7,482	13,768	84.0%
2400-0	Municipal Retirement	11,780	20,985	78.1%
	Total Personal Benefits	\$ 148,748	\$ 238,148	60.1%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 184,705	\$ 115,000	-37.7%
1130-0	Irrigation Renovation/Repairs	7,591	12,500	64.7%
1135-0	Bunker Renovation/Repairs	-	1,500	100.0%
1150-0	Building Maintenance	124	2,000	1512.9%
1155-0	Computer Services	-	250	100.0%
1160-0	Equipment Rental	409	500	22.2%
1222-0	Computer Equipment	-	500	100.0%
3100-0	Dues, Fees & Memberships	150	500	233.3%
3700-0	Training & Travel	90	500	455.6%
	Total Purchased/Contracted Services	\$ 193,069	\$ 133,250	-31.0%
53	Supplies			
1250-0	Operating Equipment/Supplies	\$ 11,012	\$ 10,000	-9.2%
1350-0	Chemicals/Fertilizer	83,691	73,000	-12.8%
1357-0	Sand, Top Dressing	5,288	8,000	51.3%
1375-0	Landscaping Supplies	6,516	8,000	22.8%
1380-0	Machinery Parts/Repairs	41,783	30,000	-28.2%
1400-0	Uniforms	472	2,000	100.0%
4500-0	Small Tools	185	2,000	981.1%
	Total Supplies	\$ 148,947	\$ 133,000	-10.7%
55	Interfund Transfers			
1200-0	Tires	\$ 502	\$ 1,500	198.8%
1300-0	Oil & Fluids	1,082	1,500	38.6%
1400-0	Fuel	19,374	26,000	34.2%
	Total Interfund Transfers	\$ 20,958	\$ 29,000	38.4%
	Total Cherokee Run Maintenance	\$ 511,722	\$ 533,398	4.2%

Cherokee Run Golf Club FY 2016-17

17-1720-018 Cherokee Run Food & Beverage		FY:2015-2016 Unaudited	FY:2016-2017 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 50,224	\$ 53,820	7.2%
1110-0	Other Salaries & Wages	153	-	-100.0%
2100-0	Group Health Insurance	7,832	10,759	37.4%
2110-0	Group Life Insurance	125	284	127.2%
2120-0	Group Dental Insurance	335	398	18.8%
2130-0	Group Vision Insurance	72	77	6.9%
2200-0	FICA Expense	3,336	4,117	23.4%
2400-0	Municipal Retirement	4,703	6,275	33.4%
	Total Personal Benefits	\$ 66,780	\$ 75,730	13.4%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs Equipment	\$ 4,162	\$ 3,000	-27.9%
1120-0	Temporary Labor	80,071	80,000	-0.1%
1210-0	Janitorial Services	11,395	7,500	-34.2%
3700-0	Training & Travel	135	-	-100.0%
	Total Purchased/Contracted Services	\$ 95,763	\$ 90,500	-5.5%
53	Supplies			
1103-0	Beer	\$ 19,345	\$ 18,000	-7.0%
1104-0	Wine	1,352	2,000	47.9%
1105-0	Liquor	7,129	8,500	19.2%
1107-0	Food Expenses	82,548	75,000	-9.1%
1250-0	Bar/Kitchen supplies & Equipment	19,199	15,000	-21.9%
1280-0	Special Event Extra Items	1,799	5,000	177.9%
1310-0	Propane	2,488	3,000	20.6%
	Total Supplies	\$ 133,860	\$ 126,500	-5.5%
	Total Cherokee Run Food & Beverage	\$ 296,403	\$ 292,730	-1.2%

Capital Improvement Plan FY 2016-17



CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2017-2021

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.

Capital Improvement Plan FY 2016-17

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.

Capital Improvement Plan FY 2016-17

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.

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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.

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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.

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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, sanitation services, and municipal golf course 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.

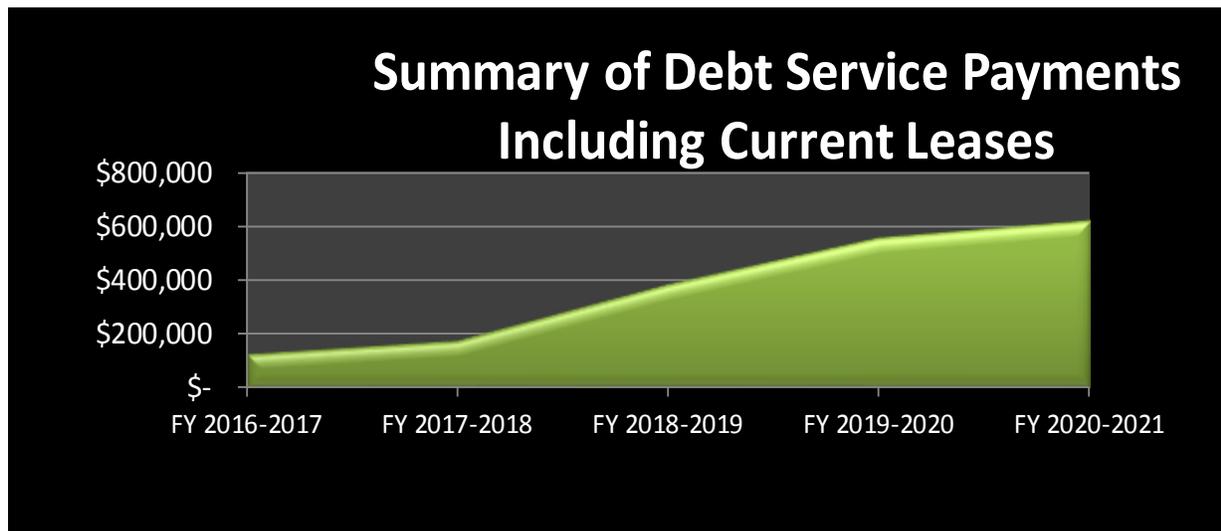
Capital Improvement Plan FY 2016-17

DIVISION/FUND	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
GIHP						
Tables	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	10,000
Drags	\$ -	\$ -	\$ -	\$ -	\$ 7,500	7,500
Paint Charles Walker Arena	\$ -	\$ 40,000	\$ -	\$ -	\$ -	40,000
Tractors	\$ -	\$ 30,000	\$ -	\$ 40,000	\$ -	70,000
Utility Vehicle	\$ -	\$ 11,000	\$ -	\$ -	\$ -	11,000
Barricades	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -	15,000
Remodel Meeting Rooms	\$ 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/Gators	\$ 30,000	\$ -	\$ -	\$ -	\$ 32,000	62,000
Light Fixtures	\$ -	\$ 132,000	\$ -	\$ -	\$ -	132,000
Sign Package	\$ 25,000	\$ -	\$ -	\$ -	\$ -	25,000
Landcape Trailer	\$ -	\$ 10,000	\$ -	\$ -	\$ -	10,000
Bush Hog	\$ -	\$ 7,400	\$ -	\$ -	\$ -	7,400
Mowers	\$ -	\$ -	\$ -	\$ -	\$ 40,000	40,000
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	\$ 125,000	\$ 412,400	\$ 712,500	\$ 247,500	\$ 79,500	1,576,900
Public Safety						
Tower and Radio System	\$ 603,733	\$ 603,733	\$ 603,733	\$ 603,733	\$ -	2,414,932
Replacement Patrol Vehicles	\$ 130,000	\$ 608,489	\$ 608,489	\$ 608,489	\$ 608,489	2,563,956
Vehicle for CID Commander	\$ -	\$ -	\$ 52,650	\$ -	\$ -	52,650
Vehicle for CSI Investigator	\$ 65,000	\$ -	\$ -	\$ -	\$ -	65,000
Van for Special Response Team	\$ -	\$ -	\$ 35,000	\$ -	\$ -	35,000
Portable Message Sign	\$ -	\$ 14,300	\$ -	\$ -	\$ -	14,300
Integration of Camera Systems	\$ -	\$ 10,000	\$ -	\$ -	\$ -	10,000
Fixed LPR Camera Installation	\$ -	\$ 48,000	\$ -	\$ -	\$ -	48,000
Covert LPR Camera Installation	\$ -	\$ 25,000	\$ -	\$ -	\$ -	25,000
Crimeview Dashboard	\$ -	\$ 20,850	\$ -	\$ -	\$ -	20,850
Command Van	\$ -	\$ -	\$ 95,000	\$ -	\$ -	95,000
Refurbished Armored Vehicle	\$ -	\$ -	\$ 98,500	\$ -	\$ -	98,500
Tilt Pan Zoom Cameras	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	300,000
Tigercam Remote Video System	\$ 6,674	\$ -	\$ -	\$ -	\$ -	6,674
Total Public Safety	\$ 805,407	\$ 1,405,372	\$ 1,568,372	\$ 1,287,222	\$ 683,489	5,749,862
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ 15,000	\$ -	\$ -	\$ -	15,000
Asphalt Roller	\$ -	\$ -	\$ 35,000	\$ -	\$ -	35,000
Bucket Truck	\$ -	\$ 70,000	\$ -	\$ -	\$ -	70,000
F-250 Ford Trucks	\$ -	\$ 26,500	\$ 26,500	\$ -	\$ -	53,000
F-150 Ford Trucks	\$ -	\$ 24,000	\$ 24,000	\$ -	\$ -	48,000
Sand Spreader	\$ -	\$ 10,000	\$ -	\$ -	\$ -	10,000
Rubber Tire Loader/Backhoe	\$ -	\$ 100,000	\$ -	\$ -	\$ -	100,000
Total Public Works & Transportation	\$ -	\$ 245,500	\$ 85,500	\$ -	\$ -	331,000
GENERAL FUND	\$ 930,407	\$ 2,063,272	\$ 2,366,372	\$ 1,534,722	\$ 762,989	7,657,762
Stormwater						
Skid Steer Loader	\$ 80,000	\$ -	\$ -	\$ -	\$ -	80,000
Single Axle Dump Truck	\$ 80,000	\$ -	\$ -	\$ -	\$ -	80,000
Total Stormwater	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000
STORMWATER FUND	\$ 160,000	\$ -	\$ -	\$ -	\$ -	160,000
Cherokee Run Golf Club						
Bedknife Grinder	\$ -	\$ 10,000	\$ -	\$ -	\$ -	10,000
John Deere 2500 Greens Mower	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	70,000
Toro Fairway Mower	\$ -	\$ -	\$ -	\$ 60,000	\$ -	60,000
Carpet for Dining/Banquet Room	\$ -	\$ 15,000	\$ -	\$ -	\$ -	15,000
Total Cherokee Run Golf Club	\$ -	\$ 60,000	\$ 35,000	\$ 60,000	\$ -	155,000
GOLF FUND	\$ -	\$ 60,000	\$ 35,000	\$ 60,000	\$ -	155,000
Sanitation						
1 Ton Flat Bed Trucks	\$ -	\$ 168,000	\$ 168,000	\$ -	\$ -	336,000
Knuckle Boom Brush Truck	\$ 140,000	\$ -	\$ -	\$ -	\$ -	140,000
Leaf Vacuum	\$ -	\$ 42,000	\$ -	\$ -	\$ -	42,000
22 Foot Dump Trailer	\$ -	\$ 15,000	\$ -	\$ -	\$ -	15,000
Total Sanitation	\$ 140,000	\$ 225,000	\$ 168,000	\$ -	\$ -	533,000
SANITATION FUND	\$ 140,000	\$ 225,000	\$ 168,000	\$ -	\$ -	533,000
Total All Funds	\$ 1,230,407	\$ 2,348,272	\$ 2,569,372	\$ 1,594,722	\$ 762,989	8,505,762

Capital Improvement Plan FY 2016-17

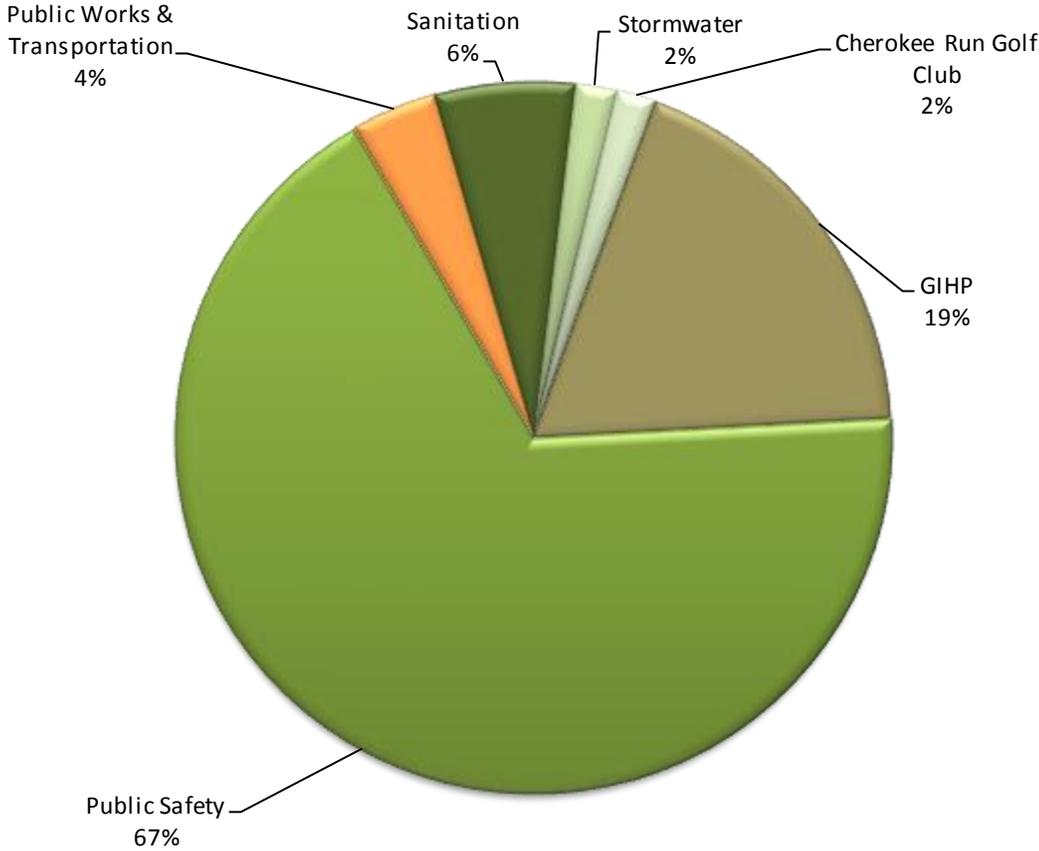
Capital Improvement Plan
Fiscal Years 2017-2021
Summary of Debt Service Payments

Department	All Departments					
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
Current Lease Purchases	\$ 128,604	\$ 81,931	\$ 81,931	\$ 16,879	\$ 9,834	\$ 319,179
GIHP	\$ -	\$ 28,673	\$ 123,269	\$ 286,703	\$ 343,475	\$ 714,453
Public Works & Transportation	\$ -	\$ 36,143	\$ 79,037	\$ 108,168	\$ 108,168	\$ 331,515
Cherokee Run	\$ -	\$ -	\$ 13,641	\$ 21,547	\$ 35,310	\$ 70,497
Sanitation	\$ -	\$ 32,113	\$ 83,577	\$ 122,113	\$ 122,113	\$ 359,918
Total Lease Purchases Debt	\$ 128,604	\$ 178,859	\$ 381,455	\$ 555,411	\$ 618,900	\$ 1,795,562



All Departments Fiscal Years 2017-2021

Capital Leases (ALL DEPARTMENTS)





Capital Improvement Plan
Fiscal Years 2017-2021
Georgia International Horse Park
(GIHP)

Georgia International Horse Park - CIP FY 2016-17

City of Conyers

Capital Improvement Plan Fiscal Years 2017-2021

Summary of Debt Service Payments GIHP

Debt Service	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
GIHP						
Tractors	\$ -	\$ -	\$ 6,881	\$ 6,881	\$ 16,057	\$ 29,820
Barricades	\$ -	\$ -	\$ -	\$ 1,720	\$ 3,441	\$ 5,161
Remodel Carriage Room	\$ -	\$ 9,175	\$ 19,497	\$ 19,497	\$ 19,497	\$ 19,497
Covering Arena 8	\$ -	\$ -	\$ -	\$ 137,629	\$ 137,629	\$ 275,257
Paving Retail Parking Lot	\$ -	\$ -	\$ -	\$ 14,910	\$ 14,910	\$ 29,820
Rebuild Footing	\$ -	\$ -	\$ -	\$ -	\$ 45,876	\$ 45,876
Paint Charles Walker Arena	\$ -	\$ -	\$ 9,175	\$ 9,175	\$ 9,175	\$ 27,526
Utility Vehicle	\$ -	\$ -	\$ 2,523	\$ 2,523	\$ 2,523	\$ 7,570
Dump Truck	\$ -	\$ -	\$ 10,781	\$ 10,781	\$ 10,781	\$ 32,343
Passenger Vehicle	\$ -	\$ -	\$ 5,735	\$ 5,735	\$ 5,735	\$ 17,204
Pickup Truck	\$ -	\$ 6,881	\$ 6,881	\$ 6,881	\$ 6,881	\$ 20,644
Golf Carts	\$ -	\$ 6,881	\$ 6,881	\$ 6,881	\$ 6,881	\$ 20,644
Light Fixtures	\$ -	\$ -	\$ 30,278	\$ 30,278	\$ 30,278	\$ 90,835
Sign Package	\$ -	\$ 5,735	\$ 5,735	\$ 5,735	\$ 5,735	\$ 17,204
Landscape Trailer	\$ -	\$ -	\$ 2,294	\$ 2,294	\$ 2,294	\$ 6,881
Bush Hog	\$ -	\$ -	\$ 1,697	\$ 1,697	\$ 1,697	\$ 5,092
Mowers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tables	\$ -	\$ -	\$ 1,147	\$ 2,294	\$ 2,294	\$ 5,735
Skid Steer	\$ -	\$ -	\$ 12,616	\$ 12,616	\$ 12,616	\$ 37,848
Drags	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chairs for Outdoor Events	\$ -	\$ -	\$ 1,147	\$ 2,294	\$ 2,294	\$ 5,735
Fencing	\$ -	\$ -	\$ -	\$ 6,881	\$ 6,881	\$ 13,763
Total GIHP	\$ -	\$ 28,673	\$ 123,269	\$ 286,703	\$ 343,475	\$ 714,453

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-01
Project Name	Tables

**New or Replacement
Category**

New
Furniture

Contact Jennifer Bexley
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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 5,000	\$ 5,000			\$ 10,000
Quantity		25	25			50
Total		\$ 5,000	\$ 5,000			\$ 10,000

Funding Source	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
GIHP Revenue	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
Total	\$ 3,000	\$ 15,000				

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-02
Project Name	Drags



New or Replacement Category	Replacement Equipment	Contact Jennifer Bexley
		Department Horse Park

Description	Total Project Cost \$ 6,000
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One arena works drag.

Justification

Currently, we have two 1995 Hydraulic 4 in 1 drags, one 2012 Hydraulic 4 in 1 drag, and two TR3 drags. The drags sustain substantial wear and tear because of the frequency 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. This will be to replace the other 4 in 1 drag.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay					\$ 7,500	\$ 7,500
Quantity					1	1
Total					\$ 7,500	\$ 7,500

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease					\$	-
Total					\$	-

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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-03
Project Name	Covering Arena 8

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



Description	Total Project Cost \$ 600,000
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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	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 600,000			\$ 600,000
Total			\$ 600,000			\$ 600,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-04
Project Name	Tractors



New or Replacement Category	Replacement Equipment	Contact	Jennifer Bexley
		Department	Horse Park

Description	Total Project Cost \$ 70,000
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One 70 hp tractor and one 108 hp tractor.

Justification

Replacement of a tractor purchased in FY 2003 expected to have a five year life. Future purchase to replace larger tractor.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 30,000		\$ 40,000		\$ 70,000
Quantity		1		1		2
Total		\$ 30,000		\$ 40,000		\$ 70,000

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease		\$ 30,000		\$ 40,000		\$ 70,000
Total		\$ 30,000		\$ 40,000		\$ 70,000

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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-05
Project Name	Paving Retail Parking Lot



New or Replacement Category	New Improvements	Contact Jennifer Bexley
		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 incimate weather. Furhter, if the area was paved and striped, many more cars could fit in the area, thus increasing the capacity.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 65,000			\$ 65,000
Total			\$ 65,000			\$ 65,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-06
Project Name	Barricades



New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley 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	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 7,500	\$ 7,500		\$ 15,000
Quantity			50	50		100
Total			\$ 7,500	\$ 7,500		\$ 15,000

Funding Source	2017	2018	2019	2020	2021	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
City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-07
Project Name	Remodeling of the Meeting Rooms



New or Replacement Category	New Improvements	Contact Jennifer Bexley	Department Horse Park
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Description	Total Project Cost \$ 85,000
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The décor in the Carriage Room and Tack Room is over 14 years old and is showing its age. This cost includes 300 new chairs, new carpet and the services of a designer.

Justification

The décor in the Carriage Room and Tack Room is over 14 years old and is showing its age and the decorations are dated. A small renovation was conducted in the Carriage Room in FY 2015 including new paint, updating the light fixtures and adding architectural elements. The Tack Room was re-painted in FY 2016. However, the carpet in both rooms and chairs are in need of replacement, with the chairs being the greatest need immediately.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 40,000	\$ 45,000				\$ 85,000
Total	\$ 40,000	\$ 45,000				\$ 85,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-08
Project Name	Chairs for Outdoor Events



New or Replacement Category	Replacement Furniture	Contact Department	Jennifer Bexley Horse Park
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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 locate 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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 5,000	\$ 5,000			\$ 10,000
Total		\$ 5,000	\$ 5,000			\$ 10,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-09
Project Name	Skidsteer Loader



New or Replacement Category	New Equipment	Contact	Jennifer Bexley
		Department	Horse Park

Description	Total Project Cost \$ 55,000
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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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 55,000				\$ 55,000
Total		\$ 55,000				\$ 55,000

Funding Source	2017	2018	2019	2020	2021	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	2017	2018	2019	2020	2021	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-10
Project Name	Fencing



New or Replacement Category New Improvements **Contact** Jennifer Bexley
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	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 30,000			\$ 30,000
Total			\$ 30,000			\$ 30,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project # **GIHP-11**
Project Name **Mowers**



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

Description **Total Project Cost \$ 40,000**

Four 72 inch, 31 hp mowers.

Justification

Replacement of mowers purchased in FYY 2015 and FY 2016 with longer life diesel engines.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay					\$ 10,000	\$ 10,000
Quantity					4	4
Total					\$ 40,000	\$ 40,000

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease					\$ 40,000	\$ 40,000
Total					\$ 40,000	\$ 40,000

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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-12
Project Name	Bush Hog



New or Replacement Category	Replacement Equipment	Contact	Jennifer Bexley
		Department	Horse Park

Description	Total Project Cost	\$ 7,400
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One large bush hog.

Justification

Replacement purchase of a 10 ft. cutting deck bush hog to mow various areas around the Horse Park.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 7,400				\$ 7,400
Quantity		1				1
Total		\$ 7,400				\$ 7,400

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-13
Project Name	Landscape Trailer



New or Replacement Category	Replacement Equipment	Contact Department	Jennifer Bexley Horse Park
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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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 10,000				\$ 10,000
Quantity			1			1
Total		\$ 10,000				\$ 10,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-14
Project Name	Sign Package



New or Replacement Category	Replacement Improvements	Contact Jennifer Bexley
		Department Horse Park

Description	Total Project Cost \$ 25,000
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Replacing all existing directional and identification signage throughout the Park.

Justification

The signs currently at the park, including signs that identify areas such as parking lots and buildings, road signs and directional signage, have been in place for many years. On occasion, we have repaired and replaced some of them as has been required due to damage. We fell, based upon customer remarks, the existing signage is not clear and is confusing. The look of the signs is also dated and needs improvement. This cost would include utilizing a professional to advise and create all signs in a more clear and updated manner.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 25,000					\$ 25,000
Total	\$ 25,000					\$ 25,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-15
Project Name	Replacing Light Fixtures and Retrofitting Existing Fixtures with LED

New or Replacement Category	Replacement Improvements	Contact Jennifer Bexley
		Department Horse Park

Description	Total Project Cost \$ 132,000
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Replacing light fixtures in Barns 1-5 and the Charles Walker Arena with new LED fixtures and retrofitting all other existing fixtures with LED lights.

Justification

The existing light fixtures in Barns 1-5 and the Charles Walker Arena are over 20 years old. Age and the weather have taken their toll. The fixtures are rusted and in poor condition and need replacement. In an effort to become more energy efficient, all the bulbs throughout the Park need to be replaced with LED lights. The project is expected to have a 5 year pay-back as far as saving money on energy costs and the new LED fixtures will require limited to no maintenance for many years.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 132,000				\$ 132,000
Total		\$ 132,000				\$ 132,000

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease		\$ 132,000				\$ 132,000
Total		\$ 132,000				\$ 132,000

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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-16
Project Name	Golf Carts/Gators



New or Replacement Category	Replacement Equipment	Contact Jennifer Bexley
		Department Horse Park

Description	Total Project Cost \$ 62,000
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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 cannot and are much less obtrusive 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	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 15,000				\$ 16,000	\$ 31,000
Quantity	2				2	4
Total	\$ 30,000				\$ 32,000	\$ 62,000

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease	\$ 30,000				\$ 32,000	\$ 62,000
Total	\$ 30,000				\$ 32,000	\$ 62,000

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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-17
Project Name	Pick Up Truck



New or Replacement Category	Replacement Vehicle	Contact Department	Jennifer Bexley Horse Park
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Description	Total Project Cost \$ 30,000
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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	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 30,000					\$ 30,000
Quantity	1					1
Total	\$ 30,000					\$ 30,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-18
Project Name	Passenger Vehicle



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

Description Total Project Cost \$ 25,000

Ford Explorer or equivalent .

Justification

Vehicle 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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 25,000				\$ 25,000
Quantity		1				1
Total		\$ 25,000				\$ 25,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-19
Project Name	Dump Truck



New or Replacement Category	New Vehicle	Contact	Jennifer Bexley
		Department	Horse Park

Description	Total Project Cost \$ 47,000
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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 important needs for the truck as well. This would allow the Park to have their own truck.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 47,000				\$ 47,000
Total		\$ 47,000				\$ 47,000

Funding Source	2017	2018	2019	2020	2021	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 with this capital purchase.

Operating Budget Impact	2017	2018	2019	2020	2021	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-20
Project Name	Utility Vehicle



New or Replacement Category	Replacement Vehicle	Contact Jennifer Bexley
		Department Horse Park

Description	Total Project Cost \$ 11,000
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One all terrain vehicle.

Justification

Replacement vehicle is used by Facility Maintenance for monitoring trails, hauling equipment, pulling trailers, 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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 11,000				\$ 11,000
Total		\$ 11,000				\$ 11,000

Funding Source	2017	2018	2019	2020	2021	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.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-21
Project Name	Painting of Charles Walker Arena



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

Description	Total Project Cost \$ 40,000
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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Funding Source	2017	2018	2019	2020	2021	Total
GMA Direct Lease		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Operational Impact/Other
There is no O&M impact associated with this capital item.

Georgia International Horse Park - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	GIHP-22
Project Name	Rebuild footing and base in arenas



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

Description	Total Project Cost \$ 200,000
Rebuilding the footing and base in all of our arenas including the Grand Prix Arena.	

Justification

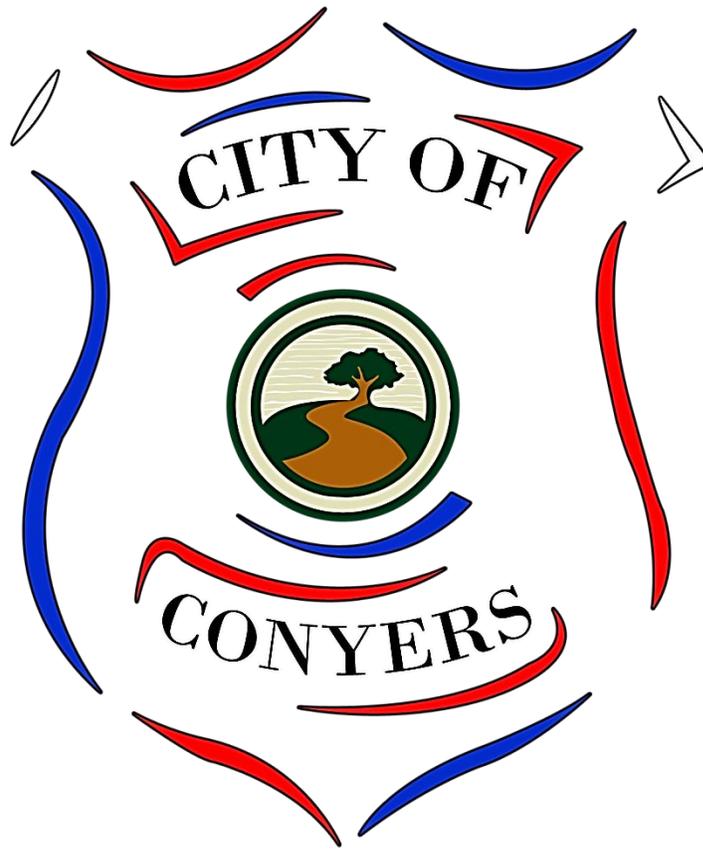
The footing and base in all arenas have been in place since the Olympics. Although we regularly add new material to the top of the arenas, the base deteriorates over time due to use and weather conditions. In order to maintain our excellent footing, the arenas will need to be rebuilt. A major repair was conducted in FY 2015.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay				\$200,000		\$ 200,000
Total				\$200,000		\$ 200,000

Funding Source	2017	2018	2019	2020	2021	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 2017-2021
Public Safety

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-01
Project Name	Replacement Patrol Vehicles

New or Replacement Category Replacement Vehicles **Contact Department** Gene Wilson Public Safety

Description Total Project Cost \$ 2,558,956

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	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 130,000	\$ 608,489	\$ 608,489	\$ 608,489	\$ 608,489	\$ 2,563,956
Quantity	2	12	12	12	12	50
Total	\$ 130,000	\$ 608,489	\$ 608,489	\$ 608,489	\$ 608,489	\$ 2,563,956

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST	\$ 130,000	\$ 608,489	\$ 608,489	\$ 608,489	\$ 608,489	\$ 2,563,956
Total	\$ 130,000	\$ 608,489	\$ 608,489	\$ 608,489	\$ 608,489	\$ 2,563,956

Operational Impact/Other

Since these are replacement vehicles, there is no impact on the operating budget.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-02
Project Name	Vehicle for CID Commander

New or Replacement Category Replacement Vehicles **Contact Department** Gene Wilson Public Safety

Description Total Project Cost \$ 52,650

This is to purchase a Chevrolet Tahoe police vehicle for use by the Criminal Investigation Division (CID) Commander.

Justification

The current vehicle used by the CID supervisor is a Dodge Charger. The vehicle has minimum storage space to transport items needed on crime scenes. This vehicle can be utilized to transport specialized equipment including supplies for crime scene processing in the absence of a crime scene technician. The vehicle can also be utilized as a command post vehicle on scenes requiring extended on scene times for critical incidents; such as missing children, and death investigations.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 52,650			\$ 52,650
Quantity			1			1
Total			\$ 52,650			\$ 52,650

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST			\$ 52,650			\$ 52,650
Total			\$ 52,650			\$ 52,650

Operational Impact/Other

Since these are replacement vehicles, there is no impact on the operating budget.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-03
Project Name	Vehicle for CSI Investigator

New or Replacement Category New Vehicles **Contact** Gene Wilson
Department Public Safety

Description	Total Project Cost \$ 65,000
Vehicle for additional crime scene investigator.	

Justification
The police department is requesting an additional crime scene investigator in the fiscal year 2016-2017 budget. This person will require a vehicle. This request is for a vehicle for the person in this new position if approved.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 65,000					\$ 65,000
Quantity	1					1
Total	\$ 65,000					\$ 65,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST	\$ 65,000					\$ 65,000
Total	\$ 65,000					\$ 65,000

Operational Impact/Other
Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-04
Project Name	Van for Special Response Team

New or Replacement Category New Vehicles **Contact** Gene Wilson
Department Public Safety

Description Total Project Cost \$ 35,000

This is for a Dodge Ram Promaster Cargo Van 2500 with a high roof that will be used as transportation for the Special Response Team and as a tactical command vehicle.

Justification

The van will be used as a tactical vehicle to launch operations such as search warrants and felony arrest warrants. The van will be used for equipment storage. This vehicle offers standing room and will easily carry 10 officers. The van will be black and non-descript which in itself provides protection of officers upon approach to a search warrant or high risk arrest warrant location.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 35,000			\$ 35,000
Quantity			1			1
Total			\$ 35,000			\$ 35,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST			\$ 35,000			\$ 35,000
Total			\$ 35,000			\$ 35,000

Operational Impact/Other

Regular maintenance costs apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-05
Project Name	Portable Message Sign

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety

Description	Total Project Cost \$ 14,300
CMS-T333 portable changeable message sign with alphanumeric and graphic all-LED display capability.	

Justification

This equipment will be utilized for events, operations and information throughout the city as determined by the Chief of Police and Public Works. This equipment will assist in traffic control for both small and large events. This equipment will be utilized to provide public safety information. This is a full size, full matrix, three line, and programmable changeable message sign utilizing all LED display technology, is trailer mounted, and provides for solar charging of the primary power supply applications. The sign is capable of displahing one, two or three line messages in nine font sizes. The CMS-T333 has the memory capacity to retain 199 pre-programmed messages, 199 user-generated messages, and 250 message sequences.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 14,300				\$ 14,300
Quantity		1				1
Total		\$ 14,300				\$ 14,300

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 14,300				\$ 14,300
Total		\$ 14,300				\$ 14,300

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-06
Project Name	Integration of Camera Systems

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety

Description Total Project Cost \$ 10,000

Integration of private existing cameras and private partnership cameras into the citywide camera system.

Justification

The Police Department is coordinating partnerships with private businesses for the purpose of video surveillance. High risk locations are targeted for use of the Stratocast "Point to Multipoint" Camera System. Cost will be shared by the business owner to provide real time video access to selected cameras on private property. The cost for single camera systems using the Stratocast System and Genetec software is approximately \$4,000 per location. This approach provides cameras at high risk (repeated theft occurrences) at a greatly reduced cost to both the City and the business. The ability for 911 dispatchers to actually see the property in real time is a huge officer safety enhancement and multiplies the chances of apprehension.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Operational Impact/Other

Regular camera maintenance costs apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-07
Project Name	Fixed LPR Camera Installations

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety

Description **Total Project Cost \$ 48,000**

This request will provide for the acquisition and implementation of two fixed/permanent LPR (License Plate Reader) locations in the City.

Justification

LPR (License Plate Reader) data has proven invaluable in our efforts to produce leads in criminal investigations. Numerous very serious incidents have been cleared utilizing LPR data from our three existing LPR systems. Currently, we utilize two roving LPRs and one mobile/covert LPR. All three system units are credited with solving very serious crimes. The problem is that they cannot all be at the right place to capture LPR data all the time. We are constantly sacrificing coverage in one location to cover another.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 48,000				\$ 48,000
Quantity		2				2
Total		\$ 48,000				\$ 48,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 48,000				\$ 48,000
Total		\$ 48,000				\$ 48,000

Operational Impact/Other

Regular camera maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PD-08
Project Name	Covert LPR Camera Installation

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety



Description Total Project Cost \$ 25,000

This request will provide for the acquisition of one covert License Plate Recognition (LPR) camera system for the police department.

Justification

The police department currently utilizes one covert License Plate Recognition (LPR) camera system. The system has been credited with solving numerous serious cases. An additional Covert system would double the odds of the camera being in the right place to gather crucial LPR data when needed.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 25,000				\$ 25,000
Quantity		1				1
Total		\$ 25,000				\$ 25,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 25,000				\$ 25,000
Total		\$ 25,000				\$ 25,000

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PD-09
Project Name	Crimeview Dashboard

New or Replacement Category New Equipment **Contact Department** Gene Wilson Public Safety



Description	Total Project Cost \$ 20,850
Interactive web based crime analysis dashboard.	

Justification
This is a web based system accessible to command staff and patrol officers alike. It allows officers to analyze data very quickly and implement more timely strategies and tactics from their computer screen. The Chief can set his "dashboard" to show current crime statistics while the patrol officer can see what crimes are happening in their zones and where the hot spots are. No longer will anyone have to wait on the crime analyst to draw up a map for their individual needs or wait for the weekly crime report to be distributed.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 20,850				\$ 20,850
Quantity		1				1
Total		\$ 20,850				\$ 20,850

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 20,850				\$ 20,850
Total		\$ 20,850				\$ 20,850

Operational Impact/Other
Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PD-10
Project Name	Command Van

New or Replacement Category New Vehicles **Contact** Gene Wilson
Department Public Safety



Description **Total Project Cost \$** **95,000**

This is for a Ford E-450 V10 RDV command van vehicle.

Justification

Currently, the City of Conyers Police Department has no emergency command vehicle capabilities. This vehicle will serve as both an incident command, SWAT incident command and event command center. This vehicle will sit 12 fully equipped tactical officers. This vehicle will be equipped with communication that may substitute and take over should the main radio system go down.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 95,000			\$ 95,000
Quantity			1			1
Total			\$ 95,000			\$ 95,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST			\$ 95,000			\$ 95,000
Total			\$ 95,000			\$ 95,000

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PD-11
Project Name	Refurbished Armored Vehicle

New or Replacement Category New Vehicles **Contact** Gene Wilson
Department Public Safety



Description **Total Project Cost \$ 98,500**

This is to purchase a refurbished Ford F550 armored vehicle that will be used during high risk critical situations.

Justification

This vehicle may be used for hostage rescue of downed police officers and civilians. The vehicle is refurbished. The vehicle provides 360 degree top to bottom blast protection and protection for virtually every known rifle round up to .50 caliber.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 98,500			\$ 98,500
Quantity			1			1
Total			\$ 98,500			\$ 98,500

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST			\$ 98,500			\$ 98,500
Total			\$ 98,500			\$ 98,500

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PD-12
Project Name	Tilt Pan Zoom Cameras

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety

Description Total Project Cost \$ 300,000

Additional cameras for Citywide camera system.

Justification

As we grow the Citywide camera system, the goal is to add five camera locations per year. Two of these camera locations are to cover the Georgia International Horse Park. This cost includes the 1080P series Tilt-Pan-Zoom camera and installation.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
Quantity		5	5	5	5	
Total		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
Total		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PD-13
Project Name	Tigercam Remote Video System

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Public Safety



Description **Total Project Cost \$** 6,674

Remote video system for surveillance of criminal activity.

Justification

Criminal investigations frequently require surveillance and monitoring, but this is often difficult due to manpower issues, the target location, and the difficulties of remaining covert in one area too long. This system is a mobile pole cam that can be placed on and powered by street lights. This system would allow a single officer to monitor a target location that previously would have required multiple officers. The video can be monitored remotely and therefore not give away the surveillance operation. The street light power adaptor allows the system to be connected to a street light for a power source.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 6,674					\$ 6,674
Quantity	1					1
Total	\$ 6,674					\$ 6,674

Funding Source	2017	2018	2019	2020	2021	Total
SPLOST	\$ 6,674					\$ 6,674
Total	\$ 6,674					\$ 6,674

Operational Impact/Other

Since these are replacement vehicles, there is no impact on the operating budget.



Capital Improvement Plan
Fiscal Years 2017-2021
Public Works & Transportation

Public Works & Transportation - CIP FY 2016-17

City of Conyers

Capital Improvement Plan Fiscal Years 2017-2021

Summary of Debt Service Payments Public Works & Transportation

Debt Service	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ -	\$ -	\$ 3,441	\$ 3,441	6,881
Bucket Truck	\$ -	\$ -	\$ 6,079	\$ 12,157	\$ 12,157	30,393
Pickup Trucks	\$ -	\$ -	\$ 6,079	\$ 12,157	\$ 12,157	30,393
Vehicles	\$ -	\$ -	\$ 5,505	\$ 11,010	\$ 11,010	27,526
Sand Spreader	\$ -	\$ -	\$ 2,294	\$ 2,294	\$ 2,294	6,881
Asphalt Roller	\$ -	\$ -	\$ -	\$ 8,028	\$ 8,028	16,057
Rubber Tire Loader Backhoe	\$ -	\$ -	\$ 22,938	\$ 22,938	\$ 22,938	68,814
Skid Steer Loader	\$ -	\$ 18,071	\$ 18,071	\$ 18,071	\$ 18,071	72,285
Single Axle Dump Truck	\$ -	\$ 18,071	\$ 18,071	\$ 18,071	\$ 18,071	72,285
Total Public Works & Transportation	\$ -	\$ 36,143	\$ 79,037	\$ 108,168	\$ 108,168	331,515

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	PW-01
Project Name	Portable Air Compressor

New or Replacement Category Replacement Equipment **Contact** Brad Sutton
Department Public Works

Description	Total Project Cost \$ 15,000
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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

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.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-02
Project Name	Bucket Truck

New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 70,000
Replacement bucket truck with 35 feet of reach.	

Justification
FY 2018 replacement truck is unit 232, a 1996 Ford F-450 bucket truck with 153,000 miles. The bucket truck is used for repair of traffic signals, trimming of trees, and used for installing Christmas decoration throughout the city.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 70,000				\$ 70,000
Total		\$ 70,000				\$ 70,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 70,000				\$ 70,000
Total		\$ 70,000				\$ 70,000

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.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-03
Project Name	F-250 Pickup Trucks

New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton 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 are unit 234, a 2000 Ford F-250 with 92,135 miles and unit 402, a 2000 Ford F-250 with 88,468 miles.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 26,500	\$ 26,500			\$ 53,000
Quantity		1	1			2
Total		\$ 26,500	\$ 26,500			\$ 53,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 26,500	\$ 26,500			\$ 53,000
Total		\$ 26,500	\$ 26,500			\$ 53,000

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.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-04
Project Name	F-150 Pickup Trucks

New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 48,000
Vehicles used by the inspections and city services administration divisions.	

Justification
Replacement vehicles are unit 701, a 1/2 ton truck with 183,000 miles and unit 9, a 1/2 ton truck with 95,000 miles.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 24,000	\$ 24,000			\$ 48,000
Quantity		\$ 1	\$ 1			2
Total		\$ 24,000	\$ 24,000			\$ 48,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 24,000	\$ 24,000			\$ 48,000
Total		\$ 24,000	\$ 24,000			\$ 48,000

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.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-05
Project Name	Sand Spreader

New or Replacement Category Replacement Equipment **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 10,000
Sand Spreader for Public Works & Transportation Department.	

Justification
Sand spreader is in need of replacement. It is rusted out from salt being mixed with sand. This is for replacement purposes so there will be no impact on the operating budget.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Operational Impact/Other
There is no operating impact associated with this capital purchase since it is a replacement unit.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-06
Project Name	Asphalt Roller

New or Replacement Category Replacement Equipment **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 35,000
Asphalt Roller for Public Works & Transportation Department.	

Justification
The existing asphalt roller is a 1989 model and is worn out and in need of replacement. This is a replacement purchase so there is no operating impact.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay			\$ 35,000			\$ 35,000
Total			\$ 35,000			\$ 35,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase			\$ 35,000			\$ 35,000
Total			\$ 35,000			\$ 35,000

Operational Impact/Other
There is no operating impact associated with this capital purchase since it is a replacement unit.

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-07
Project Name	Rubber Tire Loader Backhoe

New or Replacement Category New Equipment **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 100,000
Rubber Tire Loader Backhoe for Public Works and Transportation Department.	

Justification
This equipment will be used for laying pipe, loading pipe, grading, and loading trucks.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 100,000				\$ 100,000
Total		\$ 100,000				\$ 100,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 100,000				\$ 100,000
Total		\$ 100,000				\$ 100,000

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	2017	2018	2019	2020	2021	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-08
Project Name	Skid Steer Loader

New or Replacement Category New Equipment **Contact Department** Brad Sutton
Stormwater



Description	Total Project Cost \$ 80,000
Skid Steer Loader for Public Works and Transportation Department.	

Justification
Skid Steer Loader is needed for digging ditches, grading, tearing out curbs, landscaping, spreading mulch, road work, cemetery work and city parks.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

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	2017	2018	2019	2020	2021	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Public Works & Transportation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	PW-09
Project Name	Single Axle Dump Truck

New or Replacement Category New Equipment **Contact** Brad Sutton
Department Stormwater



Description	Total Project Cost \$ 80,000
A single axle 33,000 pound dump truck.	

Justification
Dump truck will be used for hauling asphalt, dirt, and debris while doing road work projects and stormwater projects.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

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	2017	2018	2019	2020	2021	Total
Liability Insurance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Fuel	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 140,000
Total	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 150,000



Capital Improvement Plan
Fiscal Years 2017-2021
Sanitation

Sanitation - CIP FY 2016-17

City of Conyers

Capital Improvement Plan Fiscal Years 2017-2021

Summary of Debt Service Payments Sanitation

Debt Service	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
Sanitation						
1 Ton Flat Bed Trucks	\$ -	\$ -	\$ 38,536	\$ 77,072	\$ 77,072	\$ 192,680
22 ft. Trailer	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 3,441	\$ 10,322
Knuckle Boom Brush Truck	\$ -	\$ 32,113	\$ 32,113	\$ 32,113	\$ 32,113	\$ 128,453
Leaf Vacuum	\$ -	\$ -	\$ 9,487	\$ 9,487	\$ 9,487	\$ 28,462
Total Sanitation	\$ -	\$ 32,113	\$ 83,577	\$ 122,113	\$ 122,113	\$ 359,918

Sanitation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	SD-01
Project Name	1 Ton Flat Bed Trucks

New or Replacement Category Replacement Vehicles **Contact** Brad Sutton
Department Sanitation

Description	Total Project Cost \$ 336,000
Replacement pick up trucks to be used by the Sanitation Department.	

Justification
Replacement trucks for FY 2018 are unit 353, a 1996 Ford F-350 with 65,000 miles; unit 349, a 1990 Ford-F450 with 34,403 miles; and unit 205, a 1988 Ford F-350 with 79,000 miles. Replacement trucks for FY 2018 are unit 253, a 2000 Ford F-450 with 86,854 miles; and two 2004 Ford F-550 trucks which are unit 354 with 63,788 miles and unit 355 with 68,600 miles.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 168,000	\$ 168,000			\$ 336,000
Quantity		3	3			6
Total		\$ 168,000	\$ 168,000			\$ 336,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 168,000	\$ 168,000			\$ 336,000
Total		\$ 168,000	\$ 168,000			\$ 336,000

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.

Sanitation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021



Project #	SD-02
Project Name	Leaf Vacuum

New or Replacement Category Replacement Equipment **Contact** Brad Sutton
Department Sanitation

Description	Total Project Cost \$ 42,000
Equipment for Sanitation Department.	

Justification
Replacement for leaf vacuum used by sanitation crews for picking up leaves in the City of Conyers.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 42,000				\$ 42,000
Total		\$ 42,000				\$ 42,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 42,000				\$ 42,000
Total		\$ 42,000				\$ 42,000

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.

Sanitation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	SD-03
Project Name	22 ft. Trailer

New or Replacement Category Replacement Equipment **Contact Department** Brad Sutton Sanitation



Description	Total Project Cost \$ 15,000
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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	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Sanitation - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	SD-04
Project Name	Knuckle Boom Brush Truck

New or Replacement Category	New Vehicle	Contact	Brad Sutton
		Department	Sanitation



Description	Total Project Cost \$ 140,000
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A second Knuckle Boom Brush Truck to be utilized by the Sanitation Department.

Justification

Additional truck to pick up brush for city residents. There will be an impact on the operating budget for fuel costs and additional insurance costs since this will be an additional truck.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay	\$ 140,000					\$ 140,000
Total	\$ 140,000					\$ 140,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase	\$ 140,000					\$ 140,000
Total	\$ 140,000					\$ 140,000

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	2017	2018	2019	2020	2021	Total
Liability Insurance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Fuel	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 140,000
Total	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 150,000



Capital Improvement Plan
Fiscal Years 2017-2021
Cherokee Run

Cherokee Run - CIP FY 2016-17

City of Conyers

Capital Improvement Plan Fiscal Years 2017-2021

Summary of Debt Service Payments Cherokee Run

Debt Service	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	Total
Cherokee Run Golf Club						
Bedknife Grinder	\$ -	\$ -	\$ 2,294	\$ 2,294	\$ 2,294	6,881
John Deere 2500 Greens Mower	\$ -	\$ -	\$ 7,906	\$ 15,812	\$ 15,812	39,531
Toro Fairway Mower	\$ -	\$ -	\$ -	\$ -	\$ 13,763	13,763
Carpet for Dining/Banquet Room	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 3,441	10,322
Total Cherokee Run Golf Club	\$ -	\$ -	\$ 13,641	\$ 21,547	\$ 35,310	70,497

Cherokee Run - CIP FY 2016-17

Capital Improvement Plan
City of Conyers, Georgia

2017 thru 2021

Project #	CR-01
Project Name	Bedknife Grinder



New or Replacement Category Replacement Equipment **Contact** Tommy Moon
Department Cherokee Run

Description	Total Project Cost \$ 10,000
Bedknife grinder to sharpen the bedknives for the mowers for the greens, tee and fairways at Cherokee Run.	

Justification	
The current grinder we have is very old and outdated. It is at least 15 years old and is need of replacement.	

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Operational Impact/Other	
Since this is a replacment item, there is not O&M impact associated with this capital purchase.	

Cherokee Run - CIP FY 2016-17

Capital Improvement Plan
City of Conyers, Georgia

2017 thru 2021

Project #	CR-02
Project Name	John Deere 2500 Greens Mower



New or Replacement Category: Replacement Equipment **Contact Department:** Tommy Moon Cherokee Run

Description	Total Project Cost \$ 70,000
Mowers used to mow the greens at Cherokee Run Golf Course.	

Justification
 Replacement greens mowers for mowers that are 5 years of age or older. After time, the mowers become more and more expensive to keep running and maintain due to wear and tear; and your quality of cut begins to decline.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 35,000	\$ 35,000			\$ 70,000
Quantity		1	1			2
Total		\$ 35,000	\$ 35,000			\$ 70,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 35,000	\$ 35,000			\$ 70,000
Total		\$ 35,000	\$ 35,000			\$ 70,000

Operational Impact/Other
 Due to the fact that the mowers 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.

Cherokee Run - CIP FY 2016-17

Capital Improvement Plan City of Conyers, Georgia

2017 thru 2021

Project #	CR-03
Project Name	Toro Fairway Mower



New or Replacement Category Replacement Equipment **Contact** Tommy Moon
Department Cherokee Run

Description	Total Project Cost \$ 60,000
Mower used to mow the fairways at Cherokee Run Golf Club.	

Justification
Replacement fairway mower for a mower that is more than 10 years old. After time, the mower becomes more and more expensive to keep running and maintain due to wear and tear and your quality of cut begins to decline.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay				\$ 60,000		\$ 60,000
Total				\$ 60,000		\$ 60,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase				\$ 60,000		\$ 60,000
Total				\$ 60,000		\$ 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 new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Cherokee Run - CIP FY 2016-17

Capital Improvement Plan
City of Conyers, Georgia

2017 thru 2021

Project #	CR-04
Project Name	New carpet for Dining/Banquet Room



New or Replacement Category: Replacement Improvements
Contact: Tommy Moon
Department: Cherokee Run

Description	Total Project Cost \$ 15,000
New carpet for the Dining/Banquet Room at Cherokee Run.	

Justification
 Carpet for the Dining/Banquet room at Cherokee Run is in need of replacement. The carpet is 17 years old and is showing signs of wear and tear. The carpet is actually torn in a couple of places which can also pose a safety hazard.

Expenditures	2017	2018	2019	2020	2021	Total
Capital Outlay		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Funding Source	2017	2018	2019	2020	2021	Total
Lease Purchase		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Operational Impact/Other
 There is no operating impact associated with this capital purchase.



CITY OF
Conyers

Capital Improvement Plan
Fiscal Years 2017-2021
SPLOST Projects

SPLOST Projects - CIP FY 2016-17

CITY OF CONYERS, GEORGIA							
2011 SPECIAL PURPOSE SALES TAX CAPITAL PROJECTS FUND (SPLOST)							
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE							
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Fund balance - Beginning			\$ 82,001	\$ 2,169,285.39	\$ 3,542,428	\$ 5,085,118	\$ 4,033,403
							Total to Date
Revenue collected from Rockdale County			\$ 2,124,414	\$ 2,114,914	\$ 2,115,762	\$ 2,127,398	\$ 1,799,583
Interest Revenue			\$ 5,127	\$ -	\$ -	\$ 34	\$ -
Rockdale Co. Reimbursements (Railroad St)			\$ -	\$ -	\$ -	\$ 53,131	\$ -
DOT GRANT (Hardin/O'Kelley St)			\$ -	\$ -	\$ 43,035	\$ 83,202	\$ 76,502
DOT GRANT (Iw in Bridge)			\$ -	\$ 107,800	\$ 116,748	\$ 116,930	\$ -
DOT GRANT (Iw in Bridge/Railroad) LMG			\$ -	\$ -	\$ -	\$ -	\$ 118,935
CSX Reimbursement (Railroad St)			\$ -	\$ -	\$ -	\$ -	\$ 32,333
Transfer from Stormwater Bonds			\$ -	\$ -	\$ -	\$ -	\$ 279,468
TOTAL Grants & Other							\$ 1,033,246
Total Revenues			\$ 2,129,542	\$ 2,222,714	\$ 2,275,545	\$ 2,380,696	\$ 2,306,821
							Total Expenditures
Projects	Original Estimated Cost	Updated Estimated as 03/25/2016					
Hardin/O'Kelley Complete Street	\$ 1,100,000	\$ 1,397,342	\$ 22,898	\$ 16,454	\$ 104,174	\$ 93,648	\$ 275,499
Green Street at Scott						\$ 431	
Green Space (PATH)	\$ 1,200,000	\$ 1,000,000	\$ -	\$ 50,000	\$ 113	\$ 1,299	\$ 37,569
North Street/Barton/Railroad	\$ 1,200	\$ 1,200	\$ 525	\$ 675	\$ -	\$ -	\$ 1,200
Irwin Bridge	\$ 2,100,000	\$ 2,916,630	\$ -	\$ 8,175	\$ 115,767	\$ 244,922	\$ 2,567,317
Pine Log Road	\$ 263	\$ 263	\$ -	\$ 263	\$ -	\$ -	\$ 263
Bryant Street	\$ 750	\$ 750	\$ -	\$ 750	\$ -	\$ -	\$ 750
Centennial Parkway	\$ 338	\$ 338	\$ -	\$ 338	\$ -	\$ -	\$ 338
Sigman Road East Park (2004 SPLOST)		\$ 135,594	\$ -	\$ -	\$ 135,594	\$ -	\$ -
Sigman Road Widening Design	\$ 200,000	\$ 200,000	\$ -	\$ 41,329	\$ -	\$ 69,513	\$ -
South Main Street Sidewalks	\$ 225	\$ 225	\$ -	\$ 225	\$ -	\$ -	\$ 225
West Circle Sidewalks	\$ 150	\$ 150	\$ -	\$ 150	\$ -	\$ -	\$ 150
Striping	\$ 75,000	\$ 57,272	\$ 600	\$ 54,797	\$ 975	\$ -	\$ 900
Resurfacing	\$ 1,300,000	\$ 369,903	\$ 18,235	\$ 103,058	\$ 16,023	\$ 12,292	\$ 106,414
Traffic Signal Upgrades	\$ 20,000	\$ 1,920	\$ -	\$ -	\$ -	\$ 1,920	\$ -
Eastview Road and Sidewalks	\$ 1,300,000	\$ 1,730,776	\$ -	\$ -	\$ -	\$ 242,027	\$ 7,892
Railroad Street (Center St to West Ave)	\$ 1,500,000	\$ 1,313,475	\$ -	\$ -	\$ -	\$ 1,311,400	\$ 2,075
Millers Chapel Road	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Parking	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 2,000,000	\$ 2,030,000	\$ -	\$ 573,357	\$ 360,210	\$ 754,960	\$ 544,854
Capital Outlay (Radio System)	\$ 1,600,000	\$ 1,908,733	\$ -	\$ -	\$ -	\$ 700,000	\$ 603,733
Total Project Expenditures	\$ 12,697,926	\$ 13,864,571	\$ 42,257	\$ 849,571	\$ 732,855	\$ 3,432,411	\$ 4,146,253
Projected SPLOST Proceeds		\$ 13,523,281					
Projected Additional Funds		\$ (341,290)					Current Available Balance

SPLOST Projects - CIP FY 2016-17

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: Millers Chapel Road

Millers Chapel Road will be reconstructed as a two lane road. New asphalt with Curb and gutter will be added along with some drainage improvements.

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. To be completed in 2017.

SPLOST Projects - CIP FY 2016-17

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.



CITY OF
Conyers

Capital Improvement Plan
Fiscal Years 2017-2021
Stormwater Projects

Stormwater Projects - CIP FY 2016-17

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 #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

Stormwater Projects - CIP FY 2016-17

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.

Pay & Classification Plan FY 2016-17

City of Conyers Pay Plan Effective July 1, 2016

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
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
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

Pay & Classification Plan FY 2016-17

City of Conyers Pay Plan Effective July 1, 2016

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
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
GCIC Operator	06	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
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

Pay & Classification Plan FY 2016-17

City of Conyers Pay Plan Effective July 1, 2016

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
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
City Clerk/Executive Assistant	06	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

Pay & Classification Plan FY 2016-17

City of Conyers Pay Plan Effective July 1, 2016

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

Pay & Classification Plan FY 2016-17

For Employees Working 40-Hour Workweek EFFECTIVE July 2, 2015

<u>GRADE & STEP</u>		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
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

Pay & Classification Plan FY 2016-17

For Employees Working 40-Hour Workweek EFFECTIVE July 2, 2015

<u>GRADE & STEP</u>		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
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

Pay & Classification Plan FY 2016-17

SWORN POLICE OFFICERS PAY SCALE

Position	Grade	Base Pay as 01/01/2017	Maximum Pay as 01/01/2017
Cadet	Annual	\$ 29,355.96	
	Hourly	\$ 14.11	
Police Recruit	Annual	\$ 35,299.80	
	Hourly	\$ 16.97	
PO I	Annual	\$ 37,065.60	\$ 41,975.28
	Hourly	\$ 17.82	\$ 20.18
PO II	Annual	\$ 40,865.04	\$ 53,957.88
	Hourly	\$ 19.65	\$ 25.94
Detective	Annual	\$ 40,865.04	\$ 57,439.80
	Hourly	\$ 19.65	\$ 27.62
Corporal	Annual	\$ 45,399.74	\$ 61,460.64
	Hourly	\$ 21.83	\$ 29.55
Sergeant	Annual	\$ 48,566.52	\$ 70,356.60
	Hourly	\$ 23.35	\$ 33.83
Lieutenant	Annual	\$ 55,598.40	\$ 80,577.72
	Hourly	\$ 26.73	\$ 38.74
Captain	Annual	\$ 63,662.76	\$ 92,214.72
	Hourly	\$ 30.61	\$ 44.33
Major	Annual	\$ 68,110.20	\$ 105,580.80
	Hourly	\$ 32.75	\$ 50.76

Pay & Classification Plan FY 2016-17

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

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)

Effective January 1, 2017, the sworn police pay scale will be reclassified by 8%.

The regular 3% performance pay is not in effect for fiscal year 2016-2017.

Glossary & Abbreviation Guide FY 2016-17

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.

Glossary & Abbreviation Guide FY 2016-17

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.

Glossary & Abbreviation Guide FY 2016-17

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).

Glossary & Abbreviation Guide FY 2016-17

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.

Glossary & Abbreviation Guide FY 2016-17

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