



Annual Budget
Fiscal Year 2010-2011

Budget Compiled By:

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ORDINANCE NO. 801

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2010-2011.

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, 2010 and ending June 30, 2011, 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	\$5,200,000
Tax Allocation District Revenues	5,000
Motor Vehicle Tax	220,000
Intangible Tax	20,000
Franchise Tax	1,400,000
Alcoholic Beverage Tax	560,000
Occupation Tax	485,000
Insurance Premium Tax	590,000
Financial Institution Tax	80,000
Fifa, Interest, Penalty	100,000
Servers Permits	15,000
Taxi Permits	1,500
Building Permits	200,000
Federal Grants Revenue	167,958
Housing Authority Tax	12,000
Security Monitoring Fees	500,000
Criminal Histories	125,000
Fines & Forfeitures	900,000
Probation Fees	150,000
Drug/Alcohol Testing Fees	7,000
Interest Income	150,000
Contributions & Donations	11,000
Georgia International Horse Park Revenue	1,153,752
Rental Income	100,000
Miscellaneous Revenue	30,000
Insurance Recovery	15,000
Sale of Surplus Property	20,000

Other Financing Sources	200,000
TOTAL	\$ 12,418,210

EMERGENCY TELEPHONE SYSTEM FUND

Operating Transfers In	\$ 513,859
911 Wireless Revenue	190,000
911 Pass On	200,000
TOTAL	\$ 903,859

CONFISCATED ASSETS FUND

DEA Equitable Sharing	\$ 50,000
ICE Proceeds	64,000
Local Confiscated Proceeds	10,000
TOTAL	\$ 124,000

HOTEL MOTEL FUND

Hotel-Motel Tax Revenues	600,000
Welcome Center Grant	2,500
Operating Transfers In	151,738
TOTAL	\$ 754,238

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

GENERAL FUND

Mayor and Council	\$ 219,101
City Manager	496,712
Administration	779,342
Technology	621,097
Building Maintenance	281,000
Conyers Security Alert	182,361
Vehicle Maintenance	470,079
Police	3,999,228
Court Services	472,753
Planning and City Services Administration	379,710
Planning and Inspection Services	252,274
Landscaping Services	263,442
Infrastructure Services	698,920
GIHP Administration	437,166
GIHP Maintenance	1,091,880
GIHP Events	239,000
Non-Departmental	1,534,145
TOTAL	\$ 12,418,210

EMERGENCY TELEPHONE SYSTEM FUND

Communications	\$ 903,859
TOTAL	\$ 903,859

CONFISCATED ASSETS FUND

Other Police Expenses	\$ 114,000
TOTAL	\$ 110,000

HOTEL MOTEL FUND

Tourism & Public Relations	\$ 662,038
Big Haynes Creek Nature Center	92,200
TOTAL	\$ 754,238

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 Director of Administration hereby is authorized and directed to make the appropriated disbursements upon receipt of said approval by the City Manager and/or his/her designee.
6. That any amendment to the Annual Budget shall be effected as provided for by the Conyers City Code.

ADOPTED AND APPROVED by the City Council of the City of Conyers, this, the 30th day of June, 2010.


Randal S. Mills, Mayor

Attest:


Patricia I. Smith, City Clerk

Approved as to form:


Michael S. Waldrop, City Attorney



- Crime Prevention
- Criminal Investigations
- D.A.R.E.
- Drug Enforcement
- Fingerprinting
- Narcotics
- Patrol
- Communications
- ACE Program
- Background Checks
- Security Monitoring
- Court Services
 - Probation
 - Court
 - Community Service



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



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



- CCVB
- City Volunteer Program
- City Website
- Downtown Program Series
- Event & Ticket Information
- Welcome Center
- Marketing
- Media Relations
- Main Street Program



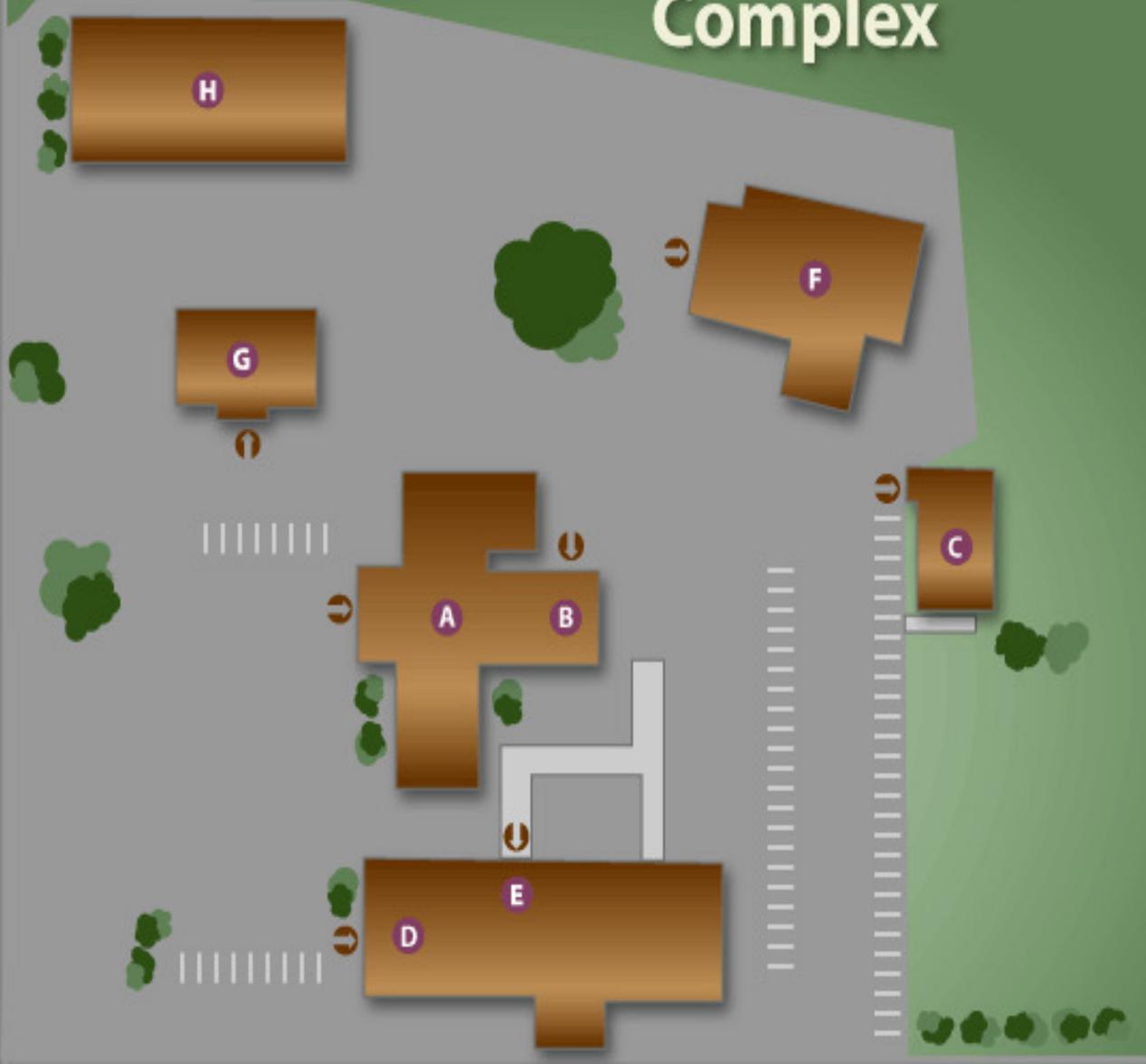
- Street Repairs and Maintenance
- Solid Waste Collection
- Landscaping Services
- Transportation
- SPLOST Projects
- Vehicle Maintenance
- Stormwater Management



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

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
F - Planning/Inspection Services & Public Works/Transportation
G - Chamber of Comm.
H - Fire Department

 - Office Entrances



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!

Strategic Goals & Objectives

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>PERFORMANCE</u>
Ensure a safe community	<ul style="list-style-type: none"> • Mobile Data Project • Conyers Security Alert • Community Service Program • Beautification • Smoke Fee Environment • Greater Policy Visibility 	<ul style="list-style-type: none"> • Enforcement • Special Events Ordinance • Junk vehicle ordinance • Adopting Smoke Ordinance
Ensure the City's long-term financial ability to deliver quality services	<ul style="list-style-type: none"> • Debt Service Policy • Internal Audits • Yield greater dividends 	<ul style="list-style-type: none"> • Update fixed assets • Manage Cash Flows • Investment Policy
Utilize new technology to increase service level and decrease cost	<ul style="list-style-type: none"> • Mobile Data Project • Digital Imaging • 24/7 Helpdesk Availability 	<ul style="list-style-type: none"> • Pay for services on line • Constant update of website • Customer Survey available on line
Attract and retain a business, visitors & citizens	<ul style="list-style-type: none"> • Beautification • Economic Development • Main Street Program • Downtown Development Authority 	<ul style="list-style-type: none"> • Conyers Convention & Visitors Bureau • Business Incentives • Homestead Exemption
Enhance community and neighborhoods	<ul style="list-style-type: none"> • Stormwater Projects • Economic Development • Vacant Building Rehabilitation • Downtown Development Standards 	<ul style="list-style-type: none"> • Community Development Plan • Comprehensive Land Use Plan • Code Enforcement • Beautification • Historical Preservation
Provide diverse recreational and entertainment opportunities	<ul style="list-style-type: none"> • Additional and more Diverse Special Events at the Georgia International Horse Park • Events at the Old Town Pavilion • Build a Nature Center 	<ul style="list-style-type: none"> • New Festivals and other events • Implement Departmental Performance Indicators
Maintain high level of customer service	<ul style="list-style-type: none"> • In-house Probation Service • Customer Service Standards • Citizens Survey • 24 hour customer service by the use of Helpdesk 	<ul style="list-style-type: none"> • Employee Survey • Implement Departmental Performance Indicators

Strategic Goals & Objectives

2011 Budget Highlights, Priorities and Issues

- ❖ The department of Planning and Inspections, with the assistance of GIS (Global Information Systems) technology, will continue mapping light poles throughout the city limits. Over 1,000 street lights have been mapped to date with roughly half of the city limits remaining to be mapped.

- ❖ The Conyers 9-1-1 Center is in the process of a long overdue upgrade thanks to a \$420,881 COPS (Community Oriented Policing Services) grant awarded to the Conyers Police Department by the U.S. Department of Justice. The upgrade includes a new state-of-the-art 9-1-1 phone system, new consoles and room for a fifth dispatch position while utilizing the new equipment for more efficient operations.

- ❖ Pursuit of a new special purpose local option sales tax (SPLOST) to continue with transportation projects and install sidewalks throughout the city.

- ❖ Efforts to strengthen economic centers within the city including the development of the Corner Market project on Flat Shoals and Parker Roads.

- ❖ The city is working to develop green space following a Livable Communities Initiative charette earlier this year for 18 acres between Interstate 20 and Green Street.

- ❖ The Big Haynes Creek Nature Center's second phase is beginning to take shape at the Georgia International Horse Park. Phase II of the Nature Center's development includes an additional two miles of walking trails, new signage, a canoe outtake (mirroring the canoe intake already in place from Phase I), and identification of plants along the trail.

- ❖ Plans call for a new sidewalk to be installed along Milstead Avenue from Turner Street to the city limits, a gateway fountain at the Northside Drive/Milstead Avenue intersection, and a sidewalk to extend on Northside Drive to North Hicks Circle. Improvements to the area will also include milling and repaving of Northside Drive and Milstead Avenue from Main Street to Sigman Road.

Strategic Goals & Objectives

- ❖ The Rockdale to Newton County Greenway Trail Master Plan will identify a multi-use trail route connecting Old Town Conyers to Covington. A destination along the trail route to consider will be the Georgia International Horse Park. An additional trail segment from the Old Town Conyers Trail to the Rockdale River Trail will be identified from Johnson Park to the Monastery.

- ❖ The north side of the building located at 1162 West Avenue, at the corner of West Avenue and Dogwood Drive will be the canvas for a mural that will feature a 3-D park scene. A local artist will prepare the wall for the mural and the public will be invited to help paint the mural in a “paint by numbers” manner.

- ❖ The Conyers Police Department’s Marshals Unit is working closely with the City’s Department of Planning and Inspections to alert absentee property owners to unkempt yards, unsightly junk cars and the like, in an effort to clean up Conyers’ curb appeal.

- ❖ Conyers is partnering with the National Research Center to conduct a survey of a random sample of citizens asking their thoughts and opinions on a number of things related to our city. This survey will be another effort to evaluating the services that the city provides to its citizens.

Financial Trend Analysis

FINANCIAL TREND ANALYSIS



The current state of the economy has many municipal officials questioning how financially sound their municipalities are. It is often difficult for local officials to get a complete picture of their financial situation.

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

- There are few standards against which municipal finances can be measured with confidence.
- It is not easy to compare one city to another, because of the differences that exist in city population, services provided, and legal requirements.
- It is difficult to measure factors external to the city government itself political, economic, and social forces,

which have a strong influence on financial well-being.

- The problems that create fiscal difficulties seldom emerge overnight; rather, they develop slowly, thus making potential difficulties less obvious.
- The information needed to assess problems is seldom readily available in a usable format.

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

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

The advantages of this approach are:

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

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

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

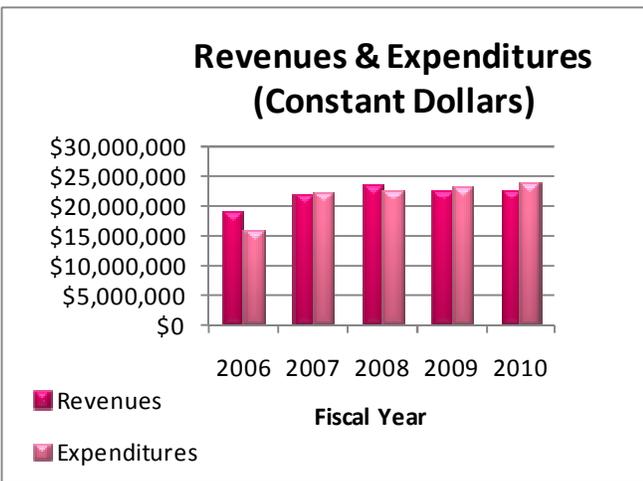
REVENUES

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

Financial Trend Analysis

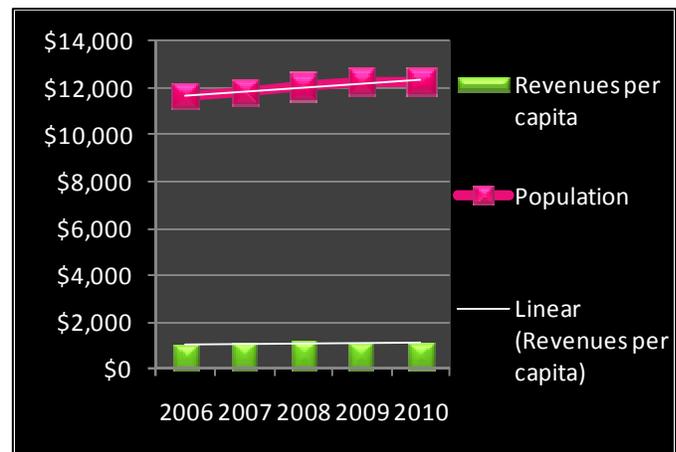
between elastic and inelastic with respect to economic base and inflation; that is, some would grow with the economic base and with inflation, and others would remain relatively constant. In this sense, elastic revenue is one that directly responds to changes in economic base and inflation. As economic base and inflation increase, elastic revenues would increase in approximately the same proportion. If the economic base was to shrink or inflation was to decline, revenues would also decline in proportion. They would be diversified by sources so as not to be overly dependent on residential, commercial, industrial land uses, or external funding sources, such as federal grants or discretionary state aid. User fees would be regularly reevaluated to cover the full costs of services. Analyzing a revenue structure will help to identify the following types of problems:

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



The City of Conyers has not experienced extreme changes in its revenues and expenditures. Revenues have remained somewhat constant in the last five years. The City is trying to keep its expenditures low while continuing providing services at the same high level that the citizens are accustomed to. Almost stable trend of expenditures in the last five years shows that the City is successful in its efforts to keep expenditures low. The jump in 2007 reflects a one-time expenditure of nearly \$2,500,000 which was to construct one additional barn and one multi-purpose building at the Georgia International Horse Park in order to be able to diversify and increase the number of events.

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. There was an increase in revenues in 2007, but since then the impact on revenues has mirrored the state of the economy.



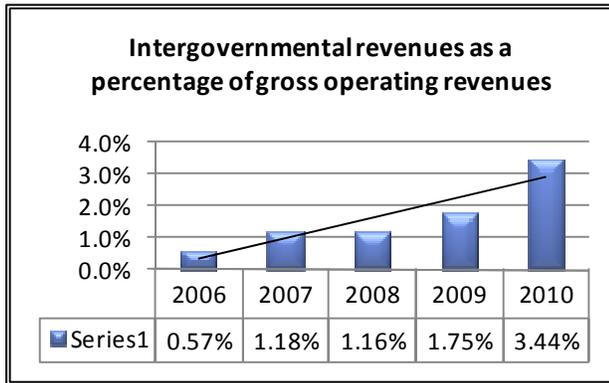
Revenue per capita measures net operating revenues in constant dollars against the City's population.

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.

Financial Trend Analysis

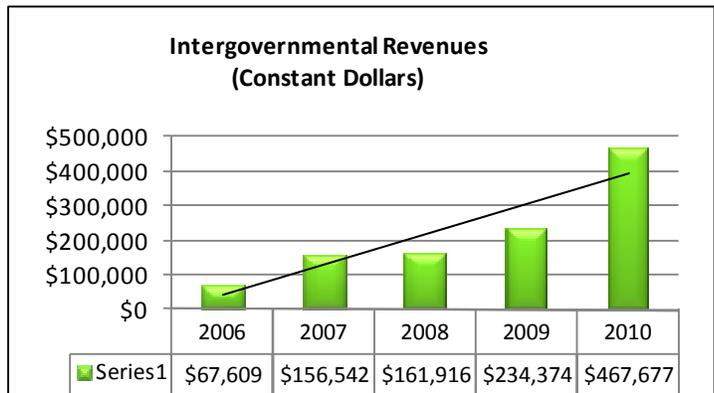
Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The higher percentage of increase in 2010 is due to grants that were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



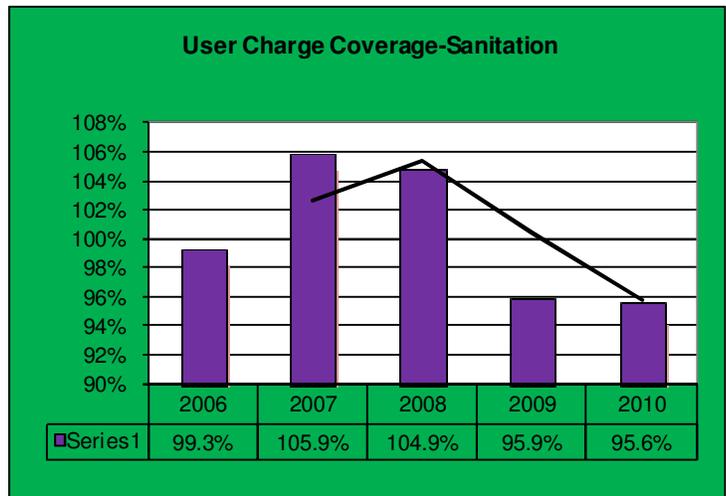
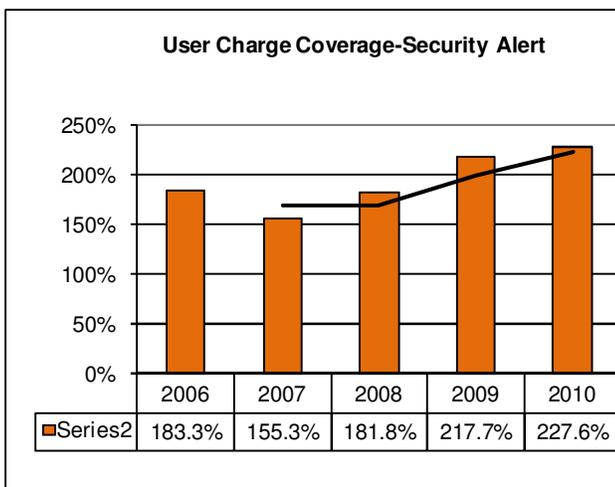
intergovernmental fund indicator beyond the year the grant is received. All potential grants are carefully examined for matching requirements.

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

The ratio of intergovernmental funds as a percentage of gross revenues stands at 3.44% for fiscal year 2010. Since intergovernmental grants received by Conyers are generally one-time grants, they are not expected to affect the



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 fiscal year 2006, 2009, and 2010 respectively. 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.

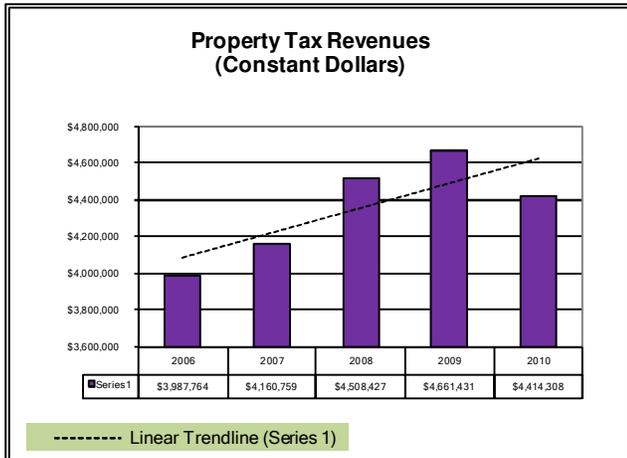
The Sanitation Service Analysis indicated that sanitation revenues did not cover the cost of providing the service. Expenditures were increasing at a rate faster than revenues could support. This increase was a major concern for the City. After an extensive analysis of the user charge coverage for sanitation, rates were raised in order to avoid the general fund having to cover for sanitation expenditures.

Financial Trend Analysis

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.

Albeit the property tax revenues increased gradually over the last five years the percentage of increase has dramatically decreased. The City of Conyers has adopted 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 2010 remains at 9.41%.

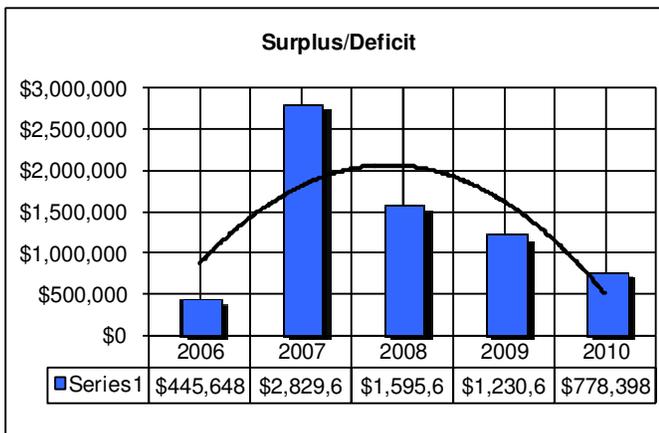


Revenue shortfalls or surpluses indicator examines the differences between revenue estimates and revenues actually received during the fiscal year.

In the graph above, 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. The primary reason for the reduction of surplus in 2008 and 2009 is due to the city paying cash for two multipurpose buildings at the Georgia International Horse Park. The 2010 projection decrease is due to the reduction of property tax revenues.

EXPENDITURES

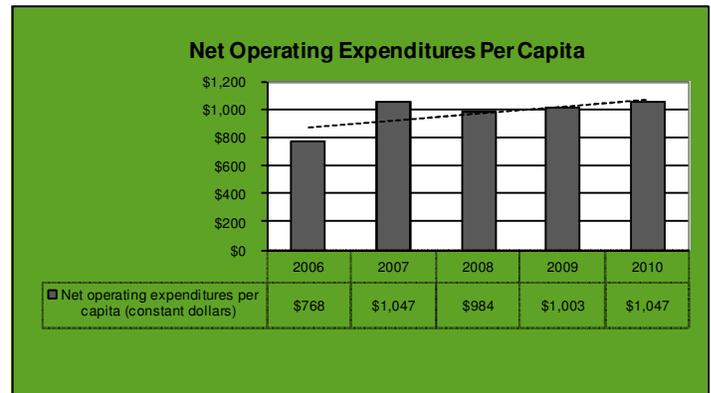
Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in constant dollars, the more service it is providing. This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is expenditure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



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

Nevertheless, there are a number of subtle ways for a city to balance its annual budget but create a long-run imbalance in which expenditure outlays and commitments are growing faster than revenues. Some of the more common ways are to use bond proceeds for

operations, allocate small amounts from intergovernmental grants, borrow, or use reserves. Another way is to defer maintenance on streets, buildings, and other capital stock or defer funding of a future liability such as a pension plan. A second issue to consider is the level of mandatory or "fixed costs". This is also referred to as expenditure flexibility. It is a measure of how much freedom a city has to adjust its service levels to changing economic, political, and social conditions. A city with a growing percentage of mandatory costs will find itself proportionately less able to make adjustments. As the percentage of debt service, matching requirements,



Financial Trend Analysis

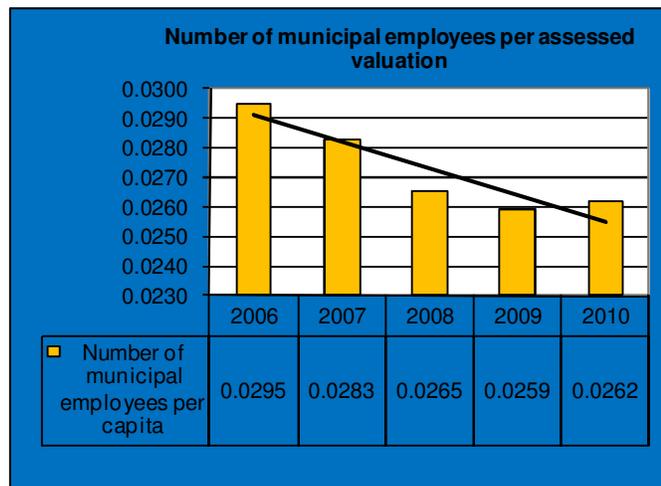
pension benefits, state and federal mandates, contractual agreements, and commitments to existing capital increases, the flexibility of spending decisions decreases.

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.

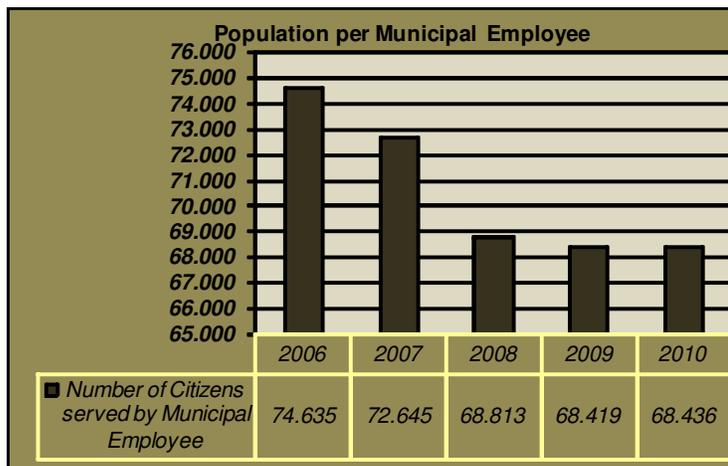
Analyzing a city's expenditure profile will help identify the following types of problems:

- 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. Considering the growth in population, city expenditures per capita have shown an increasing trend between 2006 and 2010, indicating that the cost of providing services are increasing at a higher percentage than the population. In 2006, expenditures per capita were \$768.00 while in 2010, they were at \$1,047.00. 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. Where possible, performance measures and productivity indicators will be integrated into the budget to control spending.



Personnel costs are a major portion of a local government's operating budget. Plotting changes in the number of employees per capita is a good way to measure changes in expenditures. Twenty six (26) new employees have been added to the workforce of the City of Conyers between fiscal years 2006 and 2010.

The following graph shows population of Conyers and the number of municipal employees. In 2006, the City of Conyers had 1 employee per every 74 citizens and in 2010 the City has 1 employee per every 68 citizens.

The increases in revenues and expenditures are due to a number of factors, including price inflation, community population growth, and increased quantity and quality of services provided to the citizens of Conyers.

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:

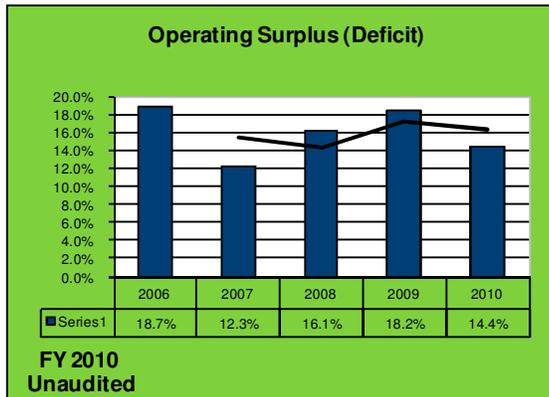
- A pattern of continuing operating deficits.

Financial Trend Analysis

- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.

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

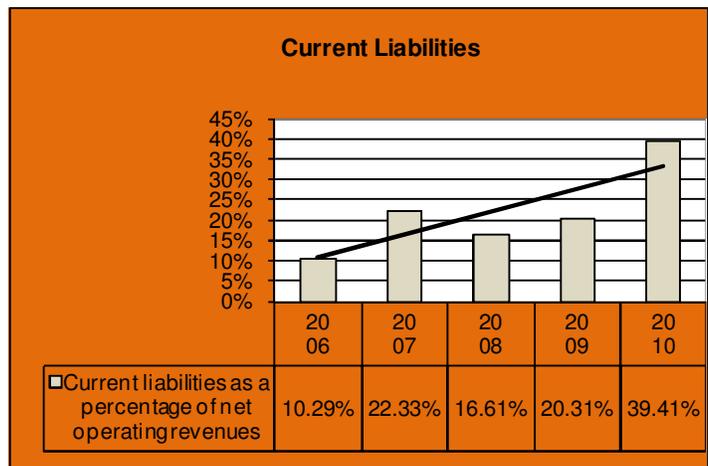
An operating deficit occurs when expenditures exceed revenues. Local governments often have fund reserves from budget surpluses of previous years. Therefore, an operating deficit of one year does not merit cause for alarm. However, if deficits are a recurring problem, it could indicate serious problems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



In spite of the declining economy the City has been able to maintain a solid operating surplus. The decrease in surplus in fiscal year 2010 is due primarily to a decrease in property taxes.

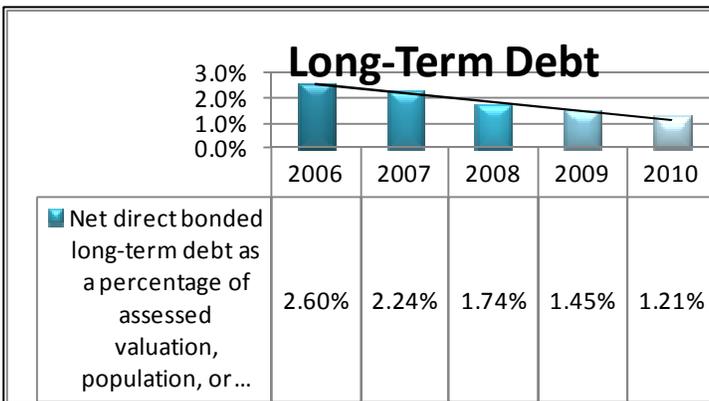
A liquidity ratio less than one to one (a current account deficit) is considered a negative factor. A less than one-to-one ratio for more than three years is considered a decidedly negative factor.

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



DEBT INDICATORS

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

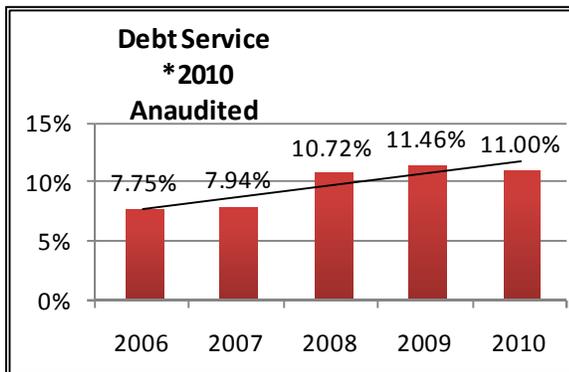


- Inadequacies in cash management procedures and expenditure controls.
- Increasing reliance on debt.
- Decreasing expenditure flexibility.
- Use of short-term debt to finance current operations.
- Sudden large increases or decreases in future debt service.
- The amount of additional debt that the community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

In Conyers, current liabilities are all liabilities due within the fiscal year. Increasing current liabilities as a percentage of net operating revenue is a

Financial Trend Analysis

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. The steep increase in current liabilities in 2010 is due to a bond issuance regarding SPLOST proceeds that the city received in 2005.



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 2.6 percent in 2006 to 1.21 percent in 2010. 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

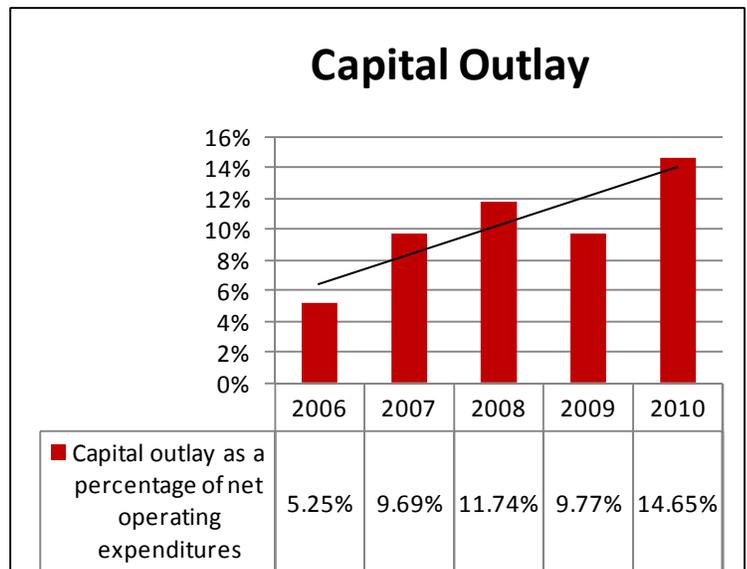
industry considers net direct debt exceeding 20 percent of operating revenues a potential problem.

For the last 5 years, the City of Conyers has maintained its direct debt service well under the industry recommendation. For fiscal year 2010, the ratio is expected to remain below 12 percent.

CAPITAL PLAN INDICATORS

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

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



COMMUNITY NEEDS AND RESOURCES

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

The population growth in the City of Conyers has steadily increased, albeit at a much slower pace than Rockdale County. However, the population growth in the County directly impacts the City of Conyers and the services it provides. Conyers is the only municipality within Rockdale County, that coupled with the fact that a majority of the businesses and industries are located within the corporate limits, means that the City must plan to provide services to a daytime population of 70,111 while its' residential population is only about 12,247. 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.

Financial Trend Analysis

The median age of Conyers residents is 30.4 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 2000 Census, 51.1 percent of residents 16 years and over are employed in management and professional or sales and office related occupations. At this time, results from the 2010 census are not available. The median household income for Rockdale County is \$35,789.

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. The City has enjoyed an increase each year on the actual and assessed values of taxable 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.

Revenue Assumptions

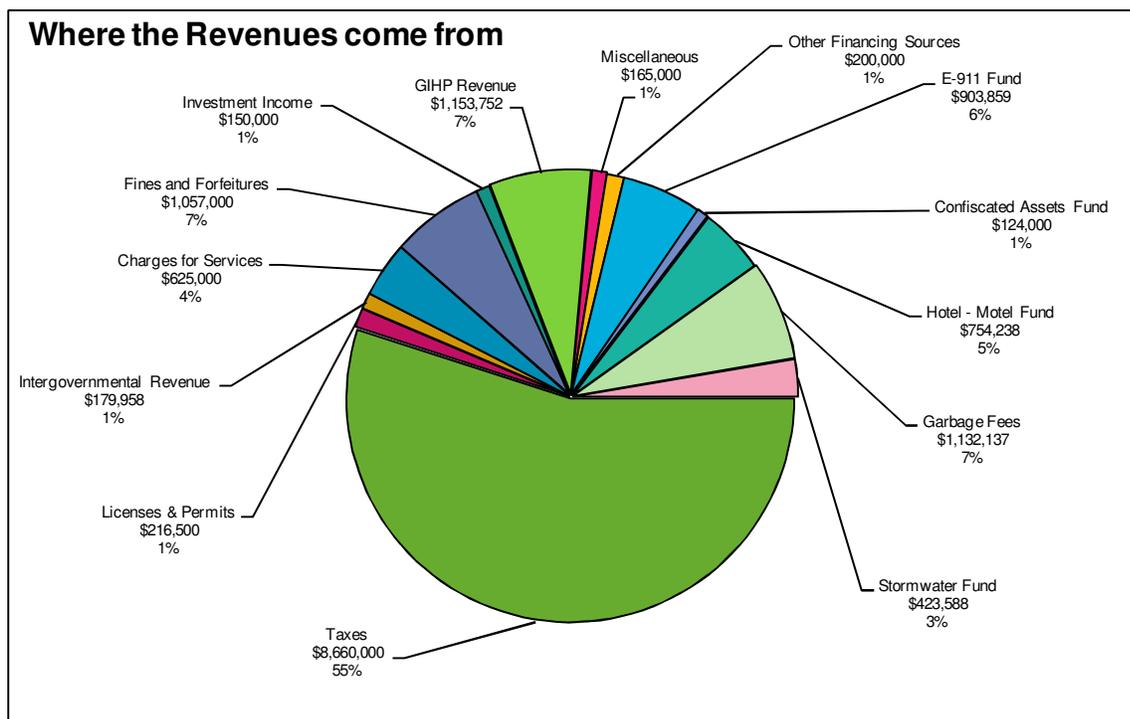
MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2010-2011 reflects general fund revenues of \$12,418,210, a decrease in projected revenues of \$889,356 from last year. 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 2011 revenues.

Revenues/Sources



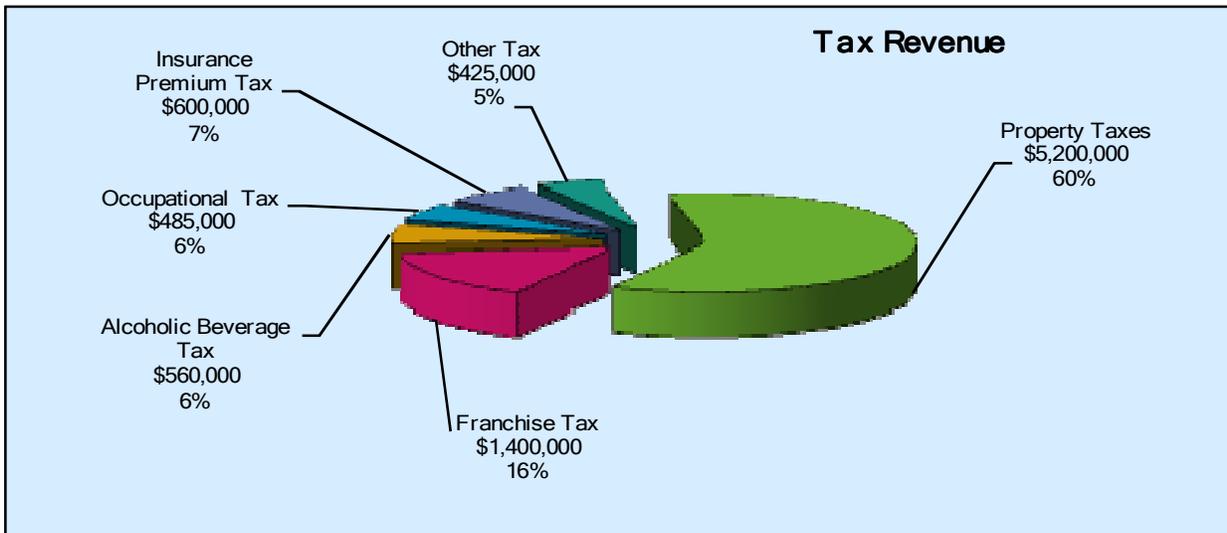
PRIMARY REVENUE SOURCES (ALL FUNDS)

TAXES

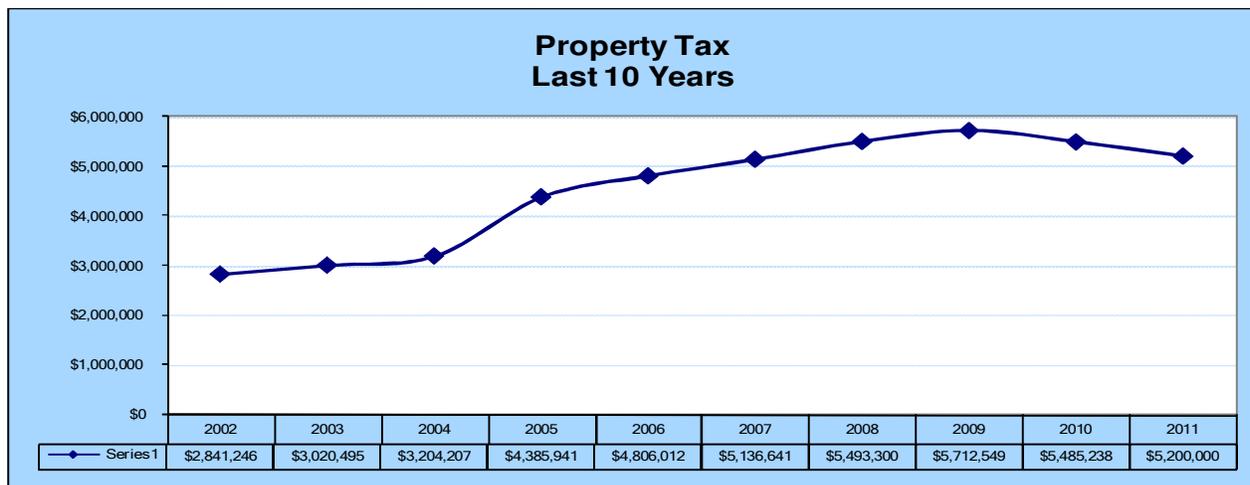
Property taxes make up about 60% of the revenues for the City of Conyers. The general fund has the following categories of taxes: Property Tax (Ad Valorem Tax), Insurance Premium Tax, Alcoholic Beverage Tax, Occupational Tax, Franchise Tax, and Other Taxes.

Ad Valorem Tax

Revenue Assumptions



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 adopted a homestead exemption for year 2010 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 60% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years. The increase in fiscal year 2005 reflects a millage rate increase from 7.4 to 9.9. Prior to 2005, the millage rate had not been increased for the last 24 years. Fiscal year 2008 property tax rate was rolled back to 9.52 mills. Fiscal year 2009 property tax rate was rolled back again by .11 mills to 9.41 mills. Fiscal year 2011 property tax rate will remain the same as the previous year set at 9.41 mills. Due to the negative growth in the City's digest, we had the option to increase the millage rate to 9.50 mills. However, due to the harsh economic conditions, city leadership opted to lessen the tax burden on citizens and businesses by maintaining the previous year's rate.



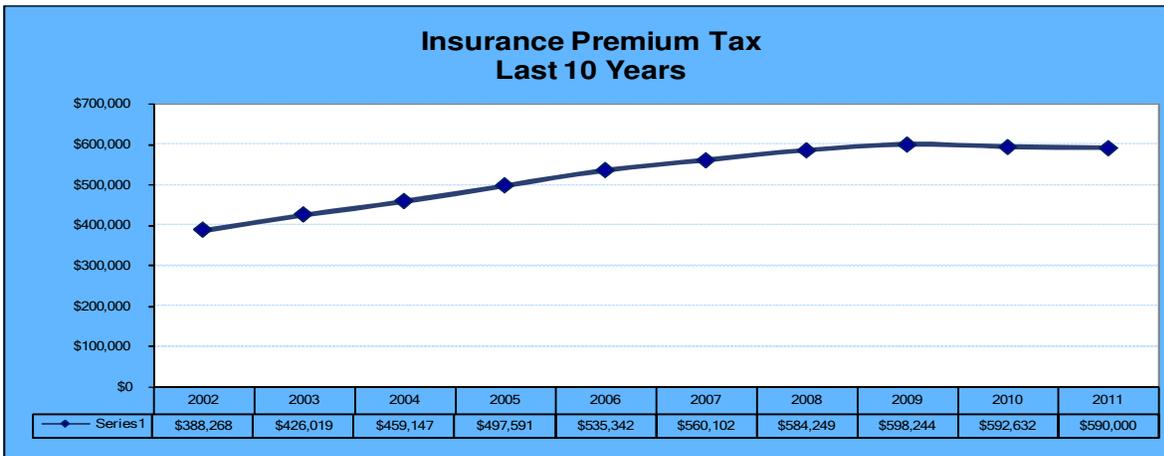
*Year 2011 budgeted

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

Revenue Assumptions

years. It is expected to decrease slightly in FY 2011, albeit at a lower rate due to the national economic downturn.



*FY 2011 budgeted

Hotel/Motel Tax



*FY 2011 budgeted

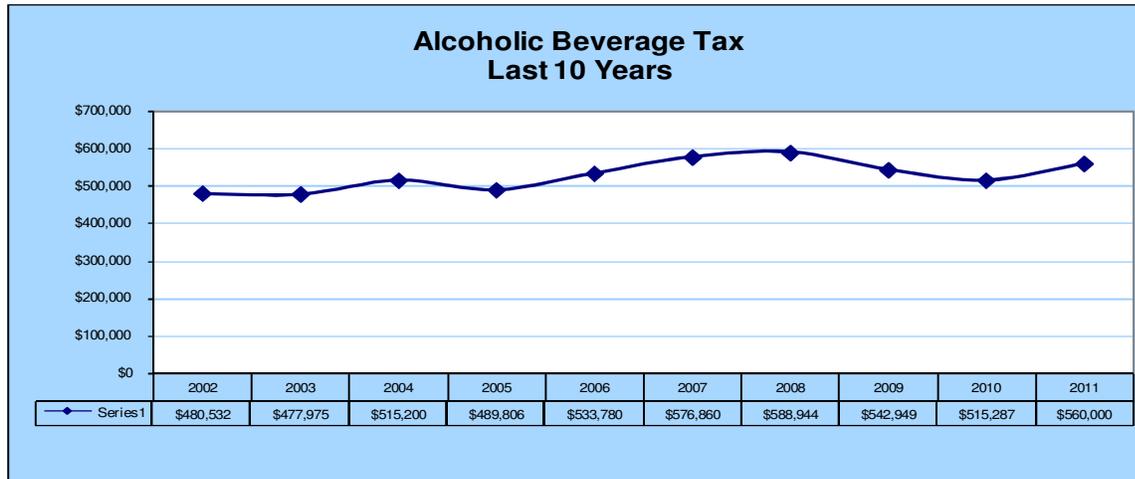
Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing for value to the public of any room or rooms, lodgings, or accommodations. The City implemented this tax in fiscal year 1992 at a rate of 3% as a way of raising additional revenue for the General Fund without 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

Revenue Assumptions

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.

Alcoholic Beverage Tax

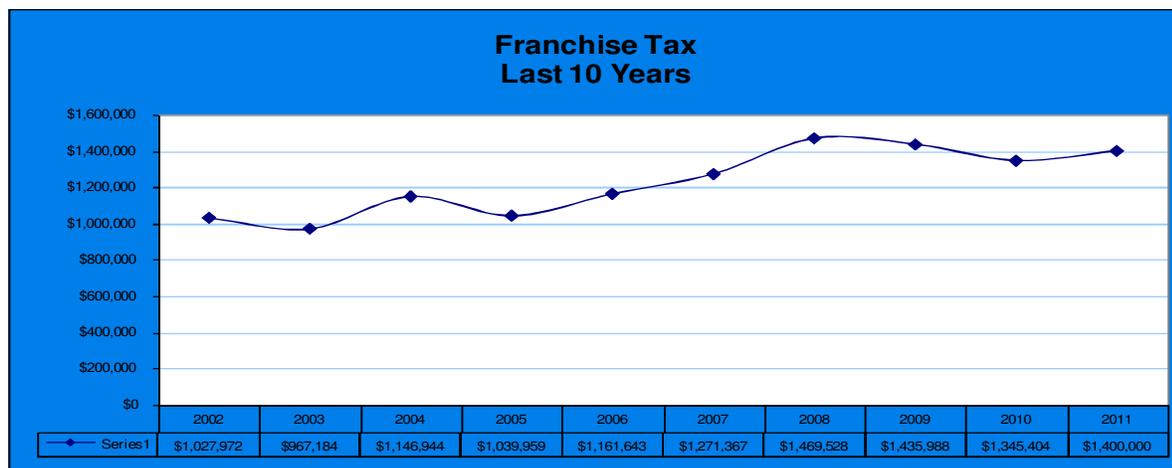
This is revenue derived from a tax levy on distributors. These distributors pay a set price for each liter of alcohol delivered within the corporate limits of Conyers. It has been gradually increasing over the last ten years. However, with the continued troubled economy and climbing unemployment rate,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



*FY 2011 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 \$1,400,000 for fiscal year 2011.



*FY 2011 budgeted

Revenue Assumptions

Occupational Tax

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

Other Taxes

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

Security Monitoring Fees

The security monitoring fee comes from Conyers Security Alert, a unique monitoring system offered by the police department. Revenues have steadily increased since its inception. The Mayor and City Council approved an increase in the fees for Conyers Security Alert residential customers in FY 2005 from \$13.00 to \$17.00 per month, the first increase in over 15 years. This increase in fees aides the City as we continue to experience rising fuel costs and a software upgrade to accommodate the growing needs of our customer base. The projected revenue for fiscal year 2011 is \$500,000.

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 decrease in fiscal year 2011.

LICENSES & PERMITS

Building Permits

Building permits are required if the value of building improvements will exceed \$100. Building permits fees were raised during FY 2009 in order to maintain consistency with the national building permit fees. Due to the current troubled economy, construction has nearly come to a halt resulting in a continued steady decrease in the expected revenue derived from building permits in fiscal year 2011.

GEORGIA INTERNATIONAL HORSE PARK REVENUE

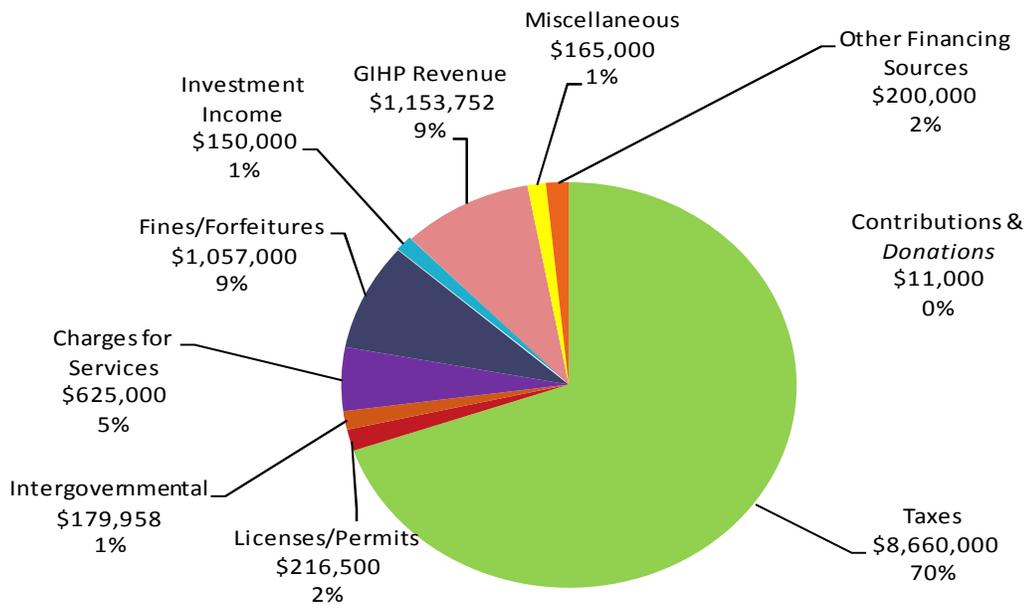
Since the 1996 Olympics, the Georgia International Horse Park has continued to host a variety of events. As the number of events each year grows, it is becoming a larger source of revenue for the City. In fiscal year 2007, the City built additional buildings at the GIHP in order to be able to have larger horse shows and diversify the events. One new event began in August 2007 called "Wild Life Festival". Several other events have been already booked for the next several years.

SPLOST REVENUES

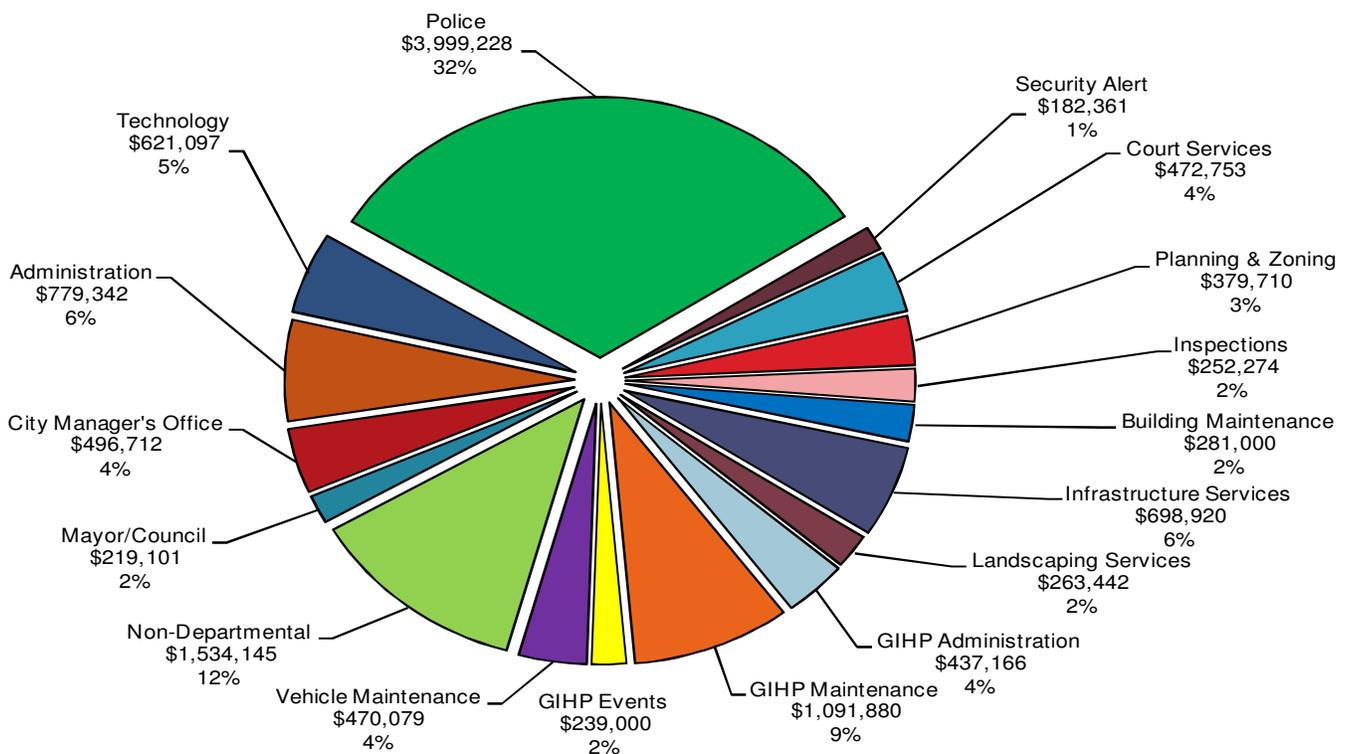
The SPLOST revenues are funds collected as a result of a one percent sales and use tax. The City of Conyers and Rockdale County entered into an agreement that contained a list of the projects to be funded, the estimated cost of each project, a procedure and schedule for distributing the City its share of the SPLOST, and record keeping and auditing procedures. Under this agreement, there is no limit on the type of capital projects funded. The original proceeds were a result of a bond referendum by the County where the City received \$4,200,000 to jump start projects. Additionally, the City receives its share monthly every year after the County deducts the necessary debt service payment for each year. The estimated collection for fiscal year 2010 is \$900,000. The voters of Rockdale County and the City of Conyers voted to continue the SPLOST tax for another 6 years until 2017.

Financial Summary

General Fund Revenues

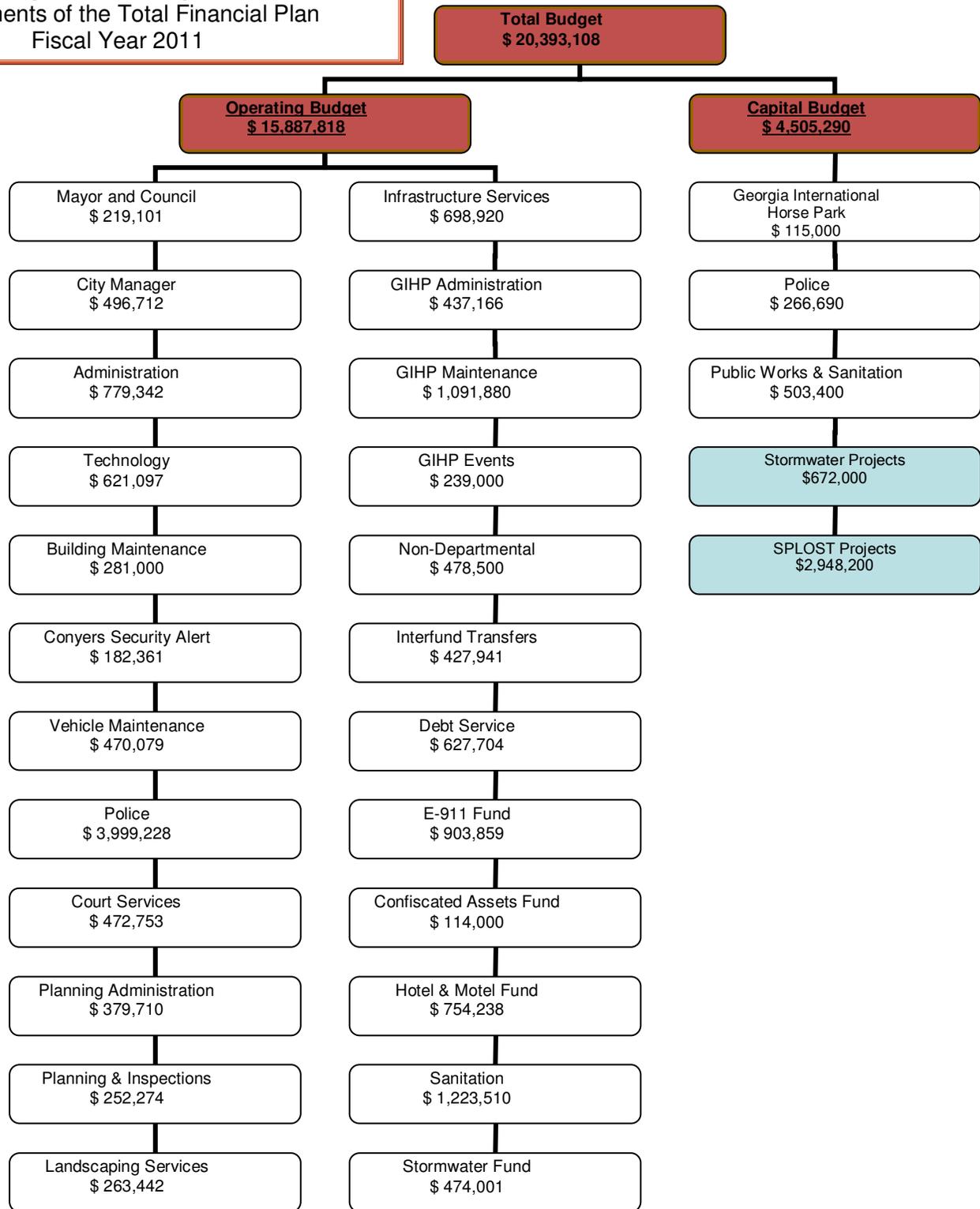


General Fund Expenditures



Financial Summary

City of Conyers Components of the Total Financial Plan Fiscal Year 2011



Financial Summary

All Funds Combined

	Actual FY 08-09	Original FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 6,515,780	\$ 6,515,780	\$ 6,359,386	\$ 6,359,386
Revenues/Sources				
Taxes	\$ 9,870,479	\$ 9,820,000	\$ 9,863,000	\$ 9,260,000
Licenses/Permits	146,295	166,500	116,500	216,500
Intergovernmental	290,389	44,500	330,863	334,196
Charges for Services	2,233,361	2,190,725	2,150,725	2,175,725
Fines/Forfeitures	1,023,908	1,057,000	1,057,000	1,057,000
Investment Income	304,357	205,000	205,000	155,000
Contributions & Donations	16,277	11,000	16,000	11,000
GIHP Revenue	1,227,102	1,120,300	1,100,800	1,153,752
Miscellaneous	145,970	125,000	297,500	165,000
Emergency 911	780,274	897,147	837,107	903,859
Other Financing Sources	200,000	967,543	561,598	200,000
Total	\$ 16,238,412	\$ 16,604,715	\$ 16,536,093	\$ 15,632,032
Expenditures/Uses				
Mayor/Council	\$ 506,196	\$ 204,590	\$ 277,590	\$ 219,101
City Manager's Office	517,510	502,545	502,726	496,712
Administration	722,919	743,681	743,681	779,342
Technology	716,297	540,761	727,101	621,097
Police	3,473,963	3,685,356	4,097,824	3,999,228
Security Alert	214,984	240,338	216,338	182,361
Court Services	572,120	476,914	465,197	472,753
Planning & Zoning	382,876	391,372	398,134	379,710
Inspections	338,204	241,743	242,228	252,274
Building Maintenance	302,509	304,425	396,937	281,000
Infrastructure Services	890,479	1,090,916	969,197	698,920
Landscaping Services	227,933	232,576	217,576	263,442
GIHP Administration	424,407	439,308	441,659	437,166
GIHP Facility Maintenance	1,369,217	1,315,713	1,114,890	1,091,880
Tourism & Public Relations	648,275	676,486	680,656	662,038
Big Haynes Creek Nature Center	24,132	156,014	156,014	92,200
Vehicle Maintenance	515,094	520,864	527,864	470,079
GIHP Events	227,251	268,000	268,000	239,000
Non-Departmental	1,964,357	2,120,241	1,734,741	1,534,145
Communications	743,614	897,147	833,507	903,859
Sanitation	1,273,209	1,132,137	1,134,687	1,223,510
Stormwater Construction-In-Progress	339,260	423,588	423,588	474,001
Total	\$ 16,394,806	\$ 16,604,715	\$ 16,570,135	\$ 15,773,818
Ending Balance				
Invested in capital assets, net of related debt	\$ 1,048,511	\$ 1,724,454	\$ 1,048,511	\$ 1,048,511
Reserved/Restricted	3,370,100	4,051,771	3,372,725	3,370,100
Unreserved/Unrestricted	1,940,775	739,555	1,904,108	1,798,989
Total	\$ 6,359,386	\$ 6,515,780	\$ 6,325,344	\$ 6,217,600

Financial Summary

General Fund

	Actual FY 08-09	Original FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 5,703,250	\$ 5,703,250	\$ 5,436,384	\$ 5,436,384
Revenues/Sources				
Taxes	\$ 9,175,131	\$ 9,020,000	\$ 9,063,000	\$ 8,660,000
Licenses/Permits	146,295	166,500	116,500	216,500
Intergovernmental	287,889	12,000	295,168	179,958
Charges for Services	591,221	640,000	600,000	625,000
Fines/Forfeitures	1,023,908	1,057,000	1,057,000	1,057,000
Investment Income	285,656	200,000	200,000	150,000
Contributions & Donations	16,277	11,000	16,000	11,000
GIHP Revenue	1,227,102	1,120,300	1,100,800	1,153,752
Miscellaneous	145,970	125,000	297,500	165,000
Other Financing Sources	200,000	967,543	561,598	200,000
Total	\$ 13,099,449	\$ 13,319,343	\$ 13,307,566	\$ 12,418,210
Expenditures/Uses				
Mayor/Council	\$ 506,196	\$ 204,590	\$ 277,590	\$ 219,101
City Manager's Office	517,510	502,545	502,726	496,712
Administration	722,919	743,681	743,681	779,342
Technology	716,296	540,761	727,101	621,097
Police	3,473,963	3,685,356	4,097,824	3,999,228
Security Alert	214,984	240,338	216,338	182,361
Court Services	572,120	476,914	465,197	472,753
Planning & Zoning	382,876	391,372	398,134	379,710
Inspections	338,204	241,743	242,228	252,274
Building Maintenance	302,509	304,425	396,937	281,000
Infrastructure Services	890,479	1,090,916	969,197	698,920
Landscaping Services	227,933	232,576	217,576	263,442
GIHP Administration	424,407	439,308	441,659	437,166
GIHP Maintenance	1,369,217	1,315,713	1,114,890	1,091,880
GIHP Events	227,251	268,000	268,000	239,000
Vehicle Maintenance	515,094	520,864	527,864	470,079
Non-Departmental	1,964,357	2,120,241	1,734,741	1,534,145
Total	\$ 13,366,315	\$ 13,319,343	\$ 13,341,683	\$ 12,418,210
Ending Balance				
Reserved Fund Balance	\$ 3,214,320	\$ 3,250,577	\$ 3,214,320	\$ 3,214,320
Unreserved Fund Balance	2,222,064	2,452,673	2,187,947	2,222,064
Total	\$ 5,436,384	\$ 5,703,250	\$ 5,402,267	\$ 5,436,384

Financial Summary

Emergency Telephone System Fund				
	Actual FY 08-09	Original FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 70,787	\$ 70,787	\$ 107,447	\$ 107,447
Revenues/Sources				
911 Fees	\$ 385,614	\$ 390,000	\$ 390,000	\$ 390,000
Other Sources	394,660	507,147	447,107	513,859
Total	\$ 780,274	\$ 897,147	\$ 837,107	\$ 903,859
Expenditures/Uses				
Communications	\$ 743,614	\$ 897,147	\$ 833,507	\$ 903,859
Total	\$ 743,614	\$ 897,147	\$ 833,507	\$ 903,859
Ending Balance				
Reserved Fund Balance	\$ 107,447	\$ 70,787	\$ 111,047	\$ 107,447
Unreserved Fund Balance	-	-	-	-
Total	\$ 107,447	\$ 70,787	\$ 111,047	\$ 107,447
Hotel Motel Fund				
	Actual FY 08-09	Budget FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 17,602	\$ 17,602	\$ 48,333	\$ 48,333
Revenues/Sources				
Taxes	\$ 695,348	\$ 800,000	\$ 800,000	\$ 600,000
Other Sources	7,790	32,500	35,695	154,238
Total	\$ 703,138	\$ 832,500	\$ 835,695	\$ 754,238
Expenditures/Uses				
Tourism & Public Relations	\$ 648,275	\$ 676,486	\$ 680,656	\$ 662,038
Big Haynes Creek Nature Center	\$ 24,132	\$ 156,014	\$ 156,014	\$ 92,200
Total	\$ 672,407	\$ 832,500	\$ 836,670	\$ 754,238
Ending Balance				
Reserved Fund Balance	\$ 48,333	\$ 17,602	\$ 47,358	\$ 48,333
Unreserved Fund Balance	-	-	-	-
Total	\$ 48,333	\$ 17,602	\$ 47,358	\$ 48,333

Financial Summary

Stormwater Management Fund

	Actual FY 08-09	Original FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 514,886	\$ 514,886	\$ 633,548	\$ 633,548
Revenues/Sources				
Charges for Services	\$ 446,141	\$ 418,588	\$ 418,588	\$ 418,588
Other Sources	11,781	5,000	5,000	5,000
Total	\$ 457,922	\$ 423,588	\$ 423,588	\$ 423,588
Expenditures/Uses				
Stormwater Management	\$ 339,260	\$ 423,588	\$ 423,588	\$ 474,001
Total	\$ 339,260	\$ 423,588	\$ 423,588	\$ 474,001
Ending Balance				
Invested in capital assets, net of related debt	\$ 544,789	\$ 1,280,935	\$ 544,789	\$ 544,789
Restricted	-	\$ 712,805		\$ -
Unrestricted	88,759	(1,478,854)	88,759	38,346
Total	\$ 633,548	\$ 514,886	\$ 633,548	\$ 583,135

Sanitation Fund

	Actual FY 08-09	Original FY 09-10	Revised FY 09-10	Budget FY 10-11
Beginning Balance	\$ 209,255	\$ 209,255	\$ 133,674	\$ 133,674
Revenues/Sources				
Charges for Services	\$ 1,195,998	\$ 1,132,137	\$ 1,132,137	\$ 1,132,137
Other Sources	1,630	-	-	-
Total	\$ 1,197,628	\$ 1,132,137	\$ 1,132,137	\$ 1,132,137
Expenditures/Uses				
Sanitation	\$ 1,273,209	\$ 1,132,137	\$ 1,134,687	\$ 1,442,510
Total	\$ 1,273,209	\$ 1,132,137	\$ 1,134,687	\$ 1,442,510
Ending Balance				
Invested in capital assets, net of related debt	\$ 503,722	\$ 443,519	\$ 503,722	\$ 503,722
Unrestricted	(370,048)	(234,264)	(372,598)	(680,421)
Total	\$ 133,674	\$ 209,255	\$ 131,124	\$ (176,699)

Financial Summary

Changes in Fund Balances						
ALL FUNDS						
Fiscal Year 2010 *						
Fund	Beginning Balance	Revenues	Expenditures	Ending Balance	% Change in Fund Balance	\$ Change in Fund Balance
General Fund	\$ 5,436,384	\$ 12,959,044	\$ 13,622,344	\$ 4,773,084	-12.20%	\$ (663,300)
E-911 Fund	\$ 107,447	\$ 759,936	\$ 845,965	\$ 21,418	-80.07%	\$ (86,029)
Confiscated Assets Fund	\$ 132,984	\$ 209,846	\$ 201,862	\$ 140,968	6.00%	\$ 7,984
Hotel-Motel Tax Fund	\$ 48,333	\$ 585,652	\$ 647,909	\$ (13,924)	-128.81%	\$ (62,257)
Sanitation Fund	\$ 133,674	\$ 1,201,413	\$ 1,249,063	\$ 86,024	-35.65%	\$ (47,650)
Landfill Fund	\$ (140,623)	\$ 173,455	\$ 80,160	\$ (47,328)	-66.34%	\$ 93,295
Stormwater Fund	\$ 633,548	\$ 485,631	\$ 331,899	\$ 787,280	24.27%	\$ 153,732
SPLOST Capital Projects Fund	\$ 5,640,503	\$ 2,340,403	\$ 2,331,121	\$ 5,649,785	0.16%	\$ 9,282

* Unaudited numbers

The fund balance of the ***General Fund*** decreased by 12.2% or \$663,300. The primary reason for the decrease is the lower than expected property tax collections due to foreclosures and bankruptcies.

The fund balance of the ***E-911 Fund*** decreased by 80% or \$86,029. This fund is subsidized by the general fund, because 911 fees are not sufficient to cover all of the communication expenses.

The fund balance of the ***Confiscated Assets Fund*** increased by 6% or \$7,984. This fund is a result of federal and local funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offender's arrests.

The fund balance of the ***Hotel-Motel Tax Fund*** decreased by 128.81% or \$62,257 as a result of the on-going construction of the Big Haynes Creek Nature Center.

The net assets of the ***Sanitation Fund*** decreased by 35.65% or \$47,650 due to higher than projected maintenance costs.

The net assets of the ***Landfill Fund*** decreased by 66.34% or \$93,295. Because this fund does not have any user fees to support it the sanitation fund is responsible for 30% of the expenses incurred. The city of Conyers has an agreement with Rockdale County where the County is responsible for reimbursement of the other 70% of expenses resulting from post closure costs of monitoring the landfill.

The net assets of the ***Stormwater Fund*** increased by 24.27% or \$153,732 due to fees that were collected during the fiscal year. Stormwater fees are billed with the property tax bills.

Financial Summary

The fund balance of the ***SPLOST Fund*** was increased by 0.16% or \$ 9,282 due to sales tax revenues that were submitted by the county as per the SPLOST agreement.

Debt Service Summary

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

DEBT MANAGEMENT POLICIES

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

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

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

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

If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.

Long-term debt will not be used for operations.

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

LEGAL DEBT MARGIN

The City has a legal debt limitation not to exceed 10% of the total assessed valuation of the taxable property within the corporate limits of the City of Conyers. The following types of obligations are not considered in determining the debt limitation: certain revenue bonds, special assessment bonds, certificates of participation, and short-term notes. The City of Conyers currently has **no** long-term general obligation bond debt. The following is a computation of the City's legal debt margin as of June 30, 2010:

Gross Assessed Value:	\$695,072,262
Debt Limit:	\$ 69,507,226
(10% of assessed value)	
Amount of debt applicable to debt limit	\$3,730,000
Total general obligation bonded debt	\$0
Legal Debt Margin:	\$65,777,226

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.

Debt Service Summary

REVENUE BONDS

CONYERS COMMERCE CENTER/QUIGG BRANCH BUSINESS PARK 2004 REVENUE BONDS

On April 30, 1997, the City of Conyers 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/Quigg Branch Business Park; and to pay expenses necessary to accomplish the foregoing. The project is being developed with the assistance of the development Authority of Conyers, pursuant to an agreement dated October 16, 1995, made by the City of Conyers, the Development Authority, and Atlanta East (an investor in the development of the industrial park.) The bonds are payable, if necessary, from sales of property in the park and from an ad valorem tax of up to 3 mills.

The Development Authority of Conyers, Georgia (the "Authority"), a blended component unit of the City, issued \$4,345,000 of Series 2004 Conyers Commerce Center Revenue Refunding Bonds to provide resources to purchase U.S. Government securities. These securities were placed in an irrevocable trust for the purpose of generating resources for all future debt service payments of the Series 1997 Taxable Revenue Bonds. At year-end the aggregate principal amount of the refunded debt outstanding was \$1,160,000. For financial accounting and reporting purposes, all of the refunded bonds are considered retired, and along with the funds held in trust, are not included in the financial statements.

Current Year Impact:

Outstanding Principal:	\$2,290,000
Final Payment Date:	April 2015
Current Year Debt Service	
Principal:	\$415,000
Interest::	\$118,164

Budgeted: General Fund Non-Departmental

Debt Service Summary

Development Authority of Conyers, Georgia

Series 2004: Revenue Bonds

Conyers Commerce Center/ Quigg Branch Business Park Project

(Taxable)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
5/13/2004					
10/1/2004			\$ 85,944.10	\$ 85,944.10	
4/1/2005	\$ 270,000.00	5.160%	\$ 112,101.00	\$ 382,101.00	\$ 468,045.10
10/1/2005			\$ 105,135.00	\$ 105,135.00	
4/1/2006	\$ 320,000.00	5.160%	\$ 105,135.00	\$ 425,135.00	\$ 530,270.00
10/1/2006			\$ 96,879.00	\$ 96,879.00	
4/1/2007	\$ 340,000.00	5.160%	\$ 96,879.00	\$ 436,879.00	\$ 533,758.00
10/1/2007			\$ 88,107.00	\$ 88,107.00	
4/1/2008	\$ 355,000.00	5.160%	\$ 88,107.00	\$ 443,107.00	\$ 531,214.00
10/1/2008			\$ 78,948.00	\$ 78,948.00	
4/1/2009	\$ 375,000.00	5.160%	\$ 78,948.00	\$ 453,948.00	\$ 532,896.00
10/1/2009			\$ 69,273.00	\$ 69,273.00	
4/1/2010	\$ 395,000.00	5.160%	\$ 69,273.00	\$ 464,273.00	\$ 533,546.00
10/1/2010			\$ 59,082.00	\$ 59,082.00	
4/1/2011	\$ 415,000.00	5.160%	\$ 59,082.00	\$ 474,082.00	\$ 533,164.00
10/1/2011			\$ 48,375.00	\$ 48,375.00	
4/1/2012	\$ 435,000.00	5.160%	\$ 48,375.00	\$ 483,375.00	\$ 531,750.00
10/1/2012			\$ 37,152.00	\$ 37,152.00	
4/1/2013	\$ 455,000.00	5.160%	\$ 37,152.00	\$ 492,152.00	\$ 529,304.00
10/1/2013			\$ 25,413.00	\$ 25,413.00	
4/1/2014	\$ 480,000.00	5.160%	\$ 25,413.00	\$ 505,413.00	\$ 530,826.00
10/1/2014			\$ 13,029.00	\$ 13,029.00	
4/1/2015	\$ 505,000.00	5.160%	\$ 13,029.00	\$ 518,029.00	\$ 531,058.00
	\$ 4,345,000.00		\$ 1,440,831.10	\$ 5,785,831.10	\$ 5,785,831.10

Debt Service Summary

STORMWATER REVENUE BONDS 2005

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:

Outstanding Principal: \$1,305,000

Final Payment Date: April 2020

Current Year Debt Service

Principal: \$105,000

Interest: \$ 63,423

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

DUE TO ROCKDALE COUNTY

SPLOST - Special Purpose Local Option Sales Tax

In August 2004, the City entered into an intergovernmental agreement with Rockdale County (the "County") to provide resources to finance roads, streets and bridges, a vehicle maintenance facility, building repairs and renovations, vehicles, and green space. The County issued \$44,300,000 of 2005 Special Purpose Local Option Sales Tax General Obligation Bonds. The bond issue is a general obligation debt of the County and has been recorded on the County's books. Pursuant to the County's agreement with the City, the County advanced the City \$4,200,000 of the bond proceeds. The City has agreed to repay the County's advance and proportional portion of interest and issuance costs. The advance is expected to be repaid from the City's portion of the proceeds from the 1% SPLOST levy started April 2005 and continuing for six years. Interest on the advance is payable at various rates from 2.2 to 4.0%. If the SPLOST proceeds are not sufficient to cover the advance repayment and related interest payment, the City will cover the amounts from the General Fund.

CERTIFICATES OF PARTICIPATION

In 1991, the City entered into an agreement with the Georgia Municipal Association ("GMA") whereby the City sold certificates of participation totaling \$1,000,000 in a lease agreement between the City and GMA for improvements of the City's public safety building located within the City of Conyers government complex on Scott Street, Conyers, Georgia and leased by the City. Interest on these certificates is paid semi-annually by the general fund, at rates ranging from 5.2% and 7.2%. The agreement expires December 31, 2011, subject to the City's right to terminate this agreement as of each December 31.

Certificates of Participation are not computed as a part of the City's legal debt margin due to the fact that this form of financing is like a lease-purchase requiring the City Council to authorize an annual appropriation for payment of debt service. If the Council fails to make the annual appropriation, the building reverts back to the holder of the lease - in this case, the Georgia Municipal Association. The following is a summary of outstanding debt obligations for the General Fund with regard to Certificates of Participation financing:

CERTIFICATES OF PARTICIPATION, SERIES 1991
(FUNDED RENOVATION/EXPANSION OF POLICE HEADQUARTERS)

Current Fiscal Year Impact:

Outstanding Principal: \$175,000

Final Payment Date: January 2012

Current Year Debt Service

Principal: \$85,000

Interest: \$12,600

Budgeted: General Fund Non-Departmental

Debt Service Summary

Georgia Municipal Association Essential
 Facilities Certificates of Participation
 Series 1991 (City of Conyers)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
7/1/1992			\$ 39,634.58	\$ 39,634.58	
1/1/1993	\$ 20,000.00	5.200%	\$ 33,972.50	\$ 53,972.50	\$ 93,607.08
7/1/1993			\$ 33,452.50	\$ 33,452.50	
1/1/1994	\$ 30,000.00	5.400%	\$ 33,452.50	\$ 63,452.50	\$ 96,905.00
7/1/1994			\$ 32,642.50	\$ 32,642.50	
1/1/1995	\$ 30,000.00	5.700%	\$ 32,642.50	\$ 62,642.50	\$ 95,285.00
7/1/1995			\$ 31,787.50	\$ 31,787.50	
1/1/1996	\$ 30,000.00	5.900%	\$ 31,787.50	\$ 61,787.50	\$ 93,575.00
7/1/1996			\$ 30,902.50	\$ 30,902.50	
1/1/1997	\$ 35,000.00	6.050%	\$ 30,902.50	\$ 65,902.50	\$ 96,805.00
7/1/1997			\$ 29,843.75	\$ 29,843.75	
1/1/1998	\$ 35,000.00	6.200%	\$ 29,843.75	\$ 64,843.75	\$ 94,687.50
7/1/1998			\$ 28,758.75	\$ 28,758.75	
1/1/1999	\$ 35,000.00	6.350%	\$ 28,758.75	\$ 63,758.75	\$ 92,517.50
7/1/1999			\$ 27,647.50	\$ 27,647.50	
1/1/2000	\$ 40,000.00	6.450%	\$ 27,647.50	\$ 67,647.50	\$ 95,295.00
7/1/2000			\$ 26,357.50	\$ 26,357.50	
1/1/2001	\$ 40,000.00	6.600%	\$ 26,357.50	\$ 66,357.50	\$ 92,715.00
7/1/2001			\$ 25,037.50	\$ 25,037.50	
1/1/2002	\$ 45,000.00	6.700%	\$ 25,037.50	\$ 70,037.50	\$ 95,075.00
7/1/2002			\$ 23,530.00	\$ 23,530.00	
1/1/2003	\$ 50,000.00	6.800%	\$ 23,530.00	\$ 73,530.00	\$ 97,060.00
7/1/2003			\$ 21,830.00	\$ 21,830.00	
1/1/2004	\$ 50,000.00	6.900%	\$ 21,830.00	\$ 71,830.00	\$ 93,660.00
7/1/2004			\$ 20,105.00	\$ 20,105.00	
1/1/2005	\$ 55,000.00	7.000%	\$ 20,105.00	\$ 75,105.00	\$ 95,210.00
7/1/2005			\$ 18,180.00	\$ 18,180.00	
1/1/2006	\$ 60,000.00	7.200%	\$ 18,180.00	\$ 78,180.00	\$ 96,360.00
7/1/2006			\$ 16,020.00	\$ 16,020.00	
1/1/2007	\$ 60,000.00	7.200%	\$ 16,020.00	\$ 76,020.00	\$ 92,040.00
7/1/2007			\$ 13,860.00	\$ 13,860.00	
1/1/2008	\$ 65,000.00	7.200%	\$ 13,860.00	\$ 78,860.00	\$ 92,720.00
7/1/2008			\$ 11,520.00	\$ 11,520.00	
1/1/2009	\$ 70,000.00	7.200%	\$ 11,520.00	\$ 81,520.00	\$ 93,040.00
7/1/2009			\$ 9,000.00	\$ 9,000.00	
1/1/2010	\$ 75,000.00	7.200%	\$ 9,000.00	\$ 84,000.00	\$ 93,000.00
7/1/2010			\$ 6,300.00	\$ 6,300.00	
1/1/2011	\$ 85,000.00	7.200%	\$ 6,300.00	\$ 91,300.00	\$ 97,600.00
7/1/2011			\$ 3,240.00	\$ 3,240.00	
1/1/2012	\$ 90,000.00	7.200%	\$ 3,240.00	\$ 93,240.00	\$ 96,480.00
	\$ 1,000,000.00		\$ 893,637.08	\$ 1,893,637.08	\$ 1,893,637.08

Debt Service Summary

LEASE PURCHASES (VEHICLE/EQUIPMENT PURCHASES)

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

Current Fiscal Year Impact:

Outstanding Principal: 268,348

Final Payment Date: November 30, 2013

Current Year Debt Service

Principal: \$ 278,864

Interest: \$ 35,387

Budgeted: General Fund

Debt Service Summary

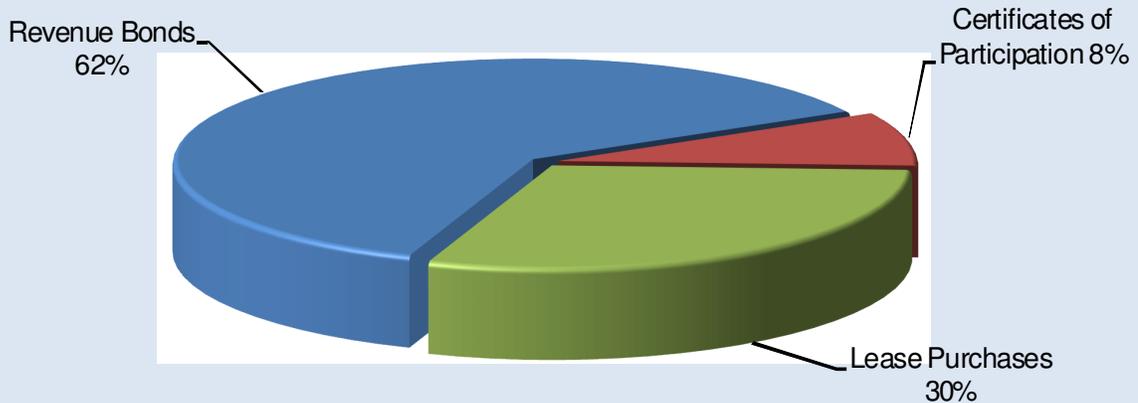
Lease #	Original Lease	Description	Original Date	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Leases Balance	Final Payment
108-58	23,100	2006 Computer Replacements	02/01/06	4,620	-	-	-	-	4,620	11/30/2010
108-59	20,524	2006 Ford Explorer for GIHP	03/01/06	4,105	-	-	-	-	4,105	11/30/2010
108-60	87,500	2006 Ford FreeStar Van & (3) F-150 Trucks	07/01/06	17,500	-	-	-	-	17,500	11/30/2010
108-62	25,970	Garbage Carts and Dumpsters	07/01/06	5,194	-	-	-	-	5,194	11/30/2010
108-63	3,810	Computers (1) Court Svcs (2) Marshall Unit	07/01/06	762	-	-	-	-	762	11/30/2010
108-64	89,520	(1) Knuckleboom Loader (Public Works)	03/01/07	17,904	17,904	-	-	-	35,808	11/30/2011
108-65	42,360	(3) 2007 Ford F-150 Pick-up Trucks	06/01/07	8,472	8,472	-	-	-	16,944	11/30/2011
108-66	65,442	Microkey Software & Hardware Upgrades	06/22/07	13,088	13,088	-	-	-	26,177	11/30/2011
108-67	48,375	(1) Leeboy Asphalt Paver (Public Works)	06/22/07	9,675	9,675	-	-	-	19,350	11/30/2011
108-68	30,446	Garbage Carts & Dumpsters	06/22/07	6,089	6,089	-	-	-	12,178	11/30/2011
108-69	62,586	(1) 2007 John Deer Backhoe Loader	02/11/08	12,517	12,517	12,517	-	-	37,552	11/30/2012
108-70	23,202	(486) 95 Gallon Residential Garbage Carts	02/11/08	4,640	4,640	4,640	-	-	13,921	11/30/2012
108-72	19,813	(1) 2008 Ford E-350 Van for Police	02/11/08	3,963	3,963	3,963	-	-	11,888	11/30/2012
108-73	52,344	GIS Equipment and Software	07/03/08	10,469	10,469	10,469	-	-	31,406	11/30/2012
108-74	21,649	(1) 2008 Stone Wolfpac Asphalt Roller	07/03/08	4,330	4,330	4,330	-	-	12,989	11/30/2012
108-75	184,153	2008 Front Loading Sanitation Truck	07/29/08	36,831	36,831	36,831	-	-	110,492	11/30/2012
108-76	19,131	(2) 2008 KAW 61" Lawn Tractors	07/29/08	3,826	3,826	3,826	-	-	11,479	11/30/2012
108-77	9,921	(2) John Deere Lawn Mowers	02/04/09	1,984	1,984	1,984	1,984	1,984	5,953	11/30/2013
108-78	16,020	42" Vidar Scanner for GIS	02/04/09	3,204	3,204	3,204	3,204	3,204	9,612	11/30/2013
108-79	268,348	I-20 LED Landmark Sign	02/09/09	53,670	53,670	53,670	53,670	53,670	161,009	11/30/2013
108-80	80,422	Hardware - Server Virtualization Storage Ironport	05/05/09	16,084	16,084	16,084	16,084	16,084	48,253	11/30/2013
108-81	39,351	(1) ASV Skid Steer Loader w/Attachment	05/05/09	7,870	7,870	7,870	7,870	7,870	23,611	11/30/2013
108-82	148,693	(7) 2009 Crown Victoria Police Cars	02/12/10	49,564	49,564	49,564	-	-	148,693	11/30/2012
108-83	42,984	(2) 2009 Crown Victoria Police Cars	04/08/10	14,328	14,328	14,328	-	-	42,984	11/30/2012
108-84	25,500	(1) 2010 Chevrolet Tahoe Police	04/08/10	5,100	5,100	5,100	5,100	5,100	25,500	11/30/2014
108-85	21,895	(1) Dodge Charger SE	06/10/10	7,298	7,298	7,298	-	-	21,895	11/30/2012
108-86	84,151	(4) 2011 Ford F-250 Super Duty Trucks	06/10/10	16,830	16,830	16,830	16,830	16,830	84,151	11/30/2014
		PRINCIPAL ONLY		\$339,919	\$307,738	\$252,509	\$104,743	\$104,743	1,109,651	

Debt Service Summary

Projected Debt Service Expenditures by Type

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
Revenue Bonds	\$ 701,587	\$ 701,484	\$ 699,724	\$ 696,689	\$ 697,611
Certificates of Participation	\$ 97,600	\$ 96,480	\$ -	\$ -	\$ -
Lease Purchases	\$ 339,919	\$ 307,738	\$ 252,509	\$ 104,743	\$ 104,743
Total Debt Service by FY	\$ 1,139,106	\$ 1,105,702	\$ 952,233	\$ 801,432	\$ 802,354

Debt Service Expenditures by Type FY 2011



Note: Revenue bonds figures include both Conyers Commerce Center Bonds and Stormwater Bonds debt service for all years.

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

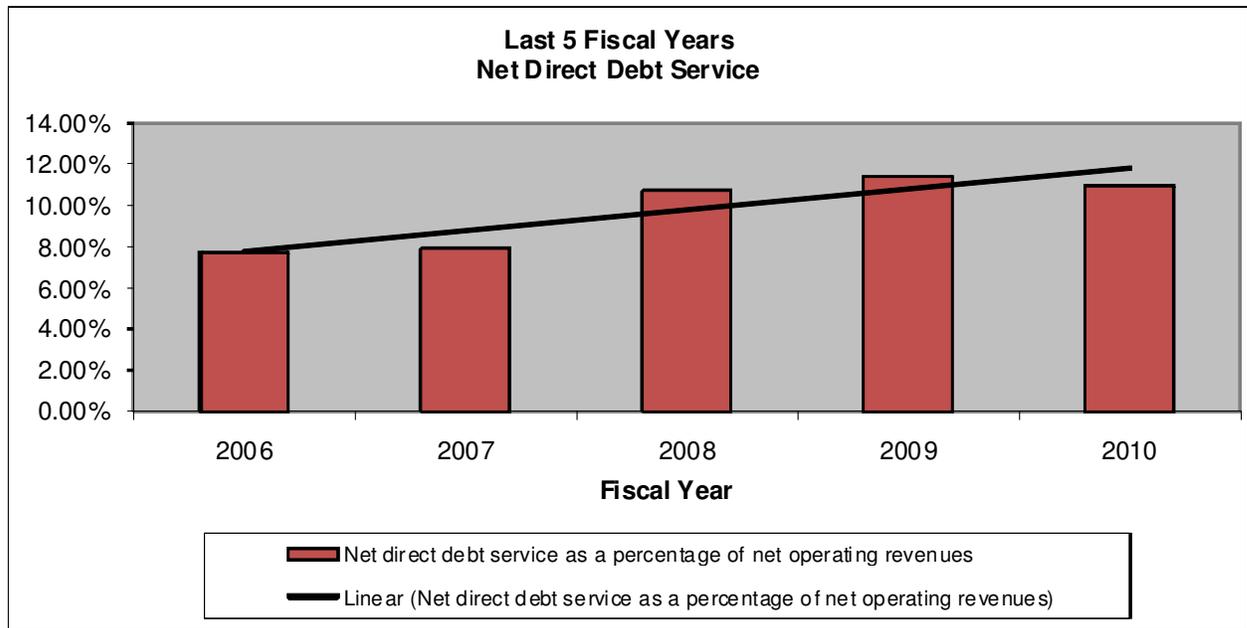
Debt Service Summary

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 2005. For fiscal year 2011, the debt service ratio is expected to remain under the 15% goal.

DEBT SERVICE

Line	Description	Fiscal Year				
		2006	2007	2008	2009	2010
1	Net direct debt service	\$1,105,949	\$1,273,194	\$1,831,985	\$1,869,264	\$1,740,609
2	Net operating revenues	\$14,272,492	\$16,043,306	\$17,081,637	\$16,310,151	\$15,827,388
3	Net direct debt service as a percentage of net operating revenues	7.75%	7.94%	10.72%	11.46%	11.00%

*** Fiscal Year 2010 Unaudited numbers



Personnel Summary

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 180 budgeted full-time employees and 10 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 2010-2011 personal services budget funds the salary and fringe benefits package offered to all 180 full-time and 10 part-time personnel positions. The personal services budget also reflects the funds appropriated to implement a human resource system with its primary goal to establish an environment which affords each employee the opportunity to be the most productive he or she can be. This goal is met through human resources planning, recruitment and selection, orientation and induction training and development, employee services, benefits administration, performance appraisal, wage and salary administration, employee health and safety programs, vehicle safety programs, communication, and pension plan administration.

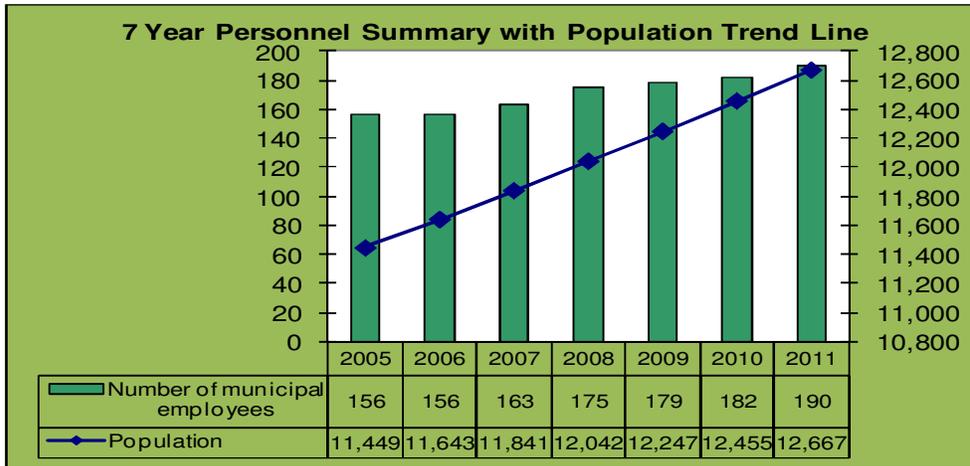
Adopted Budgeted Positions for last 7 years							
Department	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Mayor & City Council	6	6	6	6	6	6	6
City Manager	3	2	3	3	3	3	3
Administration	9	8	8	9	9	9	10
Technology	0	0	0	2	2	2	3
Public Safety	52	54	53	58	60	60	66
Court Services	9	8	8	8	10	10	10
Conyers Security Alert	3	3	3	3	3	2	2
Planning & Inspections	33	6	7	9	9	9	9
Public Works & Transportation	0	28	31	32	35	35	34
Georgia International Horse Park	20	17	20	21	21	21	21
Tourism & Public Relations	7	8	8	7	7	7	7
Communications	13	13	14	14	15	15	15
Environmental Services	1	3	2	3	3	3	4
Total Employees	156	156	163	175	183	182	190

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

Personnel Summary

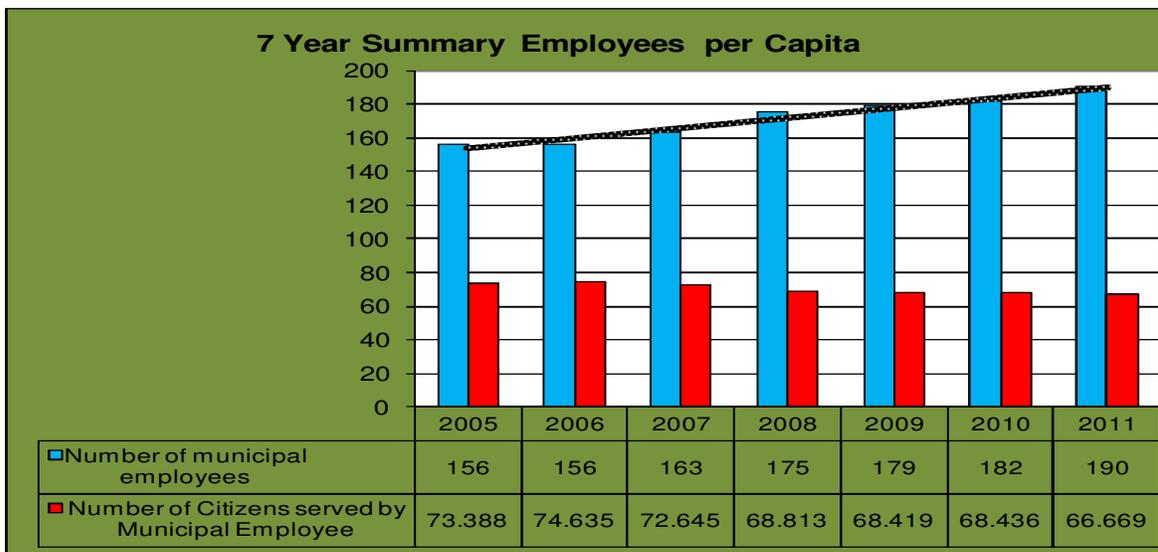
WORKFORCE AND POPULATION

As the population in Conyers continues to increase, the City of Conyers must employ more people to maintain consistent service levels. The graph below depicts the number of positions over the last five years along with the population over the last five years. As shown, the number of employees has risen with the population.



EMPLOYEES PER CAPITA

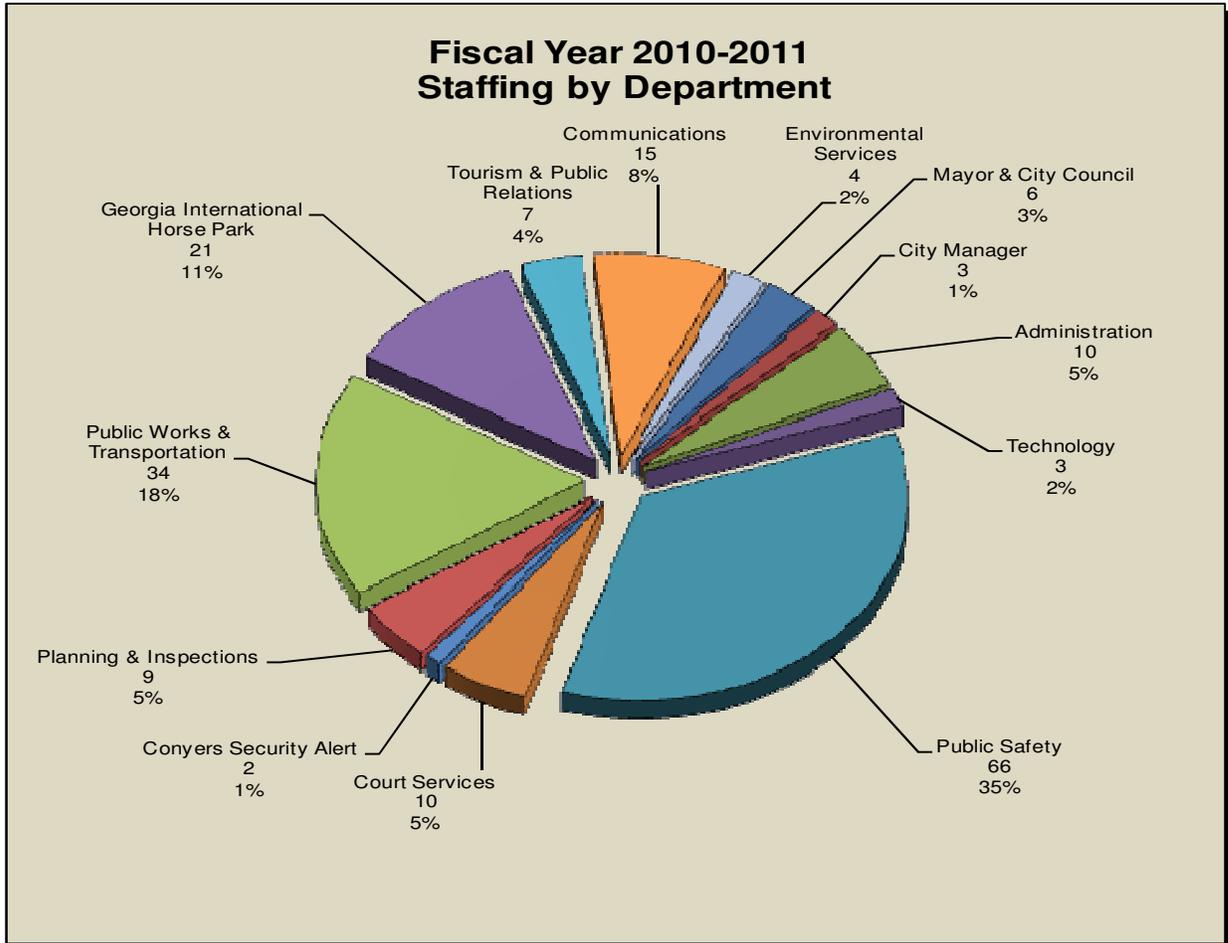
This graph depicts the ratio of City employees to the number of citizens. This ratio shows a decreasing trend over the last five years. Currently, on average, there is 1 city employee to every 66.669 city residents.



Personnel Summary

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 35% of the total City of Conyers' workforce. Public Works & Transportation makes up the next largest portion of the City of Conyers' workforce.



Significant Changes

There are eight (8) additional positions budgeted for fiscal year 2010-2011. Six (6) of those positions are in the Police Department, one (1) in Administration, and one (1) in Technology. Four (4) of the positions in the Police Department are the result of a federal and state grant, and therefore, the City will be reimbursed for the personnel costs associated with these positions. The total impact on the operating budget is only for four (4) of the new positions.

Personnel Summary

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
- ✓ Credit Union
- ✓ Employee Fellowship Functions
- ✓ Employee Perfect Attendance Program
- ✓ Prescription Card
- ✓ Employee Health & Disability Insurance
- ✓ 457 Deferred Compensation Plan
- ✓ 401(a) Plan
- ✓ Educational Incentive Program
- ✓ 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.

MAJOR MEDICAL 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 on board as June 30, 2007 and 50% of dependent coverage. For employees beginning employment with the City on or after July 1, 2007, the City will pay 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

Personnel Summary

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.

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 \$106,800 for social security and 1.45% of earnings.

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.

EMPLOYEE ASSISTANCE REFERRAL PROGRAM

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

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.

Personnel Summary

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.

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.

EDUCATIONAL INCENTIVE PROGRAM

The City of Conyers provides an Educational Incentive Program for employees seeking to improve their knowledge, skills, and/or formal education. The cost of tuition up to two (2) courses per academic term to an approved institution is reimbursed to eligible employees. Total reimbursement is limited to the maximum allowed by Internal Revenue Service Code per employee per calendar year. The City also offers reimbursement for books and fees not to exceed \$300.00 per qualifying term. In addition, incentive bonuses are also given to employees who earn the following: GED - \$200; Associate degree - \$200; Baccalaureate or Post Graduate degree - \$500.

SHORT TERM DISABILITY

The City of Conyers provides a short term disability policy for all employees. The benefit begins on the 15th day of disability up to a maximum of thirteen (13) weeks. The City pays 100% of the disability premiums.

Mayor & City Council



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. He is the president of Green Meadow Memorial Gardens, Inc. 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. He serves on church committees at Crossroads United Methodist Church and he serves as a board member of the Conyers Convention & Visitors Bureau. He is also active in athletic activities at Rockdale County High School.



MARTIN JONES, COUNCILMAN

(District 4)

Councilman Jones was elected to the Conyers City Council in 1989 and has been a city resident of Conyers since 1987. He is a Real Estate appraiser for the Metro Atlanta area. He earned his B.B.A. degree in finance from the University of Georgia. His goals for the City include: develop the Conyers Nature Center into an educational and recreational resource, downtown revitalization, and keeping taxes low. He is a member of the Georgia Municipal Association (GMA), the National League of Cities (NLC), CR Future, the Atlanta Regional Commission (ARC)--Regional Leadership Institute (RLI), and Conyers Rotary. Councilman Jones is a member of the United Way Board of Directors and the Conyers-Rockdale Chamber of Commerce Board of Governors. He serves on the NLC FAIR Committee (Finance, Administration, and Intergovernmental Relations) and the Georgia Municipal Association Revenue & Finance Committee. He is also a volunteer at C.J. Hicks Elementary School.

Mayor & City Council



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) and UGA Touchdown Club and is a past member of the Rockdale Water and Sewer Authority. He also serves as board member of the Conyers-Rockdale Boys and Girls Club and of the C.E. Steele Community Center.



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, the local NAACP chapter, 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).



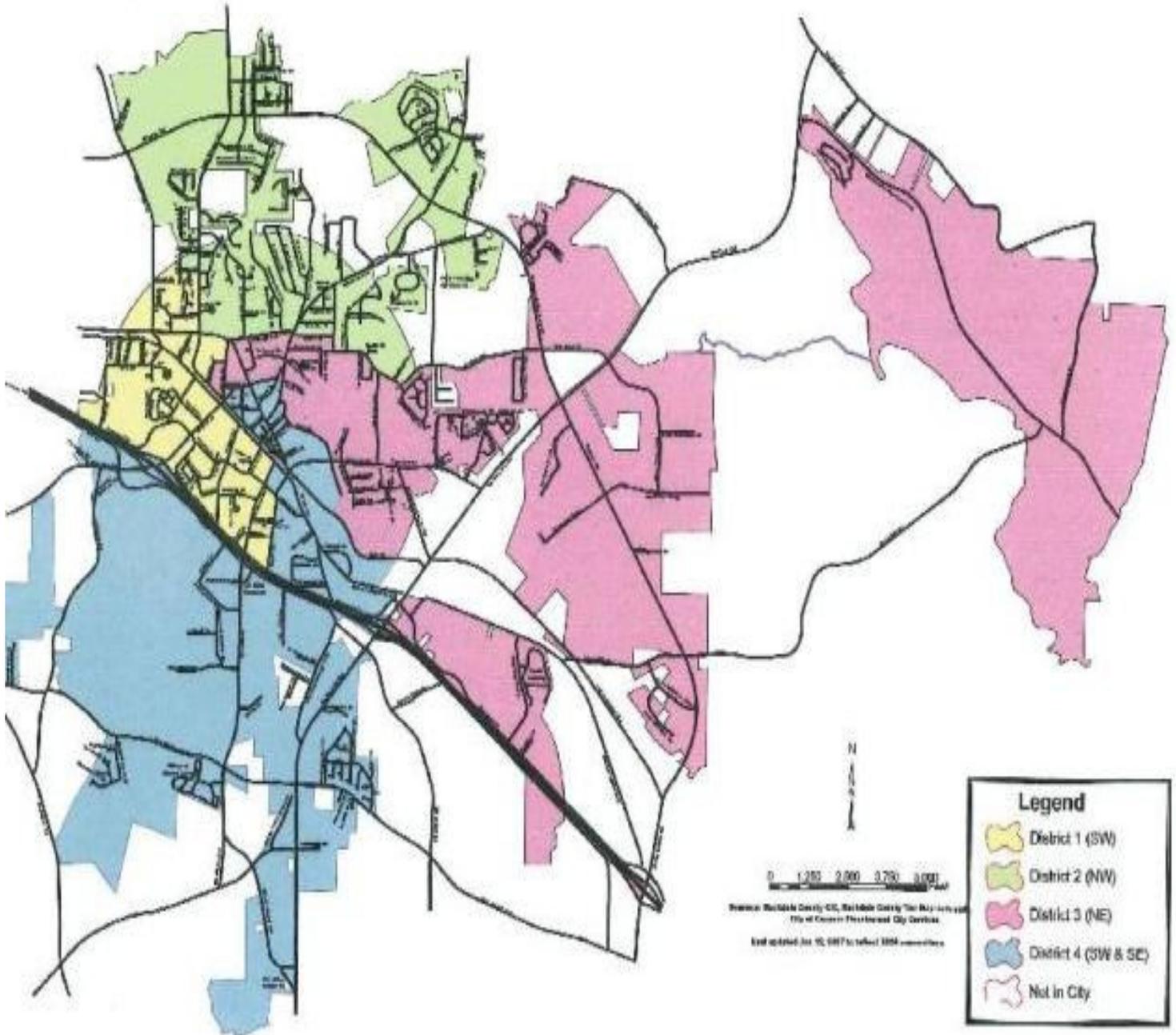
GERALD HINESLEY, COUNCILMAN

(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. He also serves as a board member for the Conyers-Rockdale Council for the Arts.

Mayor & City Council

City of Conyers City Limits and Voting Districts



City Manager & Executive Staff



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 Chief's of Police and the International Association of Chief's 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. She is currently pursuing 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.

City Manager & Executive Staff



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 & 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 & 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

City Manager & Executive Staff

enforcement, subdivision development, and historic preservation. In addition, he is responsible for maintaining and updating the Comprehensive Land Use Plan and Geographical Information System (GIS), automated mapping system. He is currently an active member of the Building Officials Association of Georgia and the International Code Council.



BRAD SUTTON, DIRECTOR OF PUBLIC WORKS AND TRANSPORTATION

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

recipient of the City of Conyers' Dee Buggay Award of Excellence in 2000 for Employee of the Year.



DEE BUGGAY, DIRECTOR OF HUMAN RESOURCES

Dee Buggay began her career with the City in 1976. She has held many positions in the City including City Clerk, Personnel Director and Assistant City Manager prior to her retirement in 2000. She rejoined the city staff in 2002 and is currently serving as Director of Human Resources on a part-time basis and is in charge of Human Resources including all employee programs, employee evaluations, insurance programs, developing and revising city policies and procedures, and providing support to the other department directors. Mrs. Buggay attended the University of Georgia where she received a B.S. degree in

education. Prior to coming to work for the city, she was a teacher in Jackson County and then served as the office manager for the W.T. Grant Company for several years. Dee Buggay is a 1989 graduate of Leadership Rockdale, secretary for the Kiwanis Club of Conyers, secretary/treasurer for Keep Conyers/Rockdale Beautiful Commission, lifetime member of the Georgia Municipal Association, past member of the Georgia Municipal Clerks Association, International City Clerks Association, Georgia Local Government Personnel Association, United Way Advisory Board, Society of Human Resource Managers, and past president and Woman of the Year for the American Business Women's Association.



GENE WILSON, DIRECTOR OF PUBLIC SAFETY

Gene Wilson has been with the City of Conyers as Director of Public Safety 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

City Manager & Executive Staff

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.



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 Department's 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.

City Manager & Executive Staff



CHRISTOPHER FISHER, DIRECTOR OF INFORMATION TECHNOLOGY

Chris Fisher began his public service career in 1997 as a police officer in Athens, Georgia. Over the next 9 years, Mr. Fisher worked for the Athens-Clarke County Police Department, the Greene County Sheriff's Office, and the Covington Police Department while earning a variety of certifications. Mr. Fisher holds an Advanced Police Officer certificate, is a First Responder, and a certified Law Enforcement Instructor and Firearms Instructor. Mr. Fisher is also a certified Forensic Data Recovery Expert. Mr. Fisher is an alumnus of Bellevue University with a Bachelors of Science in Criminal Justice Administration and a Master's of Science in Computer Information Systems, with a concentration in Business; he is currently seeking his Doctorate in Computer Information Science, with a concentration in Security and Assurance from Capella University. Mr. Fisher joined the City of Conyers in July 2007 as a Systems Engineer. He also served as Technology Administrator beginning in 2008. As Director of Information Technology, he is responsible for all computers and associated equipment throughout the City, including mobile computer equipment in all City police cars and wireless networks at the Georgia International Horse Park and in Olde Town Conyers. He also maintains the security of all data and networks for all City employees. Mr. Fisher is a member of the Georgia chapter of Government Management Information Systems and the Institute of Electrical and Electronic Engineers. Mr. Fisher is a graduate of the 2010 class for Leadership Rockdale.

Budget Message

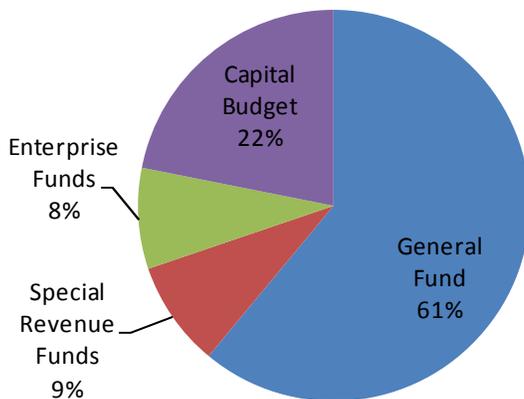


July 1, 2010

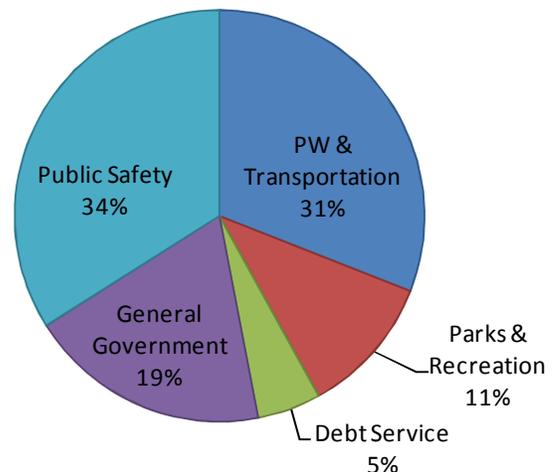
Citizens of Conyers,

I am pleased to present to you the fiscal year 2010-2011 budget for the City of Conyers. This budget is the product of input from the Mayor, City Council, the community, and each department within the City of Conyers. The tough economic times that our country continues to face has made this budget a challenge to prepare; yet, we pride ourselves in continuing to maintain our financial stability while at the same time maintaining the level of service that our residents are used to have. The fiscal year 2010-2011 provides for quality services to residents and businesses, while holding down expenditures and keeping the City of Conyers fiscally sound. The preparation of this year's budget encountered some difficulties due to the reduced revenues resulting from lower property assessment values. Nevertheless, there are no furloughs or layoffs included in the proposed budget.

**Expenditures by Fund
FY 2010-2011**



**Expenditures by Function
FY 2010-2011**



The proposed fiscal year 2010-2011 total combined expenditure budget is \$20,393,108. This includes \$12,418,210 for General Fund expenditures, \$1,772,097 for Special Revenue funds such as: Emergency-911 Fund, Hotel-Motel Fund, and for Confiscated Assets Fund. Stormwater and Sanitation funds are enterprise funds and are not formally adopted. The proposed budget for both enterprise funds is \$1,697,511. Capital budget, which includes SPLOST and other capital purchases, is projected at \$4,505,290 for fiscal year 2010-2011. SPLOST is a capital projects fund and it is budgeted on a 6-year plan on a continued project basis. General Fund is the primary fund with 61% of the budget, Enterprise Funds at 8%, Special Revenue Funds at 9%, and Capital Projects Fund at 22%. The graph shows that Public Safety is the most expensive department to operate at 34% of total budget, followed by Public Works &

Budget Message

Transportation at 31%, General Government at 19%, Parks & Recreation at 11%, and Debt Service at 5%.

Mayor and Council Goals and Priorities

At the City Council's annual planning retreat in January of 2010, the Council focused on the following priorities for fiscal year 2011:



Beautification Improvements - The City of Conyers made a statement last year with the completion of the nearly \$1 million West Avenue corridor beautification project that included the installation of new sidewalks, stamped crosswalks, landscaping along West Avenue and on the four quadrants of West Avenue at exit 80 off of Interstate 20. SPLOST funded this project that was completed last fall complete with a mural at the intersection of West Avenue and Dogwood Drive.

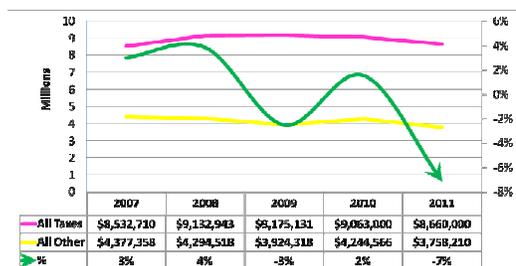
Beautification efforts continue this year with the installation of a water feature at the intersection of Northside Drive and Milstead Avenue. The water feature is surrounded by a granite wall and will consist of a "Welcome to Olde Town Conyers" sign with cascading water over the face of the sign. We expect that the sign will be completed late this summer.

Transportation: *Eastview and Sigman Road intersection* improvement will soon be underway. The project will consist of the installation of a traffic light at the busy intersection, turn lanes, sidewalks, resurfacing and, drainage and erosion control. The cost of the project is \$342,000 and is funded through SPLOST and federal funds. The city worked with the Atlanta Regional Commission's Livable Centers Initiative (LCI) program and identified this activity center as one in need of traffic improvements. Construction is expected to be completed by the end of the year. Other projects funded by SPLOST are, *Railroad Street Improvements* estimated at \$860,000 and *Eastview Road Resurfacing and Sidewalks* estimated at \$860,000.

Major projects that are budgeted under the Stormwater fund are:

- *Jimi Lane pipe installation* at a cost of \$300,000. The project will consist of installing 325 feet of 36 inch pipe, milling and resurfacing the entire street to control run off and flooding of several residential homes.
- *Main Street from Irwin Bridge to Pleasant Circle* at a cost of \$262,000. The project will consist of installing 400 feet of pipe and several catch basins to control run off and eliminate hydroplaning from standing in the street from heavy rains.
- *Business Center Drive* at a cost of \$110,000. The project will consist of the redesign of an existing retention pond and drainage ditch restoration. Two 40 inch pipes will be installed across Business Center Drive to correct flooding problems on the street in heavy rains.

General Fund Revenues
Last 5 Years



Budget Message

Fiscal Responsibility - In a tough economy, the City of Conyers considers fiscal responsibility to its constituency a priority. City officials had the option to rollback the millage rate due to negative growth in the city's tax digest to 10.03 mills from the current 9.41 rate. Given the harsh economic conditions that the country is facing, city leadership opted to lessen the tax burden on citizens and businesses by maintaining the previous year's rate at 9.41 mills. Depicted on the graph is the taxes last five years history plus all other general fund revenues. It is projected that the overall revenues will be about 7.0% less than last fiscal year, which is the largest decrease in revenues in the last 5 years.

Personnel costs are the largest portion of the city's budget at 59% compared to all other expenses. With the challenging conditions surfacing nationwide with furloughs and layoffs, we at the city of Conyers are fortunate to not have to take those measures with our employees. Instead we opt to freeze or not fill positions that are already vacant.

GENERAL FUND

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

SPECIAL REVENUE FUNDS:

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

Hotel-Motel Fund - The Hotel Motel Fund is a special revenue fund created for the purpose of promoting tourism in the City of Conyers. Revenues for the fund are raised from an 8% hotel/motel tax placed on hotels/motels conducting business within city limits. The tax is expected to raise \$600,000 in FY 2010-2011. 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.

CONFISCATED ASSETS FUND

The Confiscated 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.

Budget Message

ENTERPRISE FUNDS

Enterprise Funds account for specific services that are funded directly through user fees. The City's Enterprise Funds are Stormwater, Sanitation, and Landfill Operations. Typically these funds are intended to be fully self supporting and are not subsidized by the General Fund. The Fiscal Year 2010-2011 proposed budget for all Enterprise Funds is \$1,587,137.

BUDGET HIGHLIGHTS

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

Property Taxes - The Mayor and City Council were notified by the tax assessor's office that due to negative growth in the city's tax digest they had the option to increase the millage rate to 10.03 but the Mayor and City Council voted to keep the same millage rate as last year at 9.41 mills despite a decrease in expected tax revenue this year. The projected revenue generated by property taxes is \$5,205,000.

- **Other Taxes** - Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at \$3,335,000.
- **Hotel/Motel** - Hotel/Motel revenues are projected to be approximately \$754,238.
- **Building Permits** and other Permits- Building permits and others such as servers, and taxi permits, are projected to generate \$216,500.
- **Georgia International Horse Park (GIHP)** - GIHP revenues are projected at \$1,153,752.
- **Fines and Probation** - Fines and probation fees are expected to generate \$1,057,000.

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

- **Salaries and Benefits** - The approved budget reflects eight additional positions for fiscal year 2010-2011. Six of the additional positions are police officers. Four of the police officer positions will be reimbursed by the Federal and State governments as part of the American Recovery Act. One additional administrative position was added to aid with the digital imaging process. The last additional position is in the Department of Technology. The City is at a stage in technology that due to the increasing number of helpdesk requests and additional equipment, another employee is needed. There are no furloughs or layoffs expected for next fiscal year.

Health and dental insurances - The City provides health insurance and dental insurance to all employees. Health insurance had a decrease of 2% over last year mainly because we are adding an additional benefit, which is short-term disability insurance. The cost for the additional benefit is approximately \$20,000.

- **Operating** - The City's approved a budget for fiscal year 2010-2011 of \$17,444,944 which is a decrease of \$628,706 or 3.6% over fiscal year 2009-2010. The primary reason for

Budget Message

the decrease is because the city is implementing some cost-cutting strategies to help during this economic crisis and strengthen the financial future of the city. The city has decided to leave positions vacant whenever the position is not critical such as public safety. This decision has helped the city avoid furloughing or layoff of current employees. Since personnel benefits account for the largest percentage of the budget it is logical that it is the first place to start.

- **Capital** - The capital budget for fiscal year 2010-2011 reflects another area where cost-cutting measures have taken place. Whenever possible capital was pushed back another year or more. The following is a list of the capital items approved for fiscal year 2010-2011 and the projections for the next 5 years. These capital items are primarily equipment that are on a replacement schedule. Capital projects are budgeted on a multi-year plan such as projects financed by the Special Purpose Local Option Sales Tax (SPLOST). Due to the tough economic times, the proceeds from sales taxes have been reduced and therefore projects have to be adjusted and prioritized.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2010-2011 are \$219,101 a decrease of \$58,489 (21%) compared to the previous year's revised budget of \$277,590. During fiscal year 2009-2010 the city was involved in a legal battle with Cherokee Run Golf Course due to defaults of the lease agreement. The budget was amended at mid-year to account for the legal expenses that were projected at the time.

City Manager

The projected expenditures for fiscal year 2010-2011 for the Department of the City Manager are \$496,712, a decrease of \$6,014 (1%) over the previous year's revised budget of \$502,726.

Administration

The projected expenditures for fiscal year 2010-2011 for the Department of Administration are \$779,342, which reflects an increase of \$35,661 (5%) from last year's revised budget of \$743,681. The primary reason for the increase is the addition of an administrative position.

Technology

The projected expenditures for fiscal year 2010-2011 for the Department of Technology are \$621,097 which is a decrease of \$106,004 (15%) from last year's revised budget of \$727,101. This department has an additional position budgeted for fiscal year 2010-2011.

Public Safety

The projected expenditures for the Department of Public Safety for fiscal year 2010-2011 are \$4,181,589 a decrease of \$125,017 (2.6%) over the previous fiscal year's revised budget of \$4,314,162. Public safety includes the police department, court services, probation services, and Conyers Security Alert.

Planning Administration and Inspections

The Department of Planning Administration budget for FY 2010-2011 of \$631,984 reflects a decrease of \$8,378 (1%) over last fiscal year's revised budget of \$640,362.

Budget Message

Public Works and Transportation

This department is responsible for the operations and maintenance of streets, landscaping, vehicle maintenance, and building maintenance, which are funded by the general fund. Sanitation, Stormwater, and transportation, are accounted for in the enterprise and capital projects funds respectively. Transportation expenses are related to the SPLOST revenues and are budgeted under capital projects. The following are the projected expenditures as it relates to each division of the Public Works and Transportation Department operating budget. Two additional positions are included in this department's budget.

• Streets	-	\$ 698,920
• Landscaping	-	263,442
• Vehicle Maintenance	-	470,079
• Building Maintenance	-	281,000
• Sanitation	-	1,442,510
• Stormwater	-	474,001

The Georgia International Horse Park

The Georgia International Horse Park approved budget for fiscal year 2010-2011 is \$1,768,046, a decrease of \$56,503 (3%) over last fiscal year revised budget of \$1,824,549.

Non-Departmental

The approved budget for fiscal year 2010-2011 for Non-Departmental is \$1,534,145 which includes funding primarily for general debt service, liability insurance, workers compensation insurance, and operating transfers out among other miscellaneous expenses.

Communications

The approved budget for the Communications Department for fiscal year 2010-2011 is \$903,859, an increase of \$66,752 (8%) over last fiscal year revised budget of \$837,107.

Tourism and Public Relations

The approved budget for the Hotel-Motel fund is \$754,238, which includes funding of \$52,200 for the Main Street Program, \$60,000 for economic development and \$30,000 for special events.

The Conyers Convention and Visitors Bureau (CVB) continues its partnerships with co-ops Treasures Along I-20 and Historic Heartland as well as the Georgia Department of Economic Development to keep Conyers hotels, attractions and travel amenities top-of-mind for visitors to the community. The Conyers CVB continues to meet regularly with stakeholders such as hoteliers and the Chamber of Commerce as well as implement new initiatives such as geocaching to promote tourism as a viable economic development component of the local economy.

The Big Haynes Creek Nature Center is steadily growing since its opening in 2007 that coincided with the first annual Big Haynes Creek Wildlife Festival. One percent (1%) of the Hotel-Motel tax is dedicated to the development and construction of the nature center along Big Haynes Creek.

Budget Message

CONCLUSION

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

The test of government is the ability to ensure its long term operating functions without periodic disruptive impacts upon those we serve. The demands placed on this budget are certainly as great if not greater than those we have faced in the past. However, the approved 2010-2011 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

The City-in-Brief



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 10,689 according to the 2000 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 miles, 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 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 which 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 Park has now reached a period of focused sales and marketing, following the initial start-up period of defining operations and business plans. In 2006, the Conyers Mayor and Council approved \$2.5 million for the construction of two new facilities at the Horse Park - a barn with 100 stalls and a multi-purpose building with 130 removable stalls.

The facilities, completed in March 2007, are the first investments the City has committed to make at the Park since the 1996 Olympic Games. The Georgia International Horse Park continues to be the leading tourism attraction in Rockdale County.

In 1999, the Georgia General Assembly signed a bill creating the Conyers Convention & Visitors Bureau to promote the Conyers community and capitalize on tourism dollars. The Conyers

The City-in-Brief

Convention & Visitors Bureau actively participates in programs for the Georgia International Horse Park and the downtown area. 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 sixty 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 monks are noted for their bonsai plants, homemade fudge, and stained glass.

Panola Mountain State Park, also located on the south side, 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.

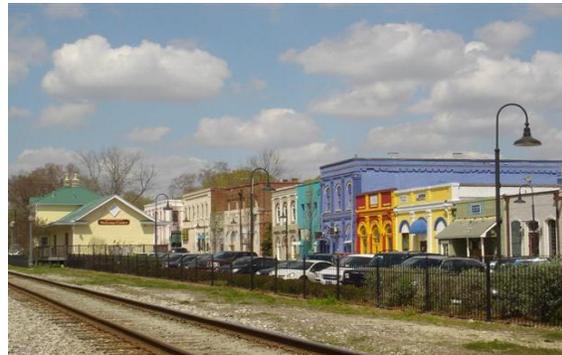
The Haralson Mill Covered Bridge is set just north of the Haralson Mill historic district. The bridge emulates the covered bridge design of the 1820s-era Town Lattice Truss, patented by Connecticut architect Ithiel Town. The superstructure of Haralson Mill Covered Bridge was designed to utilize Georgia wood products and labor. It is the first of its kind to be built in the state of Georgia since the late 1890s.



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. Designs have been completed for activities such as fishing, canoeing, boating, picnicking, hiking and the Black Shoals Park that includes a Veterans' Memorial Park. 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.

Olde Town Conyers is always a popular tourist stop. Visitors enjoy the charm and history of this quaint former railroad town while exploring the many interesting shops, boutiques and restaurants. The Conyers Depot, that now houses the Conyers Welcome Center, the Lewis Vaughn Botanical Gardens, and the many activities and events held at the Pavilion attract old and young alike.

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. In summer, activities are centered around the Pavilion for the Olde Town Summer Series. Fall brings the Olde Town Fall Festival in October and, in late November, Hometown Holiday leads into a month-long celebration.



The City-in-Brief

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 can be reached at: (770) 785-6883. If you are outside the city limits, check your phone book for a listing of independent sanitation providers.

How do I determine if I am in the city or the county?

Call City Hall at (770) 483-4411 or Planning and Inspection Services at (770) 929-4280.

What is the cost of a traffic ticket?

Contact Court Services at (770) 929-4208 or go to the City's website at www.conyersga.com to pay your citation online.

Where are you located?

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

How much do copies of reports cost?

Copies of police reports are \$3. There is no charge for police reports that are accessed online. Go to the City's website at www.conyersga.com and go to the e-government section to access this information.

What information do you need when applying for an alcoholic beverage server's permit?

You will need your driver's license, two passport type photographs and \$10 which may be paid by cash, money order, bank certified check or credit card (Visa or MasterCard) to the City of Conyers Police Department. We do not accept personal checks.

How is the stormwater fee calculated?

The property or land area is first identified as to use. The rates are fixed for all use types with the exception of residential which is further broken down into different rates for multi-family, low/medium density and high density. Visit our website for stormwater fee rates, or call the Department of Environmental 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.

The City-in-Brief

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 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 City Hall. 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](http://www.rockdalecountyga.gov) webpage. You may also visit the [Georgia Forestry Commission's](http://www.gadnr.com) 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 <http://visit.conyersga.com> to access the online calendar of events.

What is there to see and do in Conyers?

Go to the website <http://visit.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 to visit the GIHP website 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 City-in-Brief

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 at 1178 Scott Street. The Public Safety building is next to the car dealership at 1194 Scott Street. The Municipal Court is located 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). We do not accept personal checks.

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.atlreg.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, www.blacksguide.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 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.

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

CITY PARKS

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

The City-in-Brief

Pavilion

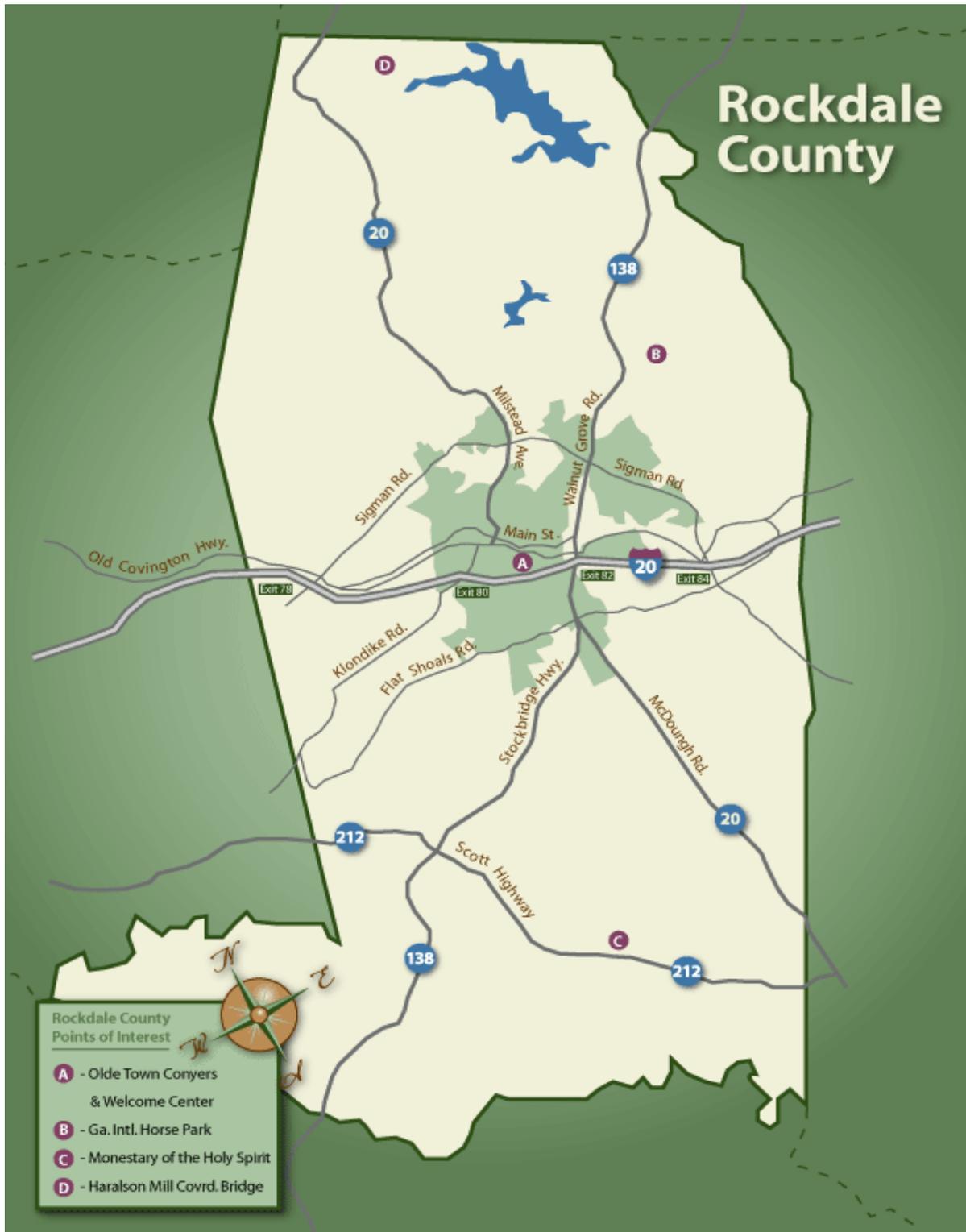
The Olde Town Pavilion, located at 949 North Main Street, is an 80 X 80 square ft. outdoor covered facility available for individuals, groups and corporate functions. Situated in the heart of the Olde Town Conyers business district, the Pavilion is the perfect location for receptions, reunions, weddings, 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

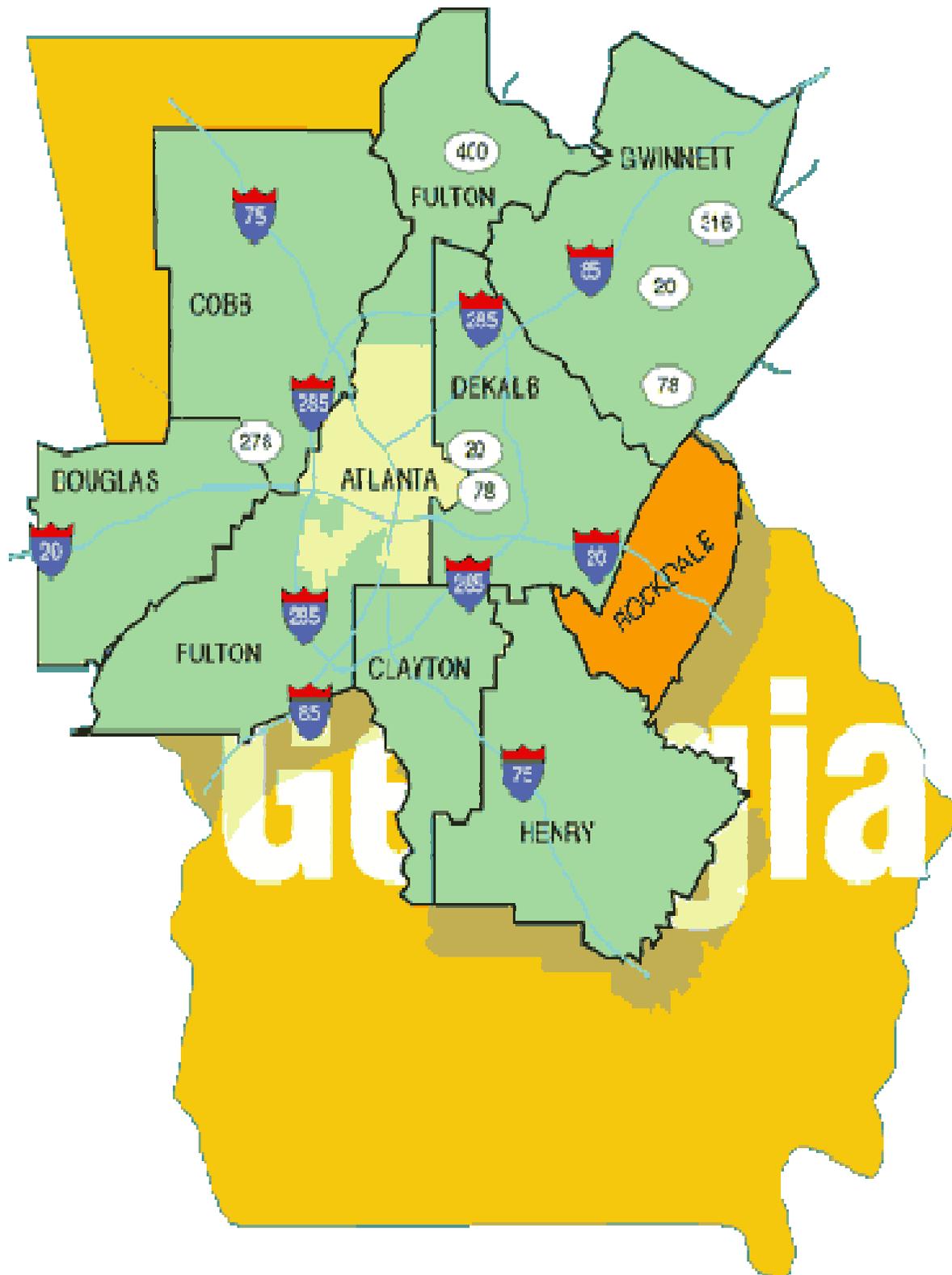
The Veal Street Community Center, opened in June 2007, is located at 1160 Veal Street. The Center is 2,300 square feet and can accommodate up to 70 guests. The Community Center has a small kitchen with a refrigerator, microwave and sink as well as two handicap-accessible restrooms. Chairs and tables are available with rental. For rates and availability, call the Conyers Welcome Center at 770-602-2606.



The City-in-Brief



The City-in-Brief

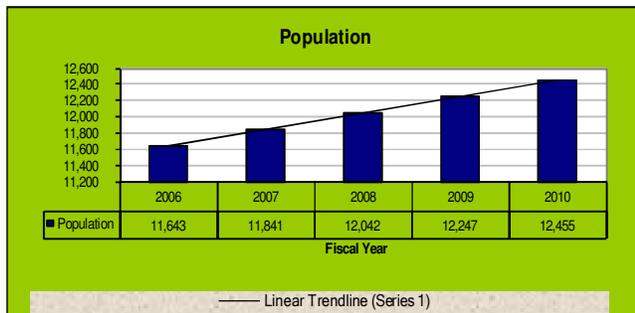


The City in Numbers

MISCELLANEOUS

Date of Incorporation	1854
Form - City Council/City Manager	
Number of Employees	190
Area in Square Miles	11.81
Miles of City Streets	84.54
Number of Street Lights	1,414

POPULATION (2000 Census) 10,689



* 2006-2010 Estimate

SEX AND AGE

Total population	10,689	100.0%
Male	5,192	48.6%
Female	5,497	51.4%
Under 5 years	836	7.8%
5 to 9 years	857	8.0%
10 to 14 years	785	7.3%
15 to 19 years	775	7.3%
20 to 24 years	1,009	9.4%
25 to 34 years	1,873	17.5%
35 to 44 years	1,668	15.6%
45 to 54 years	1,168	10.9%
55 to 59 years	292	2.7%
65 to 74 years	492	4.6%
75 to 84 years	378	3.5%
85 years and over	155	1.5%
Median age (years)	30.4	

RACE

One race	10,524	98.46%
White	6,231	58.29%
Black/African American	3,572	33.42%
American Indian & Alaska Native	34	0.32%
Asian	278	2.60%
Native Hawaiian & Other Pacific Islander	5	0.05%
Some other race	404	3.78%
Two or more races	165	1.54%

HISPANIC OR LATINO AND RACE

Total population	10,689	100.0%
Hispanic or Latino (of any race)	1,153	10.8%
Mexican	998	9.3%
Puerto Rican	46	0.4%
Cuban	17	0.2%
Other Hispanic or Latino	92	0.9%
Not Hispanic or Latino	9,536	89.2%
White alone	5,536	51.8%

HOUSING OCCUPANCY

Total housing units	4,183	100.0%
Occupied housing units	3,910	93.5%
Vacant housing units	273	6.5%
For seasonal, recreational, or occasional use	19	0.5%
Homeowner vacancy rate		2.1%
Rental vacancy rate		6.4%

The City in Numbers

HOUSING TENURE

Occupied housing units	3,910	100.0%
Owner-occupied housing units	1,498	38.3%
Renter-occupied housing units	2,412	61.7%
Average household size of owner-occupied unit	2.6	
Average household size of renter-occupied unit	2.7	

VALUE

Specified owner occupied units	1,306	100.0%
Median (Dollars)	\$177,800	
MEDIAN RENT	\$713	

MAJOR EMPLOYERS

Rockdale County Public Schools	2,275
Acuity Lighting Group	820
Rockdale Medical Center	800
Pratt Industries	650
Hill-Phoenix	650
Solo Cup Company	650
AT&T	600
Golden State Foods	600
Wal-Mart Stores	400
Bio-Lab	325

UNEMPLOYMENT RATE **10.7%**

HOUSEHOLDS BY TYPE

Total Households	3,910	100.0%
Family households (families)	2,559	65.45%
With own children under 18 years	1,338	34.22%
Married couple family	1,466	37.49%
With own children under 18 years	687	17.57%
Female householder, no husband present	822	21.02%
With own children under 18 years	537	13.73%
Non Family Households	1,351	34.55%
Householder living alone	1,034	26.45%
Householder 65 years and over	310	7.93%
Households with individuals under 18 years	1,554	39.74%
Households with individuals 65 years and over	697	17.83%

OCCUPATION

Employed civilian population 16 years and over	5,113	100.0%
Management, professional & related occupations	1,211	23.7%
Service occupations	746	14.6%
Sales & office occupations	1,402	27.4%
Farming, fishing, & forestry occupations	4	0.1%
Construction, extraction, & maintenance occupations	789	15.4%
Production, transportation, material moving occupations	961	18.8%

The City in Numbers

INDUSTRY

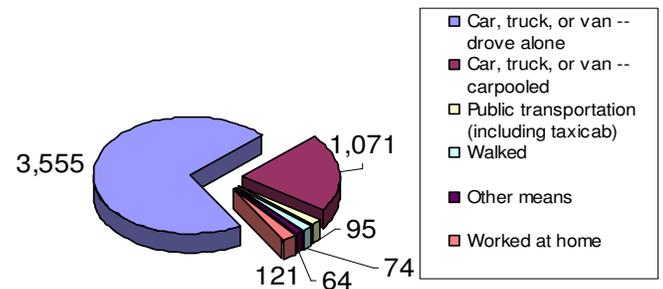
Employed civilian population 16 years and over	5,113	100.0%
Agriculture, forestry, fishing and hunting, and mining	4	0.1%
Construction	693	13.6%
Manufacturing	843	16.5%
Wholesale trade	277	5.4%
Retail trade	645	12.6%
Transportation and warehousing, and utilities	292	5.7%
Information	163	3.2%
Finance, insurance, real estate, & rental and leasing	300	5.9%
Professional, scientific, management, administrative, and waste management services	272	5.3%
Educational, health & social services	713	13.9%
Arts, entertainment, recreation, accommodation and food services	483	9.4%
Other services (except public administration)	247	4.8%
Public administration	181	3.5%

HOUSEHOLD INCOME IN 2009

Households	26,929	100.0%
Less than \$15,000	1,737	6.5%
15,000 to \$24,999	2,021	7.5%
\$25,000 to \$34,999	2,124	7.9%
\$35,000 to \$49,999	3,711	13.8%
\$50,000 to \$74,999	5,298	19.7%
\$75,000 to \$99,999	4,566	17%
\$100,000 to \$149,999	4,700	17.5%
\$150,000 or more	164	4.0%
Median Household Income	\$68,167	

COMMUTING TO WORK

Workers 16 years and over	4,980	100.0%
Drove alone	3,555	71.4%
Carpooled	1,071	21.5%
Public transportation (including taxicab)	95	1.9%
Walked	74	1.5%
Other means	64	1.3%
Worked at home	121	2.4%
Mean travel time to work (minutes)	26.8	



EDUCATIONAL ATTAINMENT

Population 25 years and over	6,862	100.0%
Less than 9th grade	634	0.1%
9th to 12th grade, no diploma	1,216	13.6%
High school graduate (includes equivalency)	2,172	16.5%
Some college, no degree	1,475	5.4%
Associate degree	202	12.6%
Bachelor's degree	857	5.7%
Graduate or professional degree	306	3.2%
Percent high school graduate or higher	73.0%	
Percent bachelor's degree or higher	16.9%	

The City in Numbers

ROCKDALE COUNTY SCHOOL ENROLLMENT

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

MARITAL STATUS

Population 15 years and over	8,654	100.0%
Never married	2,564	29.6%
Now married, except separated	3,888	44.9%
Separated	387	4.5%
Total Widowed	619	7.2%
Female	498	5.8%
Total Divorced	1,196	13.8%
Female	668	7.7%

GRANDPARENT AS CAREGIVERS

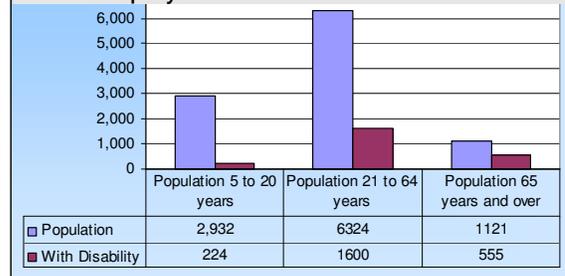
Grandparent living in household with one or more own grandchildren under 18 years	415	100.0%
Grandparent responsible for grandchildren	182	43.9%

VETERAN STATUS

Civilian population 18 years and over	8,193	100.0%
Civilian veterans	979	11.9%

DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION

Population 5 to 20 years	2,932	100.0%
With disability	224	7.6%
Population 21 to 64	6,324	100.0%
With disability	1,600	25.3%
Percent employed	54.0%	



No disability	4,724	74.7%
Percent employed	75.1%	
Population 65 years and over	1,121	100.0%
With disability	555	49.5%

LANGUAGE SPOKEN AT HOME

Population 5 years and over	10,468	100.0%
English only	8,978	85.8%
Language other than English	1,490	14.2%
Speak English less than "very well"	979	9.4%
Spanish	1,108	10.6%
Speak English less than "very well"	787	7.5%
Other Indo-European languages	196	1.9%
Speak English less than "very well"	51	0.5%
Asian and Pacific Island languages	186	1.8%
Speak English less than "very well"	141	1.3%

The City in Numbers

BUSINESS ACTIVITY

Building Permits Issued 94

PUBLIC SAFETY

Number of Stations 1
 Number of Police Personnel 58
 Physical Arrests 2,150
 Citations Issued 8,200
 Accidents 1,500

PUBLIC HEALTH

Hospitals 1
 Beds 107
 Employees 575
 Doctors 202
 Dentists 30

RECREATION

Parks/Golf Courses 8

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

BANKS

Number of Banks 11

NEWSPAPERS

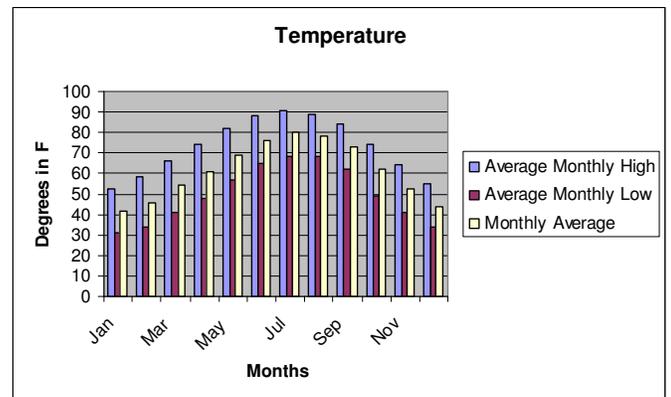
Daily- Rockdale Citizen
 Weekly- The Rockdale Neighbor

RELIGION

Denominations 23
 Churches 90+

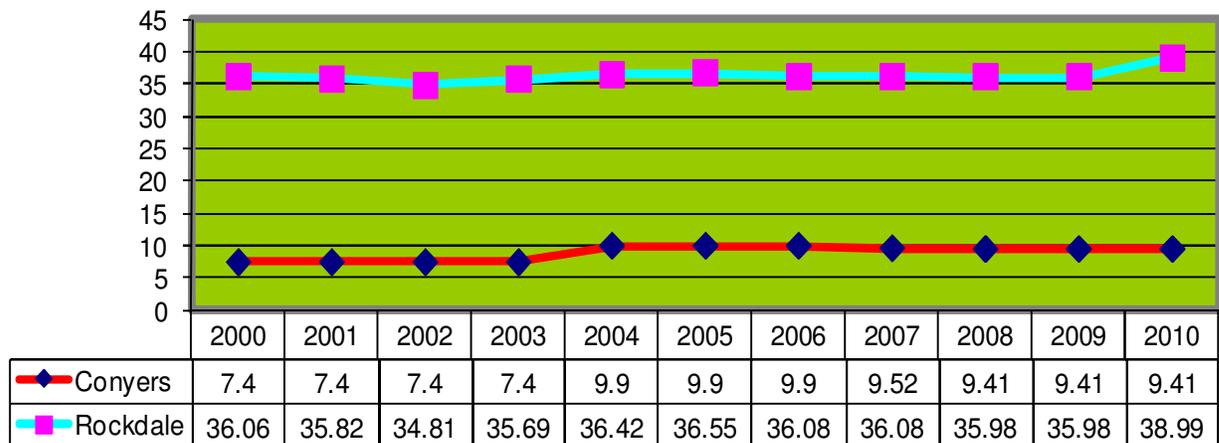
CLIMATE

Average Temperature 62 degrees
 Annual Rainfall 49 inches



2010 Adopted Millage Rate **9.41**

Millage Rate History



The City in Numbers

THE VALUE OF CITY SERVICES

Based on the median market home value of \$177,800, each household will pay \$481.04 for the year, or \$40.09 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

How to Use This Budget

WHAT IS A BUDGET?

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balance, 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:

- An explanation of the financial budgetary structure and policies of the City.
- Detailed financial data and summaries.
- A financial trend analysis.
- Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts.
- 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.
- An appendix, which includes salary information, and a glossary to assist the reader in understanding this document.

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

QUESTIONS & ANSWERS

Q: What is the purpose of the City Budget?

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

Q: How and when is the budget prepared?

A: Each December, City departments submit their plans and needs for the coming year to the Chief Financial Officer. The Chief Financial Officer then takes all the requests and takes them to the Mayor and Council retreat that usually takes place the latter part of January of each year. After the Mayor and Council retreat, the Chief Financial Officer takes the requests of the Council and begins to consolidate them into the proposed budget. Nearly six weeks later, the Chief Financial Officer has a retreat with all of the department heads in order to work the Council's vision into the budget along with the departments' requests. Priorities are then organized in the

How to Use This Budget

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 2010 tax year is 9.41 mills, or \$9.41 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 2010 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 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 9.41 mills, \$188.20.

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 eight (8) 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.

How to Use This Budget

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 Chief Financial Officer 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 Chief Financial Officer.

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

BUDGET PRESENTATION NOTES

1. Fiscal Year 2009 data (prior year)

All data contained herein for FY 2009 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 recent audited financial statement (year ending FY 2009) adjusted to reflect any budget amendments adopted during FY 2010, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

Budget Calendar

DECEMBER 2009

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 2010

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

FEBRUARY 2010

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MARCH 2010

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APRIL 2010

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MAY 2010

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30	31					

December

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

January

5 Department Directors review previous C.I.P. forms and make revisions as necessary.

19 Chief Financial Officer meets with Department Directors to review modified C.I.P. requests for fiscal years 2011-2015 and provide Directors with necessary forms for C.I.P. requests for 2015.

20 Department Directors submit C.I.P. requests for fiscal year 2015.

22 Mayor and Council retreat

February

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

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

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

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

25 Staff Retreat

April

26 Finance calculates personal services for fiscal year 2010-2011, enter on computer, and print for inclusion in annual budget.

May

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

14 Chief Financial Officer completes revenue projections for all funds.

14 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.

17 Budget requests submitted to Finance by Department Directors.

18 Review of budget requests by Chief Financial Officer.

21 Finance completes final draft of departmental budgets.

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

24 Chief Financial Officer completes the budget message.

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

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

June

1 Mayor and Council Public conduct the first reading of the budget ordinance at a public hearing.

14 Budget sent to printer by Finance.

August/September

Finance submits budget document to GFOA.

JUNE 2010

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JULY 2010

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AUGUST 2010

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SEPTEMBER 2010

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OCTOBER 2010

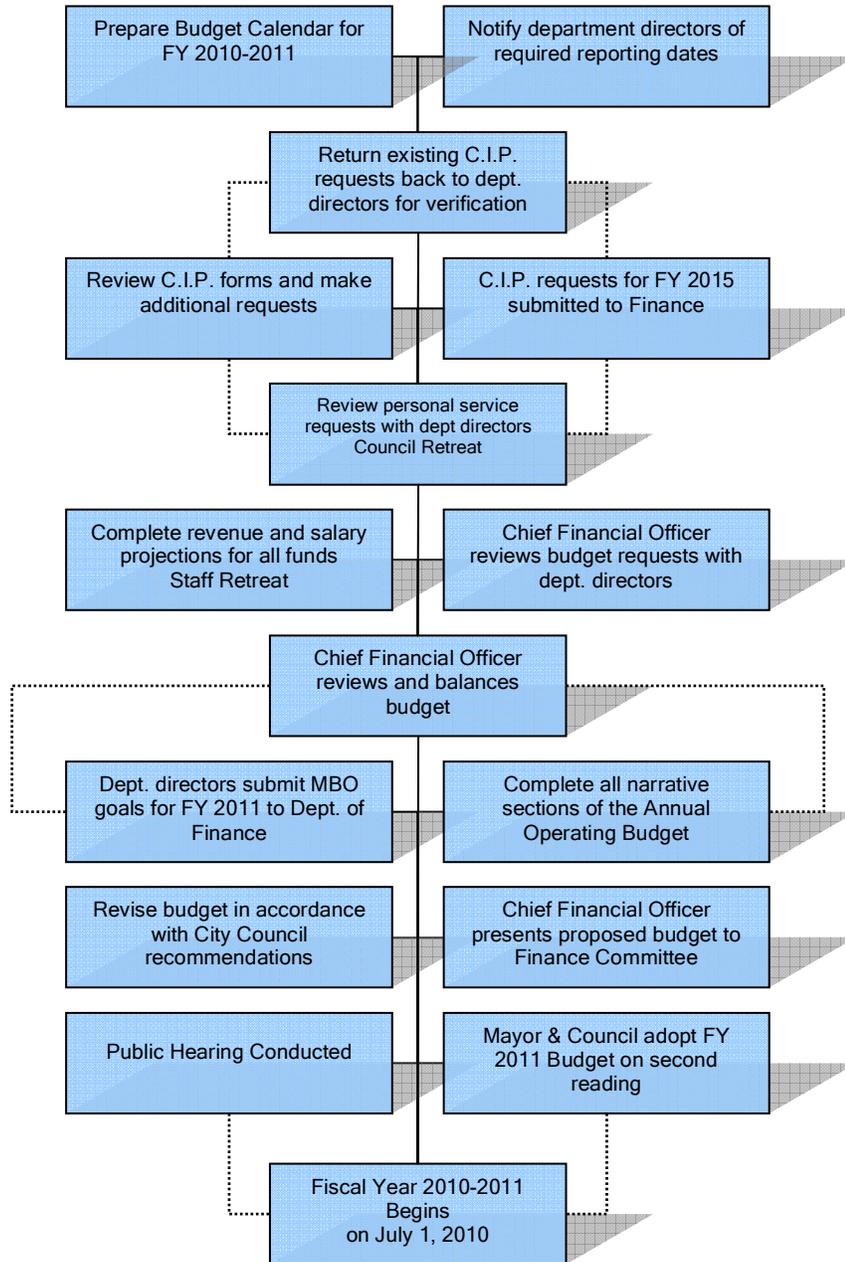
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NOVEMBER 2010

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28	29	30				

Budget Process & Financial Policies

Fiscal Year 2010-2011 City of Conyers Budget Process



Budget Process & Financial Policies

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 program 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 2011:

- Monday, May 17, 2010 at 11:00 a.m.
 - -Public notice to Rockdale Citizen
- Tuesday, May 18, 2010
 - -advertisement runs in Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, May 19, 2010
 - -proposed budget documents are available for public inspection in city clerk's office
 - -proposed budget is submitted to City Council at regular meeting
- Wednesday, June 2, 2010
 - -Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 16, 2010
 - -Adopt proposed budget via Ordinance at a regular meeting of the City Council

Implementation Phase

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

Capital Budget

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

Budget Process & Financial Policies

	December	January	February	April	May	June	July
Finance Department	Return existing C.I.P. requests to department directors for verification /additional information (12/3)		Enter departmental C.I.P. requests on computer and print for inclusion in annual budget (2/1)	Calculate personnel services for fiscal year 2010-2011, for inclusion in annual budget (4/26)	Operating budget request packages prepared and presented to Department Directors (5/4)	Budget sent to printer (6/14)	Submission of budget document to GFOA (7/30)
			Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/4)		Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/14)		
					Complete revenue projections for all funds (5/14)		
					Complete financial & personnel summaries and financial trends section of budget (5/24)		
Department Directors		Review previous C.I.P. forms, make any revisions as necessary (1/5)	Submit requests for additional positions and/or upgrades to existing positions (2/16)		Budget requests submitted to Finance (5/17)		
		Submit (C.I.P.) requests for fiscal year 2015 (1/20)			Review of budget requests with department directors (5/18)		
City Manager & Finance		Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2015 (1/19)	Review personnel service requests with Department Directors (2/22)		Complete final draft of departmental budgets (5/21)		
					Revise budget in accordance with City Council recommendations (5/27)		
Mayor & City Council		Mayor and Council Retreat to present their vision for the future of the City.				Public hearing conducted & first reading of budget ordinance (6/1)	
City Manager			City Manager has a staff retreat will 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 (5/24) Presentation of proposed budget to Conyers City Council (5/25)		

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

Budget Process & Financial Policies

- 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: The Budget Analyst is primarily responsible for putting the actual budget document together. The Budget Analyst is involved in all departmental budget meetings and completes most of the data entry changes needed on all aspects of the budget document for the upcoming year. The Budget Analyst works 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.

Budget Process & Financial Policies

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.

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.

Budget Process & Financial Policies

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, 2009.

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.

Budget Process & Financial Policies

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.

- **Confiscated Assets Fund:** The confiscated assets fund accounts for funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offender's arrests.

Budget Process & Financial Policies

– **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 a 6% 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:

– **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:**

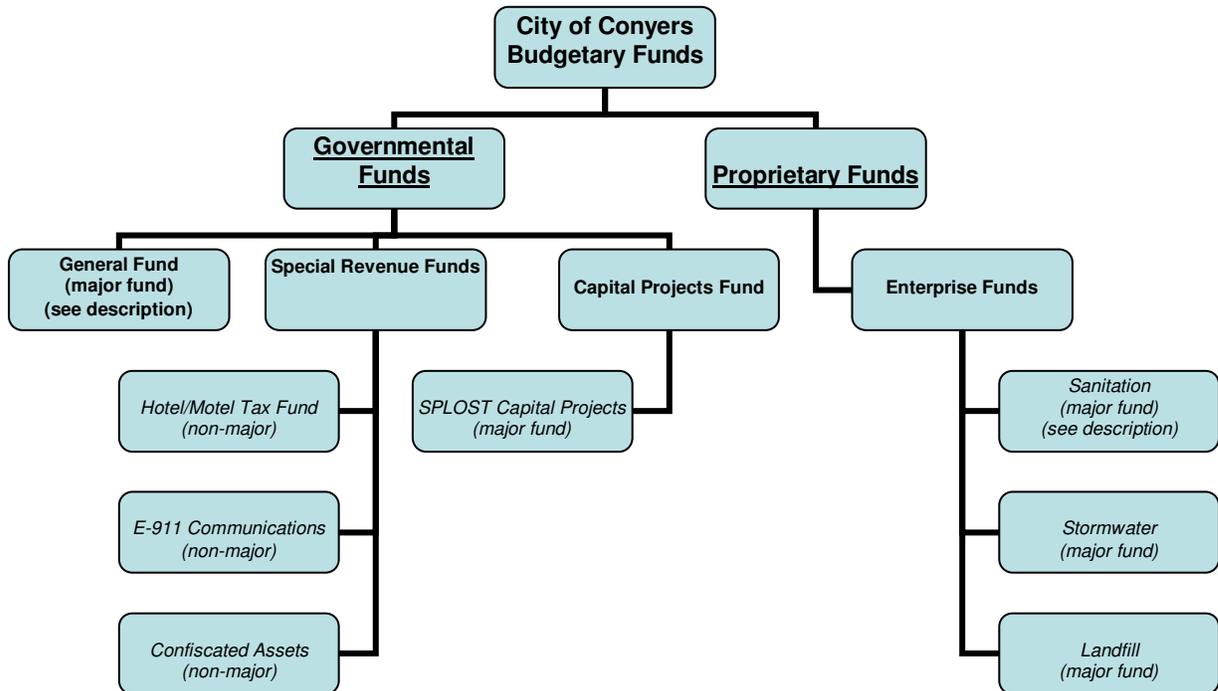
The *Landfill Enterprise Fund* is used to account for post closure care costs and debt related to the solid waste landfill, which was closed in 1993.

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.

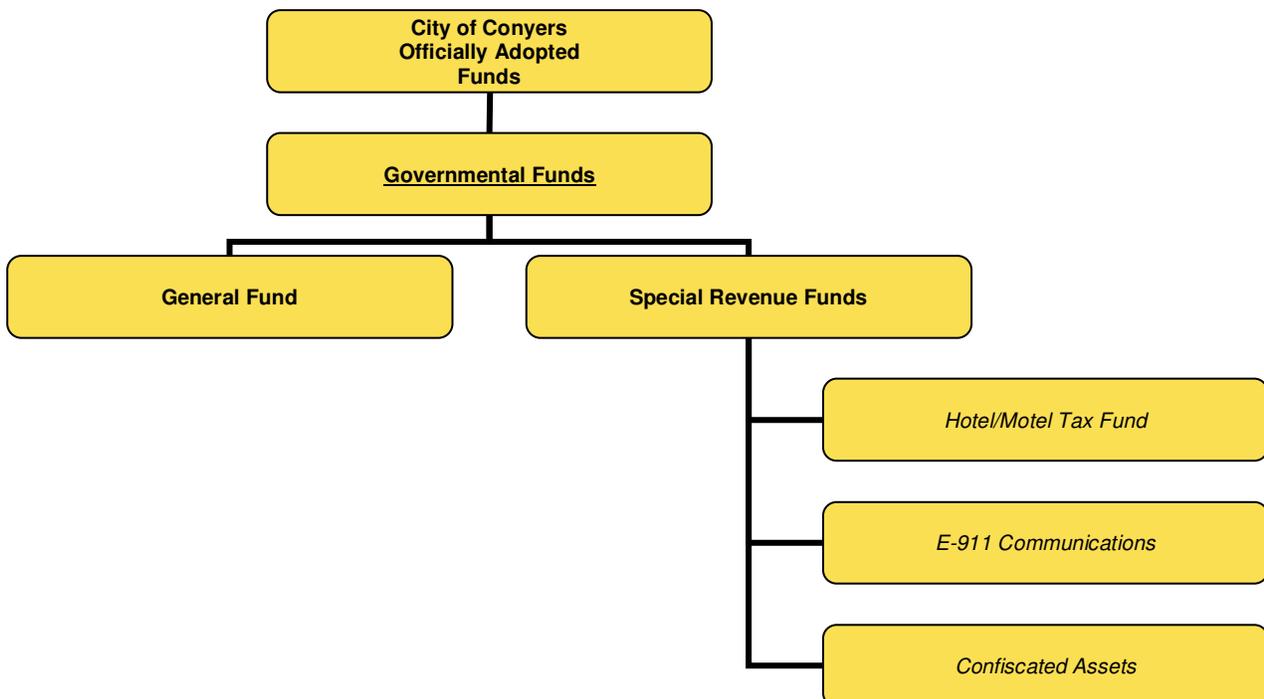
An independent accounting firm performs an annual audit of the financial statements of the City and does publicly issue an opinion thereon.

Budget Process & Financial Policies

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.



Budget Process & Financial Policies

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 17th of each year. As expenditures may not legally exceed budgeted appropriations at the department total level, the Chief Financial Officer and Finance is 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).

Budget Process & Financial Policies

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 2010 is **9.41** mills which reflects no change from the previous year.

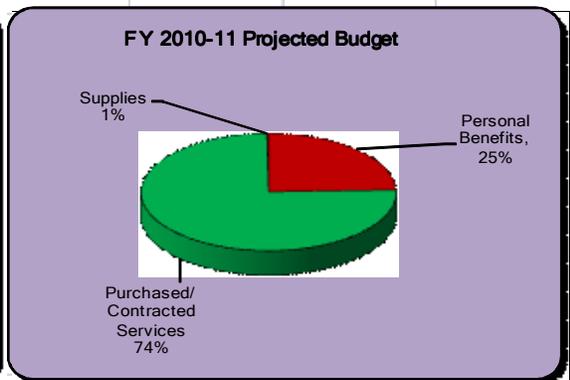
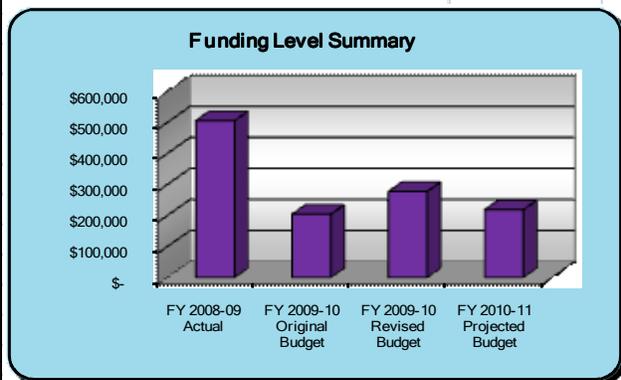
Mayor & City Council

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 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Funding Level Summary					
Personal Benefits	\$ 50,511	\$ 53,590	\$ 53,590	\$ 53,601	0.0%
Purchased/Contracted Services	454,978	150,000	223,000	165,000	-26.0%
Supplies	707	1,000	1,000	500	-50.0%
Departmental Total	\$ 506,196	\$ 204,590	\$ 277,590	\$ 219,101	-21.1%
Personnel Summary					
Departmental Total	6	6	6	6	0.0%



Mayor & City Council

KEY PERFORMANCE MEASURES

Mayor & Council	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Pre-Audit
Number of Council Meetings	22	21	24
Public Presentations to Citizens	25	18	15
Number of Contracts Awarded	13	8	10
Number of Ordinances Adopted	17	13	15
Number of Resolutions Adopted	19	12	10

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 2010-2011 are \$219,101, a decrease of \$58,489 (21.1%) under the previous year's revised budget of \$277,590. During fiscal year 2010, the City was involved in a legal battle with Cherokee Run Golf Course originating from defaults to the lease agreement. The legal fees from that case were unusual and not expected to be repeated in FY 2011.

PERSONNEL POSITIONS

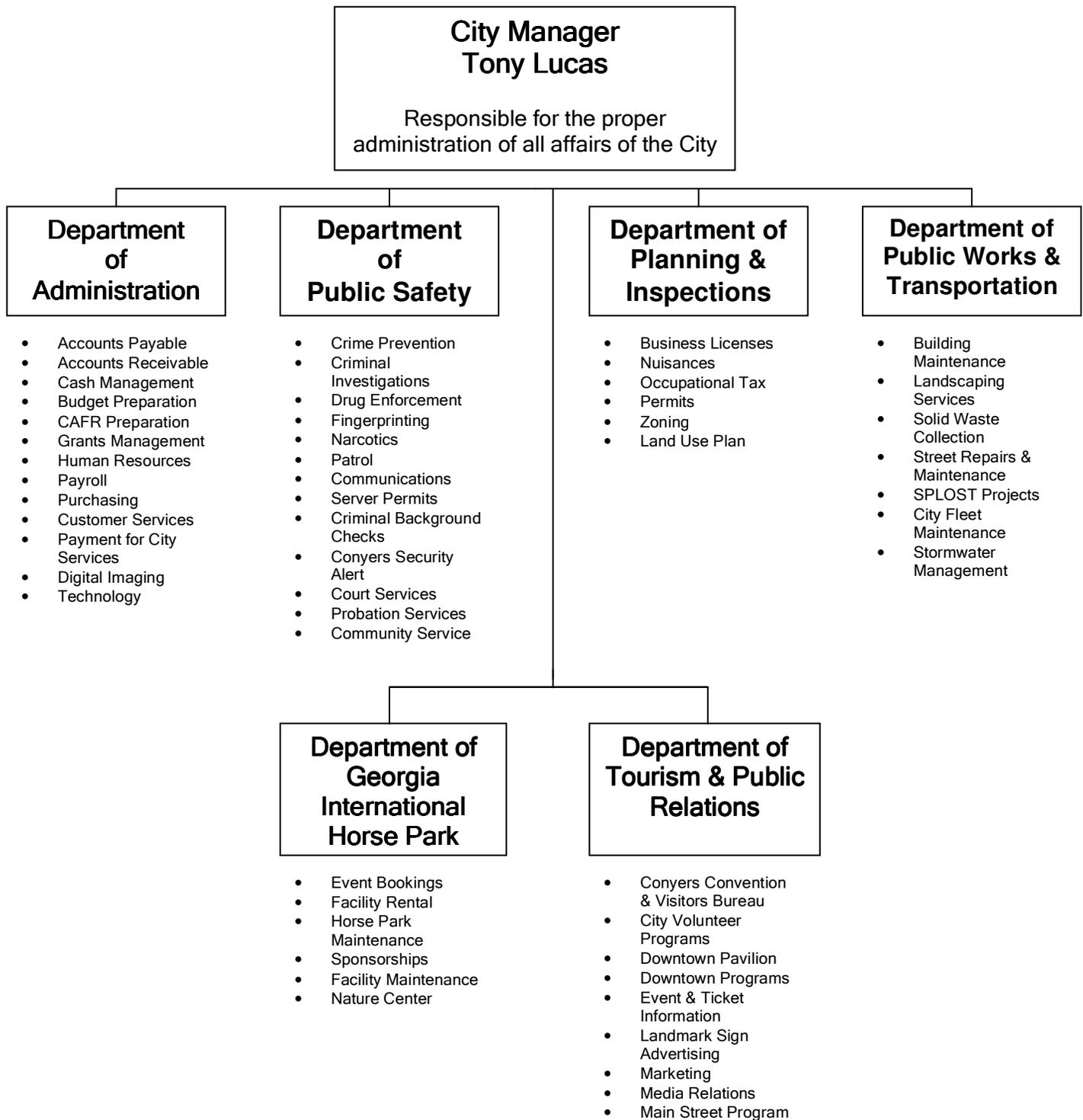
Mayor & Council Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Mayor City Council	UC	1	1	1
	UC	5	5	5
Total		6	6	6

Mayor & City Council

<i>10-1100-010 Mayor & Council</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 6,600	\$ 6,600	0.0%
1110-0	Other Salaries & Wages	9,250	9,250	0.0%
2100-0	Group Health Insurance	31,142	31,000	-0.5%
2110-0	Group Life Insurance	372	372	0.0%
2120-0	Group Dental Insurance	3,061	3,214	5.0%
2130-0	Vision Insurance	665	665	0.0%
2200-0	FICA Expense	2,500	2,500	0.0%
	Total Personal Benefits	\$ 53,590	\$ 53,601	0.0%
52	Purchased/Contracted Services			
1100-0	Election Expenses	\$ 10,000	\$ 10,000	100.0%
1200-0	Legal Counsel	160,000	100,000	-37.5%
1210-0	Audit	28,000	30,000	7.1%
3700-0	Training and Travel	25,000	25,000	0.0%
	Total Purchased/Contracted Services	\$ 223,000	\$ 165,000	-26.0%
53	Supplies			
1100-0	Office Supplies	\$ 1,000	\$ 500	-50.00%
	Total Supplies	\$ 1,000	\$ 500	-50.00%
	Total Mayor & Council	\$ 277,590	\$ 219,101	-21.1%

Department of City Manager

Functional Organizational Chart Department of City Manager



Department of City Manager

DEPARTMENT DESCRIPTION

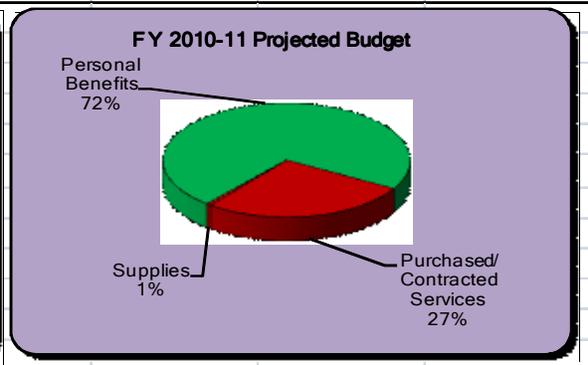
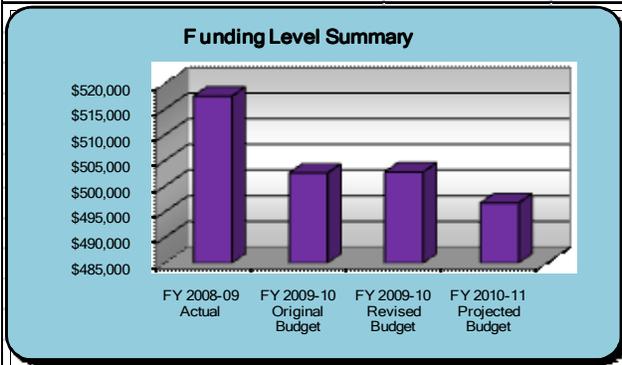
The City Manager shall:

- 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.

Funding Level Summary	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Personal Benefits	\$ 345,663	\$ 339,645	\$ 346,826	\$ 358,812	3%
Purchased/Contracted Services	169,247	157,650	152,650	134,650	-12%
Supplies	2,600	5,250	3,250	3,250	0%
Departmental Total	\$ 517,510	\$ 502,545	\$ 502,726	\$ 496,712	-1%
Personnel Summary					
Departmental Total	3	3	3	3	0%



Department of City Manager

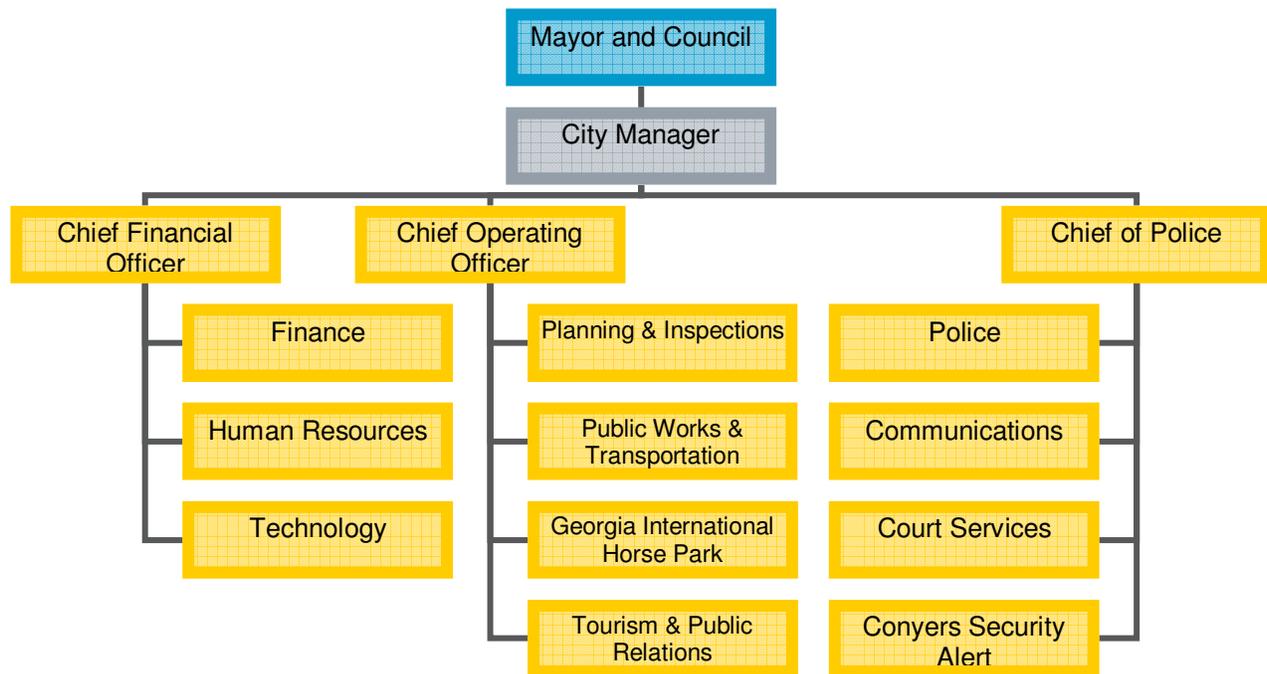
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2010-11 are \$496,712, a decrease of \$6,014 (1%) over the previous year's revised budget of \$502,726. Projections for City Manager's department are relatively the same as last fiscal year.

PERSONNEL POSITIONS

City Manager's Office Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
City Manager	UC	1	1	1
Chief Operating Officer	UC	1	1	1
City Clerk	110	1	1	1
Total		3	3	3

City of Conyers Organizational Chart

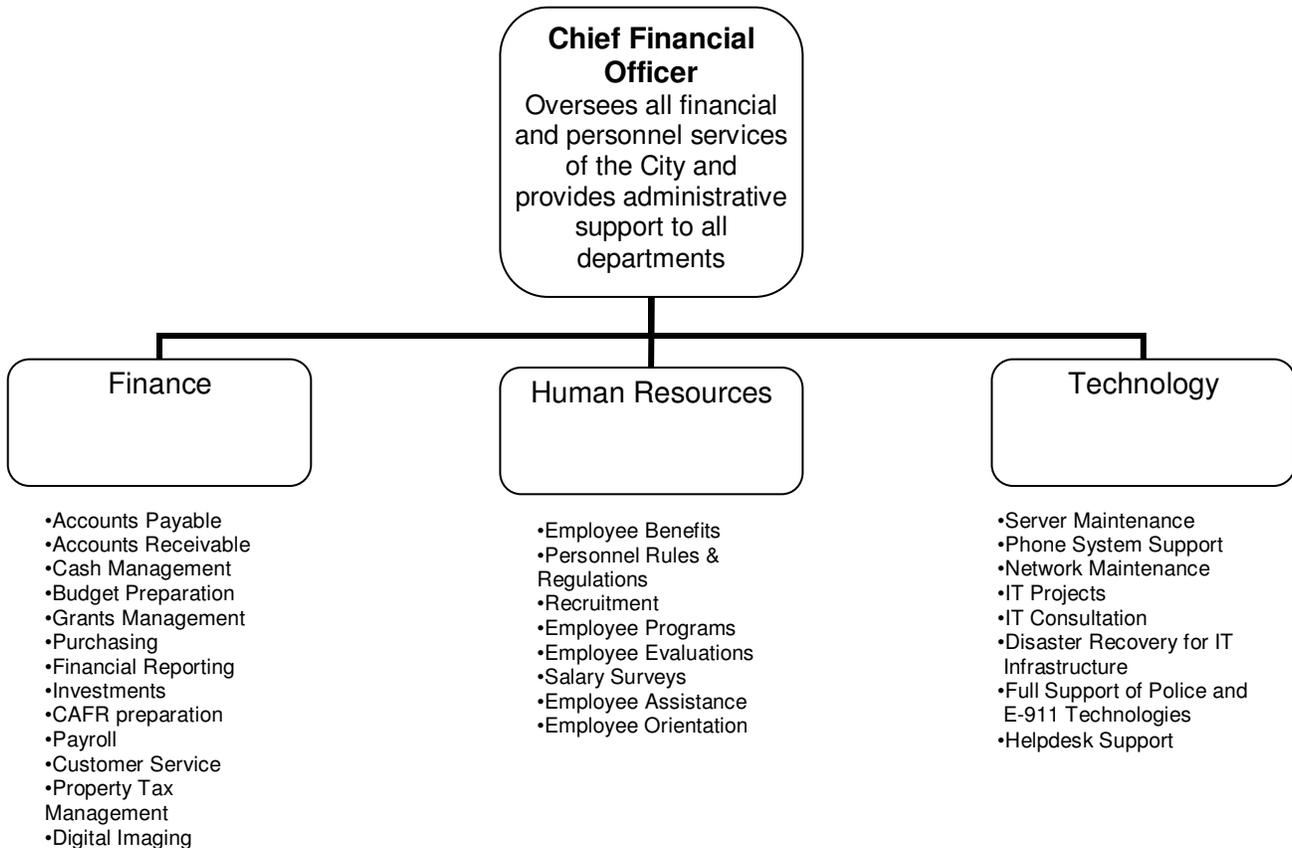


Department of City Manager

<i>10-1150-015 City Manager</i>		FY:2010-2011		
		FY:2009-2010 Revised Budget	Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 234,398	\$ 241,009	2.8%
1110-0	Other Salaries & Wages	39,986	42,648	6.7%
2100-0	Group Health Insurance	29,460	30,623	3.9%
2110-0	Group Life Insurance	759	781	2.9%
2120-0	Group Dental Insurance	1,031	1,031	0.0%
2130-0	Group Vision Insurance	242	213	-12.0%
2140-0	Short-Term Disability Insurance	-	442	100.0%
2200-0	FICA Expense	21,143	21,700	2.6%
2400-0	Municipal Retirement	19,807	20,365	2.8%
	Total Personal Benefits	\$ 346,826	\$ 358,812	3.5%
52	Purchased/Contracted Services			
1100-0	Contract Labor - Lobbyist	\$ 120,000	\$ 100,000	-16.7%
1200-0	Equipment Rental	150	150	0.0%
2400-0	Publishing & Printing	3,500	5,000	42.9%
2500-0	Postage	500	500	0.0%
3100-0	Dues, Fees, & Memberships	3,500	4,000	14.3%
3700-0	Training & Travel Expenses	25,000	25,000	0.0%
	Total Purchases/Contract Services	\$ 152,650	\$ 134,650	-11.8%
53	Supplies			
1100-0	Office Supplies	\$ 3,000	\$ 3,000	0.0%
1300-0	Periodicals & Publications	250	250	0.0%
	Total Supplies	\$ 3,250	\$ 3,250	0.0%
	Total City Manager	\$ 502,726	\$ 496,712	-1.2%

Department of Administration

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.

Department of Administration

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.

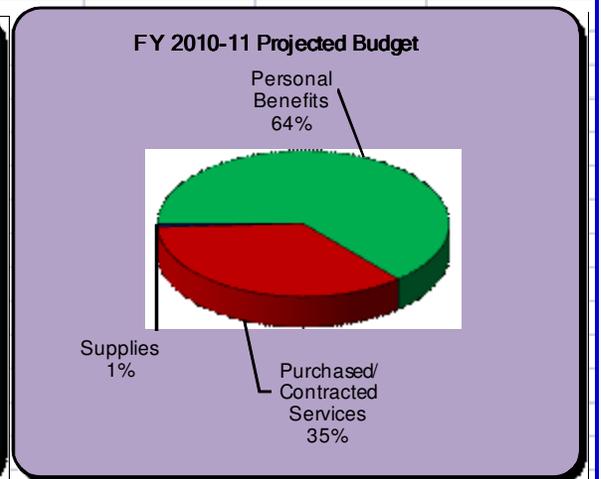
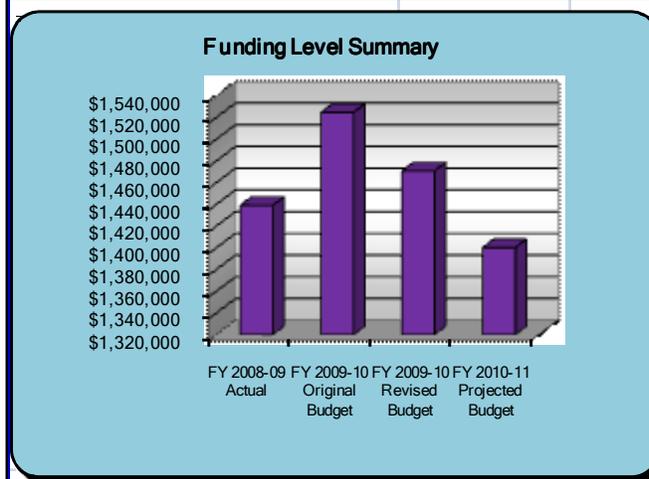
The City has a paperless program with the digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration and the Police Department have completely implemented the system and the respective departments are now on a paperless basis. Other departments 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.

Department of Administration

Funding Level Summary	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Administration	722,919	743,681	743,681	779,342	4.8%
Technology	716,297	540,761	727,101	621,097	-14.6%
Departmental Total	1,439,216	1,284,442	1,470,782	1,400,439	-4.8%
Personal Benefits	\$ 705,590	\$ 915,744	\$ 785,556	\$ 892,645	14%
Purchased/Contracted Services	714,679	518,361	670,201	497,069	-26%
Supplies	9,733	66,675	15,025	10,725	-29%
Capital Outlay	9,327	24,000	-	-	0%
Interfund Transfers	(113)	-	-	-	0%
Departmental Total	\$ 1,439,216	\$ 1,524,780	\$ 1,470,782	\$ 1,400,439	-5%
Personnel Summary					
Administration	9	9	9	10	11%
Technology	2	2	2	3	50%
Departmental Total	11	11	11	13	18%



FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- 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 2011-2012.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2010.
- Coordinate property tax sales - if necessary.
- Coordinate and hold several events/programs for the employees.
- Launch olde town wireless network project.

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

Finance Division

- ❖ Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2009-2010. This is the 19th 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, 2009. This marks the 18th time the City has received this special recognition.
- ❖ Performed a residential sanitation and stormwater audit resulting in the discovery of several properties, primarily in the “new developments”, that should have been charged these fees.
- ❖ Secured financing of the GIHP maintenance building, office furniture, golf carts, utility vehicles and mowers utilizing the GMA's Direct Lease Program on \$236,000 at a fixed rate of 3.21% over 5 years.
- ❖ Conducted an internal controls review of cash receipting and reporting in Planning & Inspection Services and DDA/Main Street.
- ❖ Coordinated two council retreats.
- ❖ The audit for fiscal year ending June 30, 2009 was completed without any findings.
- ❖ Prepared financial reports required by federal, state, and county agencies.

Department of Administration

Human Resources Division

- ❖ Coordinated and implemented several employee programs.
- ❖ Revised and updated the Personnel Rules & Regulations effective 7/1/09.
- ❖ Revised the City's Education Policy.
- ❖ Implemented a Social Media Policy & Procedures and a Sustainability Policy.
- ❖ Completed updates and revisions to the Family Medical Leave Policy to add the changes for the military.
- ❖ Completed the Family Medical Leave Policy with all the other new revisions and forms that are required by the new law.
- ❖ Prepared and implemented an Equal Employment Opportunity (EEO) for the Police Department as a requirement in the request of the COPS Hiring Recovery Grant.

Technology Division

- ❖ Virtualization of all 15 city servers into one redundant system.
- ❖ Designed new city-wide helpdesk ticketing system.
- ❖ Assisted Police Department with \$230,000 technology grant.
- ❖ Helped with rebuild and rewiring of the new 911 center.
- ❖ Applied for a federal grant for broadband wireless service.
- ❖ Replaced a variety of old computers and laptops throughout the city.
- ❖ Researched options for wireless network provision to be included in revitalization of Olde Town Conyers.
- ❖ Improved audio system in City Council Chambers which also serves at the City's court room.
- ❖ Implemented new firewall for city network.
- ❖ Redesigned, implemented, and deployed online Police Department report retrieval system for media and citizens.
- ❖ Closed out an estimated 2,500 helpdesk tickets successfully.

Department of Administration

KEY PERFORMANCE MEASURES

Department of Administration	FY 2007-2008 Actual	FY 2008-2009 Actual	FY 2009-2010 Pre-Audit
Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting	16	17	18
Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award	17	18	19
Tax bills generated	5,270	5,494	5,698
Number of liens processed	358	418	337
Number of employee programs conducted	15	14	12
Worker compensation claims	13	16	20
Liability and auto accident claims	40	31	42
Employee turnover rate	11%	13%	10%

BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2010-2011 is \$779,342 which reflects an increase of \$35,661 (5%) over last fiscal year revised budget of \$743,681. The Technology department budget for 2011 is \$621,097 which is a decrease of \$106,004 (15%) from last fiscal year. One additional position has been added to the Department of Administration which is the primary reason for the increase. The budget includes funding for a CPA under contract labor. It also includes funds to recognize employees for various achievements and for citywide employee programs. Technology also has an additional position for FY 2010-2011. The main reason for the net decrease is because of new equipment that was purchased last fiscal year.

- City workstation replacement. It includes funding for 8 criminal investigation laptop replacements and 12 workstation replacements citywide.
- GTA/Microsoft citywide site licenses.
- Support and maintenance of the city's badge access system.
- Lease payments for all city copiers.

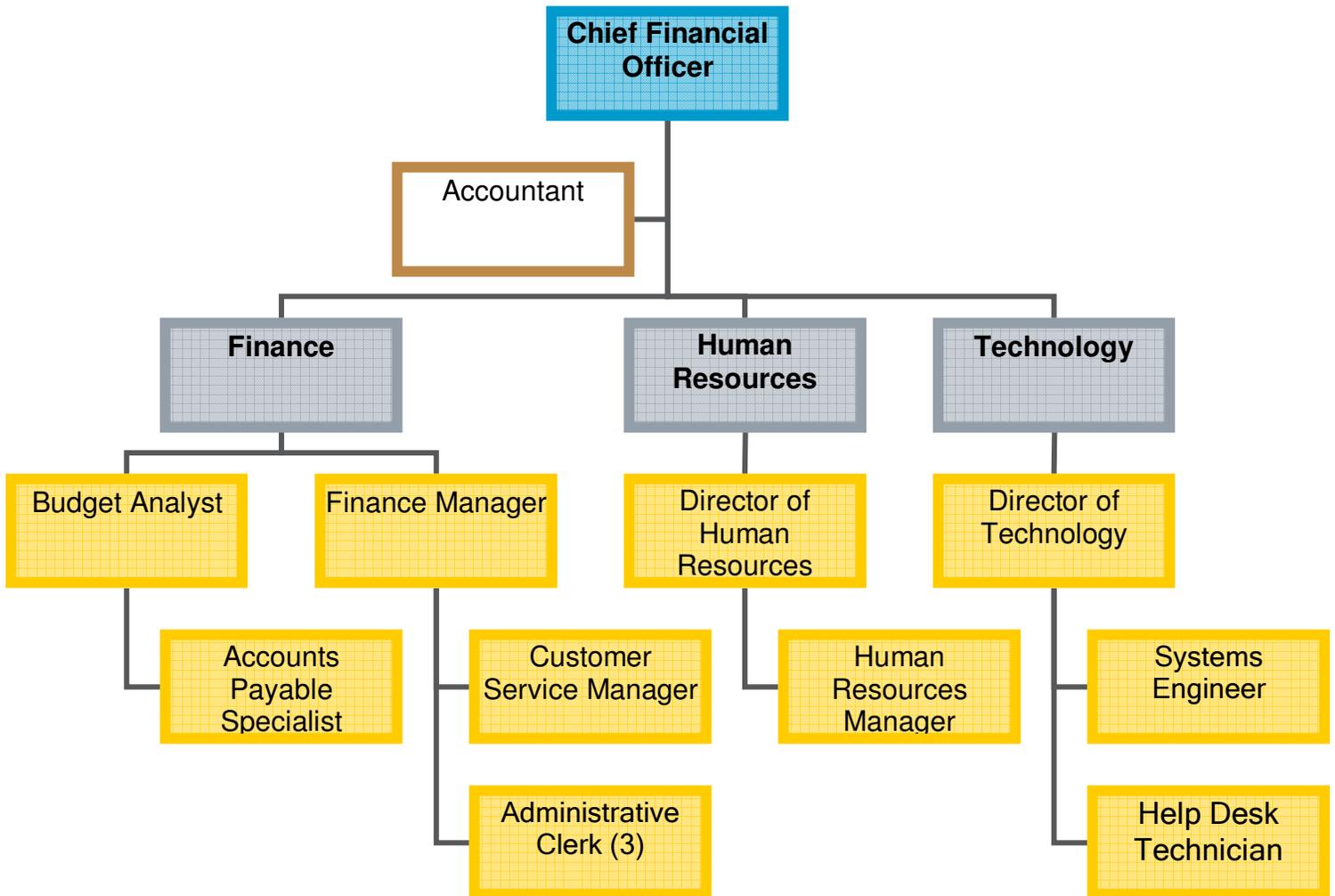
Department of Administration

PERSONNEL POSITIONS

Administration Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Chief Financial Officer	UC	1	1	1
Director of Human Resources	UC	1	1	1
Director of IT	UC	1	1	1
Systems Engineer	117	1	1	1
Finance Manager	117	1	1	1
Help Desk Technician	115	0	0	1
Budget Analyst	115	1	1	1
Human Resources Manager	114	1	1	1
Accounts Payable Specialist	110	1	1	1
Customer Service Manager	110	1	1	1
Administrative Clerk - Finance	106	2	2	3
Total		11	11	13

Department of Administration

Organizational Chart Department of Administration



Department of Administration

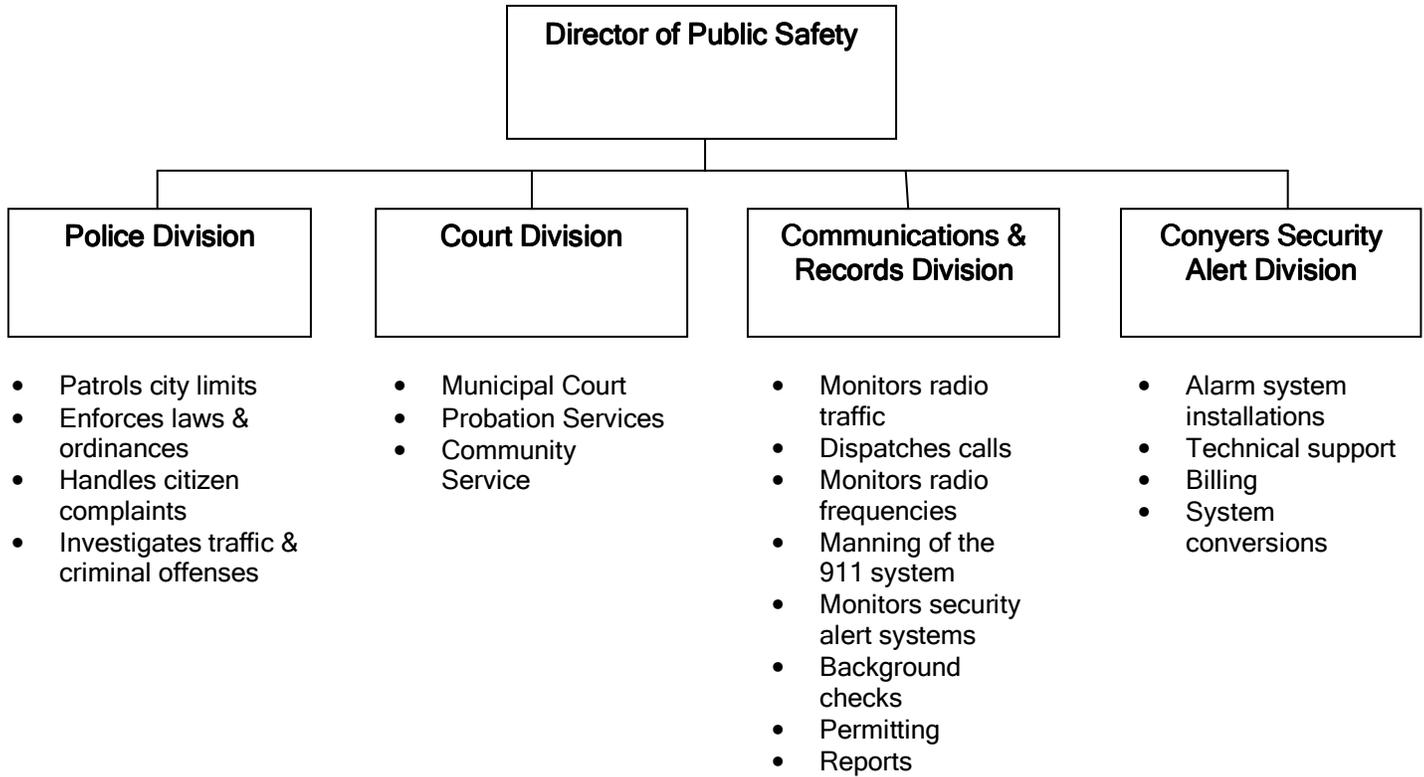
<i>10-1200-020 Administration</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 438,705	\$ 471,162	7%
1110-0	Other Salaries & Wages	33,333	41,181	24%
2100-0	Group Health Insurance	53,393	56,517	6%
2110-0	Group Life Insurance	1,421	1,527	7%
2120-0	Group Dental Insurance	3,092	3,437	11%
2130-0	Group Vision Insurance	725	710	-2%
2140-0	Short-Term Disability Insurance	-	1,471	100%
2200-0	FICA Expense	36,111	39,194	9%
2400-0	Municipal Retirement	37,071	39,813	7%
	Total Personal Benefits	\$ 603,851	\$ 655,012	8%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 50,000	\$ 45,000	-10%
1250-0	Legal Counsel	10,000	10,000	0%
2400-0	Publishing & Printing	17,200	16,000	-7%
2500-0	Postage	6,500	6,500	0%
3100-0	Dues, Fees & Memberships	3,780	5,105	35%
3700-0	Training and Travel	9,000	2,500	-72%
4500-0	Employee Recognition	32,325	30,000	-7%
	Total Purchased/Contracted Services	\$ 128,805	\$ 115,105	-11%
53	Supplies			
1100-0	Office Supplies	\$ 7,800	\$ 6,000	-23%
1300-0	Periodicals/Publications	3,225	3,225	0%
	Total Supplies	\$ 11,025	\$ 9,225	-16%
	Total Administration	\$ 743,681	\$ 779,342	5%

Department of Administration

<i>10-1300-030 Technology</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 120,000	\$ 165,001	37.5%
1110-0	Other Salaries & Wages	26,195	18,880	-27.9%
2100-0	Group Health Insurance	14,479	23,521	62.4%
2110-0	Group Life Insurance	389	535	37.5%
2120-0	Group Dental Insurance	687	1,031	50.1%
2130-0	Group Vision Insurance	161	213	32.3%
2140-0	Short-Term Disability Insurance	-	442	100.0%
2200-0	FICA Expense	9,654	14,067	45.7%
2400-0	Municipal Retirement	10,140	13,943	37.5%
	Total Personal Benefits	\$ 181,705	\$ 237,633	30.8%
52	Purchased/Contracted Services			
1100-0	Computer Services	\$ 33,816	\$ 58,450	72.8%
1210-0	Maintenance/Repairs Office Equipment	61,410	79,720	29.8%
1220-0	Maintenance/Repairs Computer Equipment	31,516	12,016	-61.9%
1221-0	Software & Licensing	181,214	79,114	-56.3%
1222-0	Computer Equipment	100,000	72,000	-28.0%
2200-0	Telephone	129,440	78,164	-39.6%
3700-0	Training and Travel	4,000	2,500	-37.5%
	Total Purchased/Contracted Services	\$ 541,396	\$ 381,964	-29.4%
53	Supplies			
1100-0	Office Supplies	\$ 3,500	\$ 1,000	-71.4%
1300-0	Periodicals & Publications	500	500	0.0%
	Total Supplies	\$ 4,000	\$ 1,500	-62.5%
	Total Technology	\$ 727,101	\$ 621,097	-14.6%

Department of Public Safety

Functional Organizational Chart Department of Public Safety



Department of Public Safety

DEPARTMENT DESCRIPTION

It is the responsibility of the City of Conyers Department of Public Safety 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 Department of Public Safety is divided into three sub-departments. They are the Conyers Police Department, the City of Conyers Municipal Court Department, and the Conyers Security Alert Department.

The Conyers Police Department consists of four divisions which are responsible for its overall operations. They are the Field Operations Division, the Support Services Division, the Criminal Investigations Division and the Professional Standards Division.

The Field Operations Division is the main enforcement arm of the Conyers Police Department. The division is divided into four sections. They are the Patrol Section, the Special Operations Section, the Marshal Unit, Crime Intelligence Section and the Training/Quartermaster Section. The Patrol Section is responsible for patrolling the city limits, enforcing laws, handling citizen complaints, and investigating offenses which are both criminal and traffic in nature.

The Special Operations Section is responsible for conducting specialized traffic enforcement on the city's roadways, concentrated enforcement actions, handling special events throughout the community and for police K-9 operations. The police department uses police dogs for various functions. Some dogs are used to obtain evidence on narcotic suspects and in solving other types of crimes. These dogs are used as part of the department's drug interdiction efforts. Drug interdiction focuses on stopping the flow of drugs on Interstate 20 which runs through the City of Conyers. These particular dogs are certified in both narcotics detection and patrol techniques. The department also uses dogs who are specially trained to track suspects through different environments so they can be apprehended and also to find missing persons. This makes dogs a very versatile tool in the field.

The Marshal Unit is responsible for enforcing the ordinances of the City of Conyers. The Unit specifically targets such issues as junk vehicles, liquor violations, abandoned automobiles and other various city ordinance violations. The Unit is also responsible for ensuring that all restaurants are in compliance with alcoholic beverage server permits for all employees. Additionally, the section handles compliance and enforcement of the city Taxi Ordinance. It also issues permits for parades, marches and demonstrations. It is responsible for conducting business crime watch programs 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 section provides numerous other crime prevention programs such as personal safety, home security, and neighborhood watch to the businesses and citizens of the Conyers community.

The Field Operations Division also houses the Conyers Police Department Reserve and Auxiliary Unit. The unit is a volunteer force of approximately 10 men and women. Many of the 10 members 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 parades, work special events and conduct crime prevention programs. The department would be hard pressed to provide its high level of service without the help of these special volunteers.

The Training/Quartermaster Section 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

Department of Public Safety

the State of Georgia each year. The quartermaster duties of this section entail the responsibility of tracking and issuing all police equipment and uniforms to officers.

The police department also provides a full-time school resource officer to Rockdale County High School. The school resource officer attends and participates in school functions. He acts as an instructor for specialized short term programs such as basic understanding of the laws, the role of the police officer and the police mission. The officer also provides assistance with problems of law enforcement and crime prevention to students, parents and faculty. The officer also takes law enforcement action at the school as required. These are just some of the many daily functions the school resource officer performs at the high school.

Additionally, an officer is assigned full time to crime intelligence gathering, statistical analysis and crime information dissemination. This officer 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 Division of Support Services 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 Section and the Records Section.

The Communications Section 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 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 Communications Center is the only police communications center in the United States which has obtained Underwriter's Laboratory certification.

The Records Section handles all reports generated by the Conyers Police Department and helps the public by providing copies of incident, accident and arrest reports. The section is also responsible for the criminal background check program which is provided to businesses for employee criminal history checks. It is additionally responsible for vehicle impound releases, alcoholic beverage server permits, taxi permits, peddlers' permits and general information.

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, administering the police property room and establishing a chain of custody for evidence to be presented in court.

This division is additionally responsible for the officer assigned by the department to the United States Drug Enforcement Administration State and Local Task Force headquartered in Atlanta. This special task force conducts narcotics investigations on a Federal level around the state in cooperation with local authorities. The division is also responsible for the two officers 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 Professional Standards Division is the arm of the police department responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This part of the department works to ensure that the highest quality officers are hired and that current officers maintain the highest level of professional standards possible.

Department of Public Safety

Working hand in hand with the Conyers Police Department in providing protection to the residents of Conyers is the Conyers Security Alert Department. This department is responsible for overseeing and implementing the Conyers Security Alert program. This program 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. This department is responsible for installation and alarm maintenance, customer service, and accounts receivables. The Conyers Security Alert system is monitored directly by the Conyers Police Department Communications Division 24 hours a day and 365 days a year.

While the Conyers Police Department is responsible for enforcement of the law in the City of Conyers and Conyers Security Alert provides additional protection for citizens, the City of Conyers Municipal Court Department is responsible for the administration of justice. The Municipal Court Department is divided into three sections. They are the Municipal Court, Probation Services and Community Service.

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 Section is responsible for monitoring compliance with court-ordered conditions of probation. This section 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 section partners with the Municipal Court Judge and the City Solicitor to monitor compliance with the pre-trial diversion program and represent the city at probation revocation hearings.

The Community Service Section is responsible for ensuring that court-ordered community service conditions are successfully completed. This section acts as a liaison between the department directors within the city and probationers to maximize the benefits received by the city, making the most efficient use of the skills and talents of probationers, as well as coordinating work efforts between probationers and city departments.

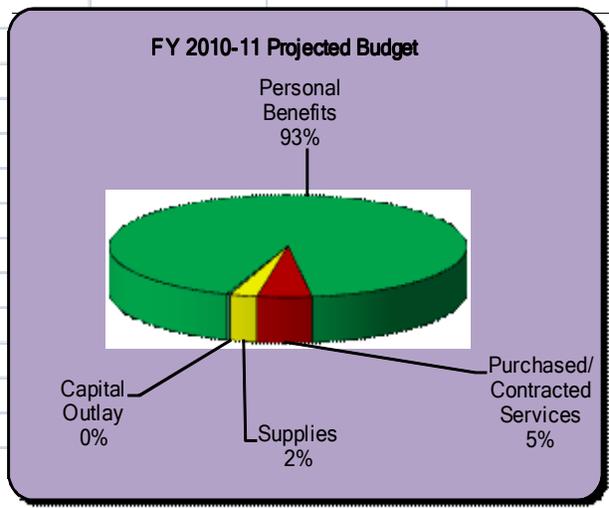
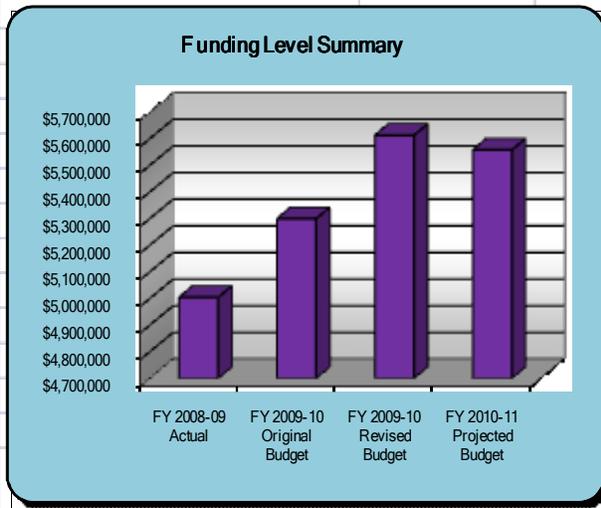
The City of Conyers Department of Public Safety takes great pride in protecting and serving its community. It is the goal of Public Safety Director Gene Wilson to ensure that this department is among the best in the State of Georgia and that it will continue to serve its community with pride, honor and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

KEY OBJECTIVES

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

Department of Public Safety

Funding Level Summary	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Police	\$ 3,473,963	\$ 3,685,356	\$ 4,097,824	\$ 3,999,228	-2.4%
Communications	743,614	897,147	833,507	903,859	8.4%
Conyers Security Alert	214,984	240,338	216,338	182,361	-15.7%
Court Services	572,120	476,914	465,197	472,753	1.6%
Departmental Total	\$ 5,004,681	\$ 5,299,755	\$ 5,612,866	\$ 5,558,201	-1.0%
Personal Benefits	\$ 4,316,434	\$ 4,809,439	\$ 4,623,130	\$ 5,130,177	11.0%
Purchased/Contracted Services	243,570	316,710	288,392	274,044	-5.0%
Supplies	116,952	143,163	142,855	135,828	-4.9%
Other Costs	163,181	-	540,872	-	-100.0%
Capital Outlay	164,544	30,443	17,617	18,152	3.0%
Debt Service	-	-	-	-	0.0%
Departmental Total	\$ 5,004,681	\$ 5,299,755	\$ 5,612,866	\$ 5,558,201	-1.0%
Personnel Summary					
Police	61	60	60	66	10.0%
Communications	15	15	15	15	0.0%
Conyers Security Alert	2	2	2	2	0.0%
Court Services	10	10	10	10	0.0%
Departmental Total	88	87	87	93	6.9%



Department of Public Safety

FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- Officers of the Conyers Police Department will be sent to Crisis Intervention Training. This unique training program teaches officers how to respond safely and effectively to individuals with mental illnesses who are in crisis. The goal is to have 25 percent of the police department's officers certified in this training during the next year.
- The Conyers Police Department Reserve and Auxiliary Unit will add additional members. The goal is to increase the numbers of auxiliary officers so that they can assist the department in more non-enforcement community oriented capacities such as unlocking car doors, directing traffic and taking minor incident reports. The goal will be to increase the number of reservists by two and the number of auxiliary by two.
- A citizen award program will be instituted where citizens who help the police department to solve crimes will be recognized by the city at a city council meeting and be given an award in thanks for their assistance to the department.
- The Conyers Police Department will become a participant in the Nixle program. This unique program is a free service that allows for police agencies to implement a system that will notify residents of problems, crimes and issues by either e-mail or text message as the citizen prefers.
- Crime prevention seminars will continue to be conducted with the businesses of the Conyers community on a regular basis through the Business Crime Watch and robbery prevention seminars. An additional component will be added where the police department will conduct seminars in neighborhoods which will target residential crimes like burglary and entering autos.
- The Conyers Police Department will research and possibly implement a program to help reduce the number of shoplifting crimes in targeted/identified areas of the city.
- The Conyers Police Department along with the Department of Public Relations will develop a plan to increase the number of background checks completed monthly.

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

- ❖ In July 2009, two brothers were arrested for pick pocketing elderly victims at local grocery stores. The brothers were linked to nearly 100 cases in and around the Metro Atlanta area. The two suspects were professional thieves and plied their trade at events such as the World Series, Super Bowl, All Star games, Bowl Games etc.
- ❖ Changes and improvements were made to the exterior of the police department building making it more identifiable to the public. The front doors were labeled with "Conyers Police" along with our badge and the State of Georgia Law Enforcement Certification Seal. The exterior signage on the front of the building was changed from "City of Conyers Department of Public Safety" to "City of Conyers Police".
- ❖ The police department teamed up with the Conyers-Rockdale Chamber of Commerce to establish a Business Crime Watch Program. The Business Crime Watch Program is being conducted with all city businesses. The Conyers Police Department Marshal Unit visits the businesses and shares with them crime prevention information while also conducting a site safety inspection. Robbery prevention seminars have also been conducted with area

Department of Public Safety

businesses. These seminars specifically target the crime of robbery and how to prevent it.

- ❖ In July 2009, a suspect was arrested and charged with robbing the Piggly Wiggly grocery store in 2008 and 2009, Family Dollar in 2008 and Hobby Lobby in 2009. This suspect was out on probation after being convicted in DeKalb County for eight robberies and receiving one year to serve in jail followed by probation.
- ❖ In October 2009, an arrest was made in the August 2009 armed robbery of pharmaceuticals at Rite Aid and the September 2009 armed robbery of pharmaceuticals at CVS. The suspect was arrested in Chicago by the United States Marshall's Service.
- ❖ The police department applied for and received a grant in the amount of \$230,000 from the Office of Community Oriented Policing (COPS) Technology Program which was used to purchase mobile laptop computers and air cards so that officers can do all reports and work from their patrol vehicles.
- ❖ The police department applied for and received a grant in the amount of \$409,728 under the Office of Community Oriented Policing (COPS) Hiring and Recovery Program as funded by the American Recovery Act for the purpose of hiring three new police officer positions.
- ❖ The police department applied for and received a grant in the amount of \$42,748 under the Justice Assistance Grant (JAG) program as funded by the American Recovery Act for the purpose of purchasing in car video camera systems and mobile voice over software.
- ❖ The police department applied for and received a grant in the amount of \$10,420 under the Justice Assistance Grant program (regular solicitation not funded by the Recovery Act) for the purpose of purchasing in car video camera systems.
- ❖ The police department applied for and received a grant in the amount of \$2,832 under the Bulletproof Vest Partnership Program for the reimbursement of the costs associated with the purchase of bulletproof vests for officers by the City of Conyers.
- ❖ The police department began a Business Crime Watch program in cooperation with the Conyers-Rockdale Chamber of Commerce where the marshal unit visits the businesses and shares with them crime prevention information while also conducting a site safety inspection. 96 Business Crime Watch programs have been conducted since the program began in 2009.
- ❖ The police department has conducted robbery prevention and awareness seminars throughout the city with businesses to better educate them on how to prevent and respond to robberies. Thus far, sessions have been conducted with 21 businesses and 36 employees of those businesses since the program began in the middle of 2009.
- ❖ The police department purchased and implemented new evaluation software that is specific to evaluating the performance of police officers. The goal of this program is to provide a way to better evaluate the performance of officers in the field which will enhance police services.
- ❖ The Communications Division passed its annual Underwriter's Laboratory (UL) audit in August 2009. This audit is conducted to ensure compliance with UL alarm monitoring standards which allows the Conyers Police Department Communications Center to remain the only police agency in the United States that is a UL certified central alarm monitoring station.

Department of Public Safety

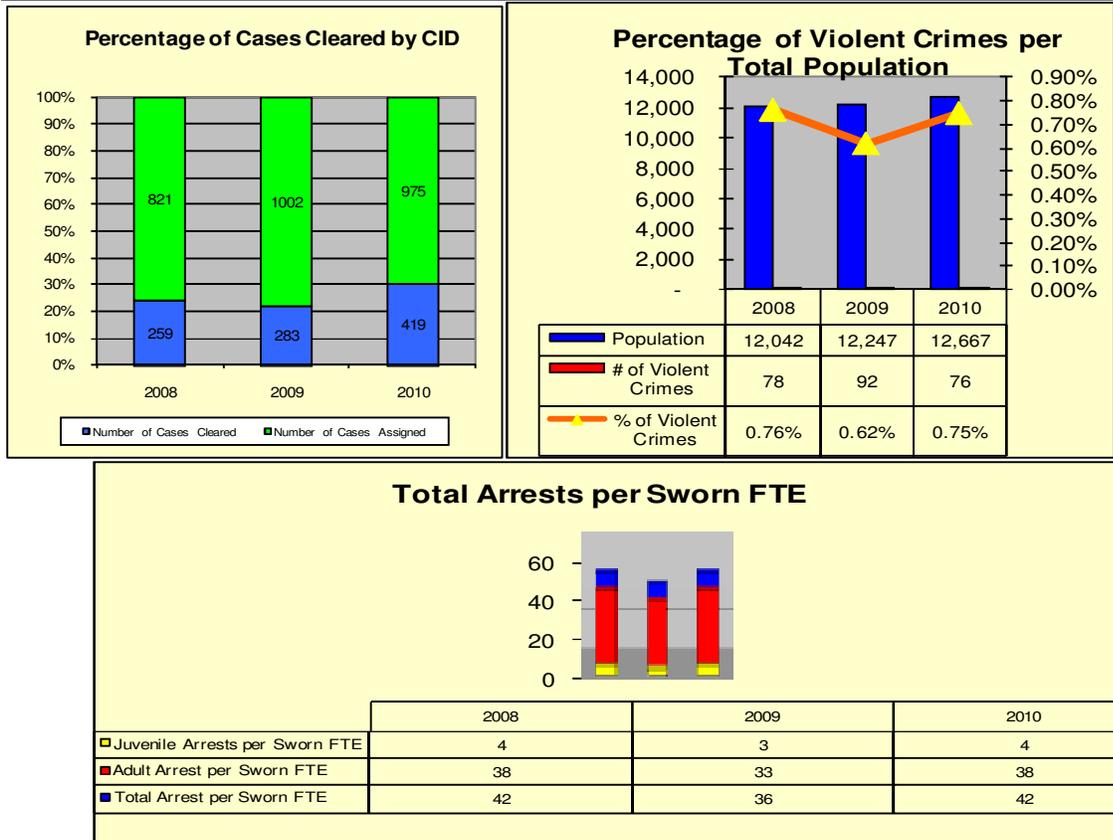
KEY PERFORMANCE MEASURES

Department of Public Safety	FY 2007-2008 Actual	FY 2008-2009 Actual	FY 2009-2010 Pre-Audit
Number of Full Time Sworn Officers	53	55	58
Number of Citations Issued	7,207	6,600	8,200
Number of Incidents Reported	3,337	3,127	3,350
Number of Accidents Reported	1,510	1,546	1,500
Number of Arrests - Primary UCR Crimes	2,063	1,966	2,150
Number of DUI Arrests	129	143	175
Number of Possession/Consumption by Minor	54	48	60
Number of Adult Arrests per Full Time Sworn Officer	38	33	38
Number of Juvenile Arrests per Full Time Sworn Officer	4	3	4
Number of Cases Assigned to CID	821	1,002	975
Percentage of Cases Cleared by CID	32%	29%	43%
Number of Violent Crimes	92	76	95
Number of Crime Prevention Programs	15	74	75
Number of Service Calls	90,601	102,749	110,000
Average Response for Emergency Calls	1 minute, 30 seconds	1 minute, 30 seconds	2 minutes, 30 seconds

Additional Performance Indicators*

Percentage of citizens who are satisfied with the City of Conyers police services	90%
Percentage of citizens who rated Police courtesy as good to excellent	82%
Percentage of citizens who believe DARE program is effective to prevent drug use among students	86%
Citizen rating of police services to fight drugs in Conyers	4.46/5

Department of Public Safety



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2010-2011 for the Police are \$3,999,228, which reflects a decrease of \$98,596 or 2.4% over the prior fiscal year's revised budget. The following are some of the major highlights for the police department's budget for fiscal year 2011:

- The decrease is primarily a result of a 2% decrease in health insurance costs. With police being the largest department in the City, this reduction in insurance has a much bigger impact than in all other departments.
- Six new positions are added to the police department but only two have an impact on the expenditures. Four of those position costs will be reimbursed by federal or state grants.
- Clothing allowance for detectives. The standard acceptable attire has been upgraded from casual to professional. Detectives are expected to wear dress slacks and shirts on a daily basis and coat and tie to court. Detectives wear neck ties at least three days a week.
- College tuition & books reimbursements.

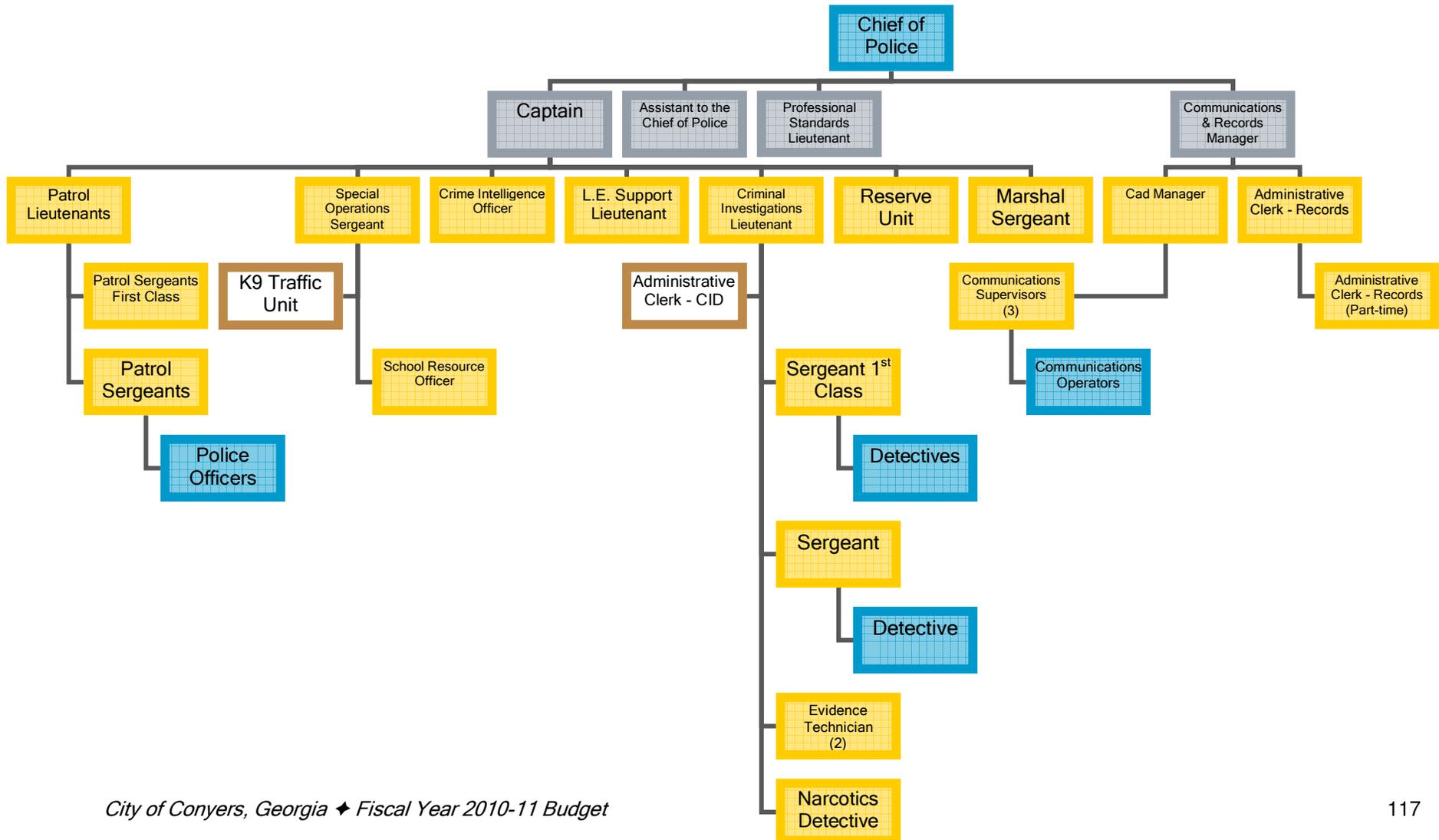
Department of Public Safety

PERSONNEL POSITIONS

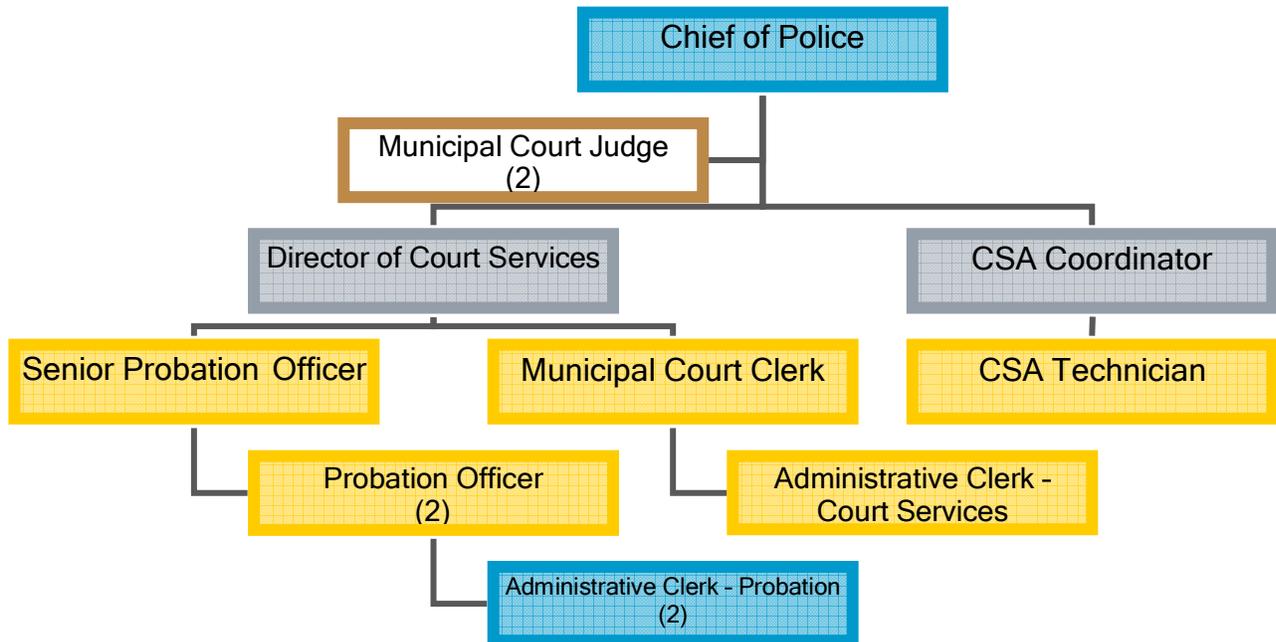
Public Safety	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Chief of Police	UC	1	1	1
Director of Court Services	UC	1	1	1
Major	120	1	1	0
Captain	119	0	0	1
Lieutenant	117	7	7	6
CSA Coordinator	117	1	1	1
Assistant to the Chief of Police	112	1	1	1
Sergeant 1 st Class	115	2	2	0
Sergeant	115	8	8	10
Senior Marshal Sergeant	114	1	1	1
Crime Analyst	114	1	1	1
Senior CSA Technician	114	1	1	0
Detective	113	5	5	6
Narcotics Detective	113	1	1	1
K-9 Police Officer	113	2	2	2
Police Officer	112	25	25	30
Evidence Technician	112	1	1	1
Senior Probation Officer	112	1	1	1
CSA Technician	112	0	0	1
Probation Officer	110	2	2	2
Municipal Court Clerk	110	1	1	1
Evidence Custodian	109	0	0	1
Administrative Clerk - Records	107	1	1	1
Administrative Clerk - Records (Part-time)	107	1	1	1
Administrative Clerk - CID	107	1	1	1
Administrative Clerk - Probation	106	2	2	2
Administrative Clerk - Court Svcs	106	1	1	1
School Patrol	Fee	1	1	1
Communications Manager	117	1	1	1
Communications Supervisor	109	2	2	3
CAD Manager	109	1	1	1
Communications Operator	107	11	11	10
Municipal Court Judge	Fee	2	2	2
Total		87	87	93

Department of Public Safety

Organizational Chart
Department of Public Safety



Department of Public Safety



Department of Public Safety

<i>10-3100-210 Police</i>		FY:2009-2010 Revised Budget	FY: 2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 2,430,354	\$ 2,843,504	17.0%
1110-0	Other Salaries & Wages	92,865	85,069	-8.4%
1120-0	Overtime Salaries & Wages	105,000	70,000	-33.3%
2100-0	Group Health Insurance	312,397	353,150	13.0%
2110-0	Group Life Insurance	8,315	9,200	10.6%
2120-0	Group Dental Insurance	18,896	20,277	7.3%
2130-0	Group Vision Insurance	4,429	4,191	-5.4%
2140-0	Short-Term Disability Insurance	-	9,431	100.0%
2200-0	FICA Expense	209,856	229,391	9.3%
2400-0	Municipal Retirement	213,166	228,856	7.4%
	Total Personal Services	\$ 3,395,278	\$ 3,853,069	13.5%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repair- Equipment	\$ 18,127	\$ 17,411	-3.9%
2100-0	Drug Testing Contracts	3,300	3,300	0.0%
2110-0	Pre-Employment Test	7,625	7,500	-1.6%
2300-0	Advertising	1,100	1,000	-9.1%
2400-0	Printing & Publishing	7,137	5,000	-29.9%
2500-0	Postage	1,100	1,100	0.0%
3100-0	Dues, Fees & Memberships	3,955	3,830	-3.2%
3700-0	Training & Travel	10,583	15,000	41.7%
4200-0	PE-PI Expenses	500	500	0.0%
4300-0	Forensic Fees	16,810	17,650	5.0%
	Total Purchased/Contracted Services	\$ 70,237	\$ 72,291	2.9%
53	Supplies			
1100-0	Office Supplies	\$ 17,937	\$ 13,447	-25.0%
1150-0	Investigators Supplies	11,219	11,187	-0.3%
1300-0	Arms & Ammunition	11,771	11,145	-5.3%
1320-0	Periodicals/Publications	4,197	4,084	-2.7%
1325-0	Prisoner Medical Drugs	5,000	7,500	50.0%
1335-0	Canine Supplies	1,000	260	-74.0%
1400-0	Uniforms	17,320	15,000	-13.4%
1401-0	Bulletproof Vests	3,500	3,120	-10.9%
2100-0	Photo Lab	200	200	0.0%
3100-0	Reward & Recognition Program	500	1,000	100.0%
3110-0	Crime Prevention	1,176	1,000	-15.0%
	Total Supplies	\$ 73,820	\$ 67,943	-8.0%
54	Capital Outlay			
5005-0	Operating Capital	\$ 17,617	\$ 5,925	100.0%
	Total Capital Outlay	\$ 17,617	\$ 5,925	100.0%
57	Other Costs			
2160-0	COPS Technology Grant	\$ 257,704	\$ -	-100.0%
2167-0	2009-SBB-91709	42,748	-	-100.0%
2168-0	2009-DJ-BX-0076	10,420	-	-100.0%
2169-0	2009-CK-WX-0106	230,000	-	-100.0%
	Total Other Costs	\$ 540,872	\$ -	-100.0%
	Total Police	\$ 4,097,824	\$ 3,999,228	-2.4%

Department of Public Safety

<i>11-3200-212 Communications</i>		FY: 2009-2010 Revised Budget	FY: 2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 440,166	\$ 507,278	15.2%
1110-0	Other Salaries & Wages	14,112	12,194	-13.6%
1120-0	Overtime Salaries & Wages	36,000	20,000	-44.4%
2100-0	Group Health Insurance	60,746	76,391	25.8%
2110-0	Group Life Insurance	1,535	1,644	7.1%
2120-0	Group Dental Insurance	4,466	4,468	0.0%
2130-0	Group Vision Insurance	1,047	924	-11.7%
2140-0	Short-Term Disability Insurance	-	2,210	100.0%
2200-0	FICA Expense	40,394	42,800	6.0%
2400-0	Municipal Retirement	40,046	42,865	7.0%
	Total Personal Services	\$ 638,512	\$ 710,774	11.3%
52	Purchased/Contracted Services			
1250-0	Maintenance/Repairs - Communications	\$ 130,588	\$ 83,378	-36.2%
2100-0	Drug Testing Contracts	500	500	0.0%
2110-0	Pre-Employment Test	3,525	4,025	14.2%
2200-0	Telephone	51,480	85,223	65.5%
2300-0	Advertising	200	200	0.0%
3100-0	Dues, Fees & Memberships	282	282	0.0%
3700-0	Training & Travel	4,200	3,750	-10.7%
	Purchased/Contracted Services	\$ 190,775	\$ 177,358	-7.0%
53	Supplies			
1100-0	Office Supplies	\$ 3,220	\$ 2,500	-22.4%
1400-0	Uniforms	1,000	1,000	0.0%
	Total Supplies	\$ 4,220	\$ 3,500	-17.1%
54	Capital Outlays			
5005-0	Operating Capital	\$ -	\$ 4,622	100.0%
9060-0	Capital Outlays	-	7,605	100.0%
	Total Capital Outlays	\$ -	\$ 12,227	100.0%
	Total Communications	\$ 833,507	\$ 903,859	8.4%

Department of Public Safety

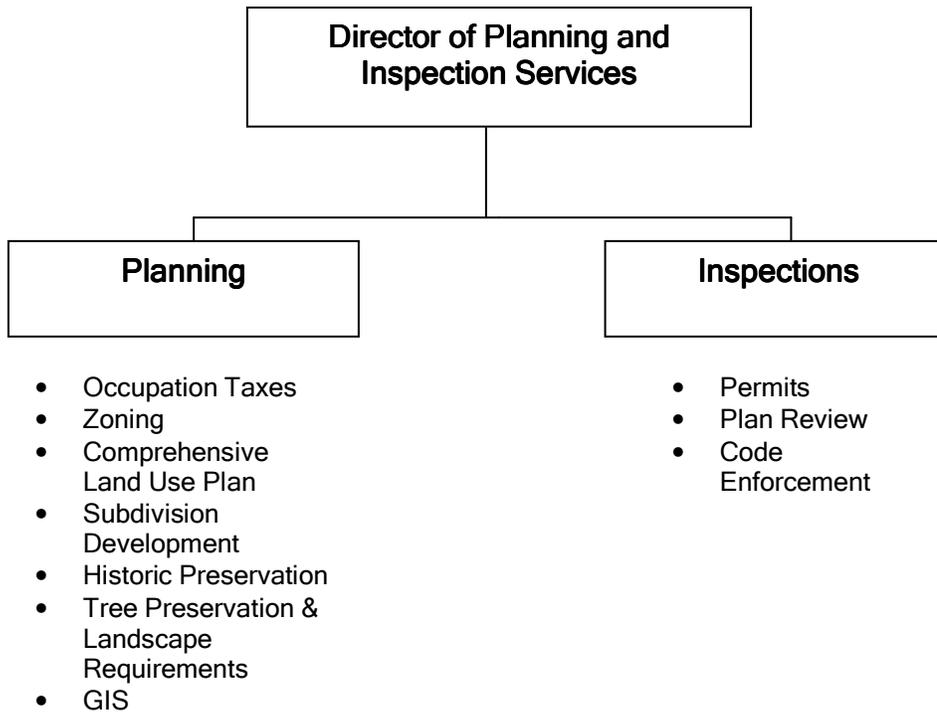
<i>10-1500-050 Conyers Security Alert</i>		FY: 2010-2011		
		FY:2009-2010 Revised Budget	Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 110,594	\$ 90,553	-18.1%
1110-0	Other Salaries & Wages	5,800	270	-95.3%
1120-0	Overtime Salaries & Wages	500	500	0.0%
2100-0	Group Health Insurance	16,001	12,033	-24.8%
2110-0	Group Life Insurance	358	293	-18.2%
2120-0	Group Dental Insurance	687	687	0.0%
2130-0	Group Vision Insurance	161	142	-11.8%
2140-0	Short-Term Disability Insurance	-	295	100.0%
2200-0	FICA Expense	8,942	6,986	-21.9%
2400-0	Municipal Retirement	9,345	7,652	-18.1%
	Total Personal Benefits	\$ 152,388	\$ 119,411	-21.6%
52	Purchased/Contracted Services			
1200-0	Equipment Rental	\$ 500	\$ 500	0.0%
2400-0	Publishing & Printing	1,800	1,800	0.0%
2500-0	Postage	5,000	5,000	0.0%
2500-0	Training & Travel Expenses	2,500	1,500	100.0%
	Total Purchased/Contracted Services	\$ 9,800	\$ 8,800	-10.2%
53	Supplies			
1100-0	Office Supplies	\$ 150	\$ 150	0.0%
1250-0	Operating Supplies	2,500	2,500	0.0%
1400-0	Uniforms	500	500	0.0%
2800-0	Inventory-Parts	50,000	50,000	0.0%
4500-0	Small Tools	1,000	1,000	0.0%
	Total Supplies	\$ 54,150	\$ 54,150	0.0%
	Total Conyers Security Alert	\$ 216,338	\$ 182,361	-15.7%

Department of Public Safety

<i>10-3300-215 Court Services</i>		FY:2009-2010 Revised Budget	FY: 2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 318,664	\$ 322,800	1.3%
1110-0	Other Salaries & Wages	13,448	18,244	35.7%
1120-0	Overtime Salaries & Wages	13,000	3,000	-76.9%
2100-0	Group Health Insurance	35,210	43,741	24.2%
2110-0	Group Life Insurance	1,065	1,046	-1.8%
2120-0	Group Dental Insurance	2,748	2,749	0.0%
2130-0	Group Vision Insurance	644	568	-11.8%
2140-0	Short-Term Disability Insurance	-	1,179	100.0%
2200-0	FICA Expense	26,401	26,319	-0.3%
2400-0	Municipal Retirement	25,772	27,277	5.8%
	Total Personal Benefits	\$ 436,952	\$ 446,923	2.3%
52	Purchased/Contracted Services			
1200-0	Legal Counsel	\$ 5,000	\$ 5,000	0.0%
2100-0	Drug Testing Contracts	100	100	0.0%
2300-0	Advertising	200	200	0.0%
2400-0	Publishing & Printing	5,685	5,500	-3.3%
2500-0	Postage	1,500	1,500	0.0%
3100-0	Dues, Fees, & Memberships	545	545	0.0%
3700-0	Training & Travel Expenses	4,550	2,750	-39.6%
	Total Purchases/Contract Services	\$ 17,580	\$ 15,595	-11.3%
53	Supplies			
1100-0	Office Supplies	\$ 4,150	\$ 4,000	-3.6%
1250-0	Operating Supplies	5,155	4,875	-5.4%
1300-0	Periodicals & Publications	850	850	0.0%
1400-0	Uniforms	510	510	0.0%
	Total Supplies	\$ 10,665	\$ 10,235	-4.0%
	Total Court Services	\$ 465,197	\$ 472,753	1.6%

Department of Planning and Inspection Services

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).

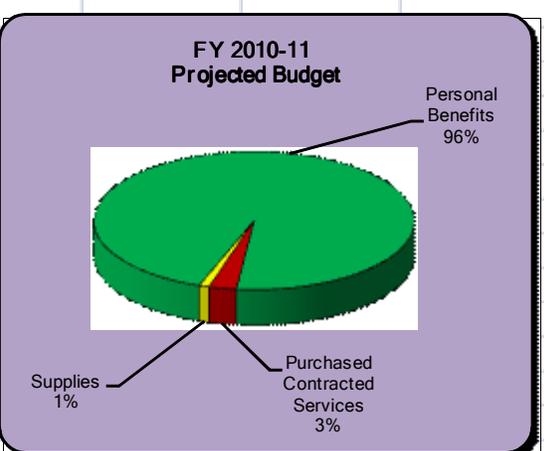
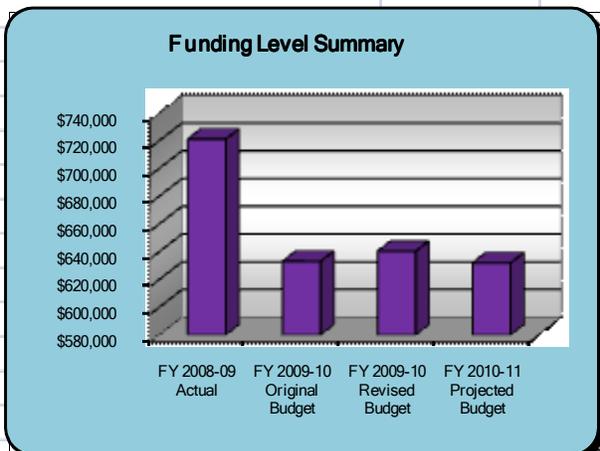
Department of Planning and Inspection Services

A development guide outlining procedures, fees and appeal processes for the City of Conyers can be ordered by calling (770) 929-4280. This guide is a useful resource for developers, builders, architects, engineers, land surveyors, and City residents.

KEY OBJECTIVES

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

Funding Level Summary	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Planning & Zoning	382,876	391,372	398,134	379,710	-4.6%
Inspections	338,204	241,743	242,228	252,274	4.1%
Departmental Total	\$ 721,080	\$ 633,115	\$ 640,362	\$ 631,984	-1.3%
Personal Benefits	\$ 554,796	\$ 584,265	\$ 586,538	\$ 608,034	3.7%
Purchased/Contracted Services	134,352	39,400	43,889	17,500	-60.1%
Supplies	10,132	9,450	9,935	6,450	-35.1%
Capital Outlay	21,800	-	-	-	100.0%
Departmental Total	\$ 721,080	\$ 633,115	\$ 640,362	\$ 631,984	-1.3%
Personnel Summary					
Planning & Zoning	5	5	5	5	0.0%
Inspections	4	4	4	4	0.0%
Departmental Total	9	9	9	9	0.0%



Department of Planning and Inspection Services

FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- Adopt aesthetic requirements for commercial and industrial buildings.
- Amend Mixed Use Development Ordinance.
- Amend Sign Ordinance.
- Purchase and implement new software program for occupation tax registration.
- Update zoning map to remove incompatible zoning districts.
- Coordinate with the Police Department to implement the code enforcement software.

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

Inspections and Code Enforcement Division

- ❖ Completed the inventory and GIS mapping of all street lights within the city limits including the Horse Park.
- ❖ Began street sign inventory with GIS manager.
- ❖ Completed the compilation of a “Master Inspector’s Book”. This book includes check sheets with code references on any inspections required within the City of Conyers, i.e. building, mechanical, plumbing and electrical, both residential and commercial.
- ❖ Equipped two inspectors with laptop units to take into the field and double as desktop units via docking stations.
- ❖ Completed major city-wide sign violation abatement concentrating on large commercial parcels and convenience stores. All that we contacted were in compliance.
- ❖ Scanning of all property files and rezoning files was completed minus the “large documents”.
- ❖ Began holding monthly safety meetings for the department.
- ❖ Began working more closely with the Conyers Police Marshal Unit to tackle the tougher code enforcement issues within the City.
- ❖ Performed ground work for the City to achieve its 16th Tree City Award.
- ❖ Prepared sign ordinance proposed revisions and the Soil Erosion proposed revisions.
- ❖ Mapping of the Horse Park trails with GIS Manager.

Planning Division

- ❖ Completed the Central Conyers Activity Center Livable Centers Initiative Policy Study which also included the Lifelong Communities Charrette in the efforts of revitalizing and improving transit connectivity in the central Conyers neighborhood.

Department of Planning and Inspection Services

- ❖ Partnered with the Department of Public Relations and Tourism to explore the feasibility of introducing a way finding signage program in olde town and along important traffic corridors.
- ❖ Amended the special use permit application fee schedule.
- ❖ Amended the telecommunications ordinance.
- ❖ Applied for transportation funding for sidewalks and a “Complete Streets” treatment along Hardin Street and O’Kelly Street per the transportation recommendations as listed in the Central Conyers Activity Center Livable Centers Initiative Policy Study.
- ❖ Submitted Central Conyers Park Project to lobbyist for possible land acquisition and park development.
- ❖ Completed the first phase of revising the Mixed-Use Village Overlay District.
- ❖ Completed the Urban Redevelopment Plan for the Central Conyers neighborhood.

GIS Division

- ❖ Plotted addresses for each property within the City.
- ❖ Began mapping of restaurants.
- ❖ Mapped inspector zones.
- ❖ Mapped police zones.
- ❖ Mapped stormwater data that included headwalls, outfalls, drains, and swales.
- ❖ Updated data from tax base maps.
- ❖ Re-mapped voting districts.
- ❖ Mapped location of traffic signals in the City.
- ❖ Assisted the IT Department to format software for GIS data in the police car computers.
- ❖ Reformatted GIS Data to be compatible with 911 software.
- ❖ Created map of monuments for the Horse Park.
- ❖ Mapped billboard locations in the City.
- ❖ Mapped cell tower locations in the City.
- ❖ Supervised the completion of the aerial photography project.
- ❖ Gathered information for the 2010 census.
- ❖ Trained Planning & Inspections staff to use online maps.

Department of Planning and Inspection Services

KEY PERFORMANCE MEASURES

Department of Planning and Inspection Services	FY 2006-2007	FY 2008-2009	FY 2009-2010
Planning & Inspection Services	Actual	Actual	Pre-Audit
Number of Building Permits Issued	365	126	94
New Occupational Tax	338	318	305

BUDGET HIGHLIGHTS

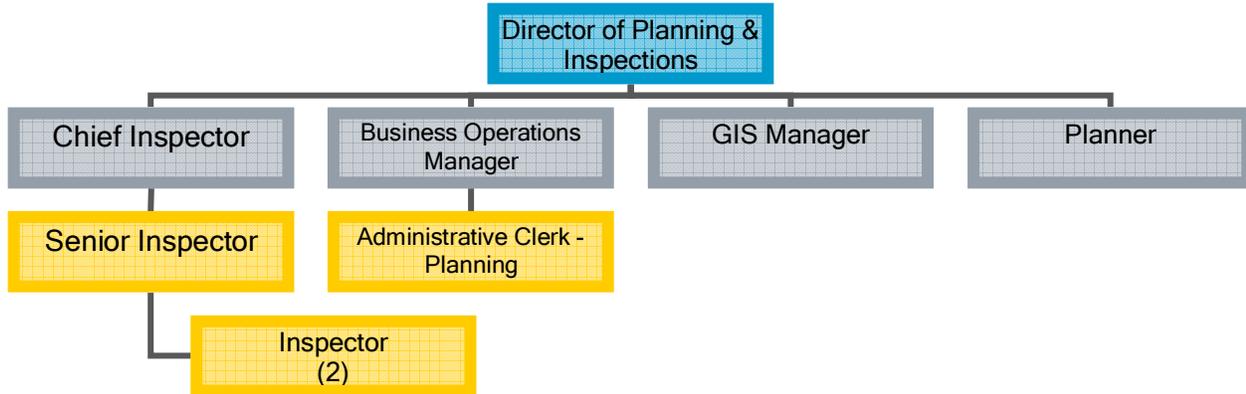
The projected expenditures for fiscal year 2010-2011 are \$631,984, a slight decrease of \$8,378 (1.3%) over the previous year's revised budget of \$640,362. The primary reason for the decrease is the 2% reduction in health insurance.

PERSONNEL POSITIONS

Planning & Inspection Services Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Director of Planning & Inspection Services	UC	1	1	1
GIS Manager	117	1	1	1
Planner	116	1	1	1
Chief Inspector	116	1	1	1
Senior Inspector	114	1	1	1
Business Operations Manager	112	1	1	1
Inspector	112	2	2	2
Administrative Clerk - Planning	107	1	1	1
Total		9	9	9

Department of Planning and Inspection Services

Organizational Chart Department of Planning & Inspections



Department of Planning and Inspection Services

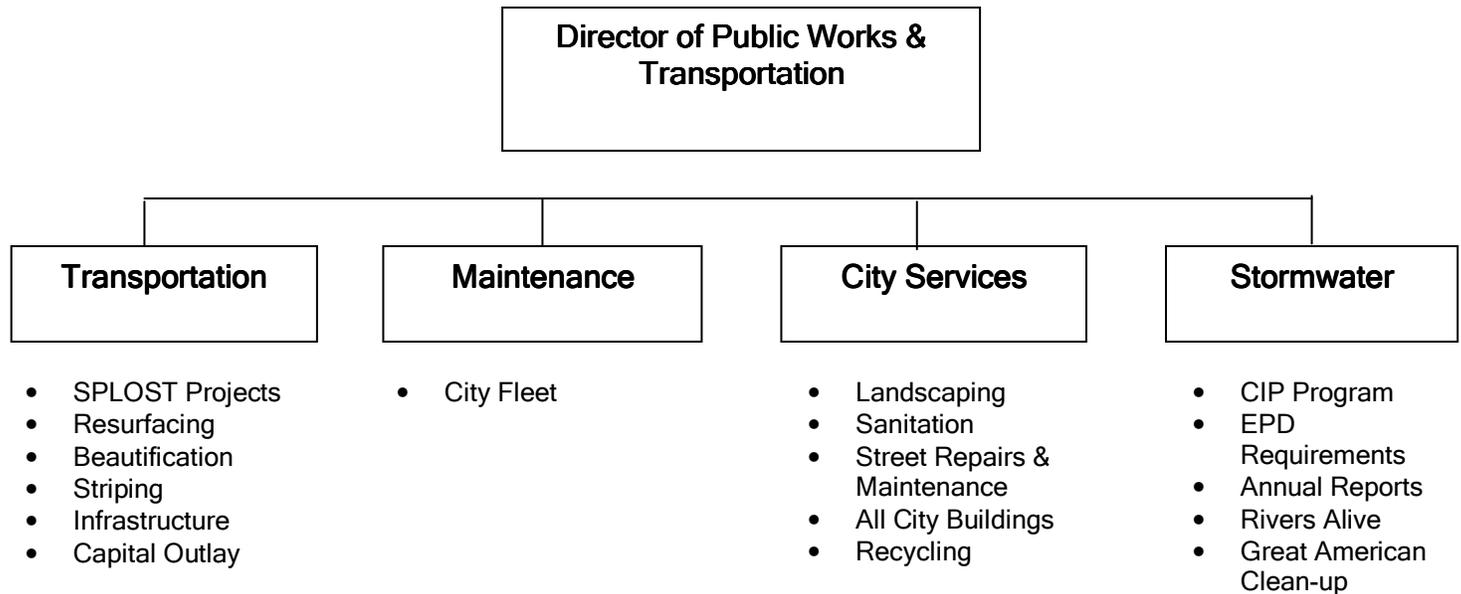
<i>10-4100-310 Planning & Zoning</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 261,552	\$ 267,934	2.4%
1110-0	Other Salaries & Wages	21,976	22,113	0.6%
2100-0	Group Health Insurance	31,108	31,906	2.6%
2110-0	Group Life Insurance	847	868	2.5%
2120-0	Group Dental Insurance	1,718	1,718	0.0%
2130-0	Group Vision Insurance	403	355	-11.9%
2140-0	Short-Term Disability Insurance	-	737	100.0%
2200-0	FICA Expense	21,690	22,189	2.3%
2400-0	Municipal Retirement	22,101	22,640	2.4%
	Total Personal Services	\$ 361,395	\$ 370,460	2.5%
52	Purchased/Contracted Services			
1100-2	Contract Labor	\$ 19,489	\$ -	-100.0%
3100-0	Dues, Fees, & Memberships	400	400	0.0%
3700-0	Training & Travel	8,500	3,500	-58.8%
	Total Purchased/Contracted Services	\$ 28,389	\$ 3,900	-86.3%
53	Supplies			
1100-0	Office Supplies	\$ 8,000	\$ 5,000	-37.5%
1300-0	Periodicals/Publications	350	350	0.0%
	Total Supplies	\$ 8,350	\$ 5,350	-35.9%
	Total Planning & Zoning	\$ 398,134	\$ 379,710	-4.6%

Department of Planning and Inspection Services

<i>10-4200-315 Inspections</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 173,577	\$ 181,988	4.8%
1110-0	Other Salaries & Wages	490	2,815	474.5%
2100-0	Group Health Insurance	20,835	20,418	-2.0%
2110-0	Group Life Insurance	562	590	5.0%
2120-0	Group Dental Insurance	1,374	1,375	0.1%
2130-0	Group Vision Insurance	322	284	-11.8%
2140-0	Short-Term Disability Insurance	-	589	100.0%
2200-0	FICA Expense	13,316	14,137	6.2%
2400-0	Municipal Retirement	14,667	15,378	4.8%
	Total Personal Services	\$ 225,143	\$ 237,574	5.5%
52	Purchased/Contracted Services			
1100-0	Engineering Services	\$ 7,000	\$ 7,000	0.0%
1300-0	Dues, Fees & Memberships	500	600	20.0%
1400-0	Advertising	1,500	750	-50.0%
2400-0	Publishing/Printing	1,000	750	-25.0%
2500-0	Postage	2,500	2,500	0.0%
3700-0	Training & Travel	3,000	2,000	-33.3%
	Total Purchased/Contracted Services	\$ 15,500	\$ 13,600	-12.3%
53	Supplies			
1300-0	Periodicals & Publications	\$ 1,085	\$ 600	-44.7%
1400-0	Uniforms	\$ 500	\$ 500	0.0%
	Total Supplies	\$ 1,585	\$ 1,100	-30.6%
	Total Planning & Inspections	\$ 242,228	\$ 252,274	4.1%

Department of Public Works & Transportation

Functional Organizational Chart Department of Public Works and 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.

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.

Department of Public Works & Transportation

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

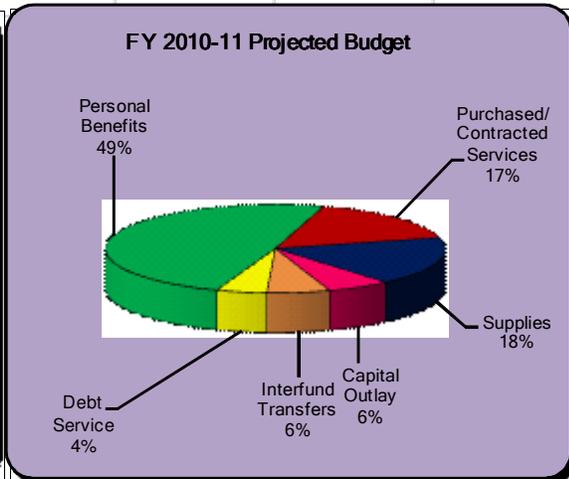
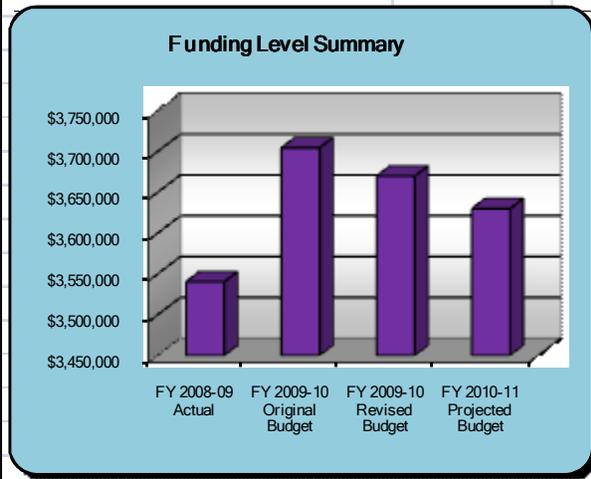
Additionally the Department of Public Works and Transportation maintains all city parks with the exception of the Georgia International Horse Park (GIHP) which is separated into its own department.

KEY OBJECTIVES

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

Department of Public Works & Transportation

	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Funding Level Summary					
Building Maintenance	\$ 302,509	\$ 304,425	\$ 396,937	\$ 281,000	-29.2%
Vehicle Maintenance	515,094	520,864	527,864	470,079	-10.9%
Landscaping Services	227,933	232,576	217,576	263,442	21.1%
Sanitation	1,273,210	1,132,137	1,134,687	1,442,510	27.1%
Infrastructure	890,479	1,090,916	969,197	698,920	-27.9%
Stormwater Management	331,244	423,588	423,588	474,001	11.9%
Departmental Total	\$ 3,540,469	\$ 3,704,506	\$ 3,669,849	\$ 3,629,952	-1.1%
Personal Benefits	\$ 1,553,491	\$ 1,665,893	\$ 1,650,893	\$ 1,780,447	7.8%
Purchased/Contracted Services	660,707	630,725	770,033	595,150	-22.7%
Supplies	595,949	600,105	606,140	645,955	6.6%
Capital Outlay	339,777	361,000	196,000	219,000	11.7%
Interfund Transfers	314,763	273,500	273,500	216,500	-20.8%
Debt Service	75,782	173,283	173,283	172,900	-0.2%
Departmental Total	\$ 3,540,469	\$ 3,704,506	\$ 3,669,849	\$ 3,629,952	-1.1%
Personnel Summary					
Building Maintenance	-	-	-	-	
Vehicle Maintenance	4	4	4	4	0.0%
Landscaping Services	6	6	6	6	0.0%
Sanitation	14	14	14	14	0.0%
Infrastructure	11	11	11	10	-9.1%
Stormwater Management	3	3	3	4	33.3%
Departmental Total	38	38	38	38	0.0%



Department of Public Works & Transportation

FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- Complete and submit annual 2010 report to EPD for stormwater.
- Continue Stenciling Program.
- Bid out and begin construction on Northside Drive and Milstead Ave.
- Continue storm drain mapping.
- Begin construction on the Sigman and East View Road intersection improvements.
- Continue storm drain cleaning.
- Manage and inspect the transportation projects for the City.
- Work with Rockdale County on SPLOST and various transportation projects.
 - Continue engineering on Railroad Street widening.
 - Continue activities as partner with Rockdale County:
 - Rivers Alive
 - Great American Clean Up
 - Statewide Clean Air Campaign
 - Other organized environmental awareness and activity programs
- Continuation of the Green Team effort to conserve energy and reduce waste in our landfills.
- Engineering of stormwater drainage upgrades on Jimi Lane.
- Engineering on Main Street drainage upgrades from Irwin Bridge Road to Pleasant Circle.
- Receive \$250,000 from Georgia Department of Transportation for signs and striping.
- Signal upgrades for all City traffic signals provided by the Georgia DOT.

Department of Public Works & Transportation

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

- ❖ 2009 EPD Annual Report submitted.
- ❖ 1,299 drain structures mapped.
- ❖ Cleaned out 588 drain structures.
- ❖ Collected debris from storm drains and streams and disposed of an estimated 1.5 tons of waste.
- ❖ Completed 15 in-house stormwater projects including:
 - West Circle
 - VFW Drive
 - Old Covington Road
 - Sara Court
- ❖ Environmental education took place via emails, newsletters, and class time.
- ❖ Participated in the Great American Cleanup, Rivers Alive Cleanup, electronics, cell phone, and the phonebook recycling event.
- ❖ Cleaned out 150 drain structures.
- ❖ Completed the installation of the Gateway located at Main Street and Pinelog Road.
- ❖ Completed construction on the West Avenue Beautification Project.
- ❖ Completed Phase II Trail and bridges at GIHP Nature Center.
- ❖ Completed surfacing on Old McDonough Road, Scott Street, and Oakland Avenue.
- ❖ City of Conyers has reached 50% participation in the recycling program from the City residents.
- ❖ Approved 10 year Solid Waste Plan to ARC.
- ❖ Completed 2009 annual vehicle report to EPD.
- ❖ Completed the construction on the intersection improvements located at Northside Drive and Milstead Avenue.
- ❖ Completed the construction of the Court Services Building expansion.
- ❖ Completed traffic signal installation located at SR 138 and East View Road intersection.

Department of Public Works & Transportation

KEY PERFORMANCE MEASURES

Department of Public Works and Transportation	FY 2007-08	FY 2008-09	FY 2009-10
Vehicle Maintenance	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	4	4	4
Number of Work Orders	1,540	1,637	1,555
Average Cost per Maintenance Request	108	69	105.80
Average Time Spent per Work Order	1 hr. 30 min.	3 hours	2 hrs. 45 min.

Department of Public Works and Transportation	FY 2007-08	FY 2008-09	FY 2009-10
Infrastructure	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	11	11	11
Feet of New Sidewalk	3,200	7,209	3,480
Street Signs Repaired & Replaced	192	134	150
Percentage of Potholes Repaired Within Two Days of Request	92%	95%	95%
Potholes Repaired / Tons Asphalt Used	471	356	300
Drainage Repaired	78	65	18
Traffic Lights Repaired	103	84	110

Department of Public Works and Transportation	FY 2007-08	FY 2008-09	FY 2009-10
Sanitation	Actual	Actual	Pre-Audit
Number of Full Time Equivalents	12	12	14
Tons of Residential & Commercial Refuse Collected	7,977	5,889	6,500
Number of Residential Customers Served	3,400	3,400	3,580
Refuse Collection Cost per Household per Month	20.85	20.85	20.85
Tipping Fees per Ton Taken to the Landfill	21.65	21.65	25.14
Miles of Roads Cleaned	100	100	100
Recycled Tons	-	548	725

Department of Public Works & Transportation

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2010-2011 are \$3,629,952, a decrease of \$39,897 (1.1%) over the previous year's revised budget of \$3,669,849. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- **Vehicle Maintenance**
 - The \$57,785 (10.9%) decrease in vehicle maintenance expenditures is due primarily to a projected decrease in fuel expenses.
- **Landscaping**
 - There is an increase in landscaping services of \$45,866 (21%) because of a vacancy that was carried all year. That position is budgeted again for this fiscal year.
- **Infrastructure**
 - There is a decrease of \$270,277 (28%) from last fiscal year because of several capital purchases that occurred last year in this department.
- **Building Maintenance**
 - There is a decrease of \$115,937 (29%) from last fiscal year because of city hall renovations that were included in last year's budget.
- **Sanitation**
 - There are funds budgeted to purchase a new street sweeper, 2 pickup trucks, a tac heater, and several radios.
- **Stormwater**
 - There are funds appropriated for the debt service for the 2005 stormwater bonds. Detailed projects to be performed under this department are included in the capital section of this budget.
- **SPLOST**
 - SPLOST projects are detailed in the capital section of this budget.

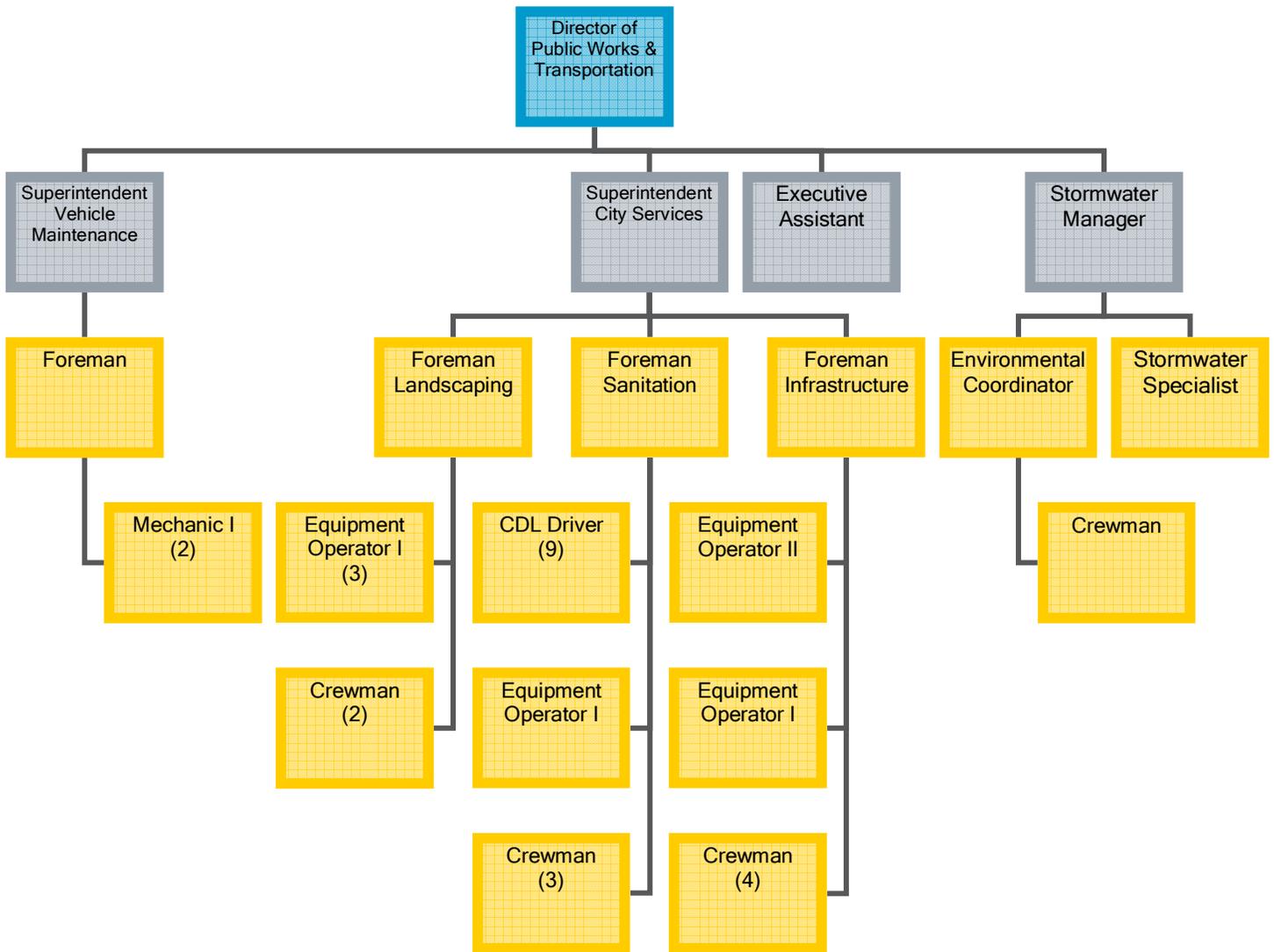
Department of Public Works & Transportation

PERSONNEL POSITIONS

Public Works and Transportation Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Director of Public Works and Transportation	UC	1	1	1
Stormwater Manager	118	1	1	1
Superintendent	116	2	2	2
Stormwater Coordinator	115	1	1	1
Vehicle Maintenance Foreman	111	0	0	1
Landscaping Foreman	111	1	1	1
Sanitation Foreman	111	1	1	1
Infrastructure Foreman	111	1	1	1
Mechanic II	110	1	1	0
Executive Assistant	110	0	0	1
Stormwater Specialist	109	0	0	1
Mechanic I	108	2	2	2
Equipment Operator II	107	2	2	1
CDL Driver	107	9	9	9
Administrative Clerk - Public Works	107	1	1	0
Equipment Operator I	105	6	6	5
Landscaping Crewman	103	2	2	2
Sanitation Crewman	103	2	2	3
Stormwater Crewman	103	0	0	1
Infrastructure Crewman	103	5	5	4
	Total	38	38	38

Department of Public Works & Transportation

Organizational Chart Department of Public Works & Transportation



Department of Public Works & Transportation

<i>10-1400-040 Building Maintenance</i>		FY:2008- 20910Revised Budget	FY:2010-2011 Operating Budget	% Change
52	Purchased/Contracted Services			
1150-0	Building Maintenance	\$ 156,780	\$ 50,000	-68.1%
1200-0	Pest Control Services	5,628	6,000	6.6%
1210-0	Janitorial Services	34,325	35,000	2.0%
	Total Purchased/Contracted Services	\$ 196,733	\$ 91,000	-53.7%
53	Supplies			
1100-0	Natural Gas	\$ 25,000	\$ 25,000	0.0%
1200-0	Water Consumption	70,000	70,000	0.0%
1205-0	Janitorial Supplies	15,204	5,000	-67.1%
1300-0	Electricity	90,000	90,000	0.0%
	Total Supplies	\$ 200,204	\$ 190,000	-5.1%
	Total Building Maintenance	\$ 396,937	\$ 281,000	-29.2%

Department of Public Works & Transportation

<i>10-1600-060 Vehicle Maintenance</i>		FY:2009-2010 Revised Budget	FY: 2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 160,256	\$ 165,445	3.2%
1110-0	Other Salaries & Wages	5,524	5,629	1.9%
1120-0	Overtime Salaries & Wages	500	500	0.0%
2100-0	Group Health Insurance	24,557	24,066	-2.0%
2110-0	Group Life Insurance	519	536	3.3%
2120-0	Group Dental Insurance	1,374	1,375	0.1%
2130-0	Group Vision Insurance	322	284	-11.8%
2140-0	Short-Term Disability Insurance	-	589	100.0%
2200-0	FICA Expense	12,720	13,125	3.2%
2400-0	Municipal Retirement	13,542	13,980	3.2%
	Total Personal Benefits	\$ 219,314	\$ 225,529	2.8%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs- Equipment	\$ 12,000	\$ 5,000	-58.3%
3700-0	Training & Travel Expenses	450	450	0.0%
	Total Purchased/Contracted Services	\$ 12,450	\$ 5,450	-56.2%
53	Supplies			
1250-0	Operating Supplies	\$ 4,000	\$ 4,000	0.0%
1400-0	Uniforms	4,800	4,800	0.0%
4500-0	Small Tools	13,800	13,800	0.0%
	Total Supplies	\$ 22,600	\$ 22,600	0.0%
55	Interfund Transfers			
1100-0	Auto Parts	\$ 77,000	\$ 70,000	-9.1%
1200-0	Tires	15,000	15,000	0.0%
1300-0	Oil & Fluids	6,500	6,500	0.0%
1400-0	Fuel	175,000	125,000	-28.6%
	Total Interfund Transfers	\$ 273,500	\$ 216,500	-20.8%
	Total Vehicle Maintenance	\$ 527,864	\$ 470,079	-10.9%

Department of Public Works & Transportation

<i>10-4300-320 Landscaping Services</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 143,888	\$ 169,543	17.8%
1110-0	Other Salaries & Wages	650	2,843	337.4%
1120-0	Overtime Salaries & Wages	1,000	1,000	0.0%
2100-0	Group Health Insurance	17,558	28,259	60.9%
2110-0	Group Life Insurance	466	549	17.8%
2120-0	Group Dental Insurance	1,718	1,718	0.0%
2130-0	Group Vision Insurance	403	355	-11.9%
2140-0	Short-Term Disability Insurance	-	884	100.0%
2200-0	FICA Expense	11,134	13,264	19.1%
2400-0	Municipal Retirement	12,159	14,327	17.8%
	Total Personal Services	\$ 188,976	\$ 232,742	23.2%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 9,000	\$ 9,000	0.0%
2100-0	Drug Testing Contracts	50	50	0.0%
3700-0	Training & Travel	150	500	233.3%
	Total Purchased/Contracted Services	\$ 9,200	\$ 9,550	3.8%
53	Supplies			
1250-0	Operating Supplies	\$ 3,000	\$ 3,000	0.0%
1350-0	Chemicals	750	1,500	100.0%
1375-0	Landscaping Supplies	6,000	8,000	33.3%
1380-0	Machinery Parts	750	750	0.0%
1400-0	Uniforms	2,900	2,900	0.0%
4500-0	Small Tools	6,000	5,000	-16.7%
	Total Supplies	\$ 19,400	\$ 21,150	9.0%
	Total Landscaping Services	\$ 217,576	\$ 263,442	21.1%

Department of Public Works & Transportation

<i>10-4500-340 Infrastructure</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 399,790	\$ 380,607	-4.8%
1110-0	Other Salaries & Wages	18,705	20,297	8.5%
1120-0	Overtime Salaries & Wages	1,500	1,500	0.0%
2100-0	Group Health Insurance	61,949	56,517	-8.8%
2110-0	Group Life Insurance	1,295	1,233	-4.8%
2120-0	Group Dental Insurance	3,779	3,437	-9.1%
2130-0	Group Vision Insurance	886	710	-19.9%
2140-0	Short-Term Disability Insurance	-	1,474	100.0%
2200-0	FICA Expense	32,130	30,784	-4.2%
2400-0	Municipal Retirement	33,782	32,161	-4.8%
	Total Personal Services	\$ 553,816	\$ 528,720	-4.5%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 55,000	\$ 15,000	-72.7%
2100-0	Drug Testing Contracts	500	500	0.0%
3700-0	Training & Travel	2,500	2,500	0.0%
5350-0	Property Leases	1,500	1,500	0.0%
5550-0	Maintenance/Repairs Traffic Lights	5,000	5,000	0.0%
5875-2	Electricity	10,000	10,000	0.0%
	Total Purchased/Contracted Services	\$ 74,500	\$ 34,500	-53.7%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.0%
1300-0	Electricity	100,000	100,000	0.0%
1355-0	Concrete	9,000	9,000	0.0%
1360-0	Stone & Gravel	2,500	2,500	0.0%
1365-0	Asphalt	10,000	-	-100.0%
1375-0	Landscaping Supplies	3,781	500	-86.8%
1390-0	Streets Signs	3,400	7,500	120.6%
1395-0	Street Maintenance Supplies	5,000	5,000	0.0%
1400-0	Uniforms	5,300	5,300	0.0%
4500-0	Small Tools	5,400	5,400	0.0%
	Total Supplies	\$ 144,881	\$ 135,700	-6.3%
54	Capital Outlays			
9060-0	Capital Outlay	\$ 196,000	\$ -	-100.0%
	Total Capital Outlays	\$ 196,000	\$ -	-100.0%
	Total Infrastructure	\$ 969,197	\$ 698,920	-27.9%

Department of Public Works & Transportation

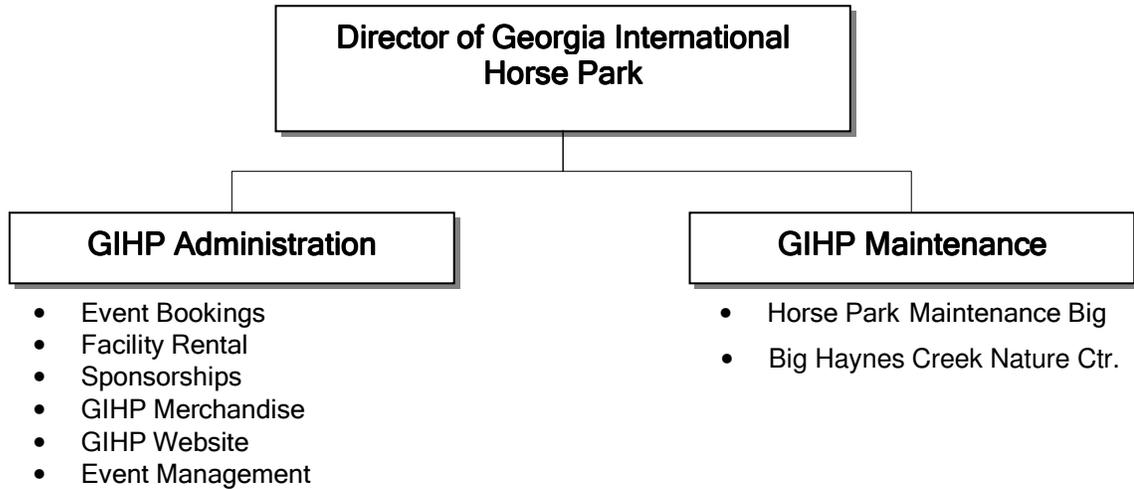
14-4400-330	<i>Sanitation Services</i>	FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 373,020	\$ 417,780	12.0%
1110-0	Other Salaries & Wages	16,044	14,052	-12.4%
1120-0	Overtime Salaries & Wages	7,000	7,000	0.0%
2100-0	Group Health Insurance	53,949	64,903	20.3%
2110-0	Group Life Insurance	1,209	1,354	12.0%
2120-0	Group Dental Insurance	3,436	4,124	20.0%
2130-0	Group Vision Insurance	805	853	6.0%
2140-0	Short-Term Disability Insurance	-	1,916	100.0%
2200-0	FICA Expense	30,299	33,571	10.8%
2400-0	Municipal Retirement	31,520	35,302	12.0%
	Total Personal Services	\$ 517,282	\$ 580,855	12.3%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 80,000	\$ 50,000	-37.5%
1150-0	Cart/Dumpster-Repair/Maint	2,000	1,000	-50.0%
1200-0	Equipment Rental	-	8,800	100.0%
2100-0	Drug Testing Contracts	300	300	0.0%
2200-0	Telephone	1,800	1,800	0.0%
2500-0	Postage	3,500	3,500	0.0%
3700-0	Training & Travel	450	450	0.0%
5200-0	Worker's Compensation Insurance	15,000	15,000	0.0%
5300-0	Liability Insurance	125,000	125,000	0.0%
5500-0	Landfill Tipping Fees	180,000	180,000	0.0%
	Total Purchased/Contracted Services	\$ 408,050	\$ 385,850	-5.4%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.0%
1101-0	Auto Parts	32,550	30,000	-7.8%
1201-0	Tires	17,000	17,000	0.0%
1250-0	Operating Supplies	2,000	2,000	0.0%
1300-0	Oil & Fluids	750	750	0.0%
1400-0	Uniforms	5,555	5,555	0.0%
1401-0	Fuel	150,000	200,000	33.3%
4500-0	Small Tools	1,000	1,000	0.0%
	Total Supplies	\$ 209,355	\$ 256,805	22.7%
54	Capital Outlays			
9060-0	Capital Outlays	\$ -	\$ 219,000	100.0%
	Total Capital Outlays	\$ -	\$ 219,000	100.0%
	Total Sanitation	\$ 1,134,687	\$ 1,442,510	27.1%

Department of Public Works & Transportation

<i>18-4850-620 Stormwater Management</i>		FY:2009-2010		FY:2010-2011	
		Revised			
		Budget	Operating Budget	% Change	
51	Personal Services				
1100-0	Regular Salaries & Wages	\$ 132,007	\$ 162,987	23.5%	
1110-0	Other Salaries & Wages	3,445	3,555	3.2%	
2100-0	Group Health Insurance	12,835	16,771	30.7%	
2110-0	Group Life Insurance	428	528	23.4%	
2120-0	Group Dental Insurance	1,031	1,375	33.4%	
2130-0	Group Vision Insurance	242	284	17.4%	
2140-0	Short-Term Disability Insurance	-	589	100.0%	
2200-0	FICA Expense	10,362	12,740	22.9%	
2400-0	Municipal Retirement	11,155	13,772	23.5%	
	Total Personal Services	\$ 171,505	\$ 212,601	24.0%	
52	Purchased/Contracted Services				
1100-0	Contract Labor	56,500	56,500	0.0%	
1100-3	Stormwater Education Supplies	500	500	0.0%	
1205-0	Legal Counsel	2,500	2,500	100.0%	
1210-0	Audit	2,000	3,000	50.0%	
2200-0	Telephone	1,800	500	-72.2%	
2300-0	Advertising	200	200	0.0%	
2400-0	Publishing & Printing	500	500	0.0%	
2500-0	Postage	250	250	0.0%	
3100-0	Dues, Fees, & Memberships	750	750	0.0%	
3700-0	Training & Travel	1,100	1,100	0.0%	
5200-0	Workers Compensation Insurance	1,500	1,500	0.0%	
5300-0	Liability Insurance	1,500	1,500	0.0%	
	Purchased/Contracted Services	\$ 69,100	\$ 68,800	-0.4%	
53	Supplies				
1100-0	Office Supplies	\$ 500	\$ 500	0.0%	
1250-0	Operating Supplies	1,500	1,500	0.0%	
1300-0	Periodicals & Publications	100	100	0.0%	
1355-0	Concrete	2,000	2,000	0.0%	
1360-0	Stone & Gravel	1,500	1,500	0.0%	
1365-0	Asphalt	-	10,000	100.0%	
1375-0	Landscaping Supplies	1,000	1,000	0.0%	
1390-0	Street Signs	500	500	0.0%	
1400-0	Uniforms	900	900	0.0%	
4500-0	Small Tools	1,500	1,500	0.0%	
4600-0	Safety Supplies	200	200	0.0%	
	Total Supplies	\$ 9,700	\$ 19,700	103.1%	
58	Debt Service				
1600-0	C.I.P. Lease Interest Expense	\$ 5,000	\$ 5,000	0.0%	
1610-0	2005 Stormwater Bonds	168,283	167,900	-0.2%	
	Total Debt Service	\$ 173,283	\$ 172,900	-0.2%	
	Total Stormwater Management	\$ 423,588	\$ 474,001	11.9%	

Department of Georgia International Horse Park

Functional Organizational Chart Department of Georgia International Horse Park

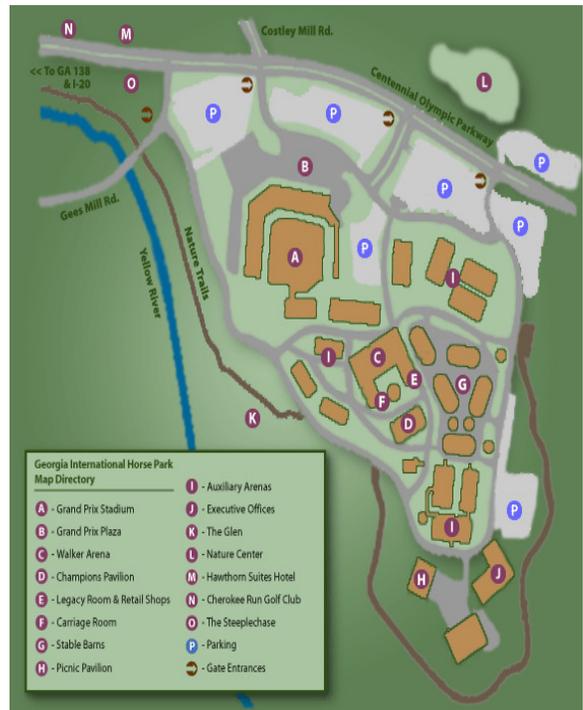


DEPARTMENT DESCRIPTION

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 15 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 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 stand point, the Nature Center is another one of the Park’s many assets.

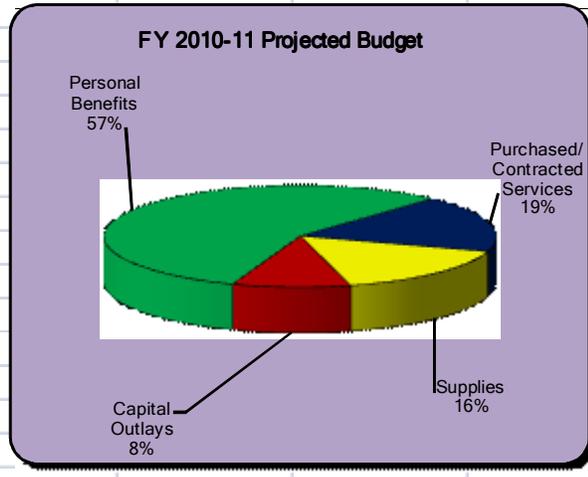
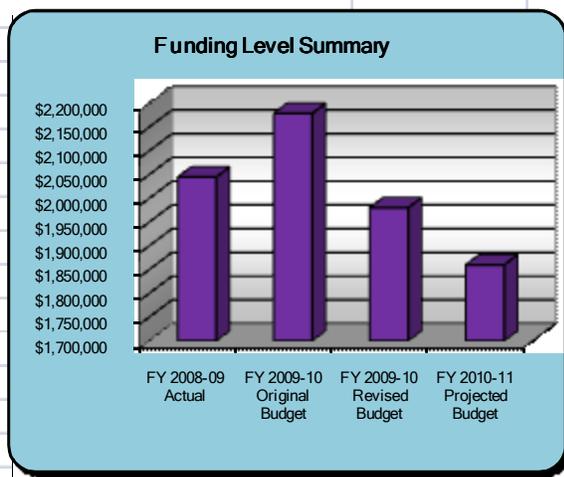


Department of Georgia International Horse Park

KEY OBJECTIVES

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

	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Funding Level Summary					
GIHP Administration	\$ 424,407	\$ 439,308	\$ 441,659	\$ 437,166	-1.0%
GIHP Maintenance	1,369,217	1,315,713	1,114,890	1,091,880	-2.1%
GIHP Events	227,251	268,000	268,000	239,000	-10.8%
Big Haynes Creek Nature Ctr.	24,132	156,014	156,014	92,200	100.0%
Departmental Total	\$ 2,045,007	\$ 2,179,035	\$ 1,980,563	\$ 1,860,246	-6.1%
Personal Benefits	\$ 930,660	\$ 996,860	\$ 990,410	\$ 1,046,531	5.7%
Purchased/Contracted	364,296	421,310	413,393	337,295	-18.4%
Supplies	323,061	322,925	324,055	295,920	-8.7%
Capital Outlays	426,990	437,940	252,705	180,500	-28.6%
Departmental Total	\$ 2,045,007	\$ 2,179,035	\$ 1,980,563	\$ 1,860,246	-6.1%
Personnel Summary					
GIHP Administration	6	6	6	6	0.0%
GIHP Maintenance	15	14	14	14	0.0%
GIHP Events	-	-	-	-	0%
Big Haynes Creek Nature Ctr.	0	1	1	1	100.0%
Departmental Total	21	21	21	21	0%



FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- Continue to maintain strong relationships with all promoters in order to book each of their respective dates on our Event Calendar.
- Continue to attract new events to the GIHP through marketing strategies showcasing our facility.
- Continue to work with the Public Relations Department to update and utilize the World Wide Web; also promoting the Park utilizing up-to-date tools such as Facebook, Twitter, etc.
- Continue to enhance our own Cherry Blossom Festival through community involvement and creative sponsorship opportunities that benefit both the Park and our vendors.
- Continue to make the Fabulous Fourth Celebration and outstanding community event through the involvement of the local VFW, Veterans Affairs and American Legion.
- Continue the growth of the Big Haynes Creek Wildlife Festival by additional educational programs that capture the interests of the community.
- 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.
- Continue to maintain and update our Facility Contracts to ensure that we remain competitive within our industry.
- Continue the “Going Green” effort within our facility to make the Park an eco friendly facility.
- Continue to maximize our Exhibition Center as another viable tool for booking new events for the GIHP.
- Continue to partner with large promoters such as Kicks 101.5, 104.7 The Fish and Fiesta Georgia to enable their events to grow and also through them, showcasing 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 the facility is within the area.
- Continue to attend conferences, training seminars, etc. that allow our staff to broaden their skills, thus improving the bookings and operations of the Park.

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

- ❖ In challenging economic times, the Park recorded 180 total events, 64 of which were equine.
- ❖ The GIHP Marquis sign was put in place at the Park’s Highway 138 entrance. The GIHP staff attended training to become fully efficient in operating the sign with regard to promoting all events at the Park.

Department of Georgia International Horse Park

- ❖ The GIHP Facility Maintenance department moved into their new facility. The new building was successfully opened and an open house was hosted for all City management to preview.
- ❖ Expanded the recycling program to encourage events at the Park to utilize the blue recycling bins as part of the City's recycling program.
- ❖ The Conyers Cherry Blossom Festival was once again awarded the Gold Kaleidoscope Award for the Best Festival/Event in the Southeast with a budget under \$75,000 by the Southeastern Festival and Events Association. The festival also received the Gold Kaleidoscope Award for the Best Sponsorship Solicitation Package and Best Vendor.
- ❖ The Conyers Cherry Blossom Festival was again selected as a Top 20 Event in the Southeast by the Southeast Tourism Society.
- ❖ The Big Haynes Creek Wildlife Festival was awarded the Gold Kaleidoscope Award for the Best Website by the Southeastern Festival Events and Association.
- ❖ Booked beauty pageants for both the July 4th Celebration and the Big Haynes Creek Wildlife Festival that have become annual ancillary events to the festivals.
- ❖ The Conyers Cherry Blossom Festival partnered with Rockdale Emergency Relief and a food drive was conducted during the 2009 festival for the Rockdale Emergency Relief food bank. In addition, Rockdale Emergency Relief hosted the Conyers Cherry Blossom Festival Run for Relief 5K run as an ancillary event of the festival.
- ❖ The Big Haynes Creek Wildlife Festival had an increase in attendance and partnered with the Rockdale Master Gardeners for a wildflower seed ball project and the Conyers Kennel Club with dog agility demonstrations and a Responsible Pet Ownership essay contest in the Rockdale and Newton County middle schools.
- ❖ A Horse Park team member once again served an active role on the Southeast Festival and Events Association Board of Directors.
- ❖ Launched the Georgia International Horse Park's Facebook page to promote the Park and all of our events, included our "house-promoted" events.
- ❖ Initiated GeoCaching locations at the Georgia International Horse Park.
- ❖ The Park's event software, EBMS, was upgraded and the Park received its own server for improving functionality of all software applications.
- ❖ Obtained a new laptop computer to be used by the sale staff to streamline the sales process during site visits.
- ❖ The Park worked successfully with FEMA and GEMA in the aftermath of the major flood in September 2009 to identify and apply for federal assistance. All documentation with regard to the qualified projects was completed to allow the City to receive reimbursement where applicable. RFP's were issued to have the work completed.
- ❖ Worked with the City's Court Service Department and the City Attorney to better outline the duties and expectations of community service. Implemented improved reporting as well as record keeping to enhance functionality.
- ❖ Participated in new grant opportunities for the Park as a result of the Federal Stimulus

Department of Georgia International Horse Park

Plan. One of which will provide funding to eradicate privets and the other would allow for the purchase and planting of up to 41 trees.

- ❖ Continued to develop positive customer service relations with all of our promoters as well as exhibitors to make sure they return on an annual basis.
- ❖ Continued to work with our exclusive caterer, Proof of the Pudding, to better satisfy the needs of our customers. Improved menus by making them more specific to the Park thereby improving sales.
- ❖ Issued a new RFP for a design build for a covered arena and walkway. Upon receipt of each proposal, a committee was involved in rating and analyzing the proposals. Although the project was postponed for one year, the committee thoroughly benefited from the information gathered and captured valuable knowledge for this project in the future.
- ❖ Invested in the professional growth of our staff through current memberships in local professional organizations, attending educational seminars and participating in Leadership Rockdale.
- ❖ Improved landscaping throughout the Park including adding a gazebo and water feature in the Courtyard area.
- ❖ Completed unplanned but necessary repairs to several areas throughout the Park as a result of the September 2009 flood. Areas include the Nature Center trails, parking lots, roadways and other various locations.
- ❖ Installed new flooring in the Administrative Office as a result of flooding.
- ❖ The Maintenance Department completed an extensive winter project list during the “off-season” to prepare for the upcoming year’s events.
- ❖ Obtained new utility vehicles to be used throughout the Park.
- ❖ Updated the event contracts to include additional information concerning fees.
- ❖ Celebrated 15 years of the Park hosting both the Southeastern Charity Horse Show and the Conyers Fall Classic. Each of these shows has been at the park since its opening in 1995. Each show received a proclamation from the Mayor and reception with City officials and Park staff to thank them for their continued business.
- ❖ In a challenging economy, one of the shows hosted at the Park recorded record numbers on a national scale.
- ❖ Booked several new horse shows including one hosted by the Georgia Quarter Horse Association and several local school equestrian teams.
- ❖ Booked a new annual festival, Fiesta Georgia, with attendance of over 20,000 in its first year. This event celebrated Hispanic culture and consisted of music and vendors. The event promoter has become active in the community and is partnering with local businesses to become involved with the festival in the future.
- ❖ Increased the number of film shoots booked at the Park.
- ❖ Hosted the United States Boomerang Olympic Trials.

Department of Georgia International Horse Park

- ❖ Successfully booked new events in the newly renovated courtyard area.
- ❖ Several of the existing events have increased the number of events they host per year such as the consignment sale that is hosted twice per year and a scrapbooking event that is hosted four times per year.
- ❖ Continued to seek and book new types of events.
- ❖ Continued to look for ways to maximize revenue including finding ways to host concurrent events.
- ❖ Continued work with the North Georgia Live Steamers on their railway which was completed in the Spring of 2010.
- ❖ Organized walking tours of the Big Haynes Creek Nature Center.
- ❖ Working along with volunteers, created a walking map identifying plant life on the trails at the Big Haynes Creek Nature Center.

KEY PERFORMANCE MEASURES

Department of Georgia International Horse Park (G.I.H.P.)	FY 2006-07 Actual	FY 2008-09 Actual	FY 2009-10 Pre-Audit
Number of Equestrian Events Conducted at GIHP	59	66	59
Number of Fairs and Festivals Conducted at GIHP	29	27	40
Number of Concerts Conducted at GIHP	1	1	1
Number of Mountain Biking Events	5	6	5
Number of Other Events	152	80	78

BUDGET HIGHLIGHTS

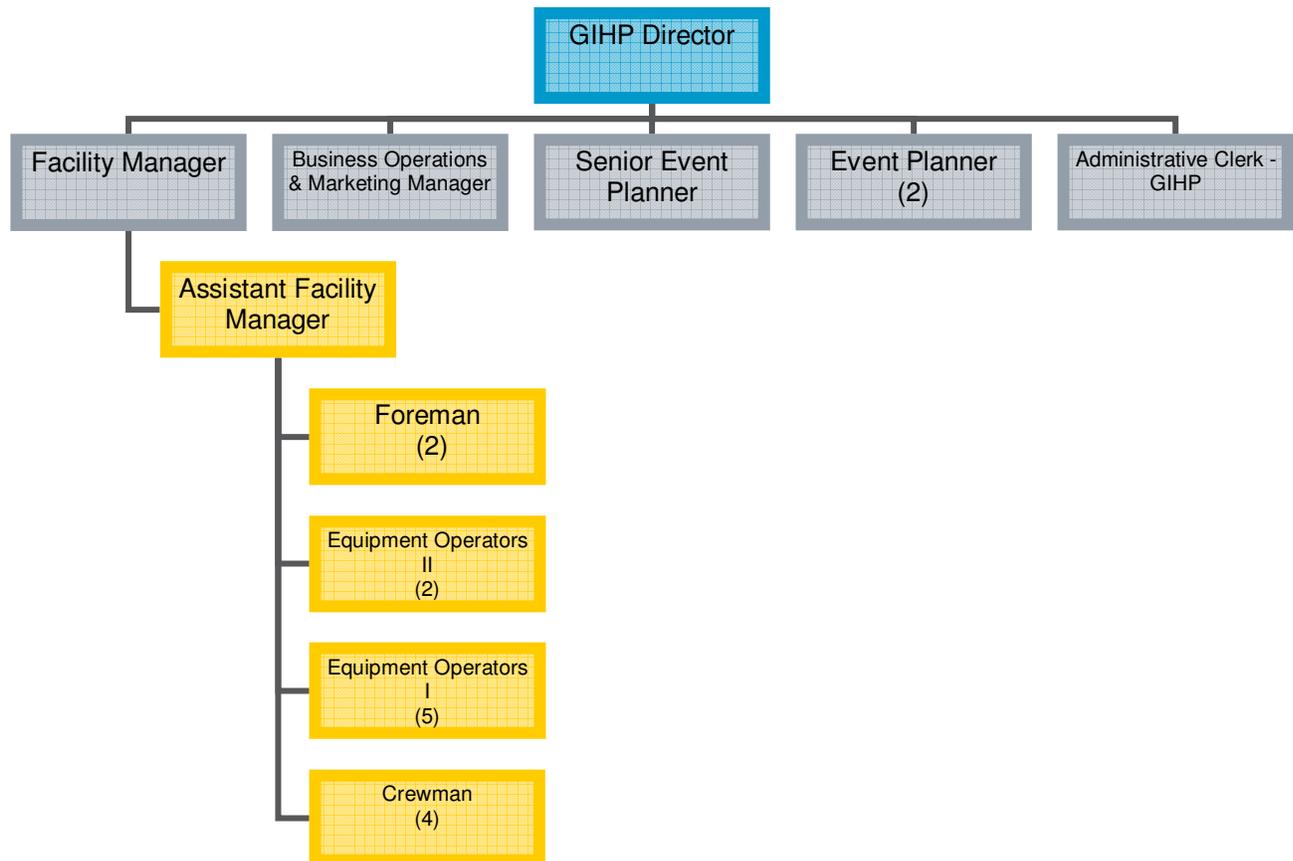
The projected expenditures for fiscal year 2010-2011 are \$1,768,046, a decrease of \$56,503 (4%) over the previous year's revised budget of \$1,824,549. The decrease is mostly due to the reduction on health insurance costs.

Department of Georgia International Horse Park

PERSONNEL POSITIONS

Georgia International Horse Park	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Director of GIHP	UC	1	1	1
Facility Manager	116	1	1	1
Business & Marketing Manager	114	1	1	1
Senior Event Planner	113	0	0	1
Event Planner	112	3	3	2
Assistant Facility Manager	112	0	0	1
Foreman	111	2	2	2
Equipment Operator II	107	2	2	2
Administrative Clerk - GIHP	107	1	1	1
Equipment Operator I	105	5	5	5
Crewman	102	5	5	4
Total		21	21	21

Organizational Chart Georgia International Horse Park



Department of Georgia International Horse Park

<i>10-6100-410</i>	<i>GIHP Administration</i>	FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 290,602	\$ 296,814	2.1%
1110-0	Other Salaries & Wages	21,651	21,444	-1.0%
2100-0	Group Health Insurance	38,708	36,099	-6.7%
2110-0	Group Life Insurance	942	884	-6.2%
2120-0	Group Dental Insurance	2,061	2,062	0.0%
2130-0	Group Vision Insurance	483	426	-11.8%
2140-0	Short-Term Disability Insurance	-	884	100.0%
2200-0	FICA Expense	23,887	24,347	1.9%
2400-0	Municipal Retirement	24,556	25,081	2.1%
	Total Personal Services	\$ 402,890	\$ 408,041	1.3%
52	Purchased/Contracted Services			
2400-0	Publishing/Printing	\$ 6,300	\$ 3,000	-52.4%
2500-0	Postage	3,500	3,500	0.0%
3100-0	Dues, Fees & Memberships	3,015	2,795	-7.3%
3700-0	Training & Travel	15,995	10,000	-37.5%
	Total Purchased/Contracted Services	\$ 28,810	\$ 19,295	-33.0%
53	Supplies			
1100-0	Office Supplies	\$ 3,750	\$ 3,750	0.0%
1300-1	Periodicals/Publications	130	130	0.0%
1400-0	Uniforms	1,750	1,750	0.0%
1475-0	Promotional Supplies	4,329	4,200	-3.0%
	Total Supplies	\$ 9,959	\$ 9,830	-1.3%
	Total GIHP Administration	\$ 441,659	\$ 437,166	-1.0%

Department of Georgia International Horse Park

<i>10-6200-420 GIHP Maintenance</i>		FY:2009-2010 Revised Budget	FY: 2010-2011 Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 403,796	\$ 448,229	11.0%
1110-0	Other Salaries & Wages	7,750	6,362	-17.9%
1120-0	Overtime Salaries & Wages	5,000	5,000	0.0%
2100-0	Group Health Insurance	63,462	65,448	3.1%
2110-0	Group Life Insurance	1,324	1,452	9.7%
2120-0	Group Dental Insurance	4,466	4,468	0.0%
2130-0	Group Vision Insurance	1,047	924	-11.7%
2140-0	Short-Term Disability Insurance	-	2,063	100.0%
2200-0	FICA Expense	32,248	35,159	9.0%
2400-0	Municipal Retirement	34,543	37,875	9.6%
	Total Personal Services	\$ 553,636	\$ 606,980	9.6%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 12,000	\$ 12,000	0.0%
1110-0	Maintenance/Repairs Equipment	29,261	28,500	-2.6%
1120-0	Temporary Labor	71,322	35,000	-50.9%
1150-0	Maintenance/Repairs Building	11,000	9,000	-18.2%
3115-0	Irrigation Pump Station Repair	4,000	5,500	37.5%
	Total Purchased/Contracted Services	\$ 127,583	\$ 90,000	-29.5%
53	Supplies			
1250-0	Operating Supplies	\$ 21,451	\$ 21,600	0.7%
1300-0	Electricity	200,000	170,000	-15.0%
1345-0	Electric Supplies	1,500	2,000	33.3%
1360-0	Stone/Gravel	18,000	17,000	-5.6%
1375-0	Landscaping Supplies	36,635	39,900	8.9%
1390-0	Signage	1,500	1,500	0.0%
1400-0	Uniforms	13,820	12,900	-6.7%
	Total Supplies	\$ 292,906	\$ 264,900	-9.6%
54	Capital Outlays			
5005-0	Operating Capital	\$ 22,000	\$ 15,000	-31.8%
9060-0	Capital Outlay	118,765	115,000	-3.2%
	Total Capital Outlay	\$ 140,765	\$ 130,000	-7.6%
	Total GIHP Maintenance	\$ 1,114,890	\$ 1,091,880	-2.1%

Department of Georgia International Horse Park

<i>10-6300-430 GIHP Events</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
52	Purchased/Contract Services			
7105-0	Stall Cleaning	132,000	100,000	-24.2%
8402-0	Cherry Blossom Festival Expenses	78,000	80,000	2.6%
8404-0	Wildlife Festival	40,000	41,000	2.5%
	Total Purchased/Contract Services	\$ 250,000	\$ 221,000	-11.6%
53	Supplies			
1200-0	Janitorial Supplies	\$ 18,000	\$ 18,000	0.0%
	Total Supplies	\$ 18,000	\$ 18,000	0.0%
	Total GIHP Events	\$ 268,000	\$ 239,000	-10.8%

Department of Georgia International Horse Park

<i>13-6450-530</i>	<i>Big Haynes Creek Nature Center</i>	FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 21,789	\$ 22,879	100.0%
1110-0	Other Salaries & Wages	85	110	100.0%
2100-0	Group Health Insurance	8,000	4,193	100.0%
2110-0	Group Life Insurance	71	74	100.0%
2120-0	Group Dental Insurance	344	344	100.0%
2130-0	Group Vision Insurance	81	71	100.0%
2140-0	Short-Term Disability Insurance	-	147	100.0%
2200-0	FICA Expense	1,673	1,759	100.0%
2400-0	Municipal Retirement	1,841	1,933	100.0%
	Total Personal Benefits	\$ 33,884	\$ 31,510	100.0%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 1,500	\$ 1,500	0.0%
1110	Maintenance/Repairs Equipment	500	500	0.0%
1210-0	Janitorial Supplies	500	500	0.0%
2300-0	Advertising	4,500	4,500	0.0%
	Total Purchased/Contracted Services	\$ 7,000	\$ 7,000	0.0%
53	Supplies			
1250-0	Operating Supplies	\$ 350	\$ 350	0.0%
1375-0	Landscaping Supplies	1,500	1,500	0.0%
1390-0	Signage	500	500	0.0%
1400	Uniforms	840	840	0.0%
	Total Supplies	\$ 3,190	\$ 3,190	0.0%
54	Capital Outlay			
8100-0	Construction-in-Progress	\$ 111,940	\$ 50,500	-54.9%
	Total Capital Outlay	\$ 111,940	\$ 50,500	-54.9%

Department of Tourism and Public Relations

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, 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.
- Developing and implementing Olde Town programs for the Pavilion.
- 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 as a Main Street City in the state's Main Street Program.

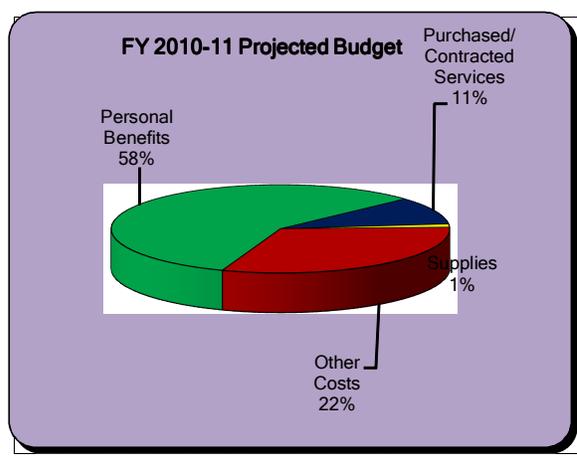
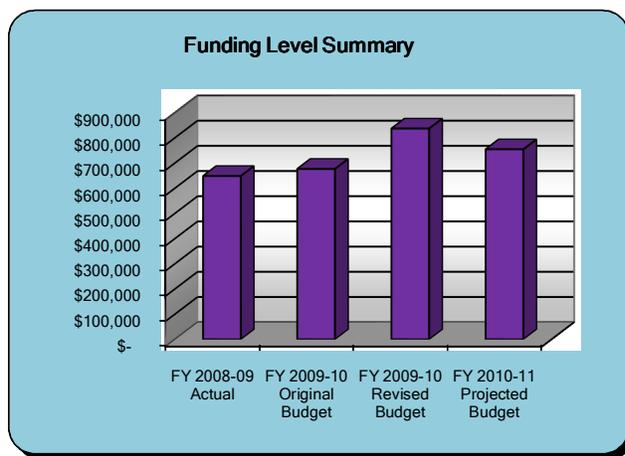
The mission of this department is to promote tourism as an economic development tool in the City of Conyers. The department works to create unique, special events that enhance the charm of Conyers, Georgia. The department also strives to provide quality, accessible public information through advertising,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

Department of Tourism and Public Relations

KEY OBJECTIVES

- Meet Main Street Program standards.
- City of Conyers website updates.
- Events.
- Conyers Convention & Visitors Bureau.
- Providing accurate City-related information to citizens and the media.

	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Funding Level Summary					
Personal Benefits	\$ 437,474	\$ 426,938	\$ 427,913	\$ 434,418	1.5%
Purchased/Contracted Services	70,863	86,518	89,668	76,290	-14.9%
Supplies	10,374	11,130	11,130	9,130	-18.0%
Other Costs	129,565	151,900	307,959	234,400	-23.9%
Departmental Total	\$ 648,276	\$ 676,486	\$ 836,670	\$ 754,238	-9.9%
Personnel Summary					
Tourism & Public Relations	7	7	7	7	0.0%
Departmental Total	7	7	7	7	0.0%



Department of Tourism and Public Relations

FUTURE OUTLOOK - FISCAL YEAR 2010-2011

- Update, promote and maintain the new websites for the City of Conyers and the Georgia International Horse Park.
- Continue to enhance effective communication between the City and citizens through newsletters, e-newsletters, social media, the City's website and events.
- Maintain the Conyers Convention & Visitors Bureau's presence in the city, county and around the state by promoting events, activities and attractions that Conyers has to offer.
- Promote "green" initiatives in the City of Conyers through the efforts of the City's Green Team and through ordinances or policy approved by the Conyers City Council.
- Continue working with the Conyers Downtown Development Authority, Main Street Program, Rockdale County and investors to promote and revitalize Olde Town Conyers through Main Street Program initiatives.

ACCOMPLISHMENTS - FISCAL YEAR 2009-2010

- ❖ Created a City of Conyers Facebook page featuring nearly 800 fans to date.
- ❖ Updated Conyers Calendar of Events and state tourism website calendar regularly.
- ❖ Produced Olde Town Summer Series, Hometown Holidays, St. Patrick's Day, and Olde Town Fall Festival rack cards/brochures.
- ❖ Produced an in-house Olde Town Conyers informational brochure to distribute at Conyers Welcome Center, local hotels, and Olde Town businesses.
- ❖ Distributed brochures for City & GIHP events to state and local welcome centers.
- ❖ Conducted tours of Olde Town Conyers, GIHP, and Monastery.
- ❖ Staff attended DDA/Main Street Board monthly meetings.
- ❖ Geocaching in Conyers: established two caches in Olde Town and three at the Georgia International Horse Park.
- ❖ Attended Main Street committee meetings.
- ❖ Fifteen new businesses opened in Olde Town as a result of Main Street Program efforts.
- ❖ Welcome Center welcomed more than 8,300 visitors and received more than 5,500 phone calls.
- ❖ Ongoing negotiations between Main Street office and potential Olde Town investors.
- ❖ Handled Olde Town Conyers Pavilion and Veal Street Center rentals.
- ❖ Assisted with advertising and coordinating for participants in ARC Livable Centers Initiative core group of stakeholders for series of meetings.

Department of Tourism and Public Relations

- ❖ Provided letters, proclamations on Mayor's behalf and coordinated appearances for ribbon cuttings and special events.
- ❖ Hosted quarterly hoteliers meetings.
- ❖ Two staff members served on Conyers-Rockdale Complete Count Committee for upcoming 2010 Census.
- ❖ Reprinted popular Conyers map pads and distributed to hotels and city offices.
- ❖ Coordinated painting of West Avenue Mural.
- ❖ Worked with National Research Center and conducted survey; result of 200 responses from citizens.
- ❖ Served on City Green Team quarterly meetings.
- ❖ Handled advertising for Conyers events, GIHP events, bridal guide ads, etc.
- ❖ Staff served as liaisons with Georgia Film Commission coordinating the filming of "Ben 10: Alien Force" TV movie in Olde Town Conyers and formed relationships for potential filming of CW's "The Vampire Diaries" in Conyers in 2010.
- ❖ Organized and/or assisted with the following events:
 - State of the City
 - St. Patrick's Day Parade
 - Arbor Day
 - Cherry Blossom Festival
 - Volunteer Appreciation Banquet
 - Olde Town Summer Series
 - Big Haynes Creek Wildlife Festival
 - Hometown Holiday Parade
 - Olde Town Christmas Party Events
 - Main Street Sponsors "Thank You" Party
 - Painting of West Avenue Mural
 - Cub Scout Car Show
 - Olde Town Fine Arts Festival
 - Pave the Path 10K
 - Olde Town Fall Festival
 - Halloween Trick-or-Treating in Olde Town
- ❖ Coordinated landmark sign advertisers.
- ❖ Responsible for keeping www.conyersga.com website up-to-date.
- ❖ Began working on transition to new conyersga.com website and CVB website by reviewing and editing content, photos, etc.
- ❖ Began working on way finding signage program for Conyers with Planning and Inspections and Public Works.
- ❖ Issued press releases when appropriate and handled media requests, print & TV.
- ❖ Newsletters:
 - Quarterly *Legacy Link* GIHP e-newsletters I
 - Quarterly *Destination Conyers* newsletters

Department of Tourism and Public Relations

- Quarterly volunteer newsletters
- Bi-monthly *Conyers Connections* newsletters and e-newsletters
- 12 *City Sounds* employees newsletters

- ❖ Held CVB meetings with CVB Board.
- ❖ Fulfilled brochure/information requests from Welcome Center.
- ❖ Participated in Treasures Along I-20 and Historic Heartland co-op meetings.

KEY PERFORMANCE MEASURES

Department of Public Relations & Tourism	FY 2007-2008 Actual	FY 2008-2009 Actual	FY 2009-2010 Pre-Audit
Number of visitors to Conyers Welcome Center	8,445	8,550	8,500
Number of Events in Olde Town	110	90	100
Number of Volunteers	106	145	155

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2010-2011 are \$754,238, a decrease of \$82,432 (9.9%) over the previous year's revised budget of \$836,670. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

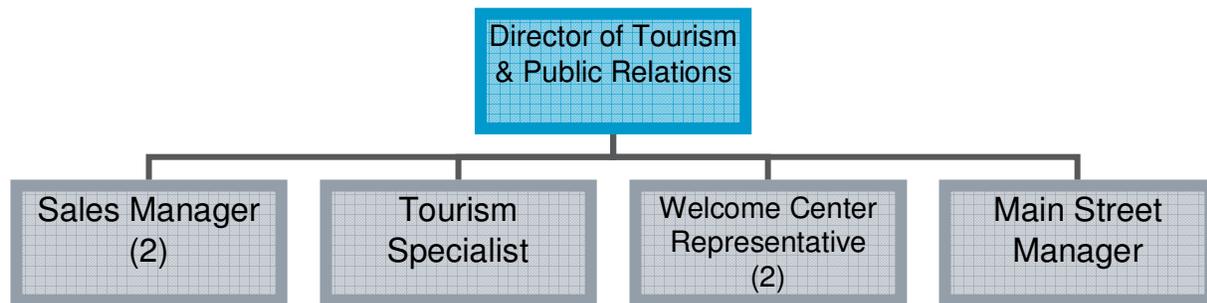
- Advertising for Horse Park (bridal guides, trade show and equestrian show programs), Conyers (events, holidays, generic Conyers promotional ads), co-op ads.
- State of the City costs (A/V, service fees, awards, photography, giveaways, invitations, programs, etc.)
- Law Enforcement Appreciation Week (refreshments at Council Mtg., supplies for recognizing individual officers).
- Quarterly Town Hall meetings (giveaways, supplies, etc.)
- Quarterly newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers.
- GIHP Fabulous Fourth event (fireworks-increase this year, entertainment, giveaways, etc.)
- Main Street Expenses which includes hometown holidays such as parades, etc.

Department of Tourism and Public Relations

PERSONNEL POSITIONS

Public Relations & Tourism Positions	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Director of Public Relations & Tourism	UC	1	1	1
Sales Manager	114	2	2	2
Main Street Manager	114	1	1	1
Tourism Specialist	112	1	1	1
Welcome Center Representative	106	2	2	2
Total		7	7	7

Organizational Chart Department of Tourism and Public Relations



Department of Tourism and Public Relations

13-6400-510 Tourism & Public Relations		FY:2009-2010	FY:2010-2011	
		Revised Budget	Operating Budget	% Change
51	Personal Services			
1100-0	Regular Salaries & Wages	\$ 319,160	\$ 322,918	1.2%
1110-0	Other Salaries & Wages	17,390	20,003	15.0%
2100-0	Group Health Insurance	34,645	32,996	-4.8%
2110-0	Group Life Insurance	1,034	1,046	1.2%
2120-0	Group Dental Insurance	2,405	2,406	0.0%
2130-0	Group Vision Insurance	564	497	-11.9%
2140-0	Short-Term Disability Insurance	-	1,032	100.0%
2200-0	FICA Expense	25,746	26,233	1.9%
2400-0	Municipal Retirement	26,969	27,287	1.2%
	Total Personal Services	\$ 427,913	\$ 434,418	1.5%
52	Purchased/Contracted Services			
1110-0	Maintenance/Repairs Equipment	13,000	8,000	100.0%
2300-0	Advertising	31,718	30,000	-5.4%
2400-0	Publishing/Printing	19,285	12,000	-37.8%
2500-0	Postage	10,000	12,000	20.0%
3100-0	Dues, Fees & Memberships	10,570	10,545	-0.2%
3700-0	Training and Travel	5,095	3,745	-26.5%
	Purchased/Contracted Services	\$ 89,668	\$ 76,290	-14.9%
53	Supplies			
1100-0	Office Supplies	\$ 2,000	\$ 2,000	0.0%
1300-0	Periodicals/Publications	130	130	0.0%
7525-0	Merchandise	2,500	500	-80.0%
8051-0	Volunteer Recognition	6,500	6,500	0.0%
	Total Supplies	\$ 11,130	\$ 9,130	-18.0%
57	Other Costs			
5950-0	Economic Development	\$ 60,000	\$ 60,000	100.0%
6300-0	Welcome Center at Depot	1,500	-	-100.0%
8510-0	Special Events	27,000	30,000	11.1%
8535-0	Main Street Program	63,445	52,200	-17.7%
	Total Other Costs	\$ 151,945	\$ 142,200	-6.4%
	Total Tourism & Public Relations	\$ 680,656	\$ 662,038	-2.7%

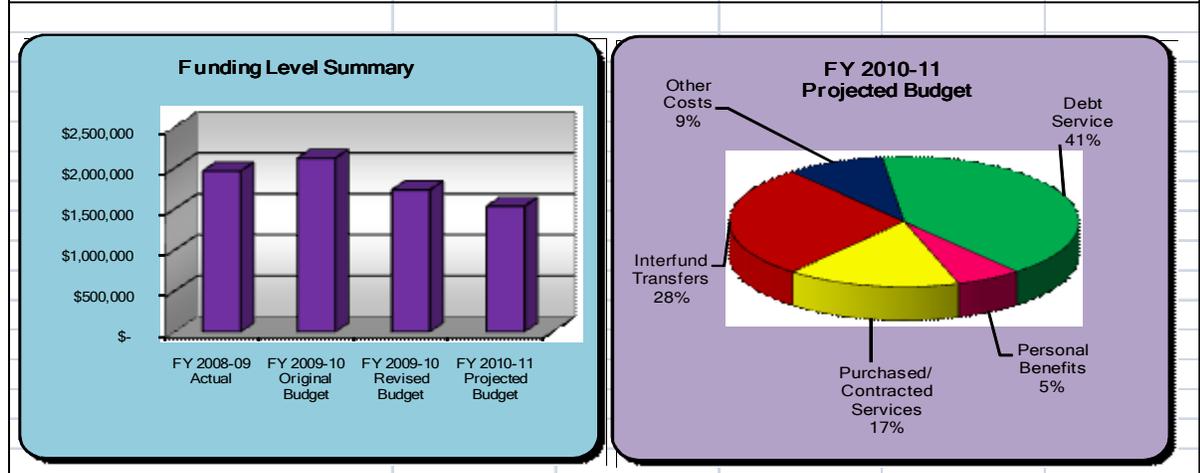
Non-Departmental

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) Certificates of Participation (C.O.P.S.). In December of 1991, the City of Conyers issued \$1,000,000 in Certificates of Participation for the purpose of expanding and renovating the Police Department facility. This line item reflects the annual debt service payments on the C.O.P.
- 3) 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. The current debt service for fiscal year 2009 totals \$532.896.

	FY 2008-09 Actual	FY 2009-10 Original Budget	FY 2009-10 Revised Budget	FY 2010-11 Projected Budget	% Change From FY 2009-2010
Funding Level Summary					
Personal Benefits	\$ 108,478	\$ 96,800	\$ 96,800	\$ 93,000	-3.9%
Purchased/Contracted Services	341,274	347,000	207,000	245,500	18.6%
Interfund Transfers	428,054	507,595	507,595	427,941	-15.7%
Other Costs	294,272	435,000	189,600	140,000	-26.2%
Debt Service	792,279	733,846	733,846	627,704	-14.5%
Departmental Total	\$ 1,964,357	\$ 2,120,241	\$ 1,734,841	\$ 1,534,145	-11.6%



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2010-2011 are \$1,534,145, a decrease of \$200,696 (12%) over last year's revised budget of \$1,734,841. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, stormwater fees, economic development, and debt service.

Non-Departmental

<i>10-9100-900 Non-Departmental</i>		FY:2009-2010 Revised Budget	FY:2010-2011 Operating Budget	% Change
51	Personal Services			
4300-0	Retiree Health & Life Insurance	\$ 91,800	\$ 90,000	-2.0%
4350-0	Unemployment Compensation	5,000	3,000	-40.0%
	Total Personal Services	\$ 96,800	\$ 93,000	-3.9%
52	Purchased/Contracted Services			
3100-0	Dues, Fees & Memberships	\$ 5,500	\$ 5,500	0.0%
5200-0	Workers Compensation Insurance	65,000	110,000	69.2%
5300-0	Liability Insurance	130,000	130,000	0.0%
5450-0	GMA Contract Labor	6,500	-	-100.0%
	Purchased/Contracted Services	\$ 207,000	\$ 245,500	18.6%
55	Interfund Transfers			
9600-0	Operating Transfers Out	\$ 507,595	\$ 427,941	-15.7%
	Total Interfund Transfers	\$ 507,595	\$ 427,941	-15.7%
57	Other Costs			
1500-0	Fiscal Agent Charges	\$ 55,000	\$ 50,000	-9.1%
1600-0	Stormwater Fees	34,000	34,000	0.0%
2100-0	Cherokee Run	2,500	-	
5955-0	Historical Society	6,000	6,000	0.0%
5956-0	Arts Council	50,000	50,000	0.0%
6600-0	Real Estate Acquisition	17,000	-	-100.0%
6650-0	Housing Charette Project	10,000	-	
	Total Other Costs	\$ 174,500	\$ 140,000	-19.8%
58	Debt Service			
1600-0	C.I.P. Leases Current	\$ 110,000	\$ -	-100.0%
1625-0	Debt Service C.O.P.S.	90,300	94,540	4.7%
1650-0	Debt Service CCC Bonds	533,546	533,164	-0.1%
	Total Debt Service	\$ 733,846	\$ 627,704	-14.5%
	Total Non-Departmental	\$ 1,719,741	\$ 1,534,145	-10.8%

Capital Improvement Program Fiscal Years 2011-2015



CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2011-2015

Capital Improvement Program Fiscal Years 2011-2015



CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2011-2015

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

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requirements, scheduling all projects over a fixed period with appropriate planning and implementation, budgeting high priority projects and developing a project revenue policy for proposed improvements, coordinating the activities of various departments in meeting project schedules and monitoring and evaluating the progress of capital projects.

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

Examples of capital projects include:

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

ESTABLISHING CIP PRIORITIES

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

PRIMARY CRITERIA

- The project prevents or eliminates a public hazard.

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

SECONDARY CRITERIA

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

CAPITAL MAINTENANCE

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

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

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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.

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Maintaining a Sound and Stable Financial Program

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

Repairing or Replacing Existing Facilities and Equipment

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

Enhancing Opportunities for Participation in Federal or State Grant-in-Aid Programs

There are federal and state programs that a municipality may draw upon for planning, constructing and financing capital improvements. The preparation of a capital program improves the municipality's chance of obtaining such aid.

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

CIP COMMON MISTAKES TO BE AVOIDED

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

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

FISCAL POLICIES AND ANALYSIS

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

- 1) the level of recurring future operating expenditures;
- 2) the current level of debt (bonded indebtedness);
- 3) the legal limit of debt it may incur (bonded capacity); and

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- 4) any potential sources of additional revenue available for capital improvement financing.

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

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

CAPITAL IMPROVEMENT PROGRAM POLICIES

- 1) A clear, explicit, and definite series of policy statements should be developed as guides in capital programming. The following represents the capital improvement budget policies of Conyers:
- 2) The City will make all capital improvements in accordance with an adopted Capital Improvements Program.
- 3) The City will develop a multi-year plan for capital improvements and update it annually.
- 4) The City will enact an annual capital budget based on the multi-year Capital Improvements Program. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- 5) The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.

- 6) The City will use intergovernmental assistance to finance those capital improvements that are consistent with the Capital Improvements Program and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- 7) The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
- 8) The City will project its equipment replacement and maintenance needs for the next several years, and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- 9) The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the Council for approval.
- 10) The City will determine the least costly financing method for all new projects.

APPROACHES TO FINANCING

CAPITAL IMPROVEMENTS

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

Pay-As-You-Go

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

Pay-as-you-go works well where capital needs are steady and modest and financial capability is adequate. The method may include appropriations in the budgets of two or more years to pay for projects that take that long to build without borrowing. The technique can also provide for a fund for future expenditures built up

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by annual increments, or by setting aside unanticipated windfall income, until the balance is large enough to undertake the capital improvement.

Pay-as-you-go has several advantages. First, it saves interest costs. Interest on long-term bonds can more or less equal the original capital cost, depending on interest rates and repayment schedules. Thus, one can pay "twice" for a capital improvement even though the annual bill over an extended period is disarmingly low.

Second, pay-as-you-go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capability.

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

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

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

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

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

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

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

Bond Issue

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

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

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

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

Capital Improvement Program

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bonds, and those who both assist and also buy and sell bond issues. Fee structures, as well as the objectivity of the assistance, may be influenced by the differing relationships.

Short-term Notes

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

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

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

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

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

Reserve Funds

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

Lease-Purchase

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

Authorities and Special Districts

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

Special Assessments

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

Tax Increment Financing

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

Federal and State Aid

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

When contemplating the use of federal or state aid, it is important that local priorities still be maintained. A project should not be undertaken just because funds are available. Furthermore, since most aid programs require a local match of

Capital Improvement Program

Fiscal Years 2011-2015

funds, too many lower priority projects could be undertaken without adequate planning so that the financial condition of the municipality could be seriously impaired. Finally, grant programs may place additional constraints on the operating budget.

Capital Facilities Inventory

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

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

Fund Definitions

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

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

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

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

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

Capital Improvement Program

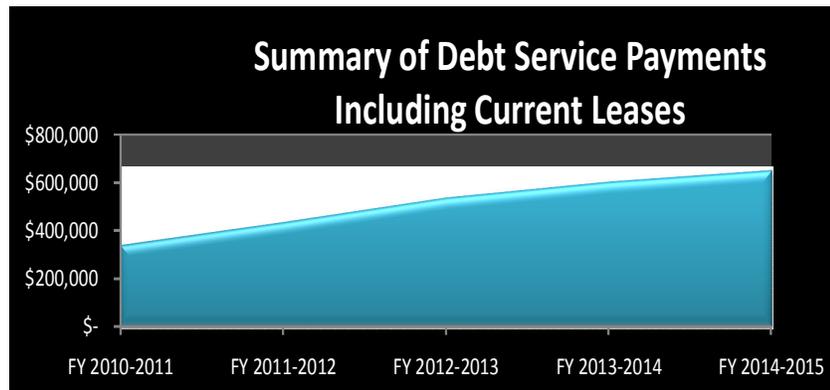
Fiscal Years 2011-2015

DIVISION/FUND								
List of Equipment	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015			Total
GIHP								
Tables	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	20,000
Drags	\$ -	\$ 5,000	\$ 9,250	\$ -	\$ -	\$ -	\$ -	14,250
Facades	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	40,000
Tractors	\$ -	\$ 26,000	\$ 58,000	\$ -	\$ -	\$ -	\$ -	84,000
Paving of Retail Parking Lot	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	65,000
Covered Warm Up Arena	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	450,000
Barricades	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	15,000
Light Fixtures for Barns	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	40,000
Remodel Carriage Room	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	55,000
Chairs for Outdoor Events	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	25,000
Skid Steer	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	55,000
Fencing	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	30,000
Total GIHP	\$ 115,000	\$ 141,000	\$ 622,250	\$ 10,000	\$ 5,000	\$ -	\$ -	893,250
Police								
Vehicles	\$ 208,490	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ -	\$ -	1,181,443
Crime Scene Mapping System	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	20,000
Bait Car Equipment	\$ 14,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	14,250
Video Enhancement Studio	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5,000
Krimesite Imager	\$ 18,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	18,950
Total Police	\$ 266,690	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ -	\$ -	1,239,643
Public Works & Transportation								
Portable Air Compressor	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	13,000
Bucket Truck	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	60,000
3/4 Ton Pickup Trucks	\$ 45,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	145,000
Tandem Axle Dump Truck	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	110,000
Street Sweeper	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	165,000
Vehicles	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	40,000
Tac Heater	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	11,000
Skidsteer Loader	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	80,000
22 ft. Trailer	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	14,000
Radios	\$ 26,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	26,400
Mini Excavator	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50,000
Total Public Works & Transportation	\$ 391,400	\$ 283,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	624,000
GENERAL FUND	\$ 773,090	\$ 667,238	\$ 940,237	\$ 253,238	\$ 213,490	\$ -	\$ -	2,756,893
Sanitation								
Dumpsters	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	70,000
Residential Refuse Truck	\$ -	\$ 175,000	\$ 175,000	\$ 180,000	\$ -	\$ -	\$ -	530,000
Commercial Refuse Truck	\$ 102,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	102,000
1 Ton Flat Bed Trucks	\$ -	\$ 140,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -	216,000
Residential Carts	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	60,000
Leaf Vacuum	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -	37,000
Total Sanitation	\$ 112,000	\$ 345,000	\$ 318,000	\$ 210,000	\$ 30,000	\$ -	\$ -	1,015,000
SANITATION FUND	\$ 112,000	\$ 345,000	\$ 318,000	\$ 210,000	\$ 30,000	\$ -	\$ -	1,015,000
Total All Funds	\$ 885,090	\$ 1,012,238	\$ 1,258,237	\$ 463,238	\$ 243,490	\$ -	\$ -	3,771,893

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
Fiscal Years 2011-2015
Summary of Debt Service Payments

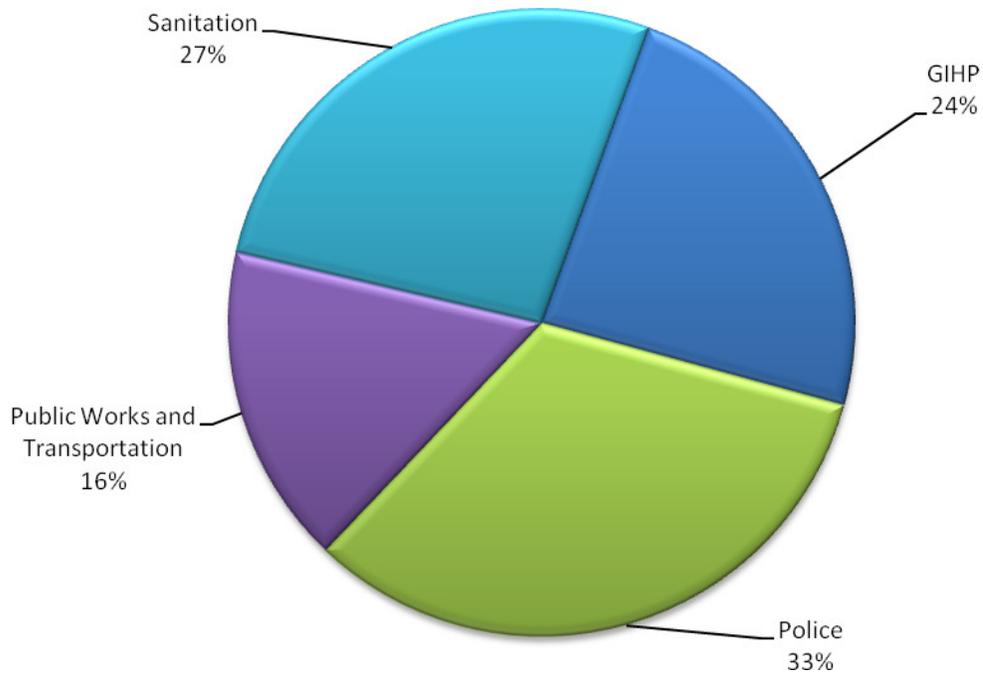
Department						All Departments	
	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	Total	
Current Lease Purchases	\$ 339,919	\$ 307,738	\$ 252,509	\$ 104,743	\$ 104,743	\$ 1,109,651	
GIHP	\$ -	\$ 9,175	\$ 25,461	\$ 154,603	\$ 154,603	\$ 331,226	
Police	\$ -	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	\$ 17,394	
Public Works & Transportation	\$ -	\$ 89,131	\$ 151,063	\$ 163,221	\$ 163,221	\$ 566,635	
Sanitation	\$ -	\$ 25,335	\$ 104,471	\$ 177,285	\$ 225,455	\$ 532,546	
Total Lease Purchases Debt	\$ 339,919	\$ 435,726	\$ 537,853	\$ 604,200	\$ 652,369	\$ 2,557,451	



Capital Improvement Program Fiscal Years 2011-2015

All Departments Fiscal Years 2011-2015

Capital Leases (ALL DEPARTMENTS)



***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*Georgia International Horse Park
(GIHP)***

Capital Improvement Program

Fiscal Years 2011-2015

City of Conyers

Capital Improvement Plan Fiscal Years 2011-2015

Summary of Debt Service Payments GIHP

Debt Service	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	Total
GIHP						
Tractors	\$ -	\$ -	\$ 5,964	\$ 19,268	\$ 19,268	44,500
Covered Warm Up Arena	\$ -	\$ -	\$ -	\$ 103,221	\$ 103,221	206,443
Barricades	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 3,441	10,322
Light Fixtures for Barns	\$ -	\$ 9,175	\$ 9,175	\$ 9,175	\$ 9,175	36,701
Skid Steer	\$ -	\$ -	\$ -	\$ 12,616	\$ 12,616	12,616
Fencing	\$ -	\$ -	\$ 6,881	\$ 6,881	\$ 6,881	20,644
Total GIHP	\$ -	\$ 9,175	\$ 25,461	\$ 154,603	\$ 154,603	331,226

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-01
Project Name	Tables

New or Replacement
Category

New
Furniture

Contact Jennifer Bexley
Department Horse Park



Description	Total Project Cost \$ 20,000
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100 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	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 20,000
Quantity	25	25	25	25		100
Total	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 20,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 20,000
Total	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 20,000

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	2011	2012	2013	2014	2015	Total
GIHP Revenue	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
Total	\$ 3,000	\$ 15,000				

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-02
Project Name	Drags

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



Description	Total Project Cost \$ 14,250
One arena works drag and two hydraulic 4 in 1 drags.	

Justification
Currently, we have two 1995 hydraulic 4 in 1 drags, one 1995 arena works drag, and two TR3 sponsorship drags. The sponsorship drags are on an informal basis so it is uncertain how much longer these will be available. The drags sustain substantial wear and tear because of the 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. FY 2012 would replace one hydraulic 4 in 1 drag and FY 2013 would replace one hydraulic 4 in 1 drag and one arena works drag.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 5,000	\$ 9,250			\$ 14,250
Quantity		1	2			3
Total		\$ 5,000	\$ 9,250			\$ 14,250

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease		\$ 5,000	\$ 9,250			\$ 14,250
Total		\$ 5,000	\$ 9,250			\$ 14,250

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-03
Project Name	Building facades

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



Description	Total Project Cost \$ 40,000
Hardi plank covering for front of Carriage Room and Legacy Room buildings. This also includes adding gabling to both buildings.	

Justification
The metal buildings surrounding the courtyard have a very industrial look. To be more consistent with the "dressed up" look of the newly renovated courtyard, the front of the buildings needs a warmer, more inviting look. The hardi plank and gabling would soften the appearance and make it look much more appealing.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay			\$ 40,000			\$ 40,000
Total			\$ 40,000			\$ 40,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease			\$ 40,000			\$ 40,000
Total			\$ 40,000			\$ 40,000

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

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-04
Project Name	Tractors

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



Description	Total Project Cost \$ 84,000
Two 70 hp Kubota tractors and one 90 hp Kubota tractor with front end loader.	

Justification
Replacement of 3 identical tractors that were purchase in FY 2003. One replacement scheduled for FY 2012 and the other two replacements are scheduled for FY 2013.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 26,000	\$ 58,000			\$ 84,000
Quantity		1	2			3
Total		\$ 26,000	\$ 58,000			\$ 84,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease		\$ 26,000	\$ 58,000			\$ 84,000
Total		\$ 26,000	\$ 58,000			\$ 84,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-05
Project Name	Paving of 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 at the Horse Park.	

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 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 inclement weather. Further, if the area was paved and striped, many more cars could fit in the area thus increasing capacity.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 65,000					\$ 65,000
Total	\$ 65,000					\$ 65,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease	\$ 65,000					\$ 65,000
Total	\$ 65,000					\$ 65,000

Operational Impact/Other
There is no O & M impact expected with this capital purchase for a minimum of five years.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-06
Project Name	Covered Warm Up Arena

New or Replacement Category: New Buildings
Contact: Jennifer Bexley
Department: Horse Park



Description	Total Project Cost \$ 450,000
An 80 X 80 square foot covered arena.	

Justification
One of the biggest and most frequent complaints the horse park staff receive is the limited covered area that we have. Many equestrian facilities have multiple covered arenas and/or indoor arenas. A covered arena is needed so that the exhibitors can warm-up prior to entering the Charles Walker Arena, particularly in inclement or extremely hot weather. The structure would only need to be very basic with support beams and a roof. An arena under the area is not needed.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay			\$ 450,000			\$ 450,000
Total			\$ 450,000			\$ 450,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease			\$ 450,000			\$ 450,000
Total			\$ 450,000			\$ 450,000

Operational Impact/Other
The operating impact of a covered arena will be minimal. The roof will be the primary source of maintenance, but that would only be for a long term scenario. The cost of liability insurance is a factor.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Liability Insurance			\$ 500	\$ 500	\$ 500	\$ 1,500
Total			\$ 500	\$ 500	\$ 500	\$ 1,500

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-07
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 1996 and are in excess of 14 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	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 15,000				\$ 15,000
Quantity		100				100
Total		\$ 15,000				\$ 15,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 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 Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-08
Project Name	Green Energy Lights for Multi-Purpose Building

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



Description	Total Project Cost \$ 40,000
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Energy efficient light fixtures for multi-purpose building.

Justification

The existing light fixtures are in excess of 12 years old. Age and the weather have taken their toll. The fixtures are rusted and in poor condition and are in need of replacement. This capital purchase is one of the projects initiated by the City's Green Team as one means of saving energy costs.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 40,000					\$ 40,000
Total	\$ 40,000					\$ 40,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease	\$ 40,000					\$ 40,000
Total	\$ 40,000					\$ 40,000

Operational Impact/Other

These light fixtures will be replaced by the park's staff. There is no operating impact associated with this capital purchase.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-09
Project Name	Remodeling of the Carriage Room

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



Description	Total Project Cost \$ 55,000
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Remodeling of the Carriage Room to include 400 new chairs at \$18,000, new draperies at \$12,000, new carpet at \$7,000, a new ceiling at \$8,500, new lighting at \$4,500 and the services of a designer at \$5,000.

Justification

The décor in the Carriage Room is over 10 years old and is showing its age and the decorations are dated. A renovation of the room is needed to keep it competitive with other similar facilities. This is also timely now that the courtyard has been renovated.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 55,000				\$ 55,000
Total		\$ 55,000				\$ 55,000

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease		\$ 55,000				\$ 55,000
Total		\$ 55,000				\$ 55,000

Operational Impact/Other

There is no operating impact associated with this capital item.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-10
Project Name	Chairs for Outdoor Events

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



Description	Total Project Cost \$ 25,000
2,500 folding outdoor chairs to be used for outdoor events at the Horse Park.	

Justification

The chairs currently being used for outdoor events are 13 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.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Total	\$ 5,000	\$ 25,000				

Funding Source	2011	2012	2013	2014	2015	Total
GMA Direct Lease	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Total	\$ 5,000	\$ 25,000				

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	GIHP-11
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	2011	2012	2013	2014	2015	Total
Capital Outlay			\$ 55,000			\$ 55,000
Total			\$ 55,000			\$ 55,000

Funding Source	2011	2012	2013	2014	2015	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	2011	2012	2013	2014	2015	Total
Liability Insurance			\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,500
Fuel			\$ 9,500	\$ 11,000	\$ 12,500	\$ 33,000
Total			\$ 11,000	\$ 12,500	\$ 14,000	\$ 37,500

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	GHP-12
Project Name	Fencing

New or Replacement Category	New Improvements	Contact Jennifer Bexley Department Horse Park
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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.
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Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 30,000				\$ 30,000
Total		\$ 30,000				\$ 30,000

Funding Source	2011	2012	2013	2014	2015	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.
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***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*Police***

Capital Improvement Program

Fiscal Years 2011-2015

City of Conyers

Capital Improvement Plan

Fiscal Years 2011-2015

Summary of Debt Service Payments

Police Department

Debt Service	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	Total
Police						
Video Enhancement Studio	\$ -	\$ 1,129	\$ 1,129	\$ 1,129	\$ 1,129	4,518
Bait Car Equipment	\$ -	\$ 3,219	\$ 3,219	\$ 3,219	\$ 3,219	12,876
Total Police	\$ -	\$ 4,348	\$ 4,348	\$ 4,348	\$ 4,348	17,394

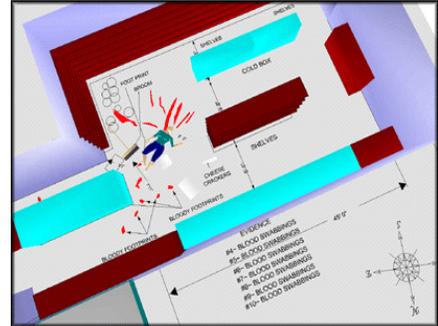
Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project # **PD-01**
Project Name **Crime Scene Mapping System**

New or Replacement Category: New Equipment
Contact Department: Gene Wilson Police Department



Description Total Project Cost \$ 20,000

Total station crime scene mapping system for mapping crime scenes and accident reconstruction.

Justification

Law enforcement agencies across the nation are being increasingly required to provide a higher level of crime scene detail. Technology has evolved and so too have the standards and requirements for evidence in court proceedings for major crimes. What once used to be the exception in providing GS coordinates and mapped crime scenes is now becoming the standard and expectation. The total station will perform essentially the data-collecting functions that will allow investigators and scene reconstructionists to more efficiently map out a crime or accident scene. Additional software called AIMS will allow detectives to do the work more safely, accurately and faster. AIMS allow investigators to work a crash scene from a safe location by simply aiming the total station and taking a reading. This way, they stay away from traffic, debris, and other hazards. When the scene has to be cleared for the data collection, the system enables traffic to resume sooner.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 20,000					\$ 20,000
Total	\$ 20,000					\$ 20,000

Funding Source	2011	2012	2013	2014	2015	Total
Asset Forfeitures	\$ 20,000					\$ 20,000
Total	\$ 20,000					\$ 20,000

Operational Impact/Other

Additional maintenance costs will be incurred at a total of \$683 per year. However, the first year of maintenance is free.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Maint./Repairs Equipment	\$ -	\$ 683	\$ 683	\$ 683	\$ 683	\$ 2,732
Total	\$ -	\$ 683	\$ 683	\$ 683	\$ 683	\$ 2,732

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PD-02
Project Name	Patrol Vehicles (5)

New or Replacement Category	Replacement Vehicles	Contact	Gene Wilson
		Department	Police Department



Description	Total Project Cost \$ 1,181,443
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The purchase of five new police vehicles for the police department. All of these vehicles will be replacement units. Each unit, fully equipped and ready for service, will cost an estimated \$34,748. These costs are estimates only and may be subject to changes based on actual purchase time.

Justification

Currently, the police fleet has a number of marked police units that are still in service from the model year of 1997 through 2002. In order to remove these units, replacement units need to be purchased. This request coincides with the decommission schedule that establishes a seven year replacement plan for police vehicles. Maintaining a modern fleet ensures the most professional image with the public, increased officer safety through automobile designs, and reduced maintenance costs. The vehicles currently slated for replacement are Unit 35, a 2002 Ford Crown Victoria with 128,809 miles; Unit 48, a 2002 Ford Crown Victoria with 124,784 miles; Unit 69, a 2002 Ford Crown Victoria with 140,200 miles; Unit 38, a 2002 Ford Crown Victoria with 129,852 miles; Unit 45, a 2002 Ford Crown Victoria with 124,782 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 208,490	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ 1,181,443
Quantity	6	7	8	7	6	34
Total	\$ 208,490	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ 1,181,443

Funding Source	2011	2012	2013	2014	2015	Total
SPLOST	\$ 208,490	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ 1,181,443
Total	\$ 208,490	\$ 243,238	\$ 277,987	\$ 243,238	\$ 208,490	\$ 1,181,443

Operational Impact/Other

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

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PD-03
Project Name	Bait Car Equipment

New or Replacement Category New Equipment **Contact** Gene Wilson
Department Police Department



Description | **Total Project Cost \$ 14,250**

This is equipment that will be installed into a vehicle in order to catch thieves who are attempting to steal a vehicle or steal items from a vehicle.

Justification

This equipment will be utilized in a vehicle to be placed in problem areas where there are thefts of motor vehicles. It will help capture suspects at the time the crime is in progress and has the capability to lock the doors and keep the suspect in the vehicle until officers arrive. The equipment also can be used in cases where we have an increase of entered autos. The equipment will help in the prosecution of criminals since it records video from the vehicle at the time that the crime is taking place. The equipment includes many specialized pieces of hardware that combine to make a vehicle into a "bait" car.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 14,250					\$ 14,250
Total	\$ 14,250					\$ 14,250

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 14,250					\$ 14,250
Total	\$ 14,250					\$ 14,250

Operational Impact/Other

There is no O & M impact associated with this capital purchase.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PD-04
Project Name	Video Enhancement Studio

New or Replacement Category New Equipment **Contact Department** Gene Wilson Police Department



Description	Total Project Cost \$ 5,000
Video Enhancement Studio to capture video, reproduce it and isolate suspect images for identification and distribution.	

Justification

The emerging most significant means of solving cases is by video evidence. Significant cases have recently been solved through the ability to view video evidence, isolate suspect images, reproduce those images to a BOLO and distribute to patrol officers and other agencies. Currently, the Criminal Investigations Division uses a mismatched conglomeration of televisions, VCRs, DVD players, etc. that have been scavenged from abandoned property for this purpose. To continue to promote the department's mission of making the City of Conyers the safest place to live in the metro Atlanta area, the division is requesting funding for this proven means of solving and reducing crime. This studio would consist of a flat screen television, stand alone dedicated computer work station, DVD player/recorder, VHS player/recorder and a multiplexer that would allow the department to reproduce the multi screen shots that most businesses use in their video camera systems.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 5,000					\$ 5,000
Total	\$ 5,000					\$ 5,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 5,000					\$ 5,000
Total	\$ 5,000					\$ 5,000

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PD-05
Project Name	Krimesite Imager

New or Replacement Category	New Equipment	Contact	Gene Wilson
		Department	Police Department



Description	Total Project Cost \$ 18,950
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Krimesite is a no-touch technology utilizing Reflected Ultraviolet Imaging (RUVIS) to detect latent fingerprints without the use of powders, chemicals, or cyanoacrylate fuming.

Justification

This system would allow a crime scene investigator to survey the crime scene with the RUVIS to determine exactly where the latent prints are that need to be processed. This system works indoors and out. RUVIS would be beneficial in scenarios such as bank robberies where it is days before investigators can view video. Using RUVIS allows the investigator to scan the crime scene to detect exactly where the prints are to be processed. It can then photograph the print without disturbing it. Often valuable ridge detail is lost during the dusting and processing. Another scenario RUVIS would be beneficial in is processing entered autos. Rather than casting fingerprint dust randomly and hoping for results, RUVIS pinpoints the area where touching and transfer occurred. Another aspect of RUVIS is the detection of DNA evidence. RUVIS can scan bedding and other sources of evidence to detect body fluids immediately for collection of DNA.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 18,950					\$ 18,950
Total	\$ 18,950					\$ 18,950

Funding Source	2011	2012	2013	2014	2015	Total
Asset Forfeitures	\$ 18,950					\$ 18,950
Total	\$ 18,950					\$ 18,950

Operational Impact/Other

There is no operating impact associated with this capital purchase.

***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*Public Works & Transportation***

Capital Improvement Program

Fiscal Years 2011-2015

City of Conyers

Capital Improvement Plan Fiscal Years 2011-2015

Summary of Debt Service Payments Public Works & Transportation

Debt Service	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	Total
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ -	\$ -	2,982 \$	2,982 \$	5,964
Bucket Truck	\$ -	\$ -	13,763 \$	13,763 \$	13,763 \$	41,289
3/4 Ton Pickup Trucks	\$ -	10,165 \$	33,103 \$	33,103 \$	33,103 \$	109,475
Tandem Axle Dump Truck	\$ -	\$ -	25,232 \$	25,232 \$	25,232 \$	75,696
Street Sweeper	\$ -	37,848 \$	37,848 \$	37,848 \$	37,848 \$	151,391
Vehicles	\$ -	\$ -	\$ -	9,175 \$	9,175 \$	18,350
Tac Heater	\$ -	2,485 \$	2,485 \$	2,485 \$	2,485 \$	9,939
Skidsteer Loader	\$ -	18,071 \$	18,071 \$	18,071 \$	18,071 \$	72,285
22 ft. Trailer	\$ -	3,211 \$	3,211 \$	3,211 \$	3,211 \$	12,845
Radios	\$ -	6,056 \$	6,056 \$	6,056 \$	6,056 \$	24,223
Mini Excavator	\$ -	11,295 \$	11,295 \$	11,295 \$	11,295 \$	45,178
Total Public Works & Transportation	\$ -	89,131 \$	151,063 \$	163,221 \$	163,221 \$	566,635

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-01
Project Name	Portable Air Compressor

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



Description	Total Project Cost \$ 13,000
Portable air compressor for the Public Works & Transportation department.	

Justification
Replacement for unit 210, a 1996 Leroi air compressor. Portable air compressor is being used by infrastructure crews to run jackhammer to bust asphalt and concrete for sidewalk and road repair.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 13,000				\$ 13,000
Total		\$ 13,000				\$ 13,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 13,000				\$ 13,000
Total		\$ 13,000				\$ 13,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PW-02
Project Name	Bucket Truck

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



Description	Total Project Cost \$ 60,000
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Replacement bucket truck with 35 feet of reach.

Justification

FY 2012 replacement truck is unit 232, a 1996 Ford F-450 bucket truck with 143,293 miles. The bucket truck is used for repair of traffic signals, trimming of trees, and used for installing Christmas decoration throughout the city.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Operational Impact/Other

Due to the fact that the truck is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PW-03
Project Name	Pickup Trucks

New or Replacement Category	Replacement Vehicles	Contact Brad Sutton	Department Public Works
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Description	Total Project Cost \$ 145,000
Replacement pickup trucks to be used by the street and landscaping divisions to carry crews to and from their jobs and also to carry supplies. One of the trucks will be used by the landscaping crew to carry out tools and pull landscaping trailers.	

Justification
Replacement trucks for FY 2011 are unit 400, a 1996 Ford F-250 with 110,034 miles and unit 401, a 1996 Ford F-250 with 127,503 miles. Replacement trucks for FY 2012 are unit 234, a 2000 Ford F-250 with 59,135 miles; unit 235, a 2000 Ford F-250 with 74,200 miles; unit 402, a 2000 Ford F-250 with 543,468 miles; and unit 311, a 2000 Ford F-250 with 78,000 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 45,000	\$ 100,000				\$ 145,000
Quantity	2	4				6
Total	\$ 45,000	\$ 100,000				\$ 145,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 45,000	\$ 100,000				\$ 145,000
Total	\$ 45,000	\$ 100,000				\$ 145,000

Operational Impact/Other
Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-04
Project Name	Tandem Axle Dump Truck

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



Description	Total Project Cost \$ 110,000
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New dump truck to be used by the vehicle maintenance and sanitation divisions.

Justification

Truck will be used to haul asphalt when doing road repair or hauling dirt and rock when doing drainage or sidewalk repair. Unit 233 hauls 6 tons of asphalt or rock per load. The tandem will haul 18 tons per load. This will save 2 man hours per load when hauling asphalt or rock from the rock quarry or asphalt plant. With the addition of the asphalt spreader, a truck of this size is needed to make paving more efficient.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 110,000				\$ 110,000
Total		\$ 110,000				\$ 110,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 110,000				\$ 110,000
Total		\$ 110,000				\$ 110,000

Operational Impact/Other

Additional expenditures will be a factor with insurance liability and additional fuel costs; however, the new vehicle warranty will reduce repair costs. The estimated cost of insurance \$2,000 per year.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Liability Insurance		\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 8,000
Fuel		\$ 22,000	\$ 24,000	\$ 26,000	\$ 28,000	\$ 100,000
Total		\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 108,000

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-05
Project Name	Street Sweeper

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



Description	Total Project Cost \$ 165,000
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Replacement for our current street sweeper.

Justification

Replacement for unit 261, a 1998 Schwartze street sweeper with 57,458 miles. Will be used to sweep streets in the city and vacuum leaves. Even with low miles, this unit can be very high maintenance. Will monitor and delay this capital purchase further out if possible.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 165,000					\$ 165,000
Total	\$ 165,000					\$ 165,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 165,000					\$ 165,000
Total	\$ 165,000					\$ 165,000

Operational Impact/Other

Due to the fact that this vehicle is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015



Project #	PW-06
Project Name	Vehicles

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

Description Total Project Cost \$ 40,000

Vehicles used by the inspections and city services administration divisions.

Justification

FY 2013 replacement vehicles are unit 6, a 1994 Ford Ranger with 82,525 miles and unit 9, a 1/2 ton truck with 54,124 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay			\$ 40,000			\$ 40,000
Quantity			2			2
Total			\$ 40,000			\$ 40,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase			\$ 40,000			\$ 40,000
Total			\$ 40,000			\$ 40,000

Operational Impact/Other

Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-07
Project Name	Tac Heater

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



Description Total Project Cost \$ 11,000

Equipment used to heat up a bonding agent to seal asphalt.

Justification

The Tac Heater is needed to spray liquid on aggregate before putting asphalt down when doing patch work.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 11,000					\$ 11,000
Total	\$ 11,000					\$ 11,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 11,000					\$ 11,000
Total	\$ 11,000					\$ 11,000

Operational Impact/Other

The only O & M impact is the equipment insurance cost. This will in fact facilitate the work for city crews. The insurance cost is estimated at \$350 per year.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Liability Insurance	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 1,750
Total	\$ 350	\$ 1,750				

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-08
Project Name	Skidsteer Loader

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



Description	Total Project Cost \$ 80,000
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Skidsteer loader for Public Works & Transportation department.

Justification

New Skidsteer Loader used for repair of roads and sidewalks in the infrastructure division.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

Funding Source	2011	2012	2013	2014	2015	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 with this capital purchase.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Liability Insurance	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
Fuel	\$ 16,000	\$ 17,500	\$ 19,000	\$ 20,500	\$ 22,000	\$ 79,000
Total	\$ 17,500	\$ 19,000	\$ 20,500	\$ 22,000	\$ 23,500	\$ 102,500

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-09
Project Name	22 ft. Trailer

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



Description	Total Project Cost \$ 14,000
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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	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 14,000					\$ 14,000
Total	\$ 14,000					\$ 14,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 14,000					\$ 14,000
Total	\$ 14,000					\$ 14,000

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	PW-10
Project Name	Radios

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



Description Total Project Cost \$ 26,400

Replacement radios for Public Works Department.

Justification

Public Works has not purchased new radios since sometime before 1990. We have received radios from the Conyers Police Department when they have purchased new ones, but they were old when we received them. Radios are taken to the repair shop on a regular basis and sometimes they cannot find the replacement parts to fix them because the radios are outdated. Presently, there are only 12 radios that are working.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 26,400					\$ 26,400
Total	\$ 26,400					\$ 26,400

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 26,400					\$ 26,400
Total	\$ 26,400					\$ 26,400

Operational Impact/Other

Due to the fact that these radios are for replacement purposes, the O & M impact is expected to be minimal.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	PW-11
Project Name	Mini Excavator

New or Replacement Category	New Equipment	Contact	Brad Sutton
		Department	Stormwater



Description	Total Project Cost \$ 50,000
Mini excavator for Stormwater Department and Public Works Department.	

Justification

This equipment purchase will be used by the city employees for right-of-way maintenance, construction of ditches, and road maintenance. It will also be used to replace existing pipe and to install new pipe to correct stormwater issues.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 50,000					\$ 50,000
Total	\$ 50,000					\$ 50,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 50,000					\$ 50,000
Total	\$ 50,000					\$ 50,000

Operational Impact/Other

The operating impact will be affected by the additional cost of liability insurance as well as the additional fuel costs associated with this capital purchase. Also, maintenance and repair costs associated with the new equipment will be a factor.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Liability Insurance	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 3,500
Fuel	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Maint//Repairs	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 3,200
Total	\$ 3,000	\$ 15,000				

***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*Sanitation***

Capital Improvement Program

Fiscal Years 2011-2015

City of Conyers

Capital Improvement Plan Fiscal Years 2011-2015

Summary of Debt Service Payments Sanitation

Debt Service	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	Total
Sanitation						
Dumpsters	\$ -	\$ 2,294	\$ 5,735	\$ 9,175	\$ 12,616	\$ 29,820
Residential Refuse Truck	\$ -	\$ -	\$ 40,142	\$ 80,283	\$ 121,572	\$ 241,997
Commercial Refuse Truck	\$ -	\$ 23,041	\$ 23,041	\$ 23,041	\$ 23,041	\$ 92,163
1 Ton Flat Bed Trucks	\$ -	\$ -	\$ 32,113	\$ 49,546	\$ 49,546	\$ 131,206
Residential Carts	\$ -	\$ -	\$ 3,441	\$ 6,881	\$ 10,322	\$ 20,644
Leaf Vacuum	\$ -	\$ -	\$ -	\$ 8,358	\$ 8,358	\$ 16,716
Total Sanitation	\$ -	\$ 25,335	\$ 104,471	\$ 177,285	\$ 225,455	\$ 532,546

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	SD-01
Project Name	Dumpsters

New or Replacement Category	Both Equipment	Contact	Brad Sutton
		Department	Sanitation



Description	Total Project Cost \$ 70,000
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Commercial dumpsters for our customers.

Justification

In order to maintain a high level of service, the City always strives to improve and enhance the appearance of the streets. These dumpsters will be used for new customers as well as for replacements.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 70,000
Total	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 70,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 70,000
Total	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 70,000

Operational Impact/Other

The O & M impact will not be affected for a minimum of five years. After five years, the cost of maintenance and repairs associated with the daily wear and tear of the equipment will be a factor.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015

Project #	SD-02
Project Name	Residential Refuse Truck

New or Replacement Category	Replacement Vehicles	Contact Department	Brad Sutton Sanitation
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Description	Total Project Cost \$ 530,000
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Automated side loading refuse truck.

Justification

Trucks will be used to pick up residents household trash put at curbside in trash carts. All of these trucks are replacement trucks. FY 2012 replacement truck is unit 334, a 2001 Peterbilt with 197,115 miles. FY 2013 replacement is unit 337, a 2001 Peterbilt truck with 97,115 miles. FY 2014 replacement is unit 338, a 2001 Peterbilt truck with 107,007 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 175,000	\$ 175,000	\$ 180,000		\$ 530,000
Total		\$ 175,000	\$ 175,000	\$ 180,000		\$ 530,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 175,000	\$ 175,000	\$ 180,000		\$ 530,000
Total		\$ 175,000	\$ 175,000	\$ 180,000		\$ 530,000

Operational Impact/Other

There will be a need for an additional driver's position. Otherwise, the O & M impact will not be substantial due to the vehicle warranties. Liability insurance costs will be a factor.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Salaries & benefits		\$ 46,191	\$ 48,501	\$ 50,926	\$ 53,472	\$ 199,090
Liability Insurance		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 10,000
Total		\$ 46,191	\$ 51,001	\$ 53,426	\$ 55,972	\$ 206,590

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan City of Conyers, Georgia

2011 thru 2015



Project #	SD-03
Project Name	Commercial Refuse Truck

New or Replacement Category	Replacement Vehicles	Contact Department	Brad Sutton Sanitation
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Description	Total Project Cost \$ 102,000
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Replacement refuse truck is used to provide commercial refuse collection from commercial and private businesses throughout the City.

Justification

Replacement truck for fiscal year 2011 is Unit 331; 1998 Volvo with 245,000 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay	\$ 102,000					\$ 102,000
Total	\$ 102,000					\$ 102,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase	\$ 102,000					\$ 102,000
Total	\$ 102,000					\$ 102,000

Operational Impact/Other

Because the current truck is a high maintenance cost due to its age and miles, a new truck would actually have a positive impact on the O & M reducing the expenditures for maintenance/repairs. Additionally, the warrant that comes with the new truck would keep maintenance costs very low for the first five years.

Operating Budget Impact	2011	2012	2013	2014	2015	Total
Maint./Repairs	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (50,000)
Total	\$ (10,000)	\$ (50,000)				

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	SD-04
Project Name	1 Ton Flat Bed Trucks

New or Replacement Category	Replacement Vehicles	Contact	Brad Sutton
		Department	Sanitation



Description	Total Project Cost \$ 216,000
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Replacement pick up trucks to be used by the Sanitation Department.

Justification

Replacement trucks for FY 2012 are unit 353, a 1996 Ford F-350 with 58,834 miles; unit 349, a 1990 Ford-F450 with 50,000 miles; unit 253, a 2000 Ford F-450 with 79,588 miles and unit 205, a 1998 Ford F-350 with 77,000 miles. Replacement trucks for FY 2013 are two 2004 Ford F-550 trucks which are unit 354 with 29,559 miles and unit 355 with 32,775 miles.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 140,000	\$ 76,000			\$ 216,000
Quantity		4	2			6
Total		\$ 140,000	\$ 76,000			\$ 216,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 140,000	\$ 76,000			\$ 216,000
Total		\$ 140,000	\$ 76,000			\$ 216,000

Operational Impact/Other

Due to the fact that the trucks are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Capital Improvement Program

Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015

Project #	SD-05
Project Name	Residential Garbage Carts

New or Replacement Category	New Equipment	Contact	Brad Sutton
		Department	Sanitation



Description	Total Project Cost \$ 60,000
Carts used for residential garbage disposal.	

Justification
Due to the new subdivision developments in the City of Conyers, there is the need to purchase additional carts in order to supply each residence with one garbage cart. Approximately 400 new single family homes will be built in the next year.

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Total		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Total		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000

Operational Impact/Other
There is no O & M impact associated with this capital purchase. Carts have a 10 year warranty and they will be replaced at no cost to the City if any damage occurs.

Capital Improvement Program Fiscal Years 2011-2015

Capital Improvement Plan
City of Conyers, Georgia

2011 thru 2015



Project #	SD-06
Project Name	Leaf Vacuum

New or Replacement Category	Replacement Equipment	Contact Department	Brad Sutton Sanitation
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Description	Total Project Cost \$ 37,000
Equipment for Sanitation Department.	

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

Expenditures	2011	2012	2013	2014	2015	Total
Capital Outlay			\$ 37,000			\$ 37,000
Total			\$ 37,000			\$ 37,000

Funding Source	2011	2012	2013	2014	2015	Total
Lease Purchase			\$ 37,000			\$ 37,000
Total			\$ 37,000			\$ 37,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*SPLOST Projects***

Capital Improvement Program

Fiscal Years 2011-2015

CITY OF CONYERS, GEORGIA
2004 SPECIAL PURPOSE SALES TAX CAPITAL PROJECTS FUND (SPLOST)
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 YEAR TO DATE	Total to Date
Fund balance - Beginning	\$ 5,392,218.47	\$ 5,823,280.32	\$ 5,963,293.96	\$ 5,570,071.51	\$ 5,905,954.79	
SPLOST Bond Issuance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200,000.00
Actual revenue collected from Rockdale County	\$ 1,504,844.00	\$ 1,417,980.00	\$ 782,840.00	\$ 1,967,911.63	\$ -	\$ 7,054,732.63
Debt service held by Rockdale County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue	\$ 300,209.60	\$ 280,387.89	\$ 290,685.25	\$ 304,725.13	\$ -	\$ 1,490,245.56
Sigman & Eastview Rd (DOT reimb.)	\$ -	\$ 19,548.00	\$ -	\$ 67,766.62	\$ -	\$ 116,566.62
College/Springwood Project (DOT reimb.)	\$ 95,639.07	\$ 23,905.51	\$ -	\$ -	\$ -	\$ 119,544.58
Road Resurfacing (DOT reimb.)	\$ -	\$ 95,468.21	\$ -	\$ -	\$ -	\$ 95,468.21
West Ave Beautification (DOT reimb.)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 1,900,692.67	\$ 1,837,289.61	\$ 1,073,525.25	\$ 2,340,403.38	\$ -	\$ 13,076,557.60

Projects	Estimated Cost								Balance
Maintenance Building	\$ 700,000.00	\$ 439,442.39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 782,127.39	\$ (82,127.39)
Veal Street Community Center	\$ 120,000.00	\$ 150,729.21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,729.21	\$ (30,729.21)
Bald Rock Church	\$ 325,000.00				\$ 11,000.00	\$ -	\$ -	\$ 12,030.27	\$ 312,969.73
Green Space Purchase	\$ 500,000.00		\$ 42,078.29	\$ 63,281.08	\$ -	\$ -	\$ -	\$ 105,359.37	\$ 394,640.63
Capital Debt	\$ 1,500,000.00	\$ 389,487.80	\$ 278,294.00	\$ 3,400.27	\$ 99,125.65	\$ -	\$ -	\$ 770,307.72	\$ 729,692.28

Transportation Projects	Estimated Cost								
Sigman Road @ East View Road	\$ 665,000.00	\$ 33,287.40	\$ 70,521.87	\$ 74,949.95	\$ 51,614.18	\$ 1,368.75	\$ 287,062.15	\$ 377,937.85	
Parking Improvements (old town)	\$ 600,000.00		\$ 600.00	\$ 42,426.00	\$ 60,429.00	\$ 103,455.00	\$ 496,545.00		
Green Street @ Scott Street	\$ 731,600.00	\$ 230.00	\$ 1,853.01	\$ 5,175.00	\$ 300.00	\$ -	\$ 7,558.01	\$ 724,041.99	
West Avenue Street Scape	\$ 1,800,000.00	\$ 90,788.65	\$ 61,926.95	\$ 954,207.41	\$ 57,081.78	\$ -	\$ 1,164,004.79	\$ 635,995.21	
SR 138 @ East View Parkway	\$ 230,000.00	\$ 57.50					\$ 57.50	\$ 229,942.50	
Road Resurfacing	\$ 1,007,000.00	\$ 96,584.53	\$ 674,586.30	\$ 57,504.52	\$ 720,177.17	\$ 187.50	\$ 1,671,696.06	\$ (664,696.06)	
Main Street (Pine Log Road to Peek St.)	\$ 2,305,000.00	\$ 1,897.50	\$ -	\$ 488.75	\$ -	\$ -	\$ 2,386.25	\$ 2,302,613.75	
Bank Street (Main Street to Pine Street)	\$ 255,000.00		\$ 119,237.73				\$ 123,500.46	\$ 131,499.54	
Striping	\$ 50,000.00	\$ 4,427.50	\$ -	\$ -	\$ 22,898.85	\$ -	\$ 30,644.53	\$ 19,355.47	
Rockbridge Rd (Main Street to Sigman)	\$ 1,040,000.00		\$ 130,406.11				\$ 130,406.11	\$ 909,593.89	
Old Covington Road @ Gees Mill Road	\$ 1,396,000.00		\$ 375.00	\$ 54,537.59	\$ 61,978.63	\$ -	\$ 130,406.11	\$ 1,265,593.89	
Sigman Road @ East Park Drive	\$ 840,000.00		\$ 6,076.43	\$ 96,071.02	\$ 46,532.32	\$ 148,679.77	\$ 691,320.23		
Railroad Street (Center St. to West Ave)	\$ 998,200.00		\$ 230.00	\$ 34,339.64	\$ 49,923.51	\$ -	\$ 84,493.15	\$ 913,706.85	
Northside Dr at Milledale Ave/Resurface Main to SR20	\$ 850,500.00		\$ 106,050.72	\$ 70,371.70	\$ 713,837.02	\$ -	\$ 890,259.44	\$ (39,759.44)	
State Route 20 @ Millers Chapel Road	\$ 96,544.49		\$ 96,544.49	\$ -	\$ -	\$ -	\$ 96,544.49	\$ -	
College Ave. (Main Street to Milledale Ave)	\$ 740,000.00	\$ 233,515.70	\$ 253,667.00	\$ 14,000.00	\$ -	\$ -	\$ 504,338.70	\$ 235,661.30	
Eastview Sidewalks & Resurfacing	\$ 850,000.00	\$ -	\$ -	\$ 52,473.66	\$ 14,805.21	\$ -	\$ 67,278.87	\$ 782,721.13	
West Avenue @ Green Street	\$ 785,000.00						\$ -	\$ 785,000.00	

Consulting Fees	\$ 29,182.64	\$ 127.28						\$ (29,182.64)	
Total Project Expenditures	\$ 18,384,844.49	\$ 1,469,630.82	\$ 1,697,275.97	\$ 1,466,747.70	\$ 2,004,520.10	\$ 108,517.57	\$ 7,263,325.35	\$ 3,842,398.76	

Fund balance - Ending	\$ 5,823,280.32	\$ 5,963,293.96	\$ 5,570,071.51	\$ 5,905,954.79	\$ 5,797,437.22	
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Funds Available \$ 5,813,232.25

Capital Improvement Program Fiscal Years 2011-2015

SPLOST Capital Projects Fiscal Years 2011-2015

Project Title: Bald Rock Church

Funding Source: **Total Project Cost:** \$ 325,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 312,970.00	\$ 312,970.00				
Operating Impact:						

Project Description: Existing church has deteriorated and will be torn down. A monument will be built in place of the church using some of the existing granite.

Project Title: Green Space Purchase

Funding Source: **Total Project Cost:** \$ 500,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 394,641.00	\$ 197,320.50	\$ 197,320.50			
Operating Impact:						

Project Description: Funds to be utilized for the purchase of green space within the city, specific location has not been identified at this time.

Project Title: Capital Debt

Funding Source: **Total Project Cost:** \$ 1,500,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 729,692.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 129,692.00	
Operating Impact:						

Project Description: Purchase of new trash trucks, police vehicles and equipment.

Capital Improvement Program

Fiscal Years 2011-2015

Project Title: Sigman Road @ East View Road

Funding Source: **Total Project Cost:** \$ 665,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 377,938.00	\$ 377,938.00				
Operating Impact:						

Project Description: Existing intersection has a very low operating level. Sigman road has high traffic volumes throughout the day and this intersection will be improved by adding signalization and left turn lanes on all four approaches which will relieve congestion and make this area safer for residents.

Project Title: Parking improvements in Olde Town

Funding Source: **Total Project Cost:** \$ 600,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 496,545.00	\$ 80,000.00	\$ 416,545.00			
Operating Impact:						

Project Description: Existing parking area is in need of repair and restriping. Repairs will include patching all deteriorated areas and resurfacing the entire parking area along with a new layout for parking spaces.

Project Title: Green Street @ Scott Street

Funding Source: **Total Project Cost:** \$ 731,600.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 724,042.00	\$ 10,000.00	\$ 72,742.00	\$ 30,000.00	\$ 100,000.00	\$ 511,300.00
Operating Impact:						

Project Description: This intersection is a 6-way stop with three on each side of the CSX Railroad. Traffic volumes are already heavy in this area on a daily basis and when Old Covington opens under SR Hwy. 138, traffic volumes will

Capital Improvement Program Fiscal Years 2011-2015

Project Title: Main Street (Pine Log Road to Peek Street)

Funding Source: **Total Project Cost:** \$ 2,305,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 2,302,614.00			\$ 50,000.00	\$ 150,000.00	\$ 2,102,614.00
Operating Impact:						

Project Description: Project will include new drainage, sidewalks, utility upgrades and street lighting to match the downtown area from Peek Street to Pine Log Road.

Project Title: Striping

Funding Source: **Total Project Cost:** \$ 50,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 19,355.00	\$ 19,355.00				
Operating Impact:						

Project Description: Re-stripe various streets and intersections where existing striping had faded and is difficult to see.

Project Title: Old Covington Road @ Gees Mill Road

Funding Source: **Total Project Cost:** \$ 1,396,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 1,265,594.00	\$ 85,642.00	\$ 100,000.00	\$ 500,000.00	\$ 500,000.00	\$ 79,952.00
Operating Impact:						

Project Description: This will be an intersection improvement with the addition of a traffic signal and turn lanes. This intersection will need re-alignment from all four approaches and the existing elevations will need to be lowered. This intersection is adjacent to the CSX Railroad and will require coordination with CSX Transportation.

Capital Improvement Program Fiscal Years 2011-2015

Project Title: Sigman Road @ East Park Drive

Funding Source: **Total Project Cost:** \$ 840,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 691,320.00	\$ 128,924.00	\$ 405,000.00	\$ 157,396.00		
Operating Impact:						

Project Description: This project will be an intersection improvement with signalization and turn lanes on all four approaches.

Project Title: Railroad Street (Center Street to West Avenue)

Funding Source: **Total Project Cost:** \$ 998,200.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 913,707.00	\$ 308,630.00	\$ 605,077.00			
Operating Impact:						

Project Description: This project will widen the street to 22 feet for two 11 feet travel lanes. This city will request additional area on CSX right-of-way parking. A retaining wall will also be needed for the parking area to correct drainage problems and new sidewalks will be installed.

Project Title: West Avenue @ Green Street

Funding Source: **Total Project Cost:** \$ 785,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 785,000.00		\$ 140,000.00		\$ 450,000.00	\$ 195,000.00
Operating Impact:						

Project Description: This project will require the retiming of the existing signal with the installation of an additional signal on the north side of the CSX railroad tracks. Also to include new drainage pipes and repaving of entire intersection.

Capital Improvement Program Fiscal Years 2011-2015

Project Title: Eastview Sidewalks & Resurfacing

Funding Source: **Total Project Cost:** \$ 850,000.00

	Balance as July 2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
Capital Costs:	\$ 782,721.00	\$ 700,000.00	\$ 82,721.00			
Operating Impact:						

Project Description: This project is to replace existing sidewalks and curbing from Milstead Avenue to Sigman Road. This will also include resurfacing of the existing street.

Operating impacts on the SPLOST projects are immaterial as the majority of the projects reflect transportation, and once the projects are complete it will not require any additional operations other than the typical road maintenance.

***Capital Improvement Program
Fiscal Years 2011-2015***

**Capital Improvement Plan
Fiscal Years 2011-2015
*Stormwater Projects***

Capital Improvement Program

Fiscal Years 2011-2015

CITY OF CONYERS, GEORGIA
 STORMWATER BONDED PROJECTS
 SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total to Date
	YEAR TO DATE					
Fund balance - Beginning	\$ 850,973.12	\$ 227,970.44	\$ 684,490.36	\$ 1,136,044.65	\$ 1,625,303.47	
Stormwater Fees	\$ 414,318.29	\$ 458,417.55	\$ 452,763.57	\$ 468,007.41	\$ 1,243.25	\$ 2,583,316.77
Interest Revenue	\$ 86,792.56	\$ 22,551.42	\$ 6,808.36	\$ 5,671.41	\$ -	\$ 208,350.17
Grant Money				\$ 25,000.00	\$ -	\$ 25,000.00
Total Revenues	\$ 501,110.85	\$ 480,968.97	\$ 459,571.93	\$ 498,678.82	\$ 1,243.25	\$ 2,816,666.94

Bonded Projects

	Estimated Cost						Balance
Pinelog Road	\$ 97,443.00	\$ 66,900.00	\$ -	\$ -	\$ -	\$ -	\$ 66,900.00 \$ 30,543.00
Park Circle/Andrews Circle	\$ 15,600.00						\$ 24,120.00 \$ (8,520.00)
College Avenue	\$ 501,300.00	\$ 1,054,885.38	\$ 15,846.00	\$ 2,750.00	\$ -	\$ -	\$ 1,073,481.38 \$ (572,181.38)
Commerce Drive/Royal Drive	\$ 104,900.00						\$ - \$ 104,900.00
Peggy Lane & North Hicks	\$ 31,200.00		\$ 2,995.54		\$ -	\$ -	\$ 2,995.54 \$ 28,204.46
Old Covington Highway	\$ 5,400.00						\$ - \$ 5,400.00
Shadowlawn Drive	\$ 6,800.00	\$ 1,175.26					\$ 1,175.26 \$ 5,624.74
Northlake Drive	\$ 7,700.00						\$ - \$ 7,700.00
Oakland Avenue/Hewlett Street	\$ 6,800.00						\$ - \$ 6,800.00
Oakland Avenue/O'Kelly Street	\$ 10,000.00						\$ - \$ 10,000.00
Springwood Drive	\$ 275,000.00	\$ 2,328.15	\$ 1,885.65	\$ 660.00	\$ -	\$ -	\$ 4,873.80 \$ 270,126.20
Business Center Drive	\$ 110,000.00			\$ 9,420.00			\$ - \$ 110,000.00
Jimi Lane	\$ 300,000.00	\$ 281.54					\$ 281.54 \$ 299,718.46
Main Street @ Barksdale Office	\$ 40,000.00						\$ - \$ 40,000.00
Bank Street	\$ 60,000.00						\$ - \$ 60,000.00
Lakeview Drive	\$ 21,000.00	\$ 5,260.60	\$ 1,262.15	\$ -	\$ -	\$ -	\$ 6,522.75 \$ 14,477.25
Sara Court	\$ 4,200.00						\$ - \$ 4,200.00
Rosser Street/Glade Street	\$ 18,800.00						\$ - \$ 18,800.00
Hunting Creek Lane	\$ 9,600.00						\$ - \$ 9,600.00
Hwy 20 @ Burlington Factory	\$ 15,000.00						\$ - \$ 15,000.00
Main Street to Pleasant Circle	\$ 262,000.00						\$ - \$ 262,000.00
Meadowbrook Lane	\$ 20,000.00						\$ - \$ 20,000.00
West Avenue/Green Street	\$ 50,000.00		\$ 349.95	\$ -	\$ -	\$ -	\$ 349.95 \$ 49,650.05
Total Project Expenditures	\$ 1,972,743.00	\$ 1,124,113.53	\$ 24,449.05	\$ 8,017.64	\$ 9,420.00	\$ -	\$ 1,198,137.86 \$ 774,605.14
Fund balance - Ending	\$ 227,970.44	\$ 684,490.36	\$ 1,136,044.65	\$ 1,625,303.47	\$ 1,626,546.72		

Cash balance @ United Community as \$ 324,812.13

*Springwood Project combined with College Avenue project

Capital Improvement Program Fiscal Years 2011-2015

Project ID #2 – Business Center Drive

The Problem

The GDOT owned detention pond on Parker road leads to a drainage channel and retention basin on Royal Drive via a 21 feet wide concrete spillway. This basin drains under Business Center Drive via a single pipe. The detention pond at Parker Road permits an excessive amount of water to pass. This volume of water causes channel erosion, flooding, and sediment deposit.

The Solution

The detention pond should have all debris removed and the vegetation cut to ground level without soil disturbance. The spillway outlet should be restored and fortified with rip rap. The drainage channel should have all debris and sediment removed. Vegetation should be cut to ground level without soil disturbance. The slope adjacent to the drainage channel should be fortified with rip rap. Twin 48 inch pipes should be installed under Business Center Drive. The outlet of these pipes should be fortified with a header wall and concrete pad.

Business Center Drive Project Cost: \$110,000.00

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 #4 – 1333 Jimi Lane

Project will consist of installing 325 feet of 36 inch pipe, milling and resurfacing the entire street to control run off and flooding of several residential homes.

Jimi Lane Project Cost: \$300,000.00

Project ID #5 – 895 South Pine Street

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #6 - Rosser Street to Glade Street to Milstead Avenue

The Problem

The surface flow from the First United Methodist Church car parking area on Main Street runs east into a detention pond at the Boy Scout hut on Glade Street. The box inlet from the detention pond runs through a 15" pipe under Glade Street where it is allowed to surface flow across undeveloped property to Milstead Avenue. The 15" pipe is of insufficient diameter to pass the flow unrestricted and the system becomes overwhelmed resulting in high flooding of the rear yards of the properties lining Glade Street.

Capital Improvement Program

Fiscal Years 2011-2015

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 #7 - Peggy Lane & North Hicks Court

The Problem

Surface water flows west from north Hicks Circle through Peggy lane to South Hicks Circle.

Drainage swales exist at the rear of the properties between Peggy Lane and South Hicks Circle culminating in a receiving concrete swale transporting all surface water to an inlet at North Hicks Circle. The drainage swales are filled with sediment and unable to direct flow.

The concrete swale is broken in multiple places and does not function efficiently.

The swale system between North Hicks Circle and Peggy lane is insufficient to contain and direct flow efficiently.

These problems result in an overwhelmed system which floods a number of private residences during heavy rainfall.

The Solution

The drainage swale system will be restored to full operation through sediment removal and grading.

The concrete swale will be repaired and restored to intended operation levels.

Inlets and curbs will be improved and protected with riprap.

The failed concrete swale between Peggy Lane and North Hicks Circle will be removed and replaced with a 24" diameter HDPE pipe.

Peggy Lane & North Hicks Project Cost: \$31,200.00

Capital Improvement Program Fiscal Years 2011-2015

Project ID #8 – Phase II – Pine Log Road Cemetery

Project will consist of replacing 12" CMP with 542' HDPE pipe to complete project.

Pinelog Cemetery Phase II Project Cost: \$30,543.00

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 #14 – Main Street to Pleasant Circle

Project will consist of installing 400 feet of pipe and several catch basins to control run off and eliminate hydroplaning from standing water in the street caused from heavy rains.

Main Street to Pleasant Circle Project Cost: \$262,000.00

Project ID #15 – West Avenue & Green Street

Contractor to be used to unblock drainage pipe. In house labor to complete task. No engineering required.

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

Capital Improvement Program Fiscal Years 2011-2015

Project ID #21 – 1001 Meadowbrook Lane

Not yet engineered. Lowest priority.

Project ID #22 – 946 Main Street – Barksdale Law Office

Not yet engineered. Lowest priority.

Project ID #24 – Shadowlawn Drive

The Problem

Two waterways combine at 1230 Shadowlawn Drive and form one relatively fast flowing creek. During heavy rain fall the volume and velocity increases significantly causing erosion along the south side of the embankment. The creek enters a 48" pipe running under Shadowlawn Drive and exits at the other side to form the remainder of the natural waterway leading along Brookside Drive. Both the inlet and outlet areas of this pipe have received high impact erosion. One driveway on Brookside Drive receives a large amount of collected rainfall which is causing damage through erosion and flooding.

The Solution

A roll back driveway berm will be installed at the property entrance on Brookside Drive to divert water from that property to the existing inlet. The inlet where the two waterways connect at Shadowlawn Drive will be restored and supported with riprap. The south bank of the waterway will also be supported and restored with riprap. The header walls on both sides of the pipe running under Shadowlawn Drive will be restored and stabilized with riprap and grading.

Shadowlawn Drive Project Cost: \$6,800.00

Project ID #26 – Highway 20 near Burlington Coat Factory

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

Not yet engineered. Lowest Priority.

Pay & Classification Plan

Pay & Classification Plan

Fiscal Year 2010-2011 Operating Budget

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>
Crewman - GIHP	08	103
Crewman - Public Works & Transportation	08	103
Crewman - Landscaping	08	103
Crewman - Sanitation	08	103
Operator I - Public Works & Transportation	08	105
Operator I - Landscaping	08	105
Operator I - GIHP	09	105
Operator I - Sanitation	09	105
Welcome Center Representative	06	106
Welcome Center/Main Street Program Assistant	06	106
Refuse Driver	08	107
Communications Operator	06	107
GCIC Operator	06	107
Operator II - Public Works	08	107
Operator II - GIHP	08	107
Administrative Clerk - Court Services	06	107
Administrative Clerk - Records	06	107
Administrative Clerk - Finance	06	107
Administrative Clerk - Probation	06	107
Administrative Clerk - Planning	06	107
Administrative Clerk - GIHP	06	107
Administrative Clerk - CID	06	107
Mechanic I	07	108
Communications Supervisor	06	109
Stormwater Specialist	08	109
CAD Manager	06	110
Executive Assistant	06	110
Evidence Custodian	03	110
Probation Officer	06	110
Accounts Payable Specialist	06	110
Municipal Court Clerk	06	110
Customer Service Manager	06	110
Mechanic II	07	110
Executive Secretary/City Clerk	06	110
Foreman - GIHP	07	111
Foreman - Sanitation	07	111
Foreman - Vehicle Maintenance	07	111

Pay & Classification Plan

Pay & Classification Plan

Fiscal Year 2010-2011 Operating Budget

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>
Foreman - Public Works & Transportation	07	111
Foreman - Landscaping	07	111
Assistant Facility Manager	01	112
Police Officer I	04	112
Security Alert Technician	03	112
Assistant to the Chief of Police	06	112
Business Operations Manager	06	112
Inspector	01	112
Tourism Specialist	06	112
Evidence Technician	03	112
Event Planner	05	112
Senior Probation Officer	06	112
K-9 Police Officer	04	113
Police Officer II	04	113
Police Detective	04	113
Senior Event Planner	05	113
Crime Analyst	06	114
Senior CSA Technician	07	114
Sales Manager	06	114
Business and Marketing Manager	01	114
Main Street Manager	06	114
Senior Inspector	01	114
Human Resources Manager	06	114
Budget Analyst	06	115
Marshal	04	115
Sergeant	03	115
Stormwater Coordinator	07	115
Help Desk Technician	01	115
Chief Inspector	01	116
Superintendent - Vehicle Maintenance	01	116
Superintendent - Public Works & Transportation	01	116
Planner	06	116
Facility Manager	01	116
Finance Manager	06	117
GIS Manager	06	117
Communications Manager	03	117
Police Lieutenant	02	117
Accreditation/Certification Manager	04	117
CSA Coordinator	07	117
Stormwater Manager	01	118
Police Captain	02	119
Police Major	01	120

Pay & Classification Plan

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

<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>
102	Hourly	9.752	10.239	10.751	11.289	11.853	12.446	13.068	13.722
	Bi-Weekly	780.15	819.16	860.12	903.12	948.28	995.69	1,045.48	1,097.75
	Monthly	1,690.29	1,774.81	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41
	Annual	20,283.92	21,298.12	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51
103	Hourly	10.239	10.751	11.289	11.853	12.446	13.068	13.722	14.408
	Bi-Weekly	819.16	860.12	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64
	Monthly	1,774.81	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33
	Annual	21,298.12	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59
104	Hourly	10.751	11.289	11.853	12.446	13.068	13.722	14.408	15.128
	Bi-Weekly	860.12	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27
	Monthly	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20
	Annual	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02
105	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
106	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
107	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
108	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
109	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
110	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
111	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

Pay & Classification Plan

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

GRADE & STEP		<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	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
113	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
114	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
115	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
116	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
117	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
118	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
119	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
120	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
121	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

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

GRADE & STEP		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
122	Hourly	25.875	27.168	28.527	29.953	31.451	33.023	34.675	36.408
	Bi-Weekly	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66
	Monthly	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64
	Annual	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14
123	Hourly	27.168	28.527	29.953	31.451	33.023	34.675	36.408	38.229
	Bi-Weekly	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29
	Monthly	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17
	Annual	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59
124	Hourly	28.527	29.953	31.451	33.023	34.675	36.408	38.229	40.140
	Bi-Weekly	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21
	Monthly	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48
	Annual	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37
125	Hourly	29.953	31.451	33.023	34.675	36.408	38.229	40.140	42.147
	Bi-Weekly	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77
	Monthly	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35
	Annual	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94
126	Hourly	31.451	33.023	34.675	36.408	38.229	40.140	42.147	44.254
	Bi-Weekly	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36
	Monthly	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62
	Annual	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24
127	Hourly	33.023	34.675	36.408	38.229	40.140	42.147	44.254	46.467
	Bi-Weekly	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37
	Monthly	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15
	Annual	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70
128	Hourly	34.675	36.408	38.229	40.140	42.147	44.254	46.467	48.791
	Bi-Weekly	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24
	Monthly	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86
	Annual	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29
129	Hourly	36.408	38.229	40.140	42.147	44.254	46.467	48.791	51.230
	Bi-Weekly	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24	4,098.40
	Monthly	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86	8,879.70
	Annual	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29	106,558.50
130	Hourly	38.229	40.140	42.147	44.254	46.467	48.791	51.230	53.792
	Bi-Weekly	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24	4,098.40	4,303.32
	Monthly	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86	8,879.70	9,323.69
	Annual	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29	106,558.50	111,886.42

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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

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change in the total budget can occur without approval of the Conyers City Council.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Improvement Plan: A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset. Items acquired for less than \$ 5,000 are not considered capital outlay.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living - i.e., economic inflation.

Contingency: Funds set aside for future appropriation with the approval of the Conyers City Council.

Cost Allocation: A method used to charge Internal Service Funds and Enterprise Funds for their share of central administration costs.

Current Assets: Those assets, which are available or can be made available to finance current operations or to pay current liabilities. Those assets, which will be used or converted into cash within one year. Some examples are cash, short-term investments and taxes receivable which will be collected within one year.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Department: A major administrative division of the City which indicates overall management responsibility for operations within a functional area.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents, and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Eminent Domain: The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Enterprise Fund: A self-supporting fund designated to account for activities supported by user charges. Examples are water, solid waste and sewer funds.

Entitlement: The amount of payment to which a state or local government is entitled as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Financial and Compliance Audit: An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance-

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related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Fiscal Year: A 12-month period to which the operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets: Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, improvements other than buildings, machinery, and equipment.

Franchise: A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Fringe Benefits: Employer's share of F.I.C.A. taxes, hospitalization, dental, disability, workmen compensation, unemployment, and retirement contributions made on behalf of City employees.

Full Faith and Credit: A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

Full-Time Position: A position which qualifies for full City benefits, usually required to work 40 hours per week.

Fund: A set of interrelated accounts to record assets, liabilities, equity, revenues, and expenditures associated with a specific purpose.

Fund Balance: The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type: In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special

Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include, City Administration, Community Relations, Planning & City Services, Parks & Recreation, and Police.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government is pledged.

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

Interfund Transfers: Contributions and operating transfers made to another fund of the City.

Line Item Budget: A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Audit: An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Lease-Purchase Agreements: Contractual agreements which are termed "leases" but, which in substance amount to installment purchase contracts.

Levy: *(Verb)* To impose taxes, special assessments or service charges for the support of governmental activities. *(Noun)* The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated,

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renewed, or refunded at some future date. This term does not include encumbrances.

Millage: The tax rate on real property based on \$1 per \$1,000 of assessed property value.

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Obligations: Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Obsolescence: The decrease in the value of fixed assets resulting from economic, social, technological or legal changes.

Operating Costs: Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which must be by resolution.

Pay-As-You-Go Basis: A term used to describe the financial policy of a government which finances all of its capital outlays from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Part-Time: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

Performance Budget: A budget wherein expenditures are based primarily upon

measurable performance of activities and work programs.

Personnel Costs: Refers to all costs directly associated with employees, including salaries and fringe benefits.

Professional Services: Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as doctors, engineers, certified public accountants, etc.

Program: A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a subunit of a department. A program budget utilizes the separate program budgets as its basic component.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

Reclassification: The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

Requisition: A written demand or request, usually from one department to the purchasing officer or to another department, for specified products or services.

Reserve: (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Salaries: Total expenditures for hourly, daily, and monthly salaries including overtime pay and sick pay.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a

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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.

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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