# ANNUAL BUDGET

# FISCAL YEAR 2013-2014

BUDGET COMPILED BY:

ISABEL ROGERS – CHIEF FINANCIAL OFFICER

SADINA JURGENS – BUDGET ANALYST

LANA LANE – BUDGET COORDINATOR

COVER: JIL GOODSON

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**ORDINANCE NO. 930**

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2013-2014**

**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, 2013 and ending June 30, 2014, the Budget of the City's revenues and expenses for such period, prepared and submitted to the City Council by the City Manager, and reviewed and revised by the City Council, and attached hereto and made a part of this ordinance be and the same is hereby adopted and approved as the official Annual Budget of the City of Conyers, Georgia.

2. That the budgeted revenues be as follows:

**GENERAL FUND**

| | |
|---|---|
| Ad Valorem Tax | $6,275,000 |
| Motor Vehicle Tax | 275,000 |
| Intangible Tax | 30,000 |
| Franchise Tax | 1,370,000 |
| Alcoholic Beverage Tax | 575,000 |
| Occupation Tax | 500,000 |
| Telephone License Tax | 5,000 |
| Insurance Premium Tax | 750,000 |
| Financial Institution Tax | 115,000 |
| FIFA, Interest, Penalty | 60,000 |
| Licenses and Permits | 143,000 |
| Intergovernmental Revenue | 24,500 |
| Security Monitoring Fees | 600,000 |
| Criminal Histories | 120,000 |
| Fines & Forfeitures | 1,115,000 |
| Interest Income | 30,000 |
| Contributions & Donations | 11,000 |
| Georgia International Horse Park Revenue | 997,700 |
| Miscellaneous Revenue | 353,870 |
| **TOTAL** | **$ 13,350,070** |

**EMERGENCY TELEPHONE SYSTEM FUND**

| | |
|---|---|
| Operating Transfers-In | $ 371,885 |
| 911 Wireless Revenue | 130,000 |
| 911 Pass On | 175,000 |
| **TOTAL** | **$ 676,885** |

**FORFEITED ASSETS FUND**

| | |
|---|---|
| DEA Equitable Sharing | $ 50,000 |
| ICE Proceeds | 100,000 |
| **TOTAL** | **$ 150,000** |

**HOTEL MOTEL FUND**

| | |
|---|---|
| Hotel-Motel Tax Revenues | 600,000 |
| **TOTAL** | **$ 600,000** |

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

**GENERAL FUND**

| | |
|---|---|
| Mayor and Council | $ 268,166 |
| City Manager | 451,582 |
| Administration | 734,567 |
| Technology | 1,047,348 |
| Building Maintenance | 316,000 |
| Conyers Security Alert | 255,267 |
| Vehicle Maintenance | 667,704 |
| Police | 4,450,455 |
| Communications | 132,970 |
| Court Services | 545,644 |
| Planning and City Services Administration | 308,955 |
| Planning and Inspection Services | 206,851 |
| Landscaping Services | 210,199 |
| Infrastructure Services | 640,851 |
| GIHP Administration | 448,759 |
| GIHP Maintenance | 979,572 |
| GIHP Events | 187,000 |
| Non-Departmental | 1,498,180 |
| **TOTAL** | **$ 13,350,070** |

**EMERGENCY TELEPHONE SYSTEM FUND**

| | |
|---|---|
| E – 911 | $ 676,885 |
| **TOTAL** | **$ 676,885** |

**FORFEITED ASSETS FUND**

| | |
|---|---|
| Forfeited Assets | 150,000 |
| **TOTAL** | **$ 150,000** |

**HOTEL MOTEL FUND**

| | |
|---|---|
| Tourism & Public Relations | $ 569,933 |
| Big Haynes Creek Nature Center | 30,067 |
| **TOTAL** | **$ 600,000** |

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

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

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

**ADOPTED AND APPROVED** by the City Council of the City of Conyers, this, the 19th day of June, 2013.

Randal S. Mills, Mayor

Attest:

Patricia I. Smith, City Clerk

Approved as to form:

Michael S. Waldrop, City Attorney

**Citizens of Conyers**

**Mayor and City Council**

**City Manager**
**Tony Lucas**
**770-929-4226**

**Chief Financial Officer**
**Isabel Rogers**
**770-483-4411**

**Chief of Police**
**Gene Wilson**
**770-483-6600**

**Chief Operating Officer**
**David Spann**
**770-929-4217**

**Human Resources**
**Dee Buggay**
**770-929-0453**

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

**Finance**

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

**Technology**
**Chris Fisher**
**770-785-6697**

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

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

**Tourism & Public Relations**
**Jennifer Edwards**
**770-929-4299**

- CCVB
- City Volunteer Program
- Downtown Program Series
- Welcome Center
- Marketing
- Media Relations
- Main Street Program

**Planning & Inspections**
**Marvin Flanigan**
**770-929-4280**

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

**Public Works and Transportation**
**Brad Sutton**
**770-785-5043**

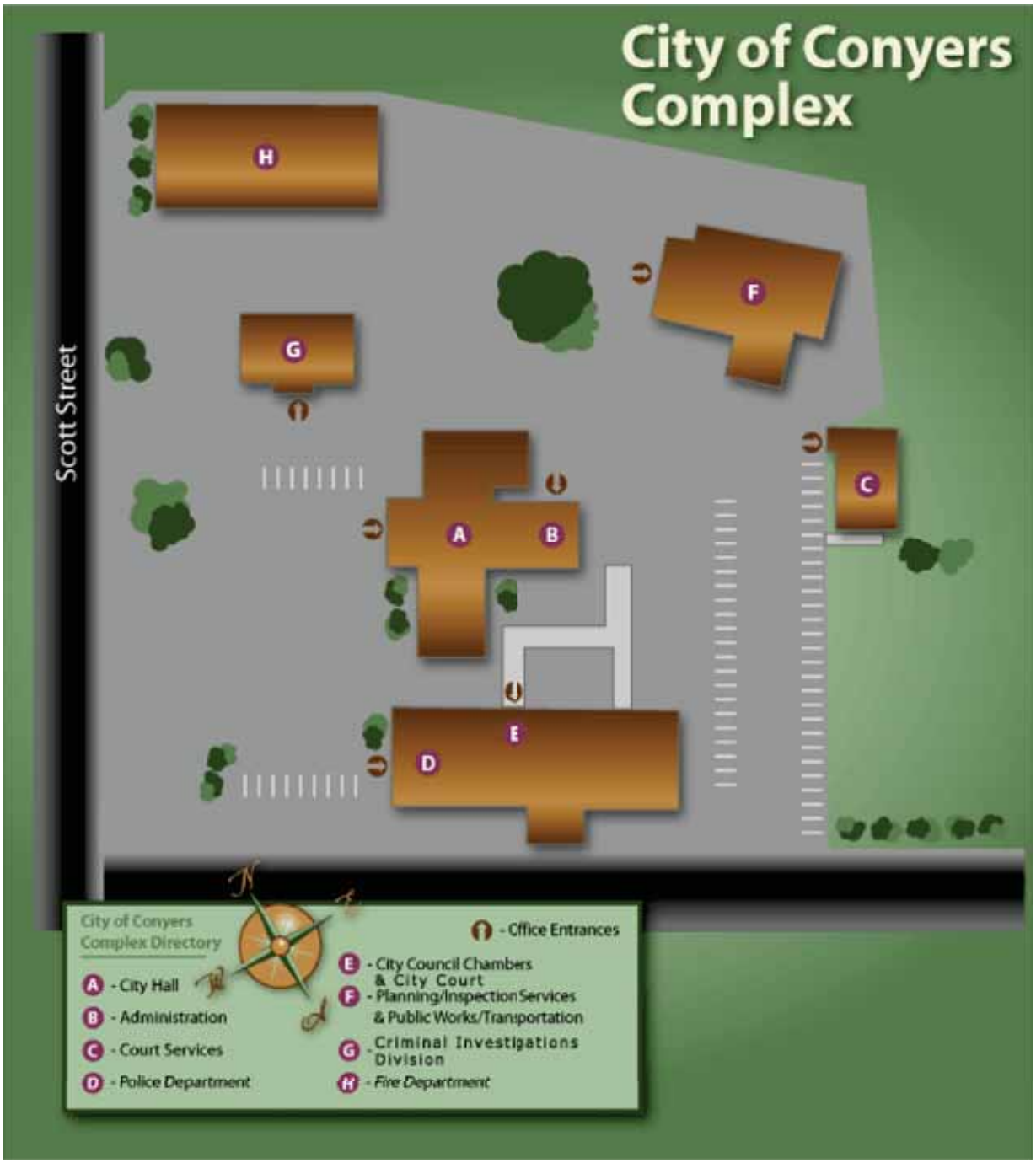
- Street Repairs and Maintenance
- Solid Waste Collection
- Landscaping Services
- Transportation
- SPLOST Projects
- Vehicle Maintenance
- Stormwater Management

**Georgia International Horse Park**
**Jennifer Bexley**
**770-860-4190**

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

**Cherokee Run Golf Course**
**Tommy Moon**
**770-785-7904**

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


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

# Mayor & City Council 2013-14

## RANDAL S. MILLS, MAYOR

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

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

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

## JOHN FOUNTAIN, COUNCILMAN *(District 4)*

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

head coach for Salem High School and past select coach for Rockdale Youth Soccer. He holds a U.S. Soccer Federation professional coaching license.

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

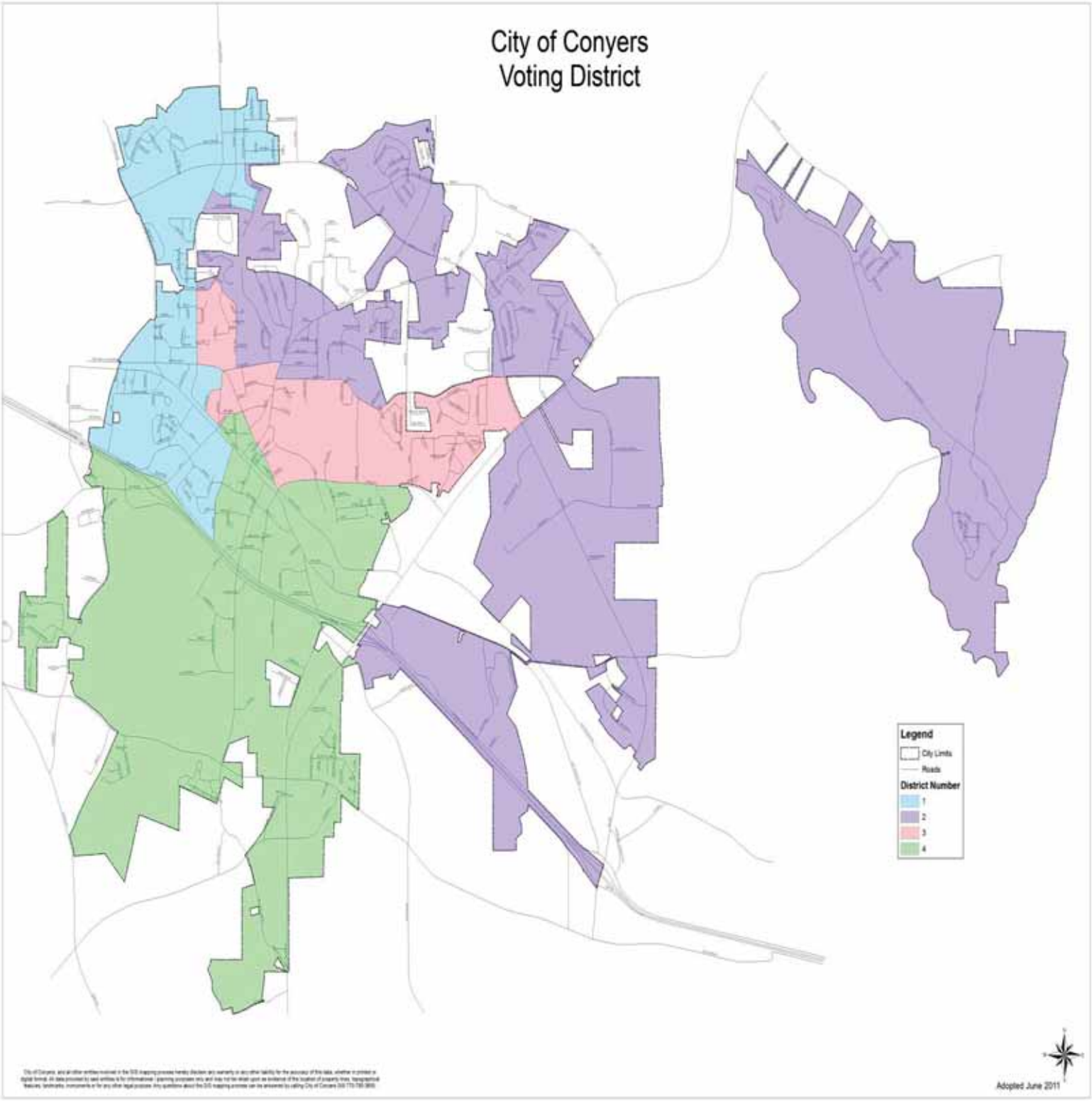
Councilman Evans was elected to the Conyers City Council in 2000 and has been a city resident since 1979. He is the owner of Evans Pharmacy. He received his B.S. degree in pharmacy from the University of Georgia. His goals for the City include downtown revitalization and community development. He is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

**CLEVELAND STROUD, COUNCILMAN** ***(District 1)***

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

**GERALD HINESLEY, COUNCILMAN** ***(District 3)***

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


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

## TONY LUCAS, CITY MANAGER

Tony Lucas began his public service career in 1977 with the Rockdale County Sheriff's Office. He worked in the patrol division, the traffic section and special operations. In 1983, Lucas accepted a position as a special deputy United States Marshal. In 1984, Lucas accepted a position with the Conyers Police Department. In 1988, Lucas was promoted to the rank of Deputy Chief of Police and ran all daily operations of the Conyers Police Department. Since 1988, Chief Lucas has been the department's representative with the Georgia State Intelligence Network and the Regional Organized Crime Information Center. In 1994, Chief Lucas was promoted to Chief of Police for the City of Conyers. In 2000, Chief Lucas was named Chief Operating Officer for the City of Conyers. In June 2004, he became interim city manager for the City and in February 2005 was named City Manager. Currently, he oversees all City departments and daily City operations. Chief Lucas is a member of the Conyers Rockdale Prevention Alliance, Atlanta Metropol, the Georgia Association of 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. In December 2011, Ms. Rogers earned her Master's Degree in Business Administration at Clayton State University. She is multilingual with fluency in English, Portuguese, French, and Spanish. She oversees the Department of Finance, Department of Human Resources, and the Information Technology Department. As Chief Financial Officer, she is responsible for all finances of the City, including: bond issuance and management, investments, accounts payable, accounts receivable, grant management, payroll and personnel, budget preparation, cash

management, Comprehensive Annual Financial Report (CAFR) preparation, purchasing, digital imaging, and customer service. She is a member of several organizations including: Government Finance Officers Association, Georgia Government Finance Officers Association, Society for Human Resources Management, and Georgia Local Government Personnel Association. She also serves as treasurer of the Kiwanis Club of Conyers and is a graduate of the 2003 Leadership Rockdale program.

## DAVID SPANN, CHIEF OPERATING OFFICER

David Spann is the Chief Operating Officer for the City of Conyers. Currently, he is responsible for all operations within the city including the Departments of Planning and Inspections, Public Affairs and Tourism, Public Works and Transportation and the Georgia International Horse Park. Mr. Spann started with the City of Conyers in 1984 as a police officer. During his time with the police department, he served in all divisions within the department ultimately rising to the rank of Captain. In 1996, Spann was the Law Enforcement Venue Commander for the Georgia International Horse Park (GIHP) during the 1996 Centennial Olympic Games. Mr. Spann has received numerous awards during his time with the police department including the Federal Bureau of Investigations (FBI) Shield of Bravery. In 2000, Mr. Spann was promoted to be the Department Director at the GIHP. In 2003, Mr. Spann was responsible for forming the newly created Department of Economic and Community Development which was ultimately merged into the Conyers-Rockdale Economic Development Council. Since 2005, Mr. Spann has worked in the City Manager's Office assisting the City Manager with day-to-day operations and as the city liaison on legislative affairs at the state and federal levels.
Mr. Spann earned his Bachelor's Degree in Criminal Justice and his Master's Degree in Public Administration/Criminal Justice. Mr. Spann is a graduate of the FBI National Academy in Quantico, Virginia, Harvard University's John F. Kennedy School of Government's Executive Development Course, Atlanta Regional Commission's Management Development Program and the 1992 Leadership Rockdale Program.

## JENNIFER BEXLEY, DIRECTOR OF GEORGIA INTERNATIONAL HORSE PARK

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

the equestrian industry. She was raised in Rockdale County on her family's horse farm. Ms. Bexley is currently a member of the Georgia Society of CPA's, American Institute of the CPA's, International Association of Assembly Managers (IAAM), American Horse Council and League of Agriculture and Equine Centers. She is a graduate of the 2003 Leadership Rockdale program.

## JENNIFER EDWARDS, DIRECTOR OF TOURISM AND PUBLIC RELATIONS

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

## MARVIN FLANIGAN, DIRECTOR OF PLANNING AND INSPECTIONS

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

## BRAD SUTTON, DIRECTOR OF PUBLIC WORKS AND TRANSPORTATION

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

## DEE BUGGAY, DIRECTOR OF HUMAN RESOURCES

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

## GENE WILSON, CHIEF OF POLICE

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

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

## 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.

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

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

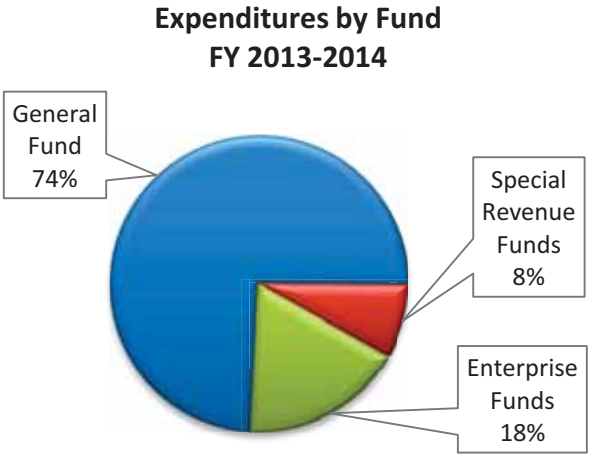
# Budget Message 2013-14

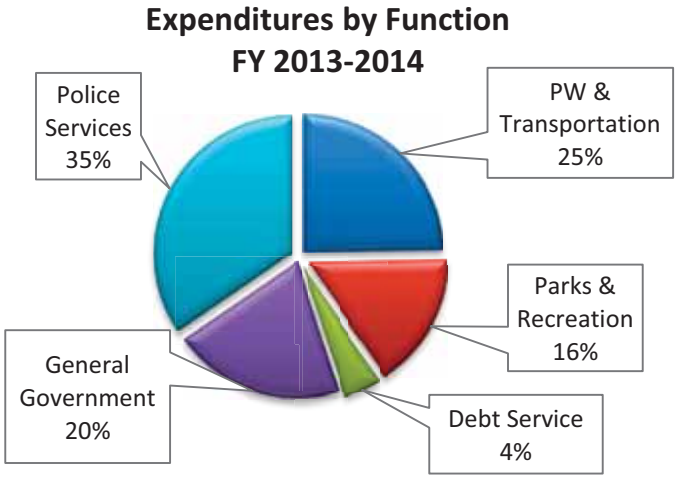
July 1, 2013

Citizens of Conyers,

It is our privilege to present the 2014 fiscal year budget and financial plan as adopted by the City of Conyers mayor and council on June 19, 2013. This comprehensive document is the result of input by Citizens, Elected Officials, Administration, and city staff working together to prepare a financial plan that allows us to carry out the City's Mission, Vision, and Values while maintaining high standards of service to the community. The tough economic times that our country continues to face has made this budget one of the most challenging ones to prepare. The preparation of this year's budget encountered some difficulties due to the drastically reduced revenues resulting from historic low-value property assessments. Nevertheless, there are no furloughs or layoffs included in the proposed budget.

The proposed fiscal year 2013-2014 total operating expenditure budget is $17,963,635. This includes $13,350,070 for General Fund expenditures, $1,426,885 for Special Revenue funds such as Emergency-911 Fund, Hotel-Motel Fund and Forfeited Assets Fund. Stormwater, Sanitation, and Municipal Golf funds, are enterprise funds and are not formally adopted. The total projected budget for enterprise funds amounts to $3,186,680. General Fund is the primary fund with 74% of the budget, Special Revenue Funds at 8%, and Enterprise Funds at 18%. The graph shows that Police Services is the most expensive department to operate at 35% of total budget, followed by



Public Works & Transportation at 25%, General Government at 20%, Parks & Recreation at 16%, and Debt Service at 4%.

**Mayor and Council Goals and Priorities**

I believe we would all agree that our economy is still struggling and that businesses locally, regionally and nationally are still coping with losses experienced since the recession began six years ago. While we are all hoping for better things to come in 2014, we remain realistic in how and where businesses, corporations and your local government are spending money. Like most successful corporations and businesses, a municipality must have a strong, realistic budget and a budgeting process in place that lends itself to good, sound fiscal practices. Below are some of the projects that the mayor and council recognized as priorities for fiscal year 2014.

- The City has partnered with longtime Conyers industry Pratt Industries to build a transfer station at their facility off of Sigman Road. Pratt will assume responsibility for residential sanitation service, solid waste, recycling and bulk materials. City personnel will continue providing services for metal, leaves and limb pick-up. The result of this partnership with Pratt will result in cost savings for the City.

- Public Works and Transportation personnel are working on road improvement projects to take place in 2013 including the widening of Railroad Street in Olde Town Conyers and the intersection improvements and traffic signal at Sigman Road and Sarasota Parkway. Also a much needed $1 million resurfacing contract for city streets is being compiled for the coming year.

- Several stormwater improvements will be completed such as the major project completed on Jimi Lane this past fall. This project was a collaborative effort to correct flooding issues for a number of city residents. New pipe, curb and gutter and street resurfacing combined with new water lines installed by Rockdale Water Resources were of great help to those residing on Jimi Lane. Other stormwater improvement projects this next year include work on Main Street at Pleasant Circle and Valley Drive.

- 2013 included many lifestyle improvements like the new two-mile section of the PATH trail that stretches from the Rockdale Career Academy to the Corner Market and on to Johnson Park. This has generated a lot of excitement for cycling, walking and running enthusiasts. The partnership with the PATH Foundation has been beneficial in promoting wellness opportunities for residents while connecting and bringing attention to community landmarks such as Olde Town, the Nancy Guinn Library, Johnson Park and the South River. Additional trails are projected to be completed during this fiscal year.

- This past year, we began dialogue with residents about the Livable Center Initiative (LCI) project at O'Kelly and Hardin Streets. This dialogue began after the city was awarded a

$3.2 million federally funded grant for pedestrian improvements to the area. The continued study and consideration of transportation projects that incorporate alternative forms of transportation like bicycles and pedestrian paths into traffic patterns throughout the city will help get people from point A to point B more efficiently and effectively in the future.

**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 2013-2014. As detailed in O.C.G.A., section 48-13-51 (a) (3.8) fifty percent (50%) of the revenues or four (4) cents on the dollar must be dedicated for the purpose of promoting tourism through a convention and visitors bureau authority. Sixteen and two thirds (16.66%) will be dedicated to the construction and/or maintenance of the Big Haynes Creek Nature Center located at the Georgia International Horse Park grounds, and the remaining thirty three and one third (33.33%) is not restricted and it may be used as the City sees fit. The City has always used its unrestricted funds to support tourism.

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

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

**BUDGET HIGHLIGHTS**

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

**Property Taxes** – Due to an unprecedented decrease in property values, the city will have to increase its millage rate in order to balance the budget for fiscal 2014. The projected decrease for the tax digest is between 15% - 20%. The projected budget for property taxes is $6,275,000.

**Other Taxes** – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at $4,280,000.

**Hotel/Motel** – Hotel/Motel revenues are projected to be approximately $600,000.

**Building Permits** and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate $143,000.

**Georgia International Horse Park (GIHP)** – GIHP revenues are projected at $997,700.

**Fines and Probation** – Fines and probation fees are expected to generate $1,115,000.

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

**Salaries and Benefits** – For the second year in a row, there are no salary increases in the budget for the employees. Health insurance will have an increase of 5.7% over last fiscal year.

**Operating** – No raises are included in this budget. In order to reduce expenses the city chose to eliminate travel unless required in order to maintain certification. 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.

## DEPARTMENTAL HIGHLIGHTS

### Mayor and Council

The projected expenditures for fiscal year 2013-2014 are $268,166, an increase of $86,580 (48%) compared to the previous year's unaudited values of $181,586. The primary reason for the budgeted increase is because there is an election during this fiscal year. Additionally this past year the mayor and council forego their annual Georgia Municipal Association convention in order to save money.

### City Manager

The projected expenditures for fiscal year 2013-2014 are $451,582, a decrease of $5,938 (1%) over the previous year's unaudited values of $457,520. The decrease is just due to small variances in the departmental budget.

### Administration

The Department of Administration budget for fiscal year 2013-2014 is $734,567, which reflects an increase of $11,022 (2%) over last fiscal year unaudited budget of $723,545. The primary reason for the increase is due to small variances such as an increase in health insurance premiums. The Technology department budget for fiscal year 2013-2014 is $1,047,348 which is a decrease of $42,902 (4%) from last fiscal year. 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. The main reason for the net decrease is because of less computer equipment purchases and repairs.

### Police Services

The projected expenditures for fiscal year 2013-2014 for the Police are $4,450,455, which reflects a small decrease of $17,013 over last fiscal year. One of the primary reasons for the decrease was due to a higher level position resignation and being replaced with a lower paid one.

The communications budget also reflects a minor change from the previous fiscal year. Fiscal year 2013-2014 budget expenditures are $809,855 compared to last year of $806,397.

The budget for Court Services, reflects an increase of 3% over last fiscal year. Fiscal year 2013-2014 budgeted expenditures for Court Services are $545,644 compared to last year of $527,973.

The budget for Security Alert reflects an increase of 15% over last fiscal year. Fiscal year 2013-2014 budgeted expenditures for Security Alert are $255,267 compared to last year at $222,187. The primary reason for the increase is inclusion in the budget to replace a vehicle in this department.

### Planning and Inspections

The projected expenditures for Planning and Zoning for fiscal year 2013-2014 are $308,955, an increase of $9,421 (3%) over the previous year's unaudited budget of $299,534. The projected expenditures for the Inspections division are $206,851, an increase of $1,977 (1%) over the previous year's unaudited budget of $204,874. The increases are mainly attributed to small variances in health insurance and other expenditures in each department.

**Public Works and Transportation**

The projected expenditures for fiscal year 2013-2014 are $3,747,248, an increase of $182,338 or (5%) over the previous year's unaudited numbers of $3,564,910. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
  - The increase of $67,042 (11%) from the previous year is primarily the result of higher cost of auto parts due to an aging fleet.
- Landscaping
  - There is a decrease of $4,426 (2%) from last fiscal year primarily because of small variances through the department.

Infrastructure
  - There is an increase of $31,664 (5%) from last fiscal year primarily because of electricity costs.
- Building Maintenance
  - There is a decrease of $11,975 (4%) from last fiscal year because of a reduction in required building maintenance.
- Stormwater
  - There is a decrease of $34,434 (6.1%) from last fiscal year primarily because of capital projects that were completed during the previous fiscal year.
- Sanitation
  - There is an increase of $134,467 (11%) from last fiscal year due to increases in fuel and maintenance expenses. It is projected that during fiscal year 2014, the city will partner with Pratt Industries to provide sanitation services. At that time, there will be a need to amend the budget accordingly.

**The Georgia International Horse Park**

The projected expenditures for fiscal year 2013-2014 are $1,615,331, an increase of $81,583 (5.3%) over the previous year's unaudited budget of $1,533,748. The increase is mostly due to the costs associated with a personnel position that remained vacant last fiscal year but is expected to be filled this year.

**Non-Departmental**

The projected expenditures for fiscal year 2013-2014 are $1,498,180, an increase of $221,500 (17.3%) over last year's unaudited budget of $1,276,680. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, stormwater fees, economic development, and debt service. Interfund transfers are expected to increase in fiscal year 2013-2014 due to continued slow economic growth.

**Tourism and Public Relations**

The projected expenditures for fiscal year 2013-2014 are $600,000, a decrease of $36,521 (5.7%) under the previous year's unaudited budget of $636,521. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

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

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

Newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers. Main Street expenses which include Hometown Holiday events and other festivals and special events.

**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 2013-2014 budget has been designed to provide for long-term financial stability, while continuing to offer the highest standards of service possible to the citizens of Conyers. This budget is evidence of our efforts to be a fiscally responsible, receptive, and proactive government. Our ever-present goal is long-term financial stability. We appreciate your support in helping compile the important details contained within this document.

Respectfully submitted,

Isabel Rogers
Chief Financial Officer

## GENERAL INFORMATION

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

## THE BIRTH OF CONYERS

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

## GOVERNMENT

The City of Conyers was founded February 16, 1854. It operates under a Council-Manager form of government. This form of government most closely resembles the private sector with the 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 Georgia International Horse Park continues to be the leading tourism attraction in Rockdale County.

173 acres at the Georgia International Horse Park has been designated as a nature preserve devoted to the preservation and study of native plants and wildlife. In 2011, Big Haynes Creek Nature Center added both audio and touch interactive stations along the five miles of unspoiled woodland trails to enhance the visitors' experience.

The Conyers 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 five 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. In May, 2011, the Trappist monks dedicated a $6.5 million Monastic Heritage Center featuring an innovative public space that encompasses a Visitors Center complex, Bonsai Garden center and the Abbey Store featuring many products produced by the Order such as bonsai plants, stained glass, and Monks Fudge.

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

Randy Poynter Lake is a 650-acre reservoir that provides Conyers and Rockdale County with much more than just a future water supply. The Georgia Department of Natural Resources has stocked the lake with many species of fish for sport fishing. Designs have been completed for activities such as fishing, canoeing, boating, picnicking, hiking and the Black Shoals Park that includes the Walk of Heroes 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, a Main Street City, is always a popular tourist stop. Visitors enjoy the charm and history of this quaint former railroad town while exploring the many interesting shops, boutiques, and restaurants. The Conyers Depot, that now houses the Conyers Welcome Center, the Lewis Vaughn Botanical Gardens, and the many activities and events held at the Pavilion, attracts old and young alike. Olde Town Conyers and the Nancy Guinn Memorial Library are now the starting point for the Olde Town PATH Trail. The nearly 4 mile mile trail stretches from the library to Johnson Park providing residents and visitors a new recreational, multi-purpose trail for walking, jogging, cycling, rollerblading, and more. The trail opened in May 2011 and will eventually connect to the Monastery of the Holy Spirit and the South River Trail.

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

## FREQUENTLY ASKED QUESTIONS

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

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

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

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

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

**How much do copies of reports cost?**
Copies of police reports are $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 $20 which may be paid by cash, money order, bank certified check or credit card (Visa, MasterCard, and American Express) to the City of Conyers Police Department. 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.

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

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

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

**How do I learn more about obtaining an outdoor burn permit?**
Call 1-877-652-2876 toll-free or visit the Rockdale County Fire Department

webpage. You may also visit the Georgia Forestry Commission's website for more information on outdoor burn bans and burn permits.

**How do I obtain a Conyers calendar of events?**
Call the Conyers Welcome Center at (770) 602-2606 or go to the website 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 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.atlantaregional.com, or from the Georgia Resource Center: www.georgiapower.com/grc.

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

**Directions to City Hall Complex:**

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

## CITY PARKS

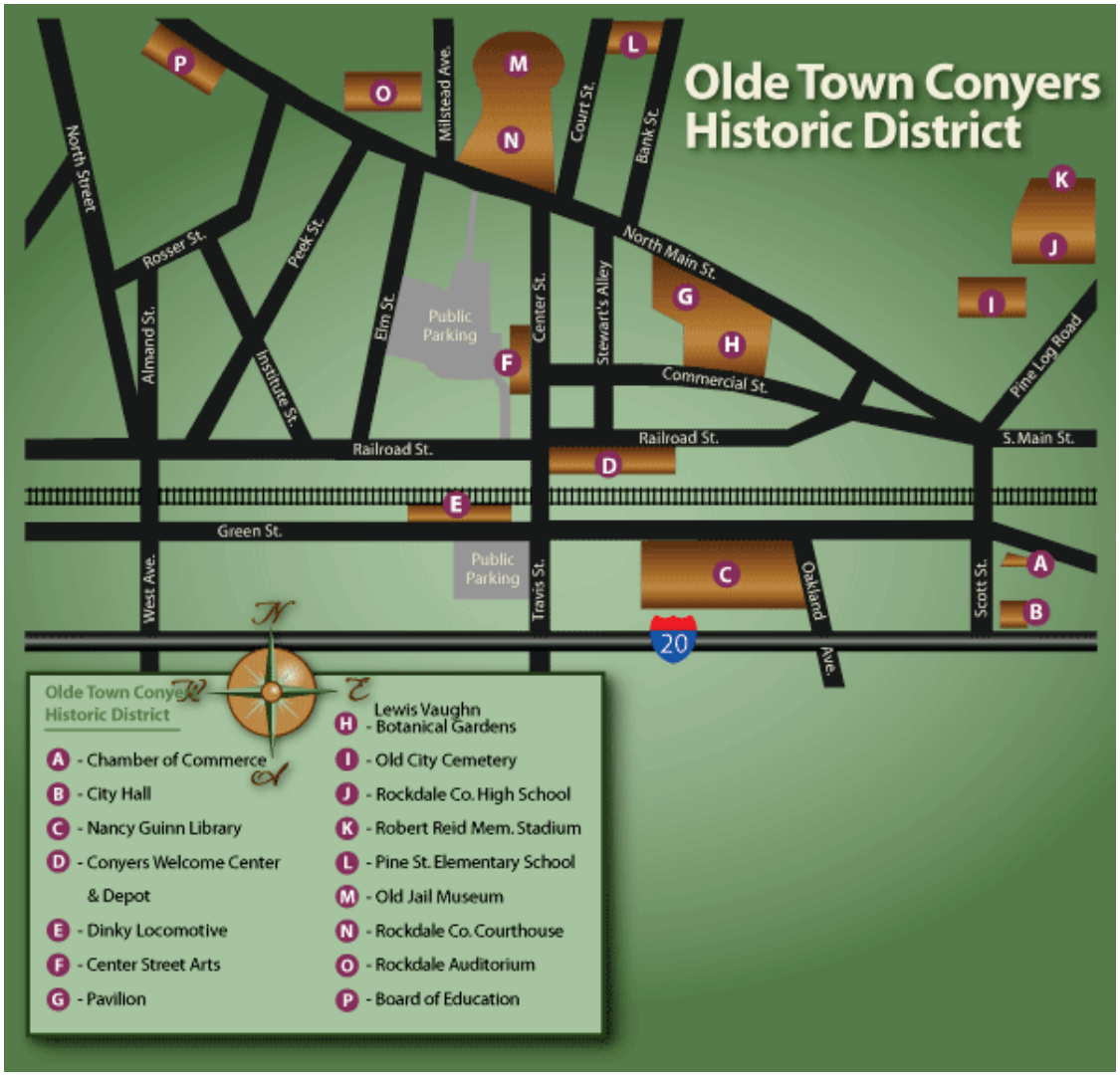
| Park | Description |
|---|---|
| **Bonner Park**<br>Rowland Road | Bonner Park features a pavilion with picnic tables and grill, children's playground, basketball courts, tennis courts, on-site parking and a wooded creek that's perfect for nature walks. |
| **Eastview Park**<br>Eastview Road | Eastview Playground offers children's play equipment including swings, monkey bars, a grill, picnic table, and wide open green space for games of frisbee or picnics with the family. |
| **Pleasant Circle Park** | Pleasant Circle Park features a basketball court, swings, a merry-go-round, a modular play system, a grill and picnic table. |
| **South Hicks Circle** | South Hicks Circle, off Northside Drive South Hicks Circle 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**<br>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**<br>Center and Green Streets<br>Olde Town Conyers | Center Point Park, located at the corner of Center and Green Streets, is home of the 1905 Rogers steam locomotive known as "The Dinky." The Dinky is one of only three locomotives of its kind in the world. It was once used to transport cotton from the Depot in Conyers to the mills in neighboring Milstead. It is now permanently parked on the side rails across from the Depot in Center Point Park. |
| **Georgia International Horse Park** | Conyers is home to one of the premier horse and event facilities in the southeast, the Georgia International Horse Park. Since opening its gates in September of 1995, the Park has already served as the equestrian venue for the largest sporting event in the world: The 1996 Centennial Olympic Games. Our Park was the setting for all equestrian events, as well as the first ever mountain bike competition and the final two events of the modern pentathlon of the 1996 Centennial Olympic Games. |
| **Cherokee Run Golf Course** | Cherokee Run was opened in 1995 with a design completed by Arnold Palmer and Ed Seay. It features an 18-hole championship 72 par course with natural granite outcroppings, zoysia fairways, and new mini-verde ultra dwarf bermuda greens. Cherokee Run also features a restaurant/banquet and special event facility. The city assumed operations in the fall of 2010, and it is now quickly rising to prominence as a signature course of Rockdale County. Cherokee Run Golf Club is located within the Georgia International Horse Park at 1595 Centennial Olympic Parkway. |

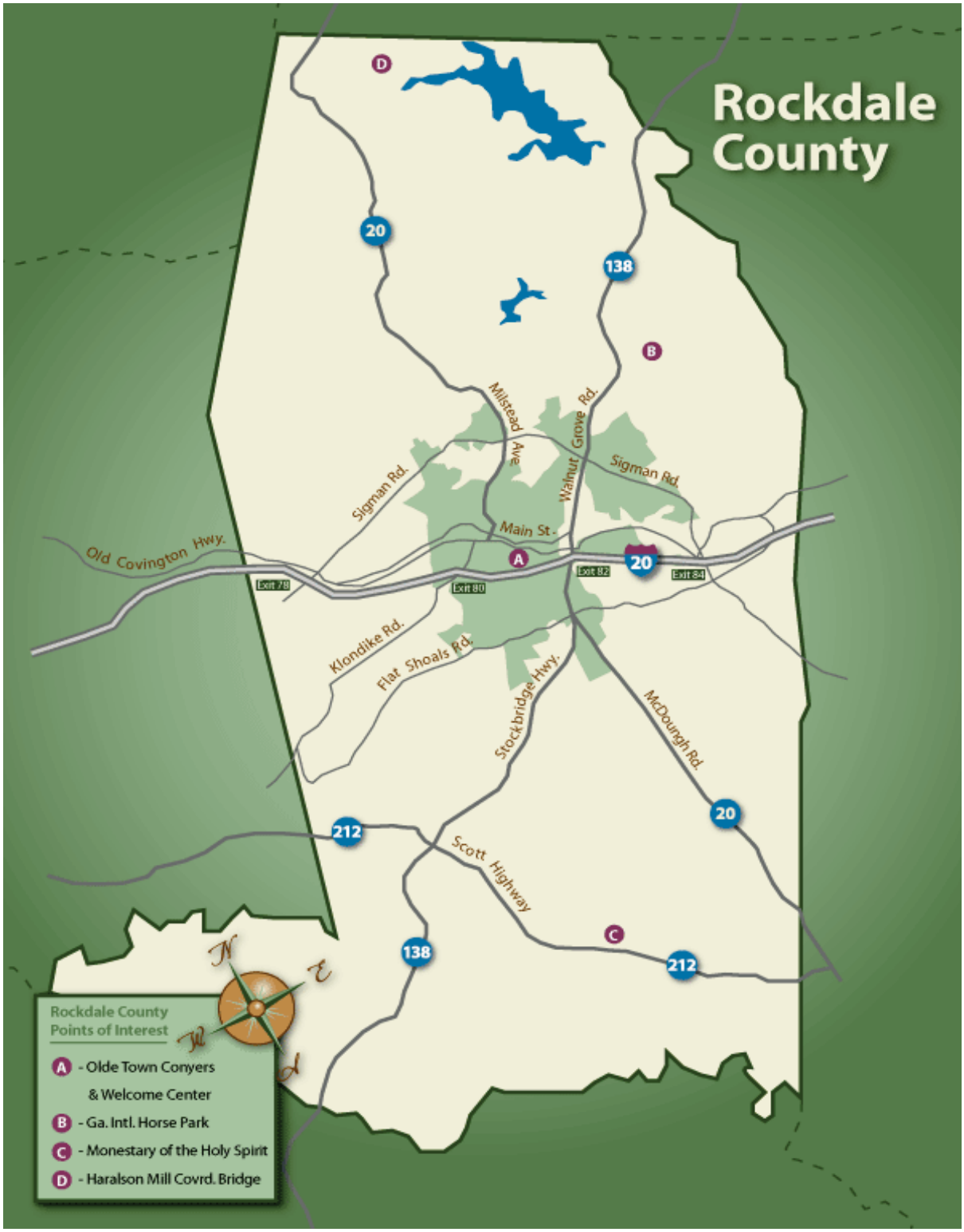
**Pavilion**

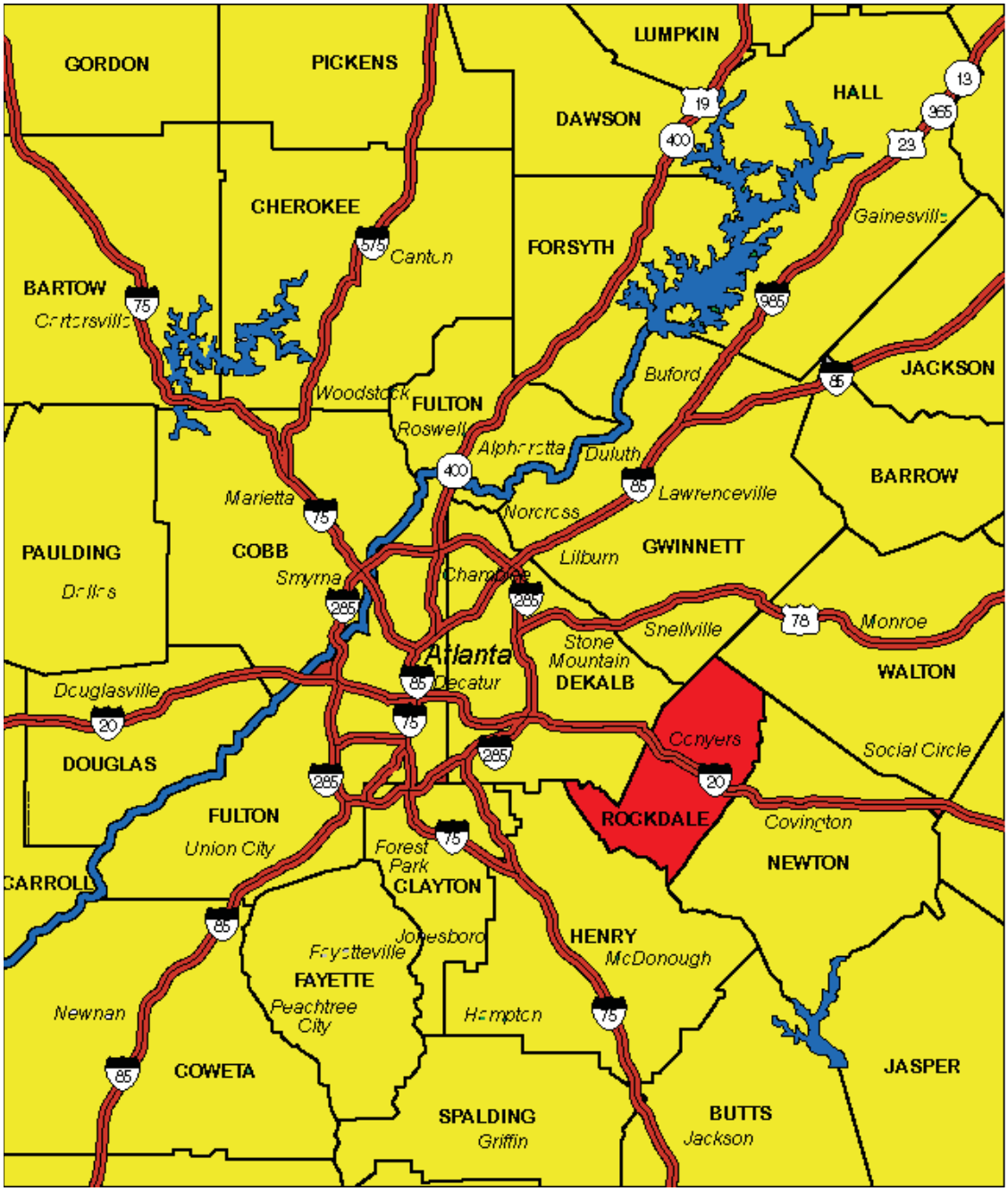
The Olde Town Pavilion, located at 949 North Main Street, is an 80 X 80 square ft. outdoor covered facility available for individuals, groups and corporate functions. Situated in the heart of the Olde Town Conyers business district, the Pavilion is the perfect location for receptions, reunions, weddings,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

**Veal Street Community Center**

The Veal Street Community Center, 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.


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


Rockdale County
20
138
212
Milstead Ave.
Walnut Grove Rd.
Sigman Rd.
Sigman Rd.
Main St.
Old Covington Hwy.
Exit 78
Exit 80
Exit 82
Exit 84
Klondike Rd.
Flat Shoals Rd.
Stockbridge Hwy.
McDonough Rd.
Scott Highway
Rockdale County
Points of Interest
A - Olde Town Conyers & Welcome Center
B - Ga. Intl. Horse Park
C - Monestary of the Holy Spirit
D - Haralson Mill Covrd. Bridge

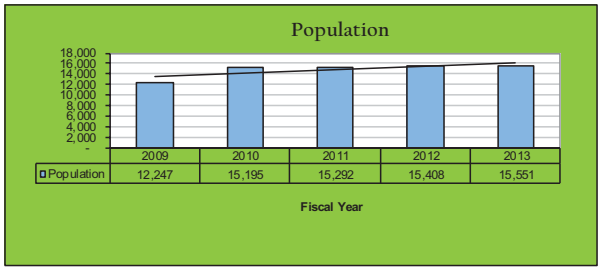

GORDON
PICKENS
LUMPKIN
DAWSON
HALL
CHEROKEE
FORSYTH
Gainesville
BARTOW
Cartersville
Canton
Buford
JACKSON
Woodstock
FULTON
Roswell
Alpharetta
Duluth
BARROW
Marietta
Norcross
Lawrenceville
PAULDING
Dallas
COBB
Smyrna
Lilburn
GWINNETT
Chamblee
Snellville
Monroe
Atlanta
Stone Mountain
DEKALB
WALTON
Douglasville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

# The City In Numbers 2013-14

## MISCELLANEOUS

| | |
|---|---|
| Date of Incorporation | 1854 |
| Form - City Council/City Manager | |
| Number of Employees | 207 |
| Area in Square Miles | 11.81 |
| Miles of City Streets | 84.54 |
| Number of Street Lights | 1,414 |

## POPULATION (2010 Census) 15,195




*2011-2013 Estimate

## SEX AND AGE

| | | |
|---|---|---|
| Total population | 15,195 | 100.0% |
| | | |
| Male | 6,880 | 45.3% |
| Female | 8,315 | 54.7% |
| | | |
| Under 5 years | 1,483 | 9.76% |
| 5 to 9 years | 1,207 | 7.94% |
| 10 to 14 years | 1,077 | 7.09% |
| 15 to 19 years | 1,146 | 7.54% |
| 20 to 24 years | 1,185 | 7.80% |
| 25 to 34 years | 2,580 | 16.98% |
| 35 to 44 years | 2,246 | 14.78% |
| 45 to 54 years | 1,666 | 10.96% |
| 55 to 64 years | 1,114 | 7.33% |
| 65 to 74 years | 667 | 4.39% |
| 75 to 84 years | 538 | 3.54% |
| 85 years and over | 336 | 2.21% |
| | | |
| Median age (years) | 30.7 | |

## RACE

| | | |
|---|---|---|
| One race | 14,845 | 97.7% |
| | | |
| White | 4,539 | 29.9% |
| Black/African American | 8,598 | 56.6% |
| American Indian & Alaska Native | 46 | 0.3% |
| Asian | 213 | 1.4% |
| Native Hawaiian & Other Pacific Islander | 17 | 0.1% |
| Some other race | 1,432 | 9.4% |
| Two or more races | 350 | 2.3% |

## HISPANIC OR LATINO AND RACE

| | | |
|---|---|---|
| Total population | 15,195 | 100.0% |
| | | |
| Hispanic or Latino (of any race) | 2,475 | 16.3% |
| Mexican | 1,975 | 13.0% |
| Puerto Rican | 124 | 0.8% |
| Cuban | 35 | 0.2% |
| Other Hispanic or Latino | 92 | 0.9% |
| Not Hispanic or Latino | 12,720 | 83.7% |
| White alone | 840 | 5.5% |

## HOUSING OCCUPANCY

| | | |
|---|---|---|
| Total housing units | 6,615 | 100.0% |
| Occupied housing units | 5,661 | 85.6% |
| Vacant housing units | 954 | 14.4% |
| For seasonal, recreational, or occasional use | 17 | 0.3% |
| | | |
| Homeowner vacancy rate | | 6.1% |
| Rental vacancy rate | | 14.9% |

## HOUSING TENURE

| | | |
|---|---|---|
| Occupied housing units | 5,661 | 100.0% |
| Owner-occupied housing units | 1,936 | 34.2% |
| Renter-occupied housing units | 3,725 | 65.8% |
| Average household size of owner-occupied unit | 2.65 | |
| Average household size of renter-occupied unit | 2.62 | |

## VALUE

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

## MAJOR EMPLOYERS

| | |
|---|---|
| Rockdale County Public Schools | 2,640 |
| Acuity Lighting Group | 880 |
| Rockdale Medical Center | 1,200 |
| Pratt Industries | 800 |
| Hill-Phoenix | 835 |
| Solo Cup Company | 440 |
| AT&T | 1,085 |
| Golden State Foods | 480 |
| Wal-Mart Stores | 400 |
| Bio-Lab | 210 |

## UNEMPLOYMENT RATE

Rockdale County June 2013 = 9.6%

## HOUSEHOLDS BY TYPE

| | | |
|---|---|---|
| Total Households | 5,661 | 100.0% |
| Family households (families) | 3,642 | 64.3% |
| With own children under 18 years | 2,069 | 36.5% |
| Married couple family | 1,652 | 29.2% |
| With own children under 18 years | 848 | 15.0% |
| Female householder, no husband present | 1,608 | 28.4% |
| With own children under 18 years | 1,031 | 18.2% |
| Non Family Households | 2,019 | 35.7% |
| Householder living alone | 1,720 | 30.4% |
| Householder 65 years and over | 513 | 9.1% |
| Households with individuals under 18 years | 2,367 | 41.8% |
| Households with individuals 65 years and over | 1,042 | 18.4% |

## 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 2013-14

## INDUSTRY

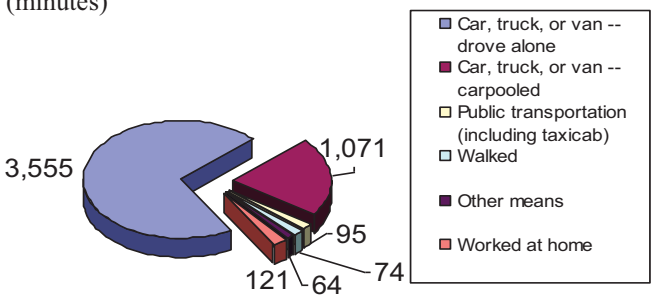
| | | |
|---|---|---|
| Employed civilian population 16 years and over | 5,113 | 100.0% |
| Agriculture, forestry, fishing and hunting, and mining | 4 | 0.1% |
| Construction | 693 | 13.6% |
| Manufacturing | 843 | 16.5% |
| Wholesale trade | 277 | 5.4% |
| Retail trade | 645 | 12.6% |
| Transportation and warehousi 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% | |

## ROCKDALE COUNTY SCHOOL ENROLLMENT

| | | |
|---|---|---|
| Elementary school | 7,334 | 46.6% |
| Middle school | 3,625 | 23% |
| High school | 4,768 | 30.3% |

## 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

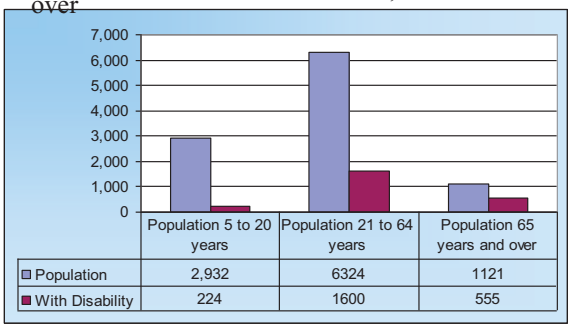
| | | |
|---|---|---|
| Grandparent living in household with one or more own grandchildren under 18 years | 415 | 100.0% |
| Grandparent responsible for grandchildren | 182 | 43.9% |

## 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 2013-14

## BUSINESS ACTIVITY

| | |
|---|---|
| Building Permits Issued | 87 |

## 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 | 138 |
| Employees | 1,200 |
| Doctors | 202 |
| Dentists | 30 |

## RECREATION

| | |
|---|---|
| Parks/Golf Courses | 9 |

## 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

**2012 Adopted Millage Rate 9.90**

## BANKS

| | |
|---|---|
| Number of Banks | 17 |

## NEWSPAPERS

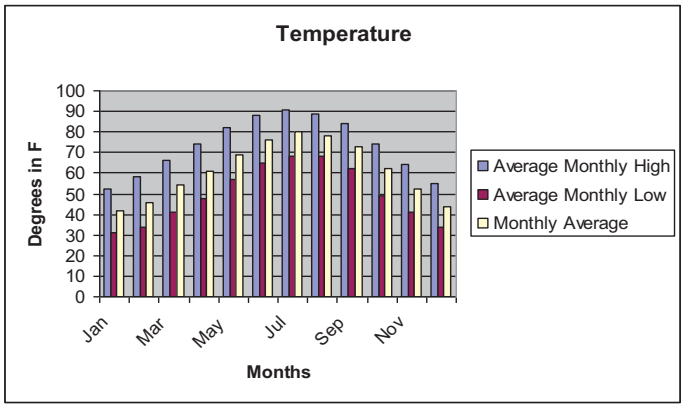
Daily- Rockdale Citizen
Weekly- The Rockdale Neighbor

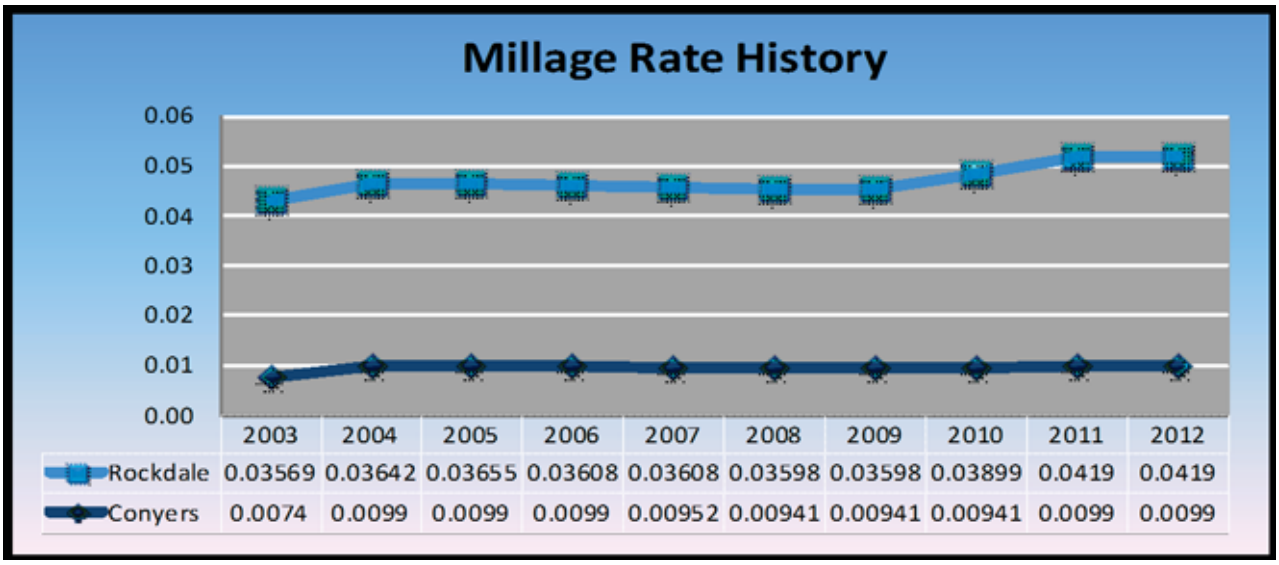
## RELIGION

| | |
|---|---|
| Denominations | 23 |
| Churches | 90+ |

## CLIMATE

| | |
|---|---|
| Average Temperature | 62 degrees |
| Annual Rainfall | 49 inches |




| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|---|---|---|---|---|---|
| Rockdale | 0.03569 | 0.03642 | 0.03655 | 0.03608 | 0.03608 | 0.03598 | 0.03598 | 0.03899 | 0.0419 | 0.0419 |
| Conyers | 0.0074 | 0.0099 | 0.0099 | 0.0099 | 0.00952 | 0.00941 | 0.00941 | 0.00941 | 0.0099 | 0.0099 |

## THE VALUE OF CITY SERVICES

Based on the median market home value of $134,215, each household will pay $333.49 for the year, or $27.79 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 2013-14

## WHAT IS A BUDGET?

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

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

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

- 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 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 2012 tax year was 9.9 mills, or $9.90 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 2012 tax year. After property is appraised by the County Tax Assessor, $20,000 is subtracted from the assessed value leaving what is known as the taxable value. The taxable value is that amount upon which the property tax rate is applied. The assessed value is 40% of the appraised value. Homeowners are only eligible for the exemption if the home is their primary residence. Vacation and rental properties are not eligible for the homestead exemption.

**Q: What is a mill of tax?**

A: One mill is equal to $1 for each $1,000 of assessed property value. Property taxes on a $100,000 home to which the $20,000 homestead exemption is applied would be, with a millage rate of 9.90 mills, $198.00.

**Q: What is a fund?**

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

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

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

**Q: What is an operating budget?**

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

**Q: What is a capital improvement budget?**

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

**Q: What is an enterprise fund?**

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

**Q: What is a budget appropriation?**

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

**Q: What is a budget amendment?**

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

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

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

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

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

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

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

## BUDGET PRESENTATION NOTES

**1. Fiscal Year 2012 data (prior year)**

All data contained herein for FY 2012 has been revised to reflect budget amendments adopted by the City Council.

**2. Funds contained within the budget**

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

**3. Budget submitted to City Council**

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

**4. City Council approval of capital expenditures**

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

**5. Personnel position classifications**

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

**6. Lapse of appropriations**

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

**7. Available fund balance**

The available fund balance reported for each fund is composed of the funds available for appropriation as contained in the most recently audited financial statement (year ending FY 2012) adjusted to reflect any budget amendments adopted during FY 2013, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

# Budget Calendar 2013-14

**DECEMBER 2012**

| 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 2013**

| 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 | | |

**FEBRUARY 2013**

| 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 |
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**MARCH 2013**

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**APRIL 2013**

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**MAY 2013**

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**December**

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

**January**

**7** Department Directors review previous C.I.P. forms and make revisions as necessary.
Chief Financial Officer meets with Department Directors to review modified C.I.P. requests for fiscal years 2014-2018 and provide Directors with necessary forms for C.I.P. requests for 2018.

**21** Department Directors submit C.I.P. requests for fiscal year 2018.

**28** Mayor and Council retreat

**February**

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

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

**15** 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**

**29** Finance calculates personal services for fiscal year 2013-2014, enter on computer, and print for inclusion in annual budget.

**May**

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

**13** Chief Financial Officer completes revenue projections for all funds.

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

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

**17** Budget requests submitted to Finance.

**20** Review of budget requests by Chief Financial Officer.

**22** Finance completes final draft of departmental budgets.

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

**27** Chief Financial Officer completes the budget message.

**29** Chief Financial Officer presents proposed budget to Conyers City Council.

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

**June**

**12** Public Hearing for fiscal year 2013-2014 budget.

**19** Fiscal Year 2013-2014 budget scheduled to be adopted.

**July**

**30** Budget document sent to printer by Finance.

**August/September**

Finance submits budget document to GFOA.

**JUNE 2013**

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**JULY 2013**

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**AUGUST 2013**

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**SEPTEMBER 2013**

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**OCTOBER 2013**

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**NOVEMBER 2013**

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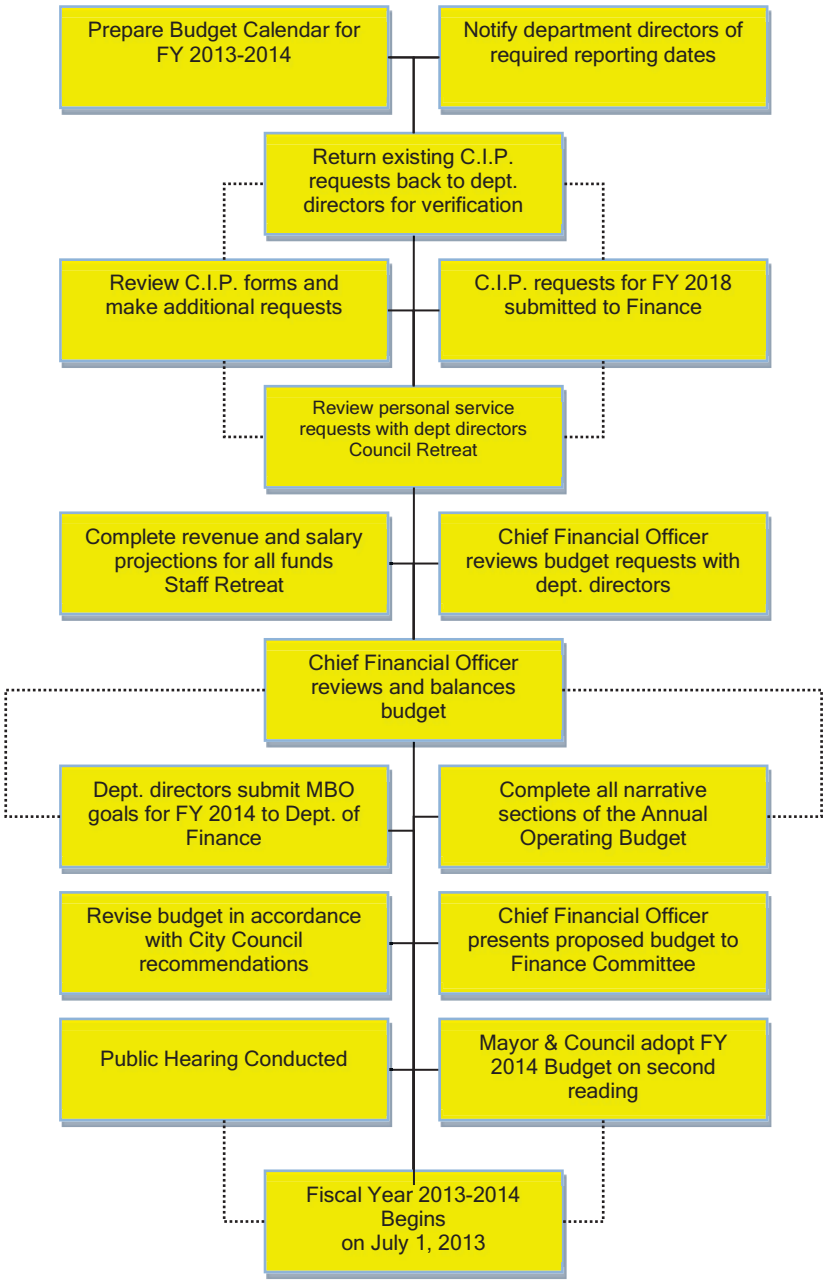
**Fiscal Year 2013-2014**
**City of Conyers**
**Budget Process**



## BUDGET PREPARATION PROCESS

### Needs Assessment Phase

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

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

### Policy/Strategy Development Phase

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

### Budget Development Phase

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

### Review/Modification Phase

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

### Adoption Phase

The final budget proposal package is prepared. The City Charter requires that the budget proposal be submitted to the Mayor and City Council in the form of a draft ordinance of appropriations at least six weeks prior to the start of the fiscal year. Below is the process as it occurred for Fiscal Year 2013-2014:

- Tuesday, May 14, 2013
  - Advertisement runs in Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, May 15, 2013
  - First reading of the proposed budget is presented to the City Council at regular meeting along with a power point presentation
- Thursday, May 16, 2013
  - 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 5, 2013
  - Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 19, 2013
  - Adopted 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.

| | December | January | February | April | May | June | July/August |
|---|---|---|---|---|---|---|---|
| **Finance Department** | Return existing C.I.P. requests to department directors for verification /additional information (12/3) | | Enter departmental C.I.P. requests on computer and print for inclusion in annual budget (2/4)<br>Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/8) | Calculate personnel services for fiscal year 2013-2014, for inclusion in annual budget (4/29) | Operating budget request packages prepared and presented to Department Directors (5/3)<br>Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/15)<br>Complete revenue projections for all funds (5/13)<br>Complete financial & personnel summaries and financial trends section of budget (5/24) | | Budget Sent to Printer (7/30)<br>Submission of budget document to GFOA |
| **Department Directors** | | Review previous C.I.P. forms, make any revisions as necessary (1/7)<br>Submit (C.I.P.) requests for fiscal year 2018 (1/21) | Submit requests for additional positions and/or upgrades to existing positions (2/15) | | Budget requests submitted to Finance (5/17)<br>Review of budget requests with department directors (5/20) | | |
| **City Manager & Finance** | | Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2018 (1/7) | Review personnel service requests with Department Directors (2/22) | | Complete final draft of departmental budgets (5/22)<br>Revise budget in accordance with City Council recommendations (5/30) | | |
| **Mayor & City Council** | | Mayor and Council Retreat to present their vision for the future of the City. | | | First reading of budget ordinance (5/15) | Public Hearing for budget (6/5) | |
| **City Manager** | | | City Manager has a staff retreat with all of the department heads to discuss the council's vision and take appropriate action in order to include projects in the budget. | | Complete " budget message" section of the budget (5/27) | Presentation of proposed budget to Conyers City Council (6/19) | |

## BUDGET AMENDMENTS

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

The second type of change is a budget amendment which alters the total appropriation for a department or fund.
Circumstances requiring an amendment include, but are not limited to:

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

## KEY ACTORS

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

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

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

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

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

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

## GENERAL BUDGET AND FINANCIAL POLICIES

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

## ANNUAL BUDGET ADOPTION REQUIREMENTS

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

## BALANCED BUDGET REQUIREMENTS

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

## CURRENT BUDGET POLICIES

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

## OPERATING POLICES

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

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

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

Generally, fund balance represents the differences between the current assets and current liabilities. Governmental funds will now report fund balance classifications that comprise a hierarchy based primarily on

the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

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

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

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

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

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

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

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

## REVENUE POLICIES

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

affected revenues. If the problem is of a serious nature, the Chief Financial Officer will work with the department in resolving the problem. The Chief Financial Officer makes the determination as to whether the City Manager and City Council need to be involved.

## EXPENDITURE POLICIES

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

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

## ACCOUNTING POLICIES

Receivables and Payables

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

All trade and property tax receivables are shown net of an allowance for uncollectibles. Trade accounts receivable in excess of 120 days comprise the trade accounts receivable allowance for uncollectibles. The property tax receivable allowance is equal to 48 percent of outstanding property taxes at June 30, 2012.

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

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

## DEBT POLICIES

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

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

2) The payback period of the debt will not exceed the expected useful life of the project.
3) Where possible, the City will use special assessment, revenue or self-supporting bonds instead of general obligation bonds.
4) If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.
5) Long-term debt will not be used for operations.
6) The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

## CAPITAL POLICIES

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

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

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

## FUND ACCOUNTING

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

## Major Funds:

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

## The City has the following major governmental funds:

- **General Fund:**

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

- **SPLOST capital projects fund:**

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

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

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

– **Emergency Telephone System Fund:**

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

– **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.

– **Hotel/Motel Fund:**

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

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

## The City has the following major Proprietary Funds:

- **Cherokee Run Fund:**

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

- **Sanitation Fund:**

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

- **Stormwater Management Enterprise Fund:**

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

- **Landfill Enterprise Fund:**

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

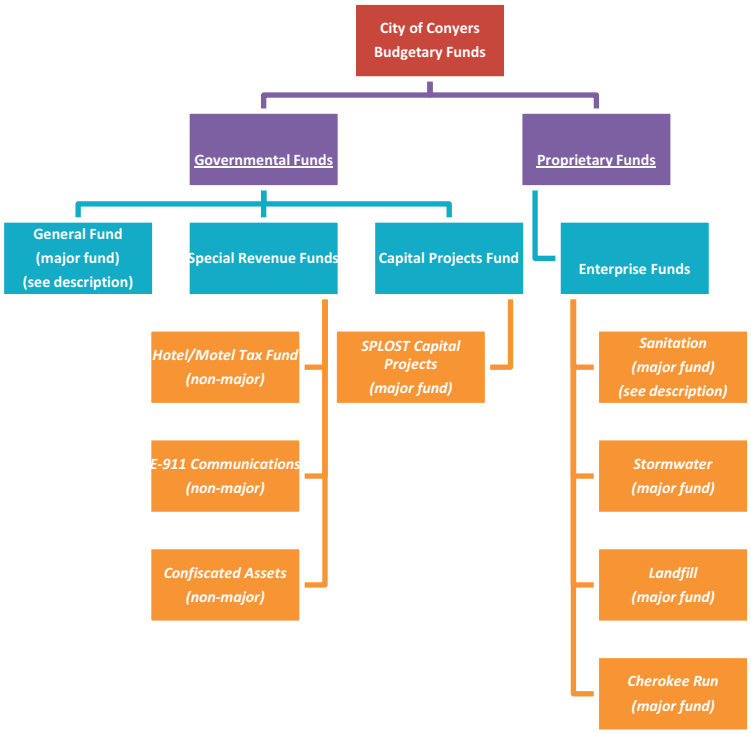
Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprise - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis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

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

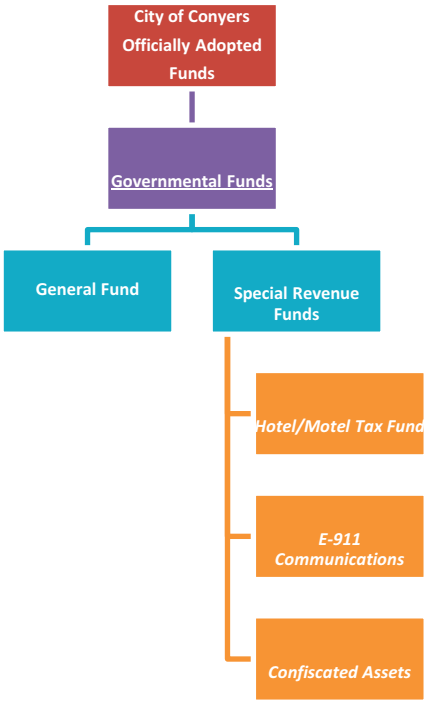
An independent accounting firm performs an annual audit of the financial statements of the City and does publicly issue an opinion thereon.

## City of Conyers

### All Funds




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




## BUDGETARY BASIS

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

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

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

Before May 31st, the proposed budget is presented to the City Council for review. The City Council holds public hearings and may add to, subtract from, or change appropriations. The budget is then approved by an affirmative vote of a majority of the City Council at the first regular meeting following the public hearing, and by June 20th of each year. As expenditures may not legally exceed budgeted appropriations at the department total level, the Chief Financial Officer and Finance are authorized to revise appropriations within each department, but may not change total appropriations for a department. Revenues, which have been considered measurable, available, and accrued, are: property, motor vehicle and intangible taxes, garbage fees, accrued interest on investments, and intergovernmental revenue.

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

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

## GAAP BASIS vs. BUDGET BASIS

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

## INVESTMENT POLICIES

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

## WORKING CAPITAL RESERVE

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

## TAX MILLAGE RATE

As a part of the normal budget process, the governing authority adopts a millage rate to provide property tax revenue to the General Fund. The adopted millage rate for tax year 2012 was 9.9 mills, which reflected no change from the previous year. Property values for tax year 2013 suffered an unprecedented 20% devaluation across the county. For properties in the city, the decrease in value was not quite as drastic due to the heavier concentration of commercial properties. Nonetheless, the decrease in the city property values is over 14% less than last year's values. At the time that this budget is in progress, the city does not have sufficient data to know what the millage will be for tax year 2013, but preliminary estimates show projections at somewhere between 13-14 mills.

# Mission Statement 2013-14

## *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 2013-14

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

# Financial Trend Analysis 2013-14

Local governments are still dealing with the impacts of the Great Recession, and many of us will not recover for several years. Although many governments have cut personnel and or services, the city of Conyers prides itself in maintaining the same level of service with relatively fewer positions. Nevertheless, the reduced positions are a result of attrition and not due to layoffs or furloughs. Albeit attrition is not such a drastic measure, it has also an impact on the remaining workers who are subject to additional responsibilities at the same pay. Fortunately, in today's economy, most employees are fortunate to be employed and are not as likely to leave for greener pastures. But as history dictates, as employees get more work for the same or less pay, eventually they become demoralized and the organization as a whole suffers. Needless to say, these approaches to balancing the budgets, whereas necessary, are not sustainable in the long run.

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

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

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

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

The advantages of this approach are:

- It presents a way to quantify a significant amount of information regarding financial condition.
- It combines financial and non-financial data into the same analysis.
- It places the events of a single year in a long-term perspective and permits a city to follow changes over time.

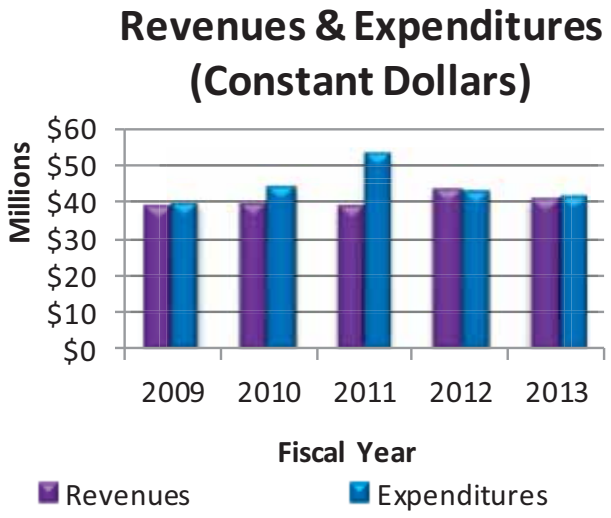
- It incorporates benchmarks normally used by credit rating agencies.
- It relies on data that already exists in a city's records or is otherwise reasonably available.
- It provides the framework for assembling and analyzing information about the city on a regular basis.

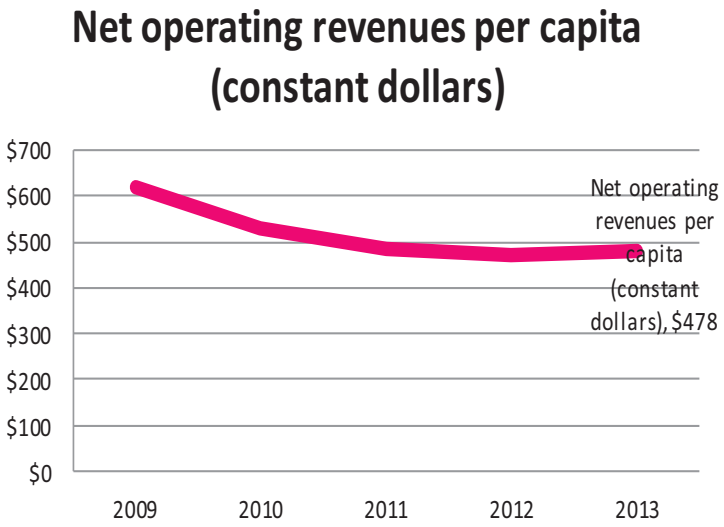
This approach relies heavily on the determination and analysis of selected key trends. The identification of one adverse trend, however, does not automatically represent fiscal decline. Some trends, which on the surface may appear adverse, may, after careful analysis, prove harmless. Moreover, the techniques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

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

**REVENUES**

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



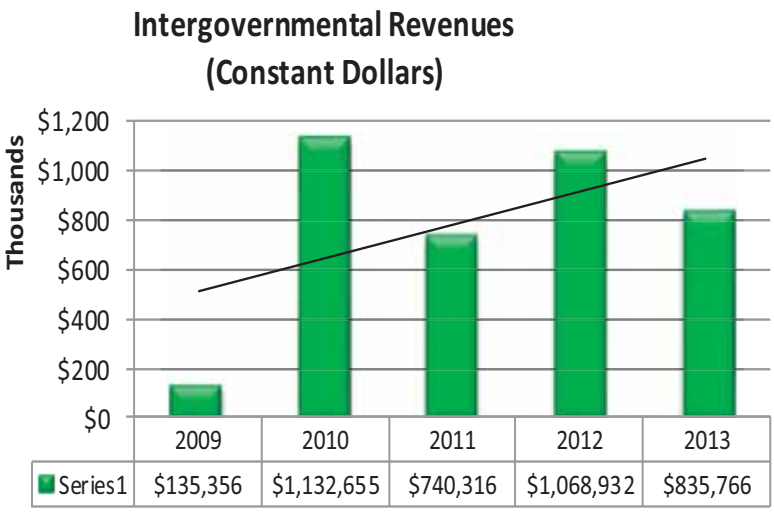

- Deterioration in revenue base.
- Internal procedures or legislative policies that

may adversely affect revenue yields.

- Over dependence on obsolete or external sources.
- User fees that are not covering the cost of services.
- Changes in tax burden on various segments of the population.
- Lack of cost controls and poor revenue-estimating practices.
- Inefficiency in the collection and administration of revenues.

The City of Conyers has not experienced extreme changes in its revenues and expenditures. Revenues have remained somewhat constant in the last five years. The City is trying to keep its expenditures low while continuing providing services at the same high level that the citizens are accustomed to. Almost stable trend of expenditures in the last five years shows that the City is successful in its efforts to keep expenditures low.

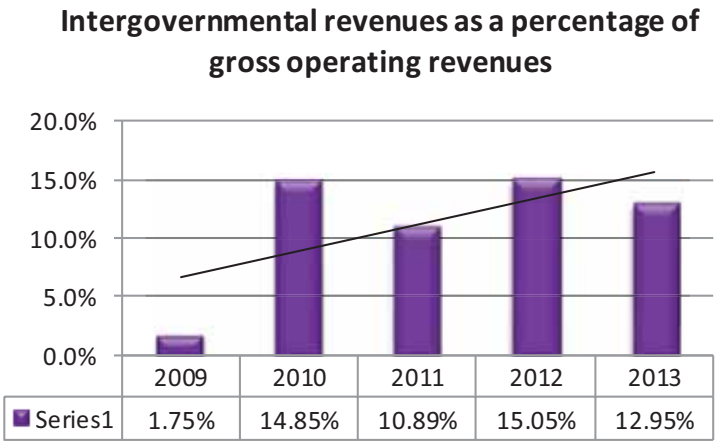
Examining per capita revenues shows changes in revenues relative to changes in population size. As population increases, it might be expected that revenues and the need for services would increase proportionately, and therefore, that the level of per capita revenues would remain constant in real terms.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




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

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

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

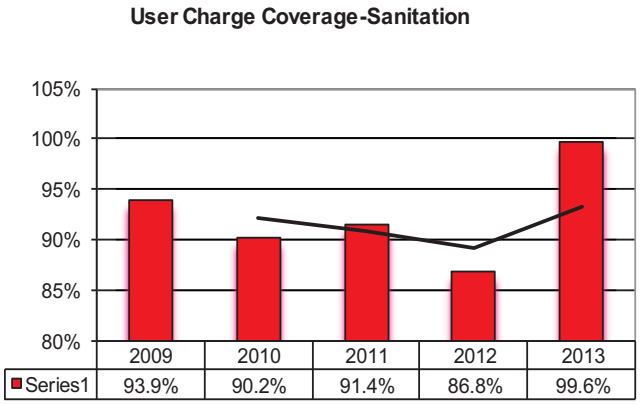



Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The higher percentage of increase since 2010 is due to grants that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

The ratio of intergovernmental funds as a percentage of gross revenues stands at

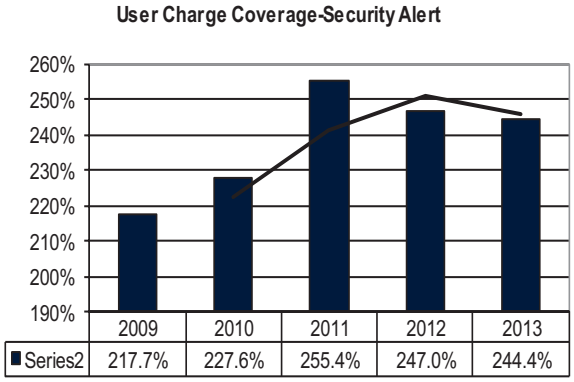
12.95% for fiscal year 2013. Since intergovernmental grants received by Conyers are generally one-time grants, they are not expected to affect the intergovernmental fund indicator beyond the year the grant is received. All potential grants are carefully examined for matching requirements.

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

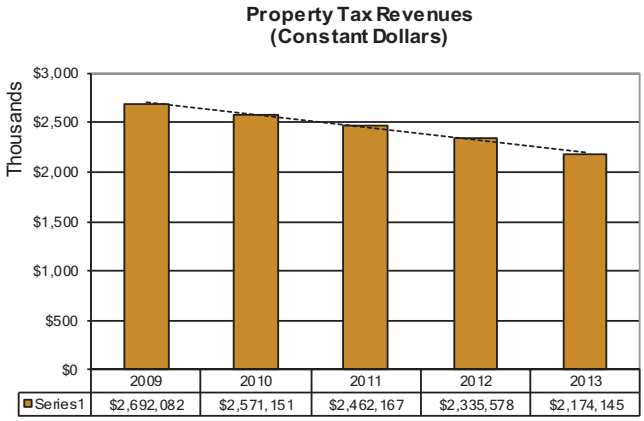



The term user charge coverage refers to whether fees and charges cover the cost of providing service. Revenues from user charges as a percentage of total expenditures for related services did not cover its cost for sanitation for the last 5 fiscal years. Examples of user charges in Conyers: commercial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

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




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



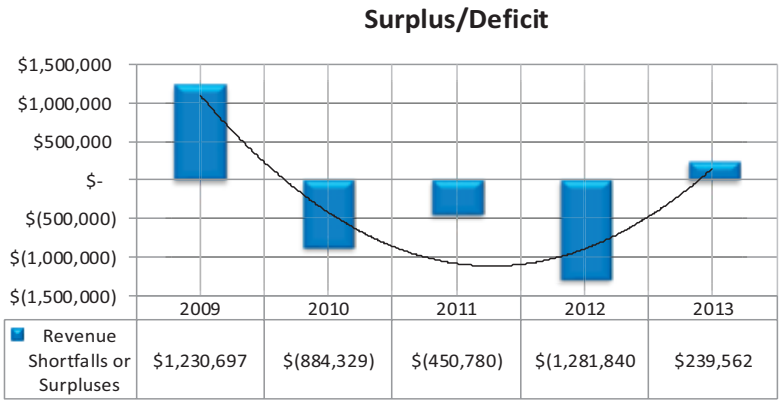

Property tax revenues are considered separately from other revenues because the City of Conyers, like other local governments, relies heavily on them.

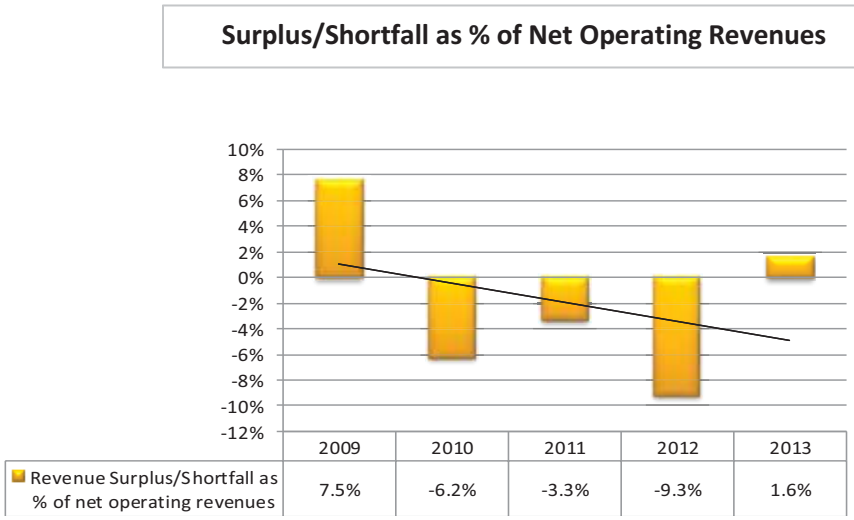
The City of Conyers has had a homestead exemption since year 2006 of $20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing

fiscal year. The millage rate for FY 2013 is projected to increase 3.95 mills due to the unprecedented devaluation of real estate in Rockdale County and the City of Conyers.

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

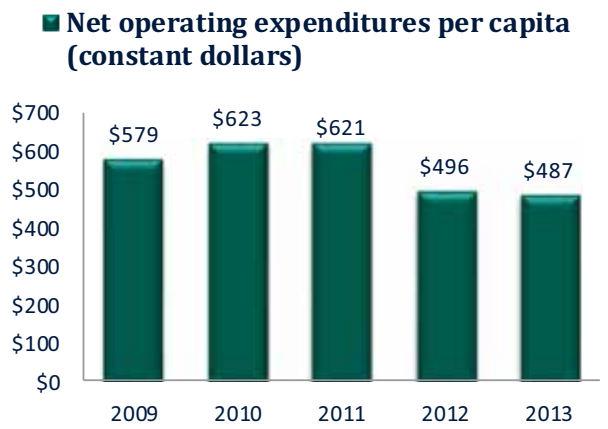
In the graph below, revenue shortfalls are plotted above the line and revenue surpluses below the line. It is considered that staying near the line or slightly below it is a positive sign. Conyers has a revenue surplus of the last five years analyzed. More conservative revenue forecasting techniques have helped the City avoid future revenue shortfalls. The following graph depicts the actual numbers. The primary reason for the reduction of surplus in 2010 was due to the reduction in revenues as a direct result of the economy.




**EXPENDITURES**

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




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

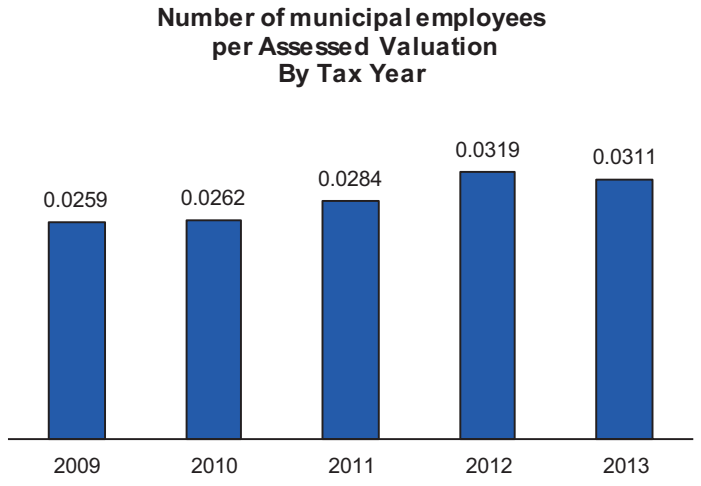
Nevertheless, there are a number of subtle ways for a city to balance its annual budget but create a long-run imbalance in which expenditure outlays and commitments are growing faster than revenues. Some of the more common ways are to use bond proceeds for operations, allocate small amounts from intergovernmental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

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

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

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

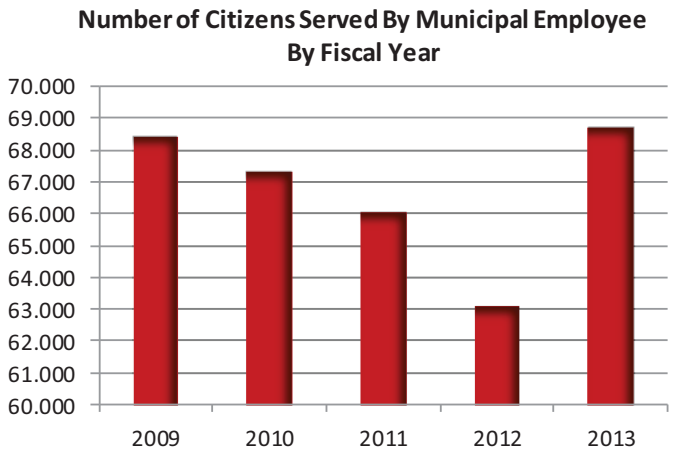
- Excessive growth of overall expenditures as compared to revenue growth or growth in community wealth (personal and business income).
- An undesired increase in fixed costs.
- Ineffective budgetary controls.
- A decline in personnel productivity.




- Excessive growth in programs that create future expenditure liabilities.

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

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



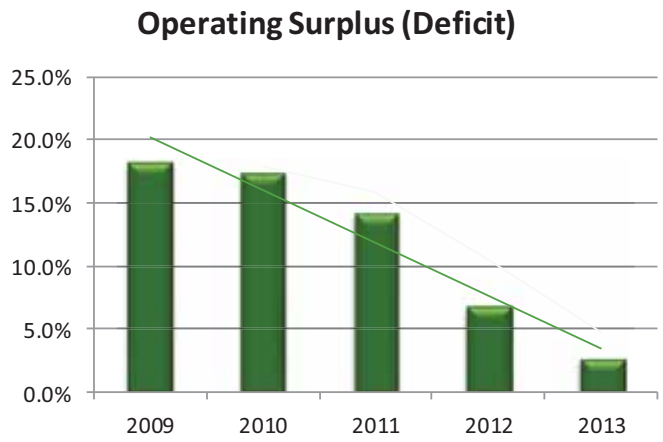

Personnel costs are a major portion of a local government's operating budget. Plotting changes in the number of employees per capita is a good way to measure changes in expenditures. In order to somewhat keep up with the decreased revenues the city has frozen 11 positions for fiscal year 2013. Therefore the number of citizens served by each city worker has increased.

The following graph shows population of Conyers and the number of municipal employees. In 2012, the City of Conyers had 1 employee per every 63.1 citizens and in 2013 the City has 1 employee per every 68.7 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.
- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.

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

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

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

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

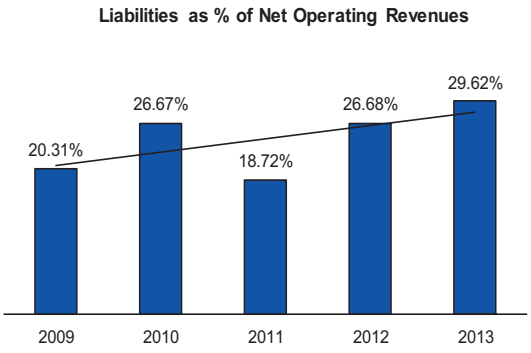
When liquidity is diminished, the City loses the ability to expend resources in the most efficient manner. Capital purchases are a good example of how the lack of liquidity leads to purchase inefficiencies. Let's say that the City needs to have a replacement schedule for police vehicles where it replaces 10 vehicles each year. Due to the low liquidity, the City can only replace 5 and move the other 5 back one or two years. That will cause an inefficiency

because those 5 cars that were pushed back will incur higher maintenance costs while at the same time keeping the officer from doing his/her job in the most efficient way. The City may also lose the ability to buy in bulk and at lower prices.

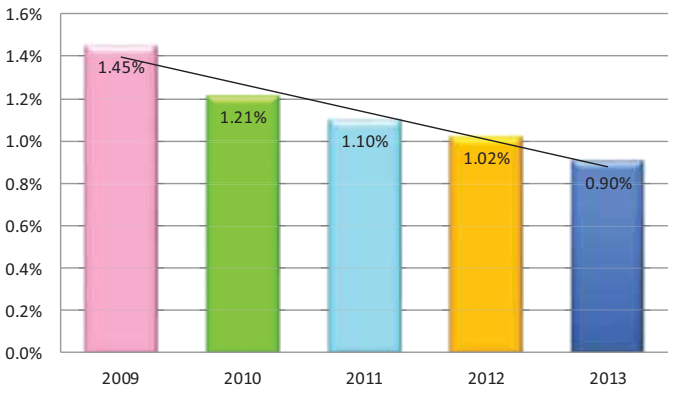
**DEBT INDICATORS**

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

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



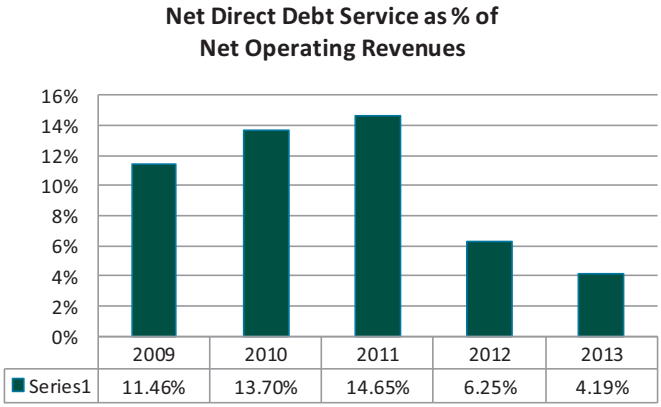

In Conyers, current liabilities are all liabilities due within the fiscal year. Increasing current liabilities as a percentage of net operating revenue is a warning sign for local government. A two-year trend of increasing short-term debt outstanding at the end of the fiscal year is considered a negative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

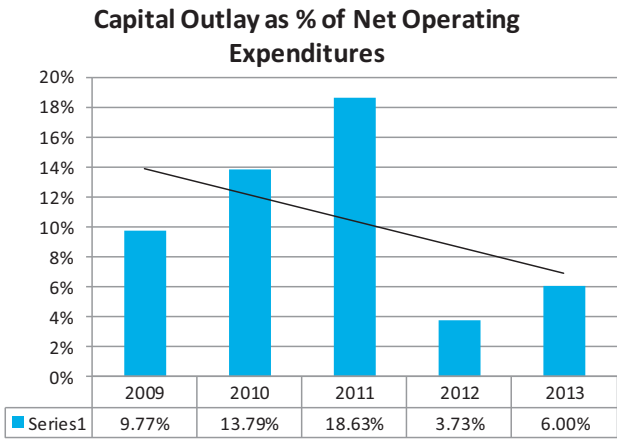



Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.

The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has decreased from 1.45 percent in 2009 to 0.9 percent in 2013. 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 2013, the ratio is expected to remain below 10 percent.






## CAPITAL PLAN INDICATORS

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

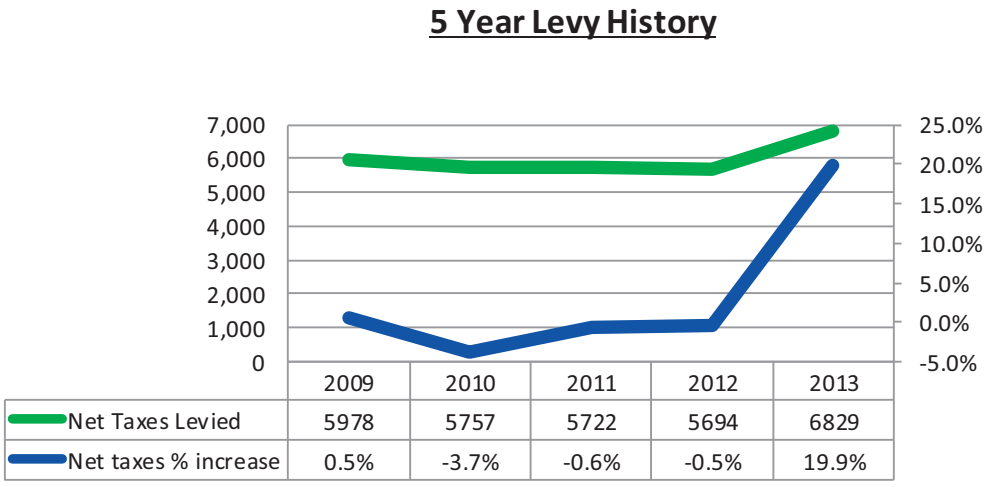
The City of Conyers' capital outlay from operating funds as a percentage of net operating expenditures has decreased slightly over the past five years. Several major projects are expected to be started within the next five years due to the proceeds collected from SPLOST and Stormwater revenues. The trend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

## COMMUNITY NEEDS AND RESOURCES

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

The population growth in the City of Conyers has steadily increased, albeit at a much slower pace than Rockdale County. However, the population growth in the County directly impacts the City of Conyers and the services it provides. Conyers is the only municipality within Rockdale County, that coupled with the fact that a majority of the businesses and industries are located within the corporate limits, means that the City must plan to provide services to a daytime population of over 80,000 while its' residential population is only about 15,185. While the businesses and industries mentioned earlier provide a strong tax base, they also make the City's tax revenues fluctuate more as they relocate or close due to the economy.

The median age of Conyers residents is 30.7 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 2010 Census, 51.1 percent of residents 16 years and over are



employed in management and professional or sales and office related occupations. The median household income for Rockdale County is $68,167.

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

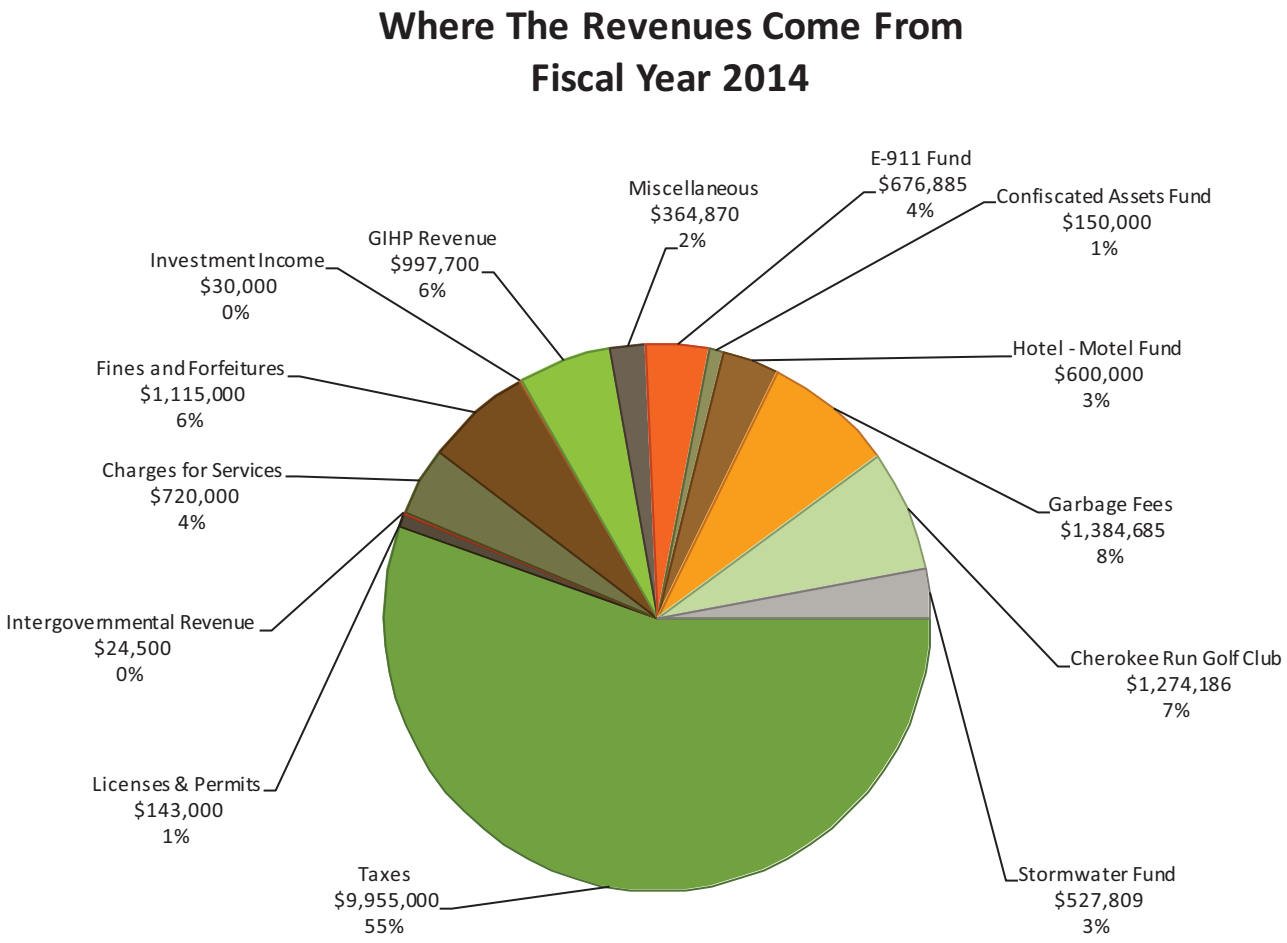
## MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2013-2014 reflects general fund revenues of $13,350,070, an increase in projected revenues of $1,491,456 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 2014 revenue:

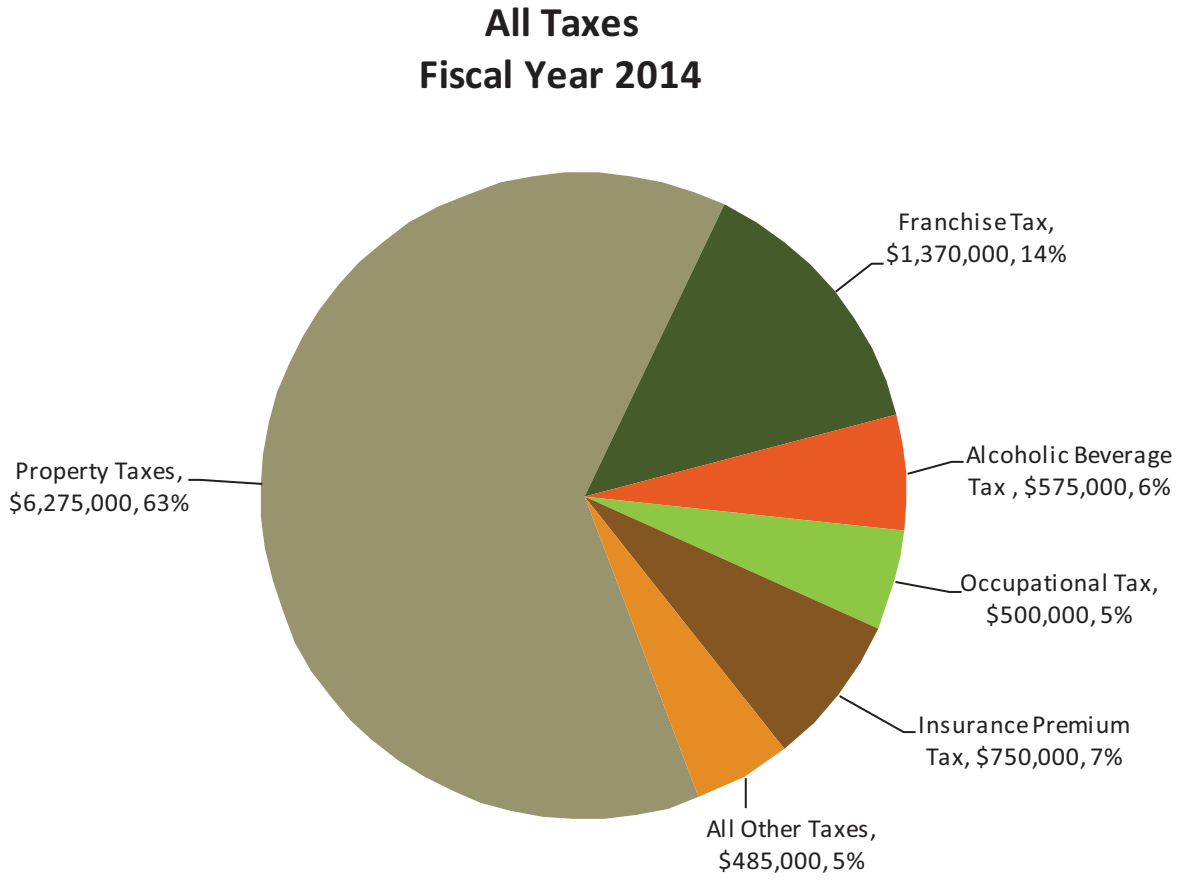
**Revenues/Sources**



## PRIMARY REVENUE SOURCES (ALL FUNDS)

### TAXES

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



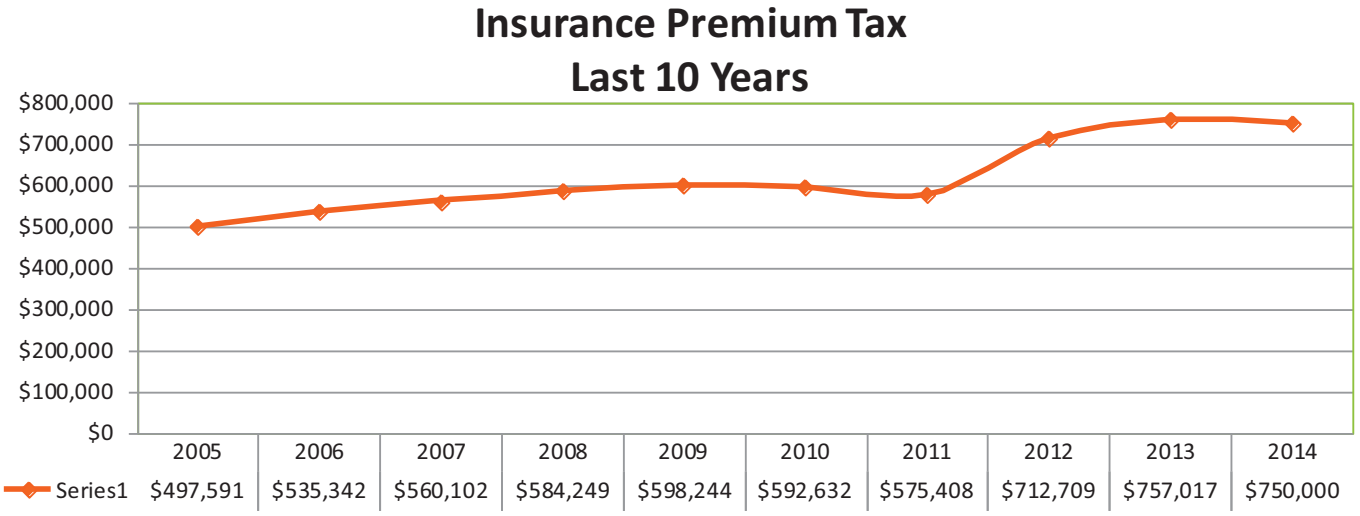

**Ad Valorem Tax**

This is revenue derived from a tax levy on real and personal property within the corporate limits of Conyers. Bills are mailed each fall, after the tax digest has been reviewed and approved by the Georgia Department of Revenue. The Tax Commissioner of Rockdale County is responsible for preparing the annual digest and submitting it to the state. The City of Conyers has adopted a homestead exemption for year 2013 of $20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. Property taxes are 63% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years.

*FY 2013 Unaudited
*FY 2014 Budgeted

## Insurance Premium Tax

The State of Georgia levies a tax on insurance premiums collected within the City limits. Revenue from this tax is then distributed back to the City each October. It has been gradually increasing over the last ten years.




*FY 2013 Unaudited
*FY 2014 Budgeted

**Hotel/Motel Tax**

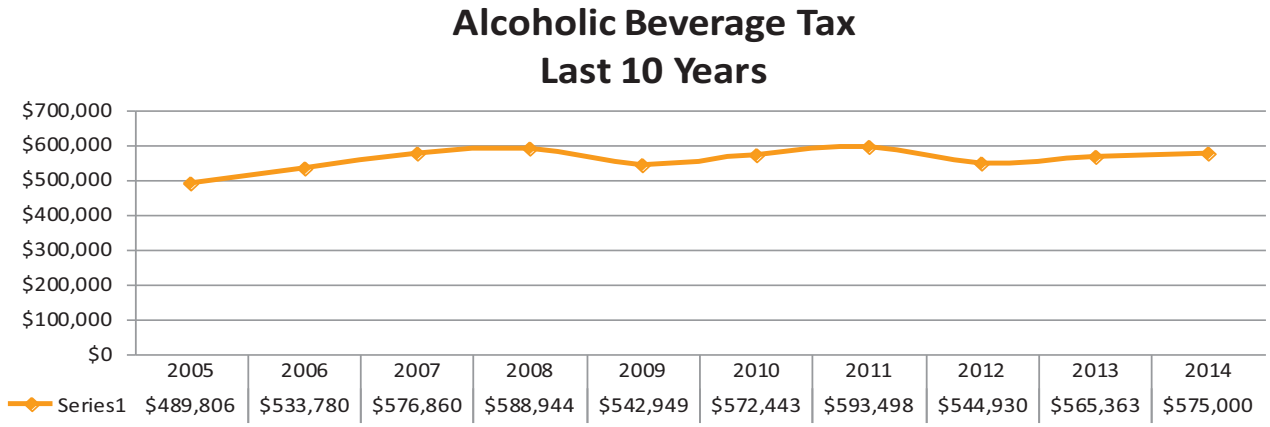
Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing for value to the public of any room or rooms, lodgings, or accommodations. The City implemented this tax in fiscal year 1992 at a rate of 3% as a way of raising additional revenue for the General Fund without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

*FY 2013 Unaudited

*FY 2014 Budgeted

### Alcoholic Beverage Tax

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




*FY 2013 Unaudited
*FY 2014 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 $1,370,000 for fiscal year 2014.

*FY 2013 Unaudited
*FY 2014 Budgeted

### Occupational Tax

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

### Other Taxes

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

### Security Monitoring Fees

The security monitoring fee comes from Conyers Security Alert, a unique monitoring system offered by the police department. Revenues have steadily increased since its inception. The Mayor and City Council approved an increase in the fees for Conyers Security Alert residential customers in FY 2013 from $17.00 to $18.95 per month, the first increase in 8 years. The increase in fees aides the City as we continue to experience rising fuel costs and a software upgrade to accommodate the growing needs of our customer base. The projected revenue for fiscal year 2014 is $600,000.

## FINES & FORFEITURES

### Municipal Court Revenue

This revenue is generated from fines and forfeitures in the Conyers Municipal Court. State law and local ordinance govern these bond/ fine schedules. A new probation supervision fee was introduced in fiscal year 2004 with the creation of in-house probation. This service was previously contracted out. Overall municipal court revenue is expected to remain constant in fiscal year 2014.

## LICENSES & PERMITS

### Building Permits

Building permits are required if the value of building improvements will exceed $100. Building permits fees were raised during FY 2013 in order to maintain consistency with the national building permit fees. Due to the current still troubled economy, construction has nearly come to a halt resulting in a continued steady decrease in the expected revenue derived from building permits. This category is beginning to see signs of improvement and therefore revenues are expected to have a slight increase for fiscal year 2014. The budgeted amount is a conservative $125,000.

## GEORGIA INTERNATIONAL HORSE PARK REVENUE

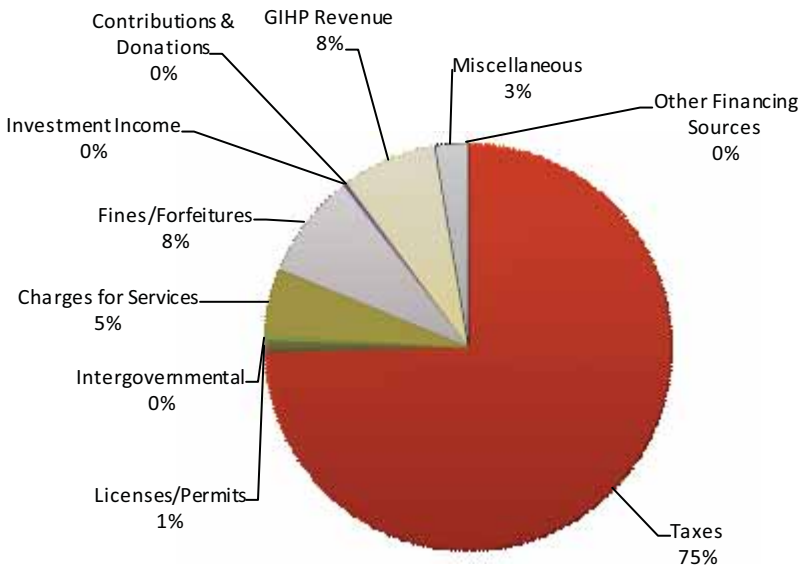
Since the 1996 Olympics, the Georgia International Horse Park has continued to host a variety of events. As the number of events each year grows, it is becoming a larger source of revenue for

the City. In fiscal year 2007, the City built additional buildings at the GIHP in order to be able to have larger horse shows and diversify the events.

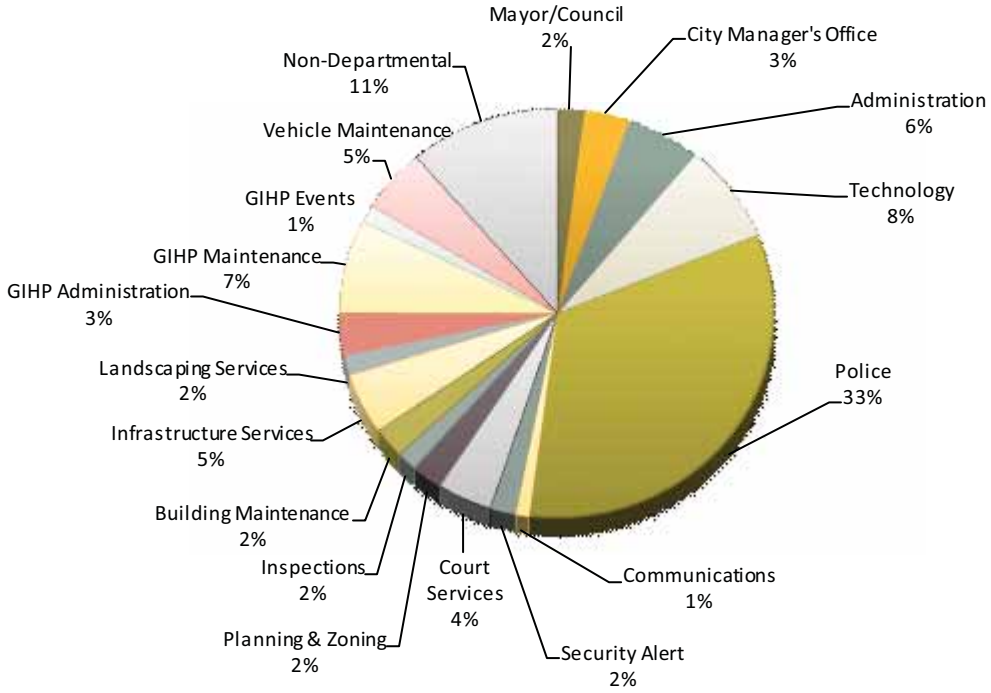
## SPLOST REVENUES

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

## General Fund Revenues




## General Fund Expenditures



| City of Conyers<br>Components of the Total Financial Plan<br>Fiscal Year 2014 | | | |
|---|---|---|---|
| | Total Budget | $ | 18,760,472 |
| | Operating Budget | $ | 17,963,635 |
| | Capital Budget | $ | 796,837 |
| Mayor and Council | $ 268,166 | Infrastructure Services | $ 640,851 |
| City Manager | $ 451,582 | GIHP Administration | $ 448,759 |
| Administration | $ 734,567 | GIHP Maintenance | $ 979,572 |
| Technology | $ 1,047,348 | GIHP Events | $ 187,000 |
| Building Maintenance | $ 316,000 | Non-Departmental | $ 521,647 |
| Conyers Security Alert | $ 255,267 | Interfund Transfers | $ 355,707 |
| Vehicle Maintenance | $ 667,704 | Debt Service | $ 620,826 |
| Police | $ 4,450,455 | E-911 Fund | $ 676,885 |
| Communications | $ 132,970 | Forfeited Assets Fund | $ 150,000 |
| Court Services | $ 545,644 | Hotel/Motel Fund | $ 600,000 |
| Planning & Zoning | $ 308,955 | Sanitation Fund | $ 1,384,685 |
| Inspections | $ 206,851 | Stormwater Fund | $ 527,809 |
| Landscaping Services | $ 210,199 | Golf Fund | $ 1,274,186 |

# Financial Summary 2013-14

| All Funds Combined | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Beginning Balance** | **$ 5,812,841** | **$ 7,366,876** | **$ 6,314,261** | **$ 6,314,261** | |
| | | | | | |
| **Revenues/Sources** | | | | | |
| Taxes | $ 9,881,737 | $ 9,835,558 | $ 9,270,715 | $ 10,555,000 | 14% |
| Licenses/Permits | $ 100,896 | 112,756 | 169,120 | 143,000 | -15% |
| Intergovernmental | $ 236,593 | 228,363 | 182,089 | 24,500 | -87% |
| Charges for Services | $ 2,307,518 | 2,314,948 | 2,509,070 | 2,420,000 | -4% |
| Fines/Forfeitures | $ 998,820 | 1,078,165 | 922,081 | 1,115,000 | 21% |
| Investment Income | $ 211,654 | 203,216 | 45,005 | 30,000 | -33% |
| Contributions & Donations | $ 14,424 | 16,781 | 14,349 | 11,000 | -23% |
| GIHP Revenue | $ 1,155,305 | 1,184,757 | 1,041,023 | 997,700 | -4% |
| Miscellaneous | $ 186,806 | 210,787 | 199,636 | 353,870 | 77% |
| Emergency 911 | $ 579,335 | 607,331 | 364,799 | 676,885 | 86% |
| Cherokee Run Golf Club | $ 475,924 | 1,049,228 | 1,117,709 | 1,274,186 | 14% |
| Forfeited Funds | $ 93,901 | 156,324 | 177,052 | 150,000 | -15% |
| Other Financing Sources | $ 4,235,224 | 31,664 | 32,423 | 212,494 | 555% |
| **Total** | **$ 20,478,137** | **$ 17,029,878** | **$ 16,045,072** | **$ 17,963,635** | **12%** |
| | | | | | |
| **Expenditures/Uses** | | | | | |
| Mayor/Council | $ 279,381 | $ 269,184 | $ 181,586 | $ 268,166 | 48% |
| City Manager's Office | $ 490,505 | 443,327 | 457,520 | 451,582 | -1% |
| Administration | $ 779,257 | 781,358 | 723,545 | 734,567 | 2% |
| Technology | $ 1,149,904 | 1,418,108 | 1,090,250 | 1,047,348 | -4% |
| Police | $ 4,277,495 | 4,315,523 | 4,467,468 | 4,450,455 | 0% |
| Communications | $ - | - | 163,475 | 132,970 | -19% |
| Security Alert | $ 197,329 | 202,938 | 222,187 | 255,267 | 15% |
| Court Services | $ 399,917 | 507,963 | 527,973 | 545,644 | 3% |
| Planning & Zoning | $ 395,023 | 375,586 | 299,534 | 308,955 | 3% |
| Inspections | $ 247,783 | 248,106 | 204,874 | 206,851 | 1% |
| Building Maintenance | $ 359,161 | 361,981 | 327,975 | 316,000 | -4% |
| Infrastructure Services | $ 857,173 | 711,205 | 609,187 | 640,851 | 5% |
| Landscaping Services | $ 270,565 | 223,819 | 214,625 | 210,199 | -2% |
| GIHP Administration | $ 452,264 | 450,809 | 444,561 | 448,759 | 1% |
| GIHP Facility Maintenance | $ 1,012,494 | 1,026,785 | 928,967 | 979,572 | 5% |
| GIHP Events | $ 200,000 | 214,528 | 160,221 | 187,000 | 17% |
| Vehicle Maintenance | $ 600,048 | 486,548 | 600,662 | 667,704 | 11% |
| Non-Departmental | $ 2,020,938 | 1,396,891 | 1,276,680 | 1,498,180 | 17% |
| Tourism & Public Relations | $ 856,099 | 613,198 | 799,996 | 600,000 | -25% |
| E-911 Fund | $ 692,844 | 612,626 | 632,196 | 676,885 | 7% |
| Sanitation | $ 1,361,313 | 1,439,559 | 1,250,218 | 1,384,685 | 11% |
| Stormwater Construction-In-Progress | $ 395,936 | 392,300 | 562,243 | 527,809 | -6% |
| Cherokee Run Golf Club | $ 1,534,772 | 1,433,827 | 1,368,562 | 1,274,186 | -7% |
| Forfeited Funds | $ 189,673 | 192,020 | 74,767 | 150,000 | 101% |
| **Total** | **$ 18,830,201** | **$ 17,926,169** | **$ 17,514,502** | **$ 17,963,635** | **3%** |
| | | | | | |
| **Ending Balance** | | | | | |

# Financial Summary 2013-14

| General Fund | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Beginning Balance** | **$4,972,539** | **$4,020,039** | **$3,393,583** | **$3,393,383** | |
| | | | | | |
| **Revenues/Sources** | | | | | |
| Taxes | $ 9,161,557 | $ 9,124,582 | $ 8,584,025 | $ 9,955,000 | 15.97% |
| Licenses/Permits | 100,896 | 112,756 | 169,120 | 143,000 | -15.44% |
| Intergovernmental | 236,593 | 228,363 | 182,089 | 24,500 | -86.55% |
| Charges for Services | 606,385 | 618,043 | 668,862 | 720,000 | 7.65% |
| Fines/Forfeitures | 998,820 | 1,078,165 | 922,081 | 1,115,000 | 20.92% |
| Investment Income | 211,654 | 203,216 | 45,005 | 30,000 | -33.34% |
| Contributions & Donations | 14,424 | 16,781 | 14,349 | 11,000 | -23.34% |
| GIHP Revenue | 1,155,305 | 1,184,757 | 1,041,023 | 997,700 | -4.16% |
| Miscellaneous | 186,806 | 209,876 | 199,636 | 353,870 | 77.26% |
| Other Financing Sources | 364,297 | 31,664 | 32,423 | - | 0.00% |
| **Total** | **$ 13,036,737** | **$ 12,808,203** | **$ 11,858,614** | **$ 13,350,070** | **12.58%** |
| | | | | | |
| **Expenditures/Uses** | | | | | |
| Mayor/Council | $ 279,381 | $ 269,184 | $ 181,586 | $ 268,166 | 47.68% |
| City Manager's Office | $ 490,505 | 443,327 | 457,520 | 451,582 | -1.30% |
| Administration | $ 779,257 | 781,358 | 723,545 | 734,567 | 1.52% |
| Technology | $ 1,149,904 | 1,418,108 | 1,090,250 | 1,047,348 | -3.94% |
| Police | $ 4,277,495 | 4,315,523 | 4,467,468 | 4,450,455 | -0.38% |
| Communications | $ - | $ - | $ 163,475 | $ 132,970 | -18.66% |
| Security Alert | $ 197,329 | 202,938 | 222,187 | 255,267 | 14.89% |
| Court Services | $ 399,917 | 507,963 | 527,973 | 545,644 | 3.35% |
| Planning & Zoning | $ 395,023 | 375,586 | 299,534 | 308,955 | 3.15% |
| Inspections | $ 247,783 | 248,106 | 204,874 | 206,851 | 0.97% |
| Building Maintenance | $ 359,161 | 361,981 | 327,975 | 316,000 | -3.65% |
| Infrastructure Services | $ 857,173 | 711,205 | 609,187 | 640,851 | 5.20% |
| Landscaping Services | $ 270,565 | 223,819 | 214,625 | 210,199 | -2.06% |
| GIHP Administration | $ 452,264 | 450,809 | 444,561 | 448,759 | 0.94% |
| GIHP Maintenance | $ 1,012,494 | 1,026,785 | 928,967 | 979,572 | 5.45% |
| GIHP Events | $ 200,000 | 214,528 | 160,221 | 187,000 | 16.71% |
| Vehicle Maintenance | $ 600,048 | 486,548 | 600,662 | 667,704 | 11.16% |
| Non-Departmental | $ 2,020,938 | 1,396,891 | 1,276,680 | 1,498,180 | 17.35% |
| **Total** | **$ 13,989,237** | **$ 13,434,659** | **$ 12,901,287** | **$ 13,350,070** | **3.48%** |
| | | | | | |
| **Ending Balance** | | | | | |
| **Total** | **$ 4,020,039** | **$ 3,393,583** | **$ 2,350,910** | **$ 3,393,383** | **44.34%** |

| Emergency Telephone System Fund | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Beginning Balance | $ 52,313 | $(61,196) | $(66,491) | $(66,491) | |
| **Revenues/Sources** | | | | | |
| 911 Fees | $ 346,422 | $ 315,412 | $ 299,571 | $ 305,000 | 1.81% |
| Other Sources | 232,913 | 291,919 | 65,228 | 371,885 | 470.13% |
| **Total** | **$ 579,335** | **$ 607,331** | **$ 364,799** | **$ 676,885** | **85.55%** |
| **Expenditures/Uses** | | | | | |
| E-911 Fund | $ 692,844 | $ 612,626 | $ 632,196 | $ 676,885 | 7.07% |
| **Total** | **$ 692,844** | **$ 612,626** | **$ 632,196** | **$ 676,885** | **7.07%** |
| **Ending Balance** | | | | | |
| **Total** | **$ (61,196)** | **$ (66,491)** | **$ (333,888)** | **$ (66,491)** | **-80.09%** |

| Hotel Motel Fund | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Beginning Balance | $ 60,646 | $ (273) | $ 97,505 | $ 97,505 | |
| **Revenues/Sources** | | | | | |
| Taxes | $ 720,180 | $ 710,976 | $ 686,690 | $ 600,000 | -12.62% |
| Other Sources | $ 75,000 | $ - | - | $ - | 0.00% |
| **Total** | **$ 795,180** | **$ 710,976** | **$ 686,690** | **$ 600,000** | **-12.62%** |
| **Expenditures/Uses** | | | | | |
| Tourism & Public Relations | $ 557,612 | $ 613,198 | $ 636,521 | $ 569,933 | -10.46% |
| Big Haynes Creek Nature Center | $ 298,487 | $ - | $ - | $ 30,067 | 0.00% |
| **Total** | **$ 856,099** | **$ 613,198** | **$ 636,521** | **$ 600,000** | **-5.74%** |
| **Ending Balance** | | | | | |
| **Total** | **$ (273)** | **$ 97,505** | **$ 147,674** | **$ 97,505** | **-33.97%** |

| Stormwater Management Fund | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Beginning Balance** | **$ 751,237** | **$ 841,079** | **$ 923,036** | **$ 923,036** | |
| **Revenues/Sources** | | | | | |
| Charges for Services | $ 483,964 | $ 473,346 | $ 603,622 | $ 470,000 | -22% |
| Other Sources | 1,814 | 911 | - | 57,809 | 0% |
| **Total** | **$ 485,778** | **$ 474,257** | **$ 603,622** | **$ 527,809** | **-13%** |
| **Expenditures/Uses** | | | | | |
| Stormwater Management | $ 395,936 | $ 392,300 | $ 562,243 | $ 527,809 | -6% |
| **Total** | **$ 395,936** | **$ 392,300** | **$ 562,243** | **$ 527,809** | **-6%** |
| **Ending Balance** | | | | | |
| **Total** | **$ 841,079** | **$ 923,036** | **$ 964,415** | **$ 923,036** | **-4%** |

| Sanitation Fund | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Beginning Balance** | **$ (23,894)** | **$ (168,038)** | **$ (384,038)** | **$ (384,038)** | |
| **Revenues/Sources** | | | | | |
| Charges for Services | $ 1,217,169 | $ 1,223,559 | $ 1,236,586 | $ 1,230,000 | -1% |
| Other Sources | $ - | - | - | 154,685 | 0% |
| **Total** | **$ 1,217,169** | **$ 1,223,559** | **$ 1,236,586** | **$ 1,384,685** | **12%** |
| **Expenditures/Uses** | | | | | |
| Sanitation | $ 1,361,313 | $ 1,439,559 | $ 1,250,218 | $ 1,384,685 | 11% |
| **Total** | **$ 1,361,313** | **$ 1,439,559** | **$ 1,250,218** | **$ 1,384,685** | **11%** |
| **Ending Balance** | | | | | |
| **Total** | **$ (168,038)** | **$ (384,038)** | **$ (397,670)** | **$ (384,038)** | **-3%** |

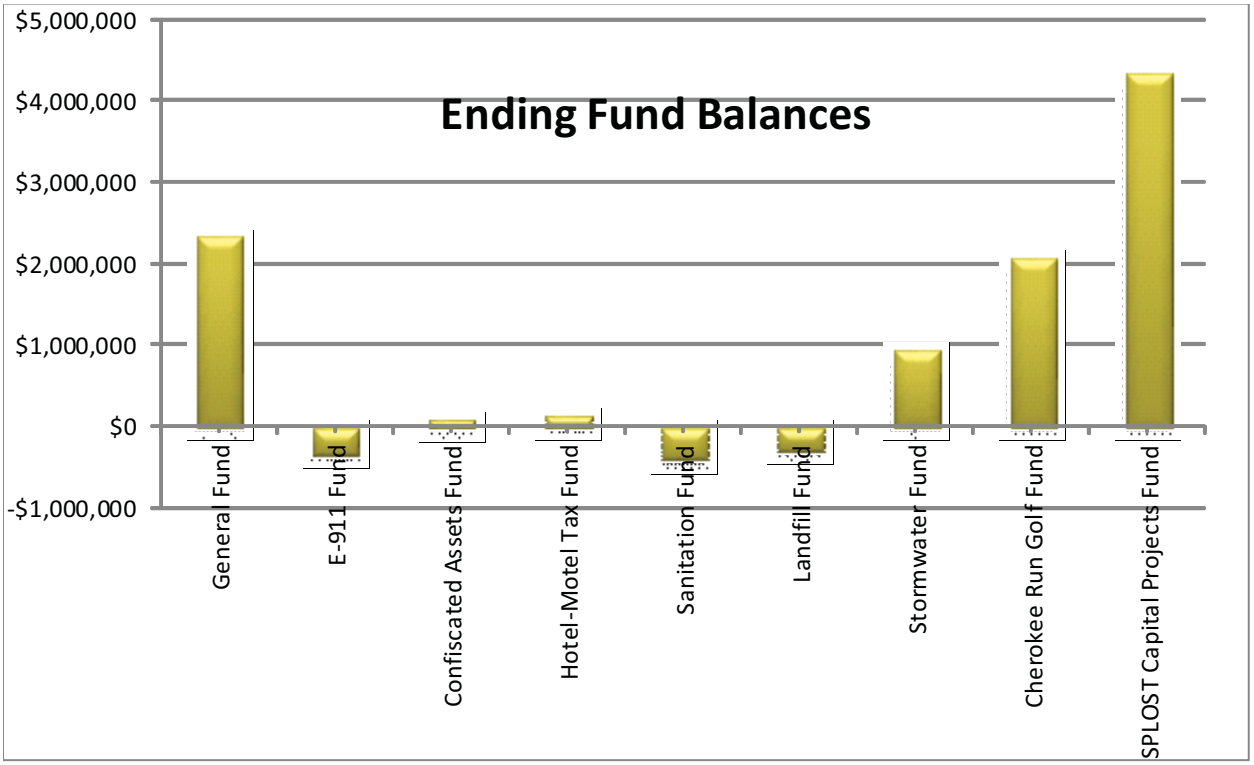
| Cherokee Run Golf Course | Actual FY 10-11 | Actual FY 11-12 | Unaudited FY 12-13 | Budget FY 13-14 | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Beginning Balance** | **$ -** | **$2,735,265** | **$2,350,666** | **$2,350,666** | |
| **Revenues/Sources** | | | | | |
| Golf Revenues | $ 475,924 | $ 1,048,641 | $ 1,117,709 | $ 1,274,186 | 14% |
| Other Sources | $ 3,794,113 | $ 587 | $ - | $ - | 0% |
| **Total** | **$ 4,270,037** | **$ 1,049,228** | **$ 1,117,709** | **$ 1,274,186** | **14%** |
| **Expenditures/Uses** | | | | | |
| Golf Administration | $ 1,534,772 | $ 680,767 | $ 459,873 | $ 515,605 | 12% |
| Golf Maintenance | $ - | $ 504,516 | $ 632,055 | $ 515,278 | -18% |
| Golf Food and Beverage | $ - | $ 248,544 | $ 276,634 | $ 243,303 | -12% |
| **Total** | **$ 1,534,772** | **$ 1,433,827** | **$ 1,368,562** | **$ 1,274,186** | **-7%** |
| **Ending Balance** | | | | | |
| **Total** | **$ 2,735,265** | **$ 2,350,666** | **$ 2,099,813** | **$ 2,350,666** | **12%** |

*FY 2011 Actuals - Depts. were combined.

*FY 2012 Original - Depts. were combined.

| Changes in Fund Balances | | | | | | | |
|---|---|---|---|---|---|---|---|
| ALL FUNDS | | | | | | | |
| Fiscal Year 2013 * | | | | | | | |
| Fund | Beginning Balance | Revenues | Expenditures | Contributed Capital | Ending Balance | % Change in Fund Balance | $ Change in Fund Balance |
| General Fund | $ 3,393,583 | $ 11,858,614 | $ 12,901,287 | $ - | $ 2,350,910 | -30.72% | $ (1,042,673) |
| E-911 Fund | $ (66,491) | $ 364,799 | $ 632,196 | $ - | $ (333,888) | 402.16% | $ (267,397) |
| Confiscated Assets Fund | $ - | $ 177,052 | $ 74,767 | $ - | $ 102,285 | n/a | $ 102,285 |
| Hotel-Motel Tax Fund | $ 97,505 | $ 686,690 | $ 636,521 | $ - | $ 147,674 | 51.45% | $ 50,169 |
| Sanitation Fund | $ (384,038) | $ 1,236,586 | $ 1,250,218 | $ - | $ (397,670) | 3.55% | $ (13,632) |
| Landfill Fund | $ (301,276) | $ 62,347 | $ 50,858 | $ - | $ (289,787) | -3.81% | $ 11,489 |
| Stormwater Fund | $ 923,036 | $ 603,622 | $ 562,243 | $ - | $ 964,415 | 4.48% | $ 41,379 |
| Cherokee Run Golf Fund | $ 2,350,666 | $ 1,117,709 | $ 1,368,562 | $ - | $ 2,099,813 | -10.67% | $ (250,853) |
| SPLOST Capital Projects Fund | $ 3,148,784 | $ 2,114,912 | $ 909,189 | $ - | $ 4,354,507 | 38.29% | $ 1,205,723 |

* Unaudited numbers




The fund balance of the ***General Fund*** decreased by 30.72% or $1,042,673. The primary reason for the decrease was due to the unexpected high number of property value appeals. Some of the appeals were in arrears and it caused a reduction in revenues during fiscal year 2013. Additionally several other factors, such as a decrease in franchise fees, increase in utilities, and police overtime has accounted for most of the decrease in general fund.

The fund balance of the ***E-911 Fund*** decreased by 402.16% or $267,397. 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 ***Forfeited Assets Fund*** increased $102,285. At the beginning of the fiscal year the fund was depleted and therefore it shows a zero balance. During the year assets forfeitures revenues amounted to $177,052.

The fund balance of the ***Hotel-Motel Tax Fund*** increased by 51.45% or $50,159 as a result of reduced expenditures with the Nature Center and higher than expected revenue collections.

The net assets of the ***Sanitation Fund*** decreased by 3.55% or $-13,632 due to higher than projected maintenance costs.

The net assets of the ***Landfill Fund*** decreased by -3.81% or $11,489. 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 4.48% or $41,379 due to fees that were collected during the fiscal year. Stormwater fees are billed with the property tax bills.

The net assets of the ***Cherokee Run Golf Fund*** ended the year at $2,099,183. This is a new fund due to the acquisition of the golf course during the fiscal year 2010. The city took possession of the golf course due to a bankruptcy of the previous owners. During this year the net assets were reduced by $250,853.

The fund balance of the ***SPLOST Fund*** increased by 38.29% or $ 1,205,723. The current SPLOST took effect in 2011 and will go through 2016.

# Debt Service Summary 2013-14

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, 2013:

| | | |
|---|---|---|
| Gross Assessed Value: | $ | 637,727,928 |
| Debt Limit: | $ | 63,772,793 |
| (10% of assessed value) | | |
| Amount of debt applicable to debt limit | $ | 3,795,264 |
| Total general obligation bonded debt | $ | - |
| Legal Debt Margin: | $ | 59,977,529 |

## 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.

## 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: | $985,000 |
| Final Payment Date: | April 2015 |
| Current Year Debt Service | |
| Principal: | $ 480,000 |
| Interest: | $ 50,826 |

Budgeted: General Fund Non-Departmental

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 |

## 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: $975,000

Final Payment Date: April 2020

Current Year Debt Service
Principal: $ 120,000
Interest: $ 47,385

Budgeted: Stormwater Fund

Rockdale County Water & Sewer Authority
Revenue Bonds, Series 2005
Conyers Stormwater Utility Project

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

**LEASE PURCHASES (VEHICLE/EQUIPMENT PURCHASES)**

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

Current Fiscal Year Impact:

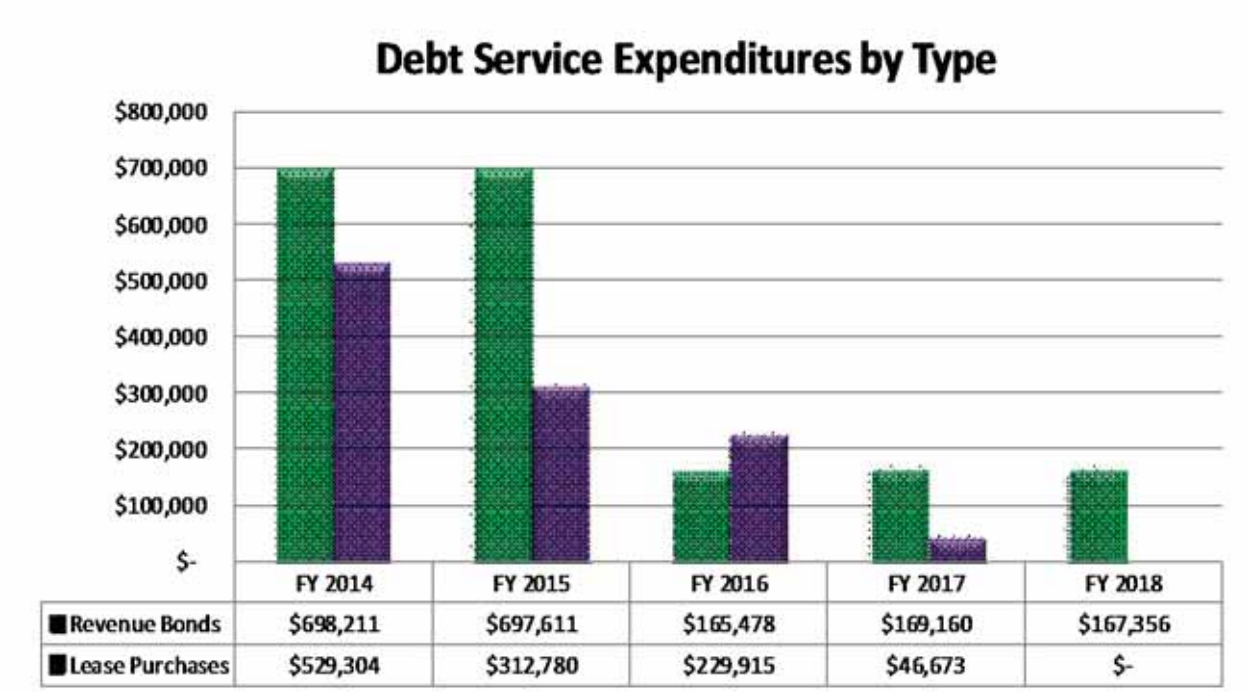
Outstanding Principal: 1,118,673

Final Payment Date: November 30, 2016
Current Year Debt Service
Principal: $ 529,304
Interest: $ 18,526
Budgeted: General Fund

# Debt Service Summary 2013-14

| Lease # | Original Lease | Description | Original Date | Term/ months | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | Total Current Leases Balance | Date of Last Payment |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **108-77** | 9,921.17 | (2) John Deere Lawn Mowers | 02/04/09 | 60 | $ 1,984 | $ - | $ - | $ - | | **$ 3,968** | 11/30/2013 |
| **108-78** | 16,020.14 | 42" Vidar Scanner for GIS | 02/04/09 | 60 | $ 3,204 | $ - | $ - | $ - | | **$ 6,408** | 11/30/2013 |
| **108-79** | 268,348.00 | I-20 LED Landmark Sign | 02/09/09 | 60 | $ 53,670 | $ - | $ - | $ - | | **$ 107,339** | 11/30/2013 |
| **108-80** | 80,422.26 | Hardware - Server Virtualization Storage & Ironport | 05/05/09 | 60 | $ 16,084 | $ - | $ - | $ - | | **$ 32,169** | 11/30/2013 |
| **108-81** | 39,351.53 | (1) ASV Skid Steer Loader w/Attachment | 05/05/09 | 60 | $ 7,870 | $ - | $ - | $ - | | **$ 15,741** | 11/30/2013 |
| **108-82** | 148,693.00 | (7) 2009 Crown Victoria Police Vehicles | 02/12/10 | 36 | $ - | $ - | $ - | $ - | | **$ 49,564** | 11/30/2012 |
| **108-83** | 42,984.00 | (2) 2009 Crown Victoria Police Vehicles | 04/08/10 | 36 | $ - | $ - | $ - | $ - | | **$ 14,328** | 11/30/2012 |
| **108-84** | 25,500.00 | (1) 2010 Chevy Tahoe (Police) | 04/08/10 | 60 | $ 5,100 | $ 5,100 | $ - | $ - | | **$ 15,300** | 11/30/2014 |
| **108-85** | 21,895.00 | (1) Dodge Charger SE | 06/10/10 | 36 | $ - | $ - | $ - | $ - | | **$ 7,298** | 11/30/2012 |
| **108-86** | 84,151.00 | (4) 2011 Ford F-250 Super Duty Trucks | 06/10/10 | 60 | $ 16,830 | $ 16,830 | $ - | $ - | | **$ 50,491** | 11/30/2014 |
| **108-87** | 69,397.05 | Core Switches for computer network | 08/23/10 | 60 | $ 13,879 | $ 13,879 | $ - | $ - | | **$ 41,638** | 11/30/2014 |
| **108-88** | 122,597.80 | VMWare/SAN Upgrade | 09/27/10 | 60 | $ 24,520 | $ 24,520 | $ - | $ - | | **$ 73,559** | 11/30/2014 |
| **108-89** | 112,678.00 | Refurbished 1994 GMC Refuse Truck | 09/28/10 | 60 | $ 22,536 | $ 22,536 | $ - | $ - | | **$ 67,607** | 11/30/2014 |
| **108-90** | 77,430.00 | (3) 2011 Chevy Tahoes (Police) | 11/17/10 | 36 | $ 25,810 | $ - | $ - | $ - | | **$ 51,620** | 11/30/2013 |
| **108-91** | 124,314.00 | (4) 2011 Chevy Tahoes & (1) 2011 Crown Vic(Police) | 05/01/11 | 36 | $ 41,438 | $ - | $ - | $ - | | **$ 82,876** | 11/30/2013 |
| **108-92** | 14,105.00 | Garbage Dumpsters | 05/01/11 | 60 | $ 2,821 | $ 2,821 | $ 2,821 | $ - | | **$ 11,284** | 11/30/2015 |
| **108-93** | 199,390.45 | (7) 2011 & (1) 2010 Crown Vics & (1) 2011 F150 (Police) | 06/01/11 | 36 | $ 66,463 | | | $ - | | **$ 132,927** | 11/30/2013 |
| **108-94** | 21,000.00 | (1) 2011 Ford F-150 (Police) | 09/01/11 | 60 | $ 4,200 | $ 4,200 | $ 4,200 | $ - | | **$ 16,800** | 11/30/2015 |
| **108-95** | 41,541.62 | IBM Servers & Network Storage | 10/01/11 | 60 | $ 8,308 | $ 8,308 | $ 8,308 | $ - | | **$ 33,233** | 11/30/2015 |
| **108-96** | 86,737.39 | Avaya IPO Phone System | 11/01/11 | 60 | $ 17,347 | $ 17,347 | $ 17,347 | $ - | | **$ 69,390** | 11/30/2015 |
| **108-97** | 38,295.00 | 2011 Kubota Tractor | 02/01/12 | 60 | $ 7,659 | $ 7,659 | $ 7,659 | $ 7,659 | | **$ 38,295** | 11/30/2016 |
| **108-98** | 195,070.24 | Police Dept Cameras | 10/01/12 | 60 | $ 39,014 | $ 39,014 | $ 39,014 | $ 39,014 | | **$ 195,070** | 11/30/2016 |
| **108-99** | 451,696.58 | 13 Dodge Chargers + Equipment | 07/01/13 | 36 | $ 150,566 | $ 150,566 | $150,566 | $ - | $ - | **$ 451,697** | 11/30/2015 |
| | **$9,230,599** | | | | **$ 529,304** | **$ 312,780** | **$ 229,915** | **$ 46,673** | **$ -** | **$ 1,118,673** | |

| Projected Debt Service Expenditures by Type | | | | | |
|---|---|---|---|---|---|
| | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 |
| Revenue Bonds | $ 698,211 | $ 697,611 | $ 165,478 | $ 169,160 | $ 167,356 |
| Lease Purchases | $ 529,304 | $ 312,780 | $ 229,915 | $ 46,673 | $ - |
| Total Debt Service by FY | $ 1,227,515 | $ 1,010,391 | $ 395,393 | $ 215,833 | $ 167,356 |



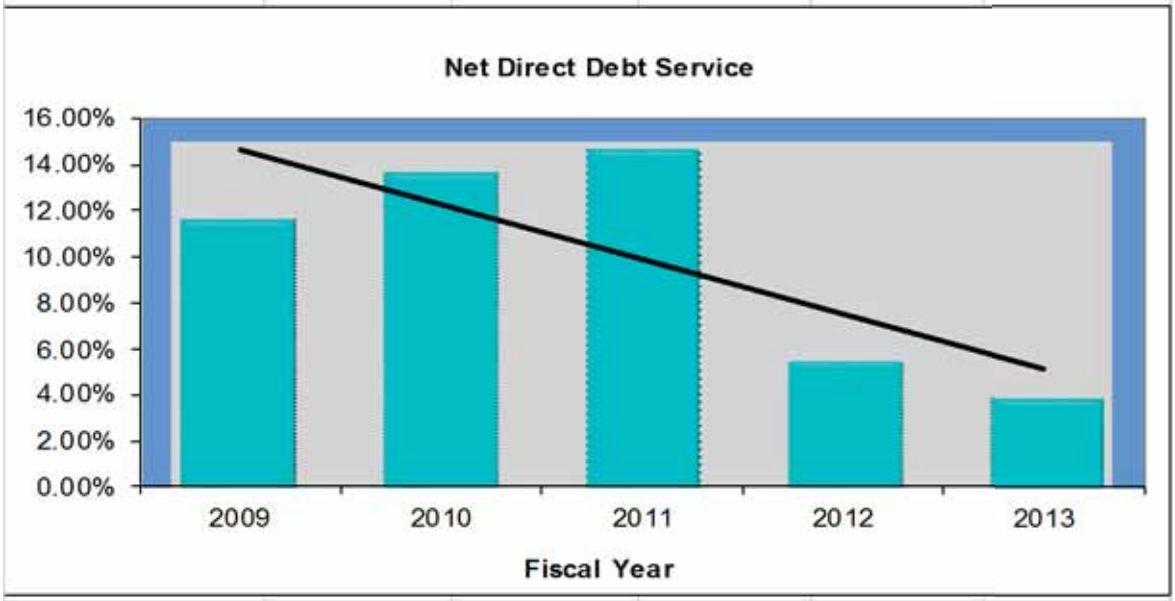

**Note:** Revenue bonds figures include both Conyers Commerce Center Bonds and Stormwater Bonds debt service for all years. Commerce Center Bonds will be paid off during fiscal year 2015.

## DEBT SERVICE

Debt service refers to the principal and interest a government must pay each year on its debt. The credit industry considers net direct debt exceeding 20 percent of operating revenues a potential problem. The City of Conyers debt ratio has not exceeded 20 percent in the last five years. Debt service ratios do not indicate a warning trend for the City. The City was been successful in maintaining its goal of being under 15% of net operating revenues since fiscal year 2009. For fiscal year 2013, the debt service ratio is expected to remain under the 15% goal.

# Debt Service Summary 2013-14

| Net Direct Debt Service | | | | | |
|---|---|---|---|---|---|
| Description | Fiscal Year | | | | |
| | 2009 | 2010 | 2011 | 2012 | 2013 |
| Net direct debt service | $1,869,264 | $1,941,080 | $1,995,944 | $865,818 | $ 610,525 |
| Net operating revenues | $16,043,306 | $14,164,661 | $13,625,527 | $15,595,349 | $15,595,349 |
| Net direct debt service as a percentage of net operating revenues | 11.65% | 13.70% | 14.65% | 5.55% | 3.91% |



# Personnel Summary 2013-14

## DEDICATED SERVICE

The City of Conyers' number one priority is to provide the most effective and efficient services to its citizens. These services are delivered daily through 191 budgeted full-time and part-time employees. These employees who comprise the City of Conyers' work force are dedicated to providing the highest quality of services possible to each and every citizen in our community. The FY 2013-2014 personal services budget funds the salary and fringe benefits package offered to all personnel positions. The personal services budget also reflects the funds appropriated to implement a human resource system with its primary goal to establish an environment which affords each employee the opportunity to be the most productive he or she can be. This goal is met through human resources planning, recruitment and selection, orientation and induction training and development, employee services, benefits administration, performance appraisal, wage and salary administration, employee health and safety programs, vehicle safety programs, communication, and pension plan administration.

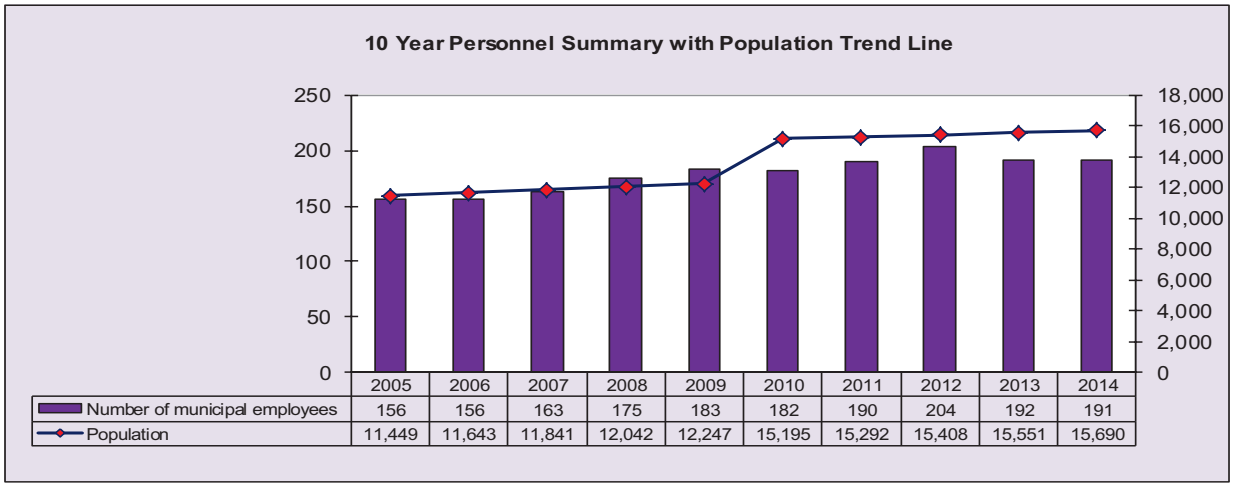
| Adopted Budgeted Positions for last 7 years | | | | | | | |
|---|---|---|---|---|---|---|---|
| *Department* | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY2013 | FY2014 |
| Mayor & City Council | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| City Manager | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Administration | 9 |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

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

# Personnel Summary 2013-14

## WORKFORCE AND POPULATION

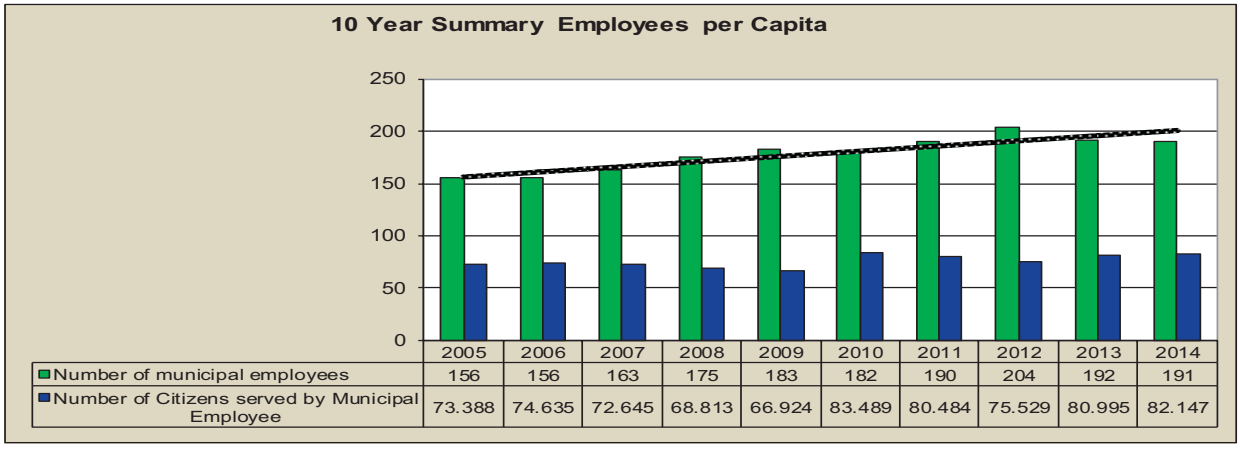
As the population in Conyers continues to increase, the City of Conyers must employ more people to maintain consistent service levels. The graph below depicts the number of positions over the last ten years along with the population over the last ten years. As shown, the number of employees has risen with the population with the exception of fiscal years 2013 and 2014. With the continued slow economic growth which continues to impact revenues, the city deemed it necessary to reduce work force through attrition for the last fiscal year as well as this fiscal year.




| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|---|---|---|---|
| Number of municipal employees | 156 | 156 | 163 | 175 | 183 | 182 | 190 | 204 | 192 | 191 |
| Population | 11,449 | 11,643 | 11,841 | 12,042 | 12,247 | 15,195 | 15,292 | 15,408 | 15,551 | 15,690 |

## 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. However, for the last two years, there is a slight increase due to the personnel positions created by the responsibility of operating the Cherokee Run golf course. For FY 2013-2014 there is an anticipated city employee for every 82 city residents.

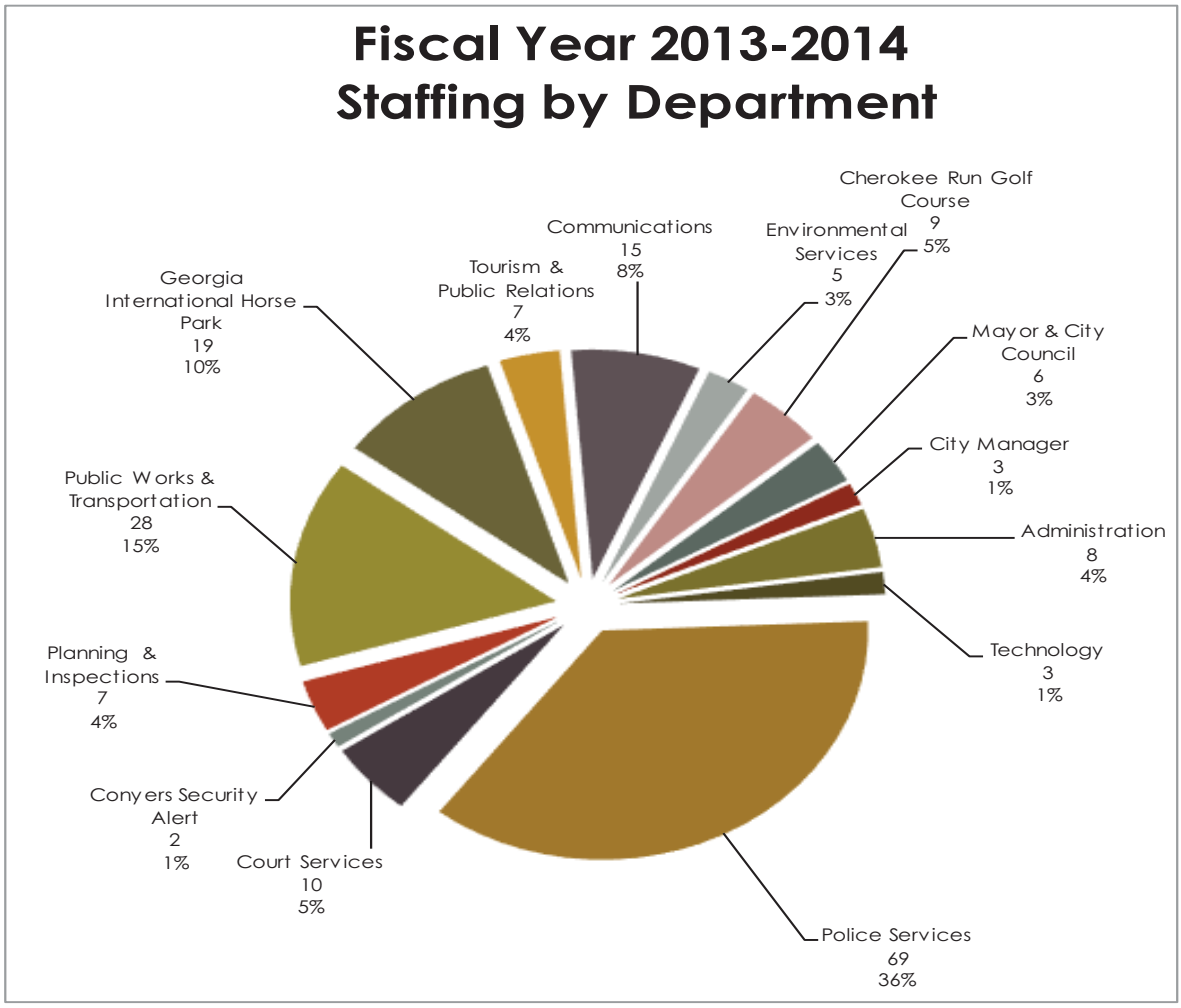



| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|---|---|---|---|
| Number of municipal employees | 156 | 156 | 163 | 175 | 183 | 182 | 190 | 204 | 192 | 191 |
| Number of Citizens served by Municipal Employee | 73.388 | 74.635 | 72.645 | 68.813 | 66.924 | 83.489 | 80.484 | 75.529 | 80.995 | 82.147 |

# Personnel Summary 2013-14

## 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 36% 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 no significant changes to report in the personnel area for fiscal year 2014. There are no salary increases budgeted for the second year in a row. There are a total of 11 frozen positions in various departments. Additionally, tuition reimbursement has been eliminated for fiscal year 2014. Depending on the economy and the financial situation of the city, the tuition reimbursement may or may not be included again in the budget for future years.

**EMPLOYEE BENEFITS** The employee benefit package for Conyers includes:

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

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

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

**HEALTH INSURANCE** The City of Conyers provides a comprehensive major health and hospitalization group plan, to all full-time employees. Coverage begins the 1st day of the next month following 30 days of employment. The City of Conyers pays the total insurance premium for all employees that were employed as of June 30, 2007 and 50% of dependent coverage. For employees beginning employment with the City on or after July 1, 2007, the City 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 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 $110,100 for social security and 1.45% of earnings for Medicare.

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

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

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

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

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

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

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

# Mayor & City Council 2013-14

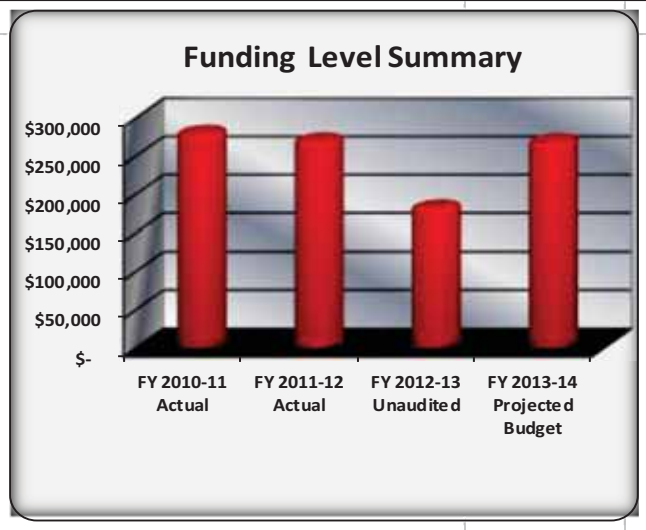
# Mayor & City Council 2013-14

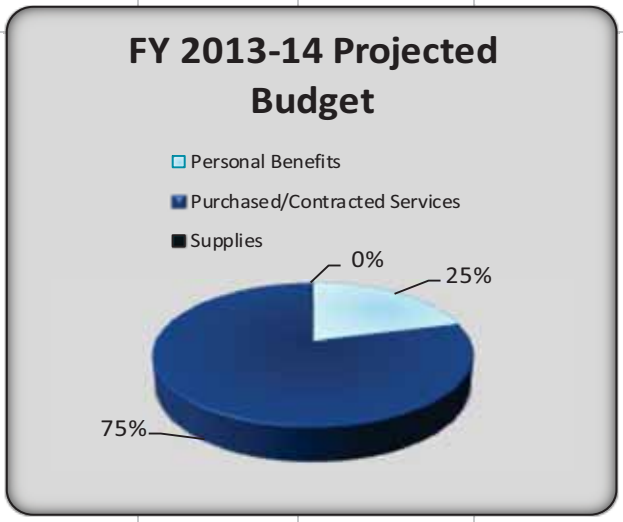
## DEPARTMENT DESCRIPTION

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

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

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Personal Benefits | $ 51,830 | $ 46,881 | $ 50,106 | $ 55,666 | 11.1% |
| Purchased/Contracted Services | 227,008 | 221,433 | 131,292 | 212,000 | 61.5% |
| Supplies | 543 | 871 | 187 | 500 | 167.1% |
| Departmental Total | $ 279,381 | $ 269,185 | $ 181,585 | $ 268,166 | 47.7% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Departmental Total | 6 | 6 | 6 | 6 | 0.0% |



## KEY PERFORMANCE MEASURES

| Mayor & Council | FY 2010-11 Actual | FY 2011-12 Actuals | FY 2012-13 Pre-Audit |
|---|---|---|---|
| Number of Council Meetings | 26 | 20 | 19 |
| Public Presentations to Citizens | 12 | 17 | 20 |
| Number of Contracts Awarded | 26 | 29 | 24 |
| Number of Ordinances Adopted | 11 | 37 | 57 |
| Number of Resolutions Adopted | 14 | 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 2013-2014 are $268,166, an increase of $86,580 (47.7%) compared to the previous year's unaudited budget of $181,586. The primary reason for the budgeted increase is the projected increase in legal fees and additional costs associated with this being an election year.

## PERSONNEL POSITIONS

| Mayor & Council Positions | Salary Grade | FY 2011-12 Budgeted Positions | FY 2012-13 Budgeted Positions | FY 2013-14 Budgeted Positions |
|---|---|---|---|---|
| **Mayor** | UC | 1 | 1 | 1 |
| **City Council** | UC | 5 | 5 | 5 |
| | **Total** | **6** | **6** | **6** |

| 10-1100-010 | Mayor & Council | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 6,300 | $ 6,300 | 0.0% |
| 1110-0 | Other Salaries & Wages | 9,000 | 9,000 | 0.0% |
| 2100-0 | Group Health Insurance | 32,227 | 36,440 | 13.1% |
| 2110-0 | Group Life Insurance | 16 | 22 | 41.0% |
| 2120-0 | Group Dental Insurance | 1,031 | 1,011 | -1.9% |
| 2130-0 | Vision Insurance | 365 | 393 | 7.7% |
| 2200-0 | FICA Expense | 1,167 | 2,500 | 114.2% |
| | **Total Personal Benefits** | **$ 50,106** | **$ 55,666** | **11.1%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Election Expenses | $ 30 | $ 9,000 | 29900.0% |
| 1200-0 | Legal Counsel | 89,556 | 150,000 | 67.5% |
| 1210-0 | Audit | 32,000 | 35,000 | 9.4% |
| 3700-0 | Training and Travel | 9,706 | 18,000 | 85.5% |
| | **Total Purchased/Contracted Services** | **$ 131,292** | **$ 212,000** | **61.5%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 187 | $ 500 | 167.12% |
| | **Total Supplies** | **$ 187** | **$ 500** | 167.12% |
| | **Total Mayor & Council** | **$ 181,585** | **$ 268,166** | **47.7%** |

# City Manager 2013-14

## Functional Organizational Chart
## Department of City Manager

**City Manager**
**Tony Lucas**

### Administration

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

### Public Safety

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

### Planning & Inspections

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

### Public Works & Transportation

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

### Georgia International Horse Park

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

### Tourism & Public Relations

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

### Cherokee Run Golf Club

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

# City Manager 2013-14

## DEPARTMENT DESCRIPTION

The City Manager shall:

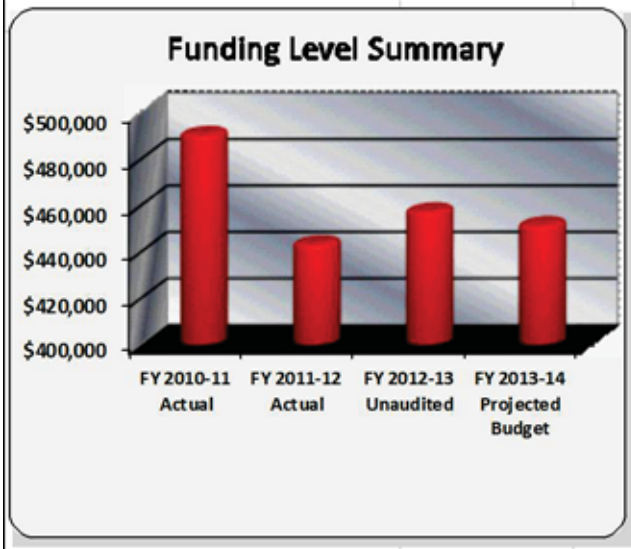
- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter,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

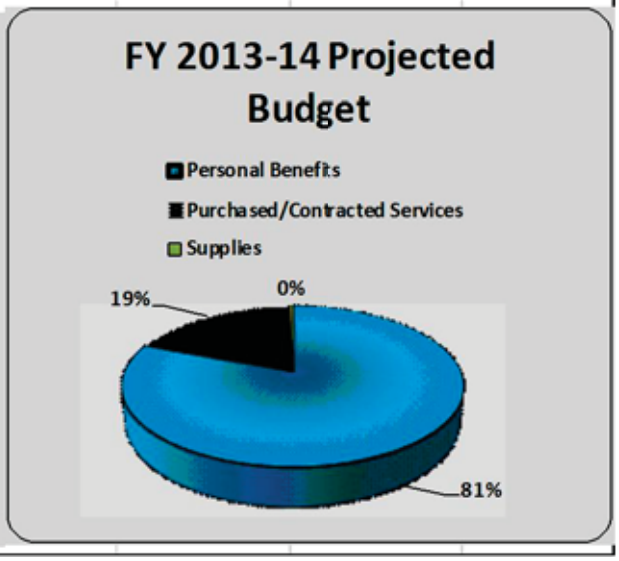
## KEY OBJECTIVES

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

# City Manager 2013-14

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Personal Benefits | $ 373,042 | $ 368,209 | $ 362,179 | $ 364,732 | 1% |
| Purchased/Contracted Services | 114,990 | 72,846 | 93,478 | 84,650 | -9% |
| Supplies | 2,476 | 2,274 | 1,863 | 2,200 | 18% |
| Departmental Total | $ 490,508 | $ 443,329 | $ 457,519 | $ 451,582 | -1% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Departmental Total | 3 | 3 | 3 | 3 | 0% |




## BUDGET HIGHLIGHTS

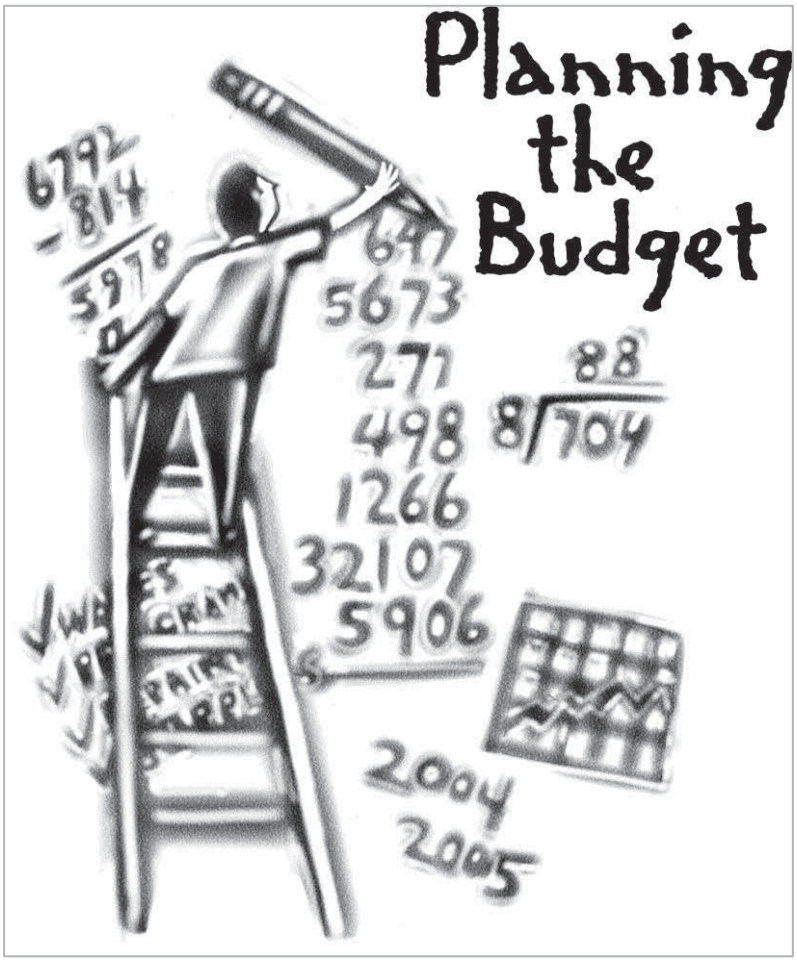
The projected expenditures for fiscal year 2013-2014 are $451,582, a decrease of $5,938 (1%) over the previous year's budget of $457,520. This decrease is primarily a result of lower printing costs due to utilization of online capabilities.

## PERSONNEL POSITIONS

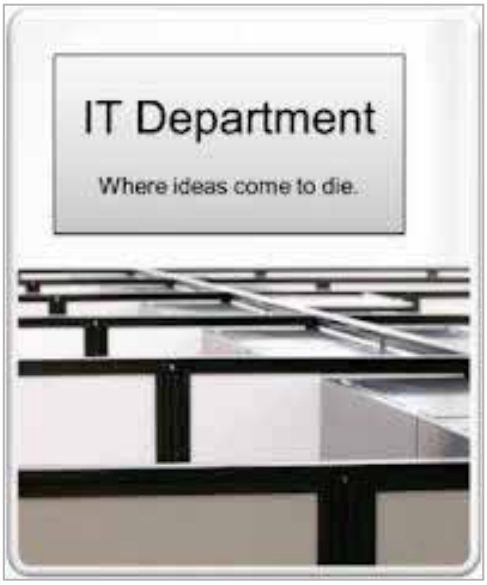
| City Manager's Office Positions | Salary Grade | FY 2011-12 Budgeted Positions | FY 2012-13 Budgeted Positions | FY 2013-14 Budgeted Positions |
|---|---|---|---|---|
| **City Manager** | UC | 1 | 1 | 1 |
| **Chief Operating Officer** | UC | 1 | 1 | 1 |
| **City Clerk** | 110 | 1 | 1 | 1 |
| | **Total** | 3 | 3 | 3 |

**City of Conyers**
**Organizational Chart**

| 10-1150-015 | City Manager | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 250,951 | $ 250,951 | 0.0% |
| 1110-0 | Other Salaries & Wages | 24,615 | 24,555 | -0.2% |
| 2100-0 | Group Health Insurance | 30,412 | 35,000 | 15.1% |
| 2110-0 | Group Life Insurance | 780 | 873 | 11.9% |
| 2120-0 | Group Dental Insurance | 1,031 | 1,134 | 10.0% |
| 2130-0 | Group Vision Insurance | 219 | 235 | 7.3% |
| 2200-0 | FICA Expense | 18,321 | 22,673 | 23.8% |
| 2400-0 | Municipal Retirement | 35,850 | 29,311 | -18.2% |
| | **Total Personal Benefits** | **$ 362,179** | **$ 364,732** | **0.7%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor - Lobbyist | $ 60,000 | $ 60,000 | 0.0% |
| 1200-0 | Equipment Rental | - | 150 | N/A |
| 2400-0 | Publishing & Printing | 15,742 | 6,500 | -58.7% |
| 2500-0 | Postage | 48 | 500 | 942.5% |
| 3100-0 | Dues, Fees, & Memberships | 2,287 | 2,500 | 9.3% |
| 3700-0 | Training & Travel Expenses | 15,401 | 15,000 | -2.6% |
| | **Total Purchased/Contract Services** | **$ 93,478** | **$ 84,650** | **-9.4%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 1,557 | $ 2,000 | 28.4% |
| 1300-0 | Periodicals & Publications | 305 | 200 | -34.5% |
| | **Total Supplies** | **$ 1,863** | **$ 2,200** | **18.1%** |
| | **Total City Manager** | **$ 457,519** | **$ 451,582** | **-1.3%** |


Planning the Budget
6792
-814
5978
5673
271
498
1266
32107
5906
88
8/704
2004
2005

Strategic
Corporate
Diversity
Organization
Human Resources
Hiring
People
Workplace
Staff
Economy
Firing
Management


IT Department
Where ideas come to die.

## Functional Organizational Chart
## Department of Administration

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

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

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

### DEPARTMENT DESCRIPTION

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

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

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

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

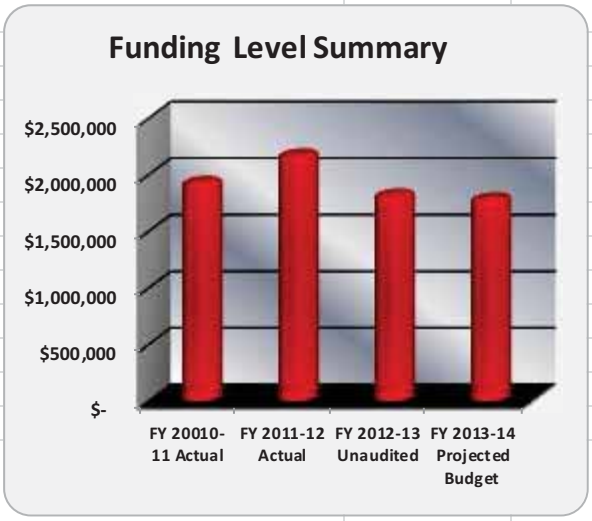
The City has a paperless program that utilizes a digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration, the Police Department, Court Services, the Department of Planning an Inspections Services,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

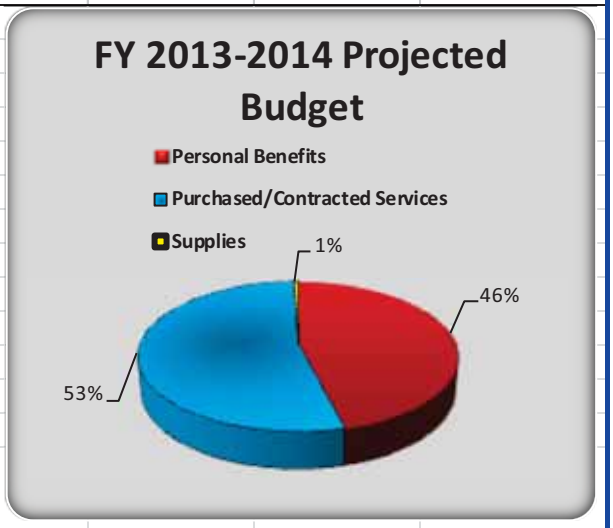
## KEY OBJECTIVES

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

# Administration 2013-14

| Funding Level Summary | FY 20010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Administration | 779,257 | 781,360 | 727,540 | 734,567 | 1.0% |
| Technology | 1,149,904 | 1,390,001 | 1,090,249 | 1,047,348 | -3.9% |
| Departmental Total | 1,929,161 | 2,171,361 | 1,817,790 | 1,781,915 | -2.0% |
| | | | | | |
| Personal Benefits | $ 870,569 | $ 850,895 | $ 816,363 | $ 821,402 | 1% |
| Purchased/Contracted Services | 1,016,105 | 1,210,374 | 992,975 | 951,288 | -4% |
| Supplies | 7,626 | 9,742 | 8,452 | 9,225 | 9% |
| Capital Outlay | 38,700 | 94,707 | - | - | 0% |
| Interfund Transfers | (3,839) | 5,643 | - | - | 0% |
| Departmental Total | $1,929,161 | $2,171,361 | $1,817,790 | $1,781,915 | -2% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Administration | 9 | 10 | 9 | 8 | -11% |
| Technology | 2 | 3 | 3 | 3 | 0% |
| Departmental Total | 11 | 13 | 12 | 11 | -8% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- 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 2014-2015.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2013.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.
- Deploy virtual desktops throughout the city.
- Update/refresh all City of Conyers websites.
- Complete deployment of citywide public safety camera system.
- Increase reliability and security of the City of Conyers computer network.
- Increase reliability, security, and connectivity of City of Conyers external computer connections.
- Improve bandwidth to all remote city sites while working to reduce the cost.
- Implement new technologies and software in an effort to reduce reoccurring cost paid by the city for current technologies/software.
- Update all city computers from the XP to Windows 7 operating system.
- Update city email system to the current operating system.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

**Finance Division**

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2011-2012. This is the 21ST 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, 2012. This marks the 20th time the City has received this special recognition.

- Coordinated two council retreats.

- The audit for fiscal year ending June 30, 2012 was completed without any findings.

- Prepared financial reports required by federal, state, and county agencies.

**Human Resources Division**

- Coordinated and implemented several employee programs.
- Revised and updated the Personnel Rules & Regulations effective 1/1/2013.
- Negotiated 5.7% increase in employee health insurance premiums for 2013-14.
- Negotiated reduction in workers compensation insurance premiums.
- Change facilities for drug screening/worker's compensation treatment with a savings of 20%.
- Held Health Fair that included free flu shots.
- Secured $3000 in donations for employee programs.
- Implemented a safety program including a safety coordinators.

**Technology Division**

- Started the deployment of the citywide camera system.
- Successfully installed video matrix wall in the 911 center. This video matrix wall is utilized by 911 to monitor the citywide camera system
- Updated all GPS systems within city vehicles to a more cost effective and reliable system
- Successfully updated all Conyers Security Alert equipment with zero downtime or call loses.

## KEY PERFORMANCE MEASURES

| Department of Administration | FY 2011-2012 Actual | FY 2012-2013 Actual | FY 2013-2014 Pre-Audit |
|---|---|---|---|
| Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting | 19 | 20 | 21 |
| Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award | 20 | 21 | 22 |
| Tax bills generated | 5,967 | 5,964 | 5,962 |
| Number of liens processed | 175 | 300 | 300 |
| Number of employee programs conducted | 12 | 12 | 14 |
| Worker compensation claims | 20 | 20 | 42 |
| Liability and auto accident claims | 42 | 42 | 50 |
| Employee turnover rate | 10% | 10% | 11% |

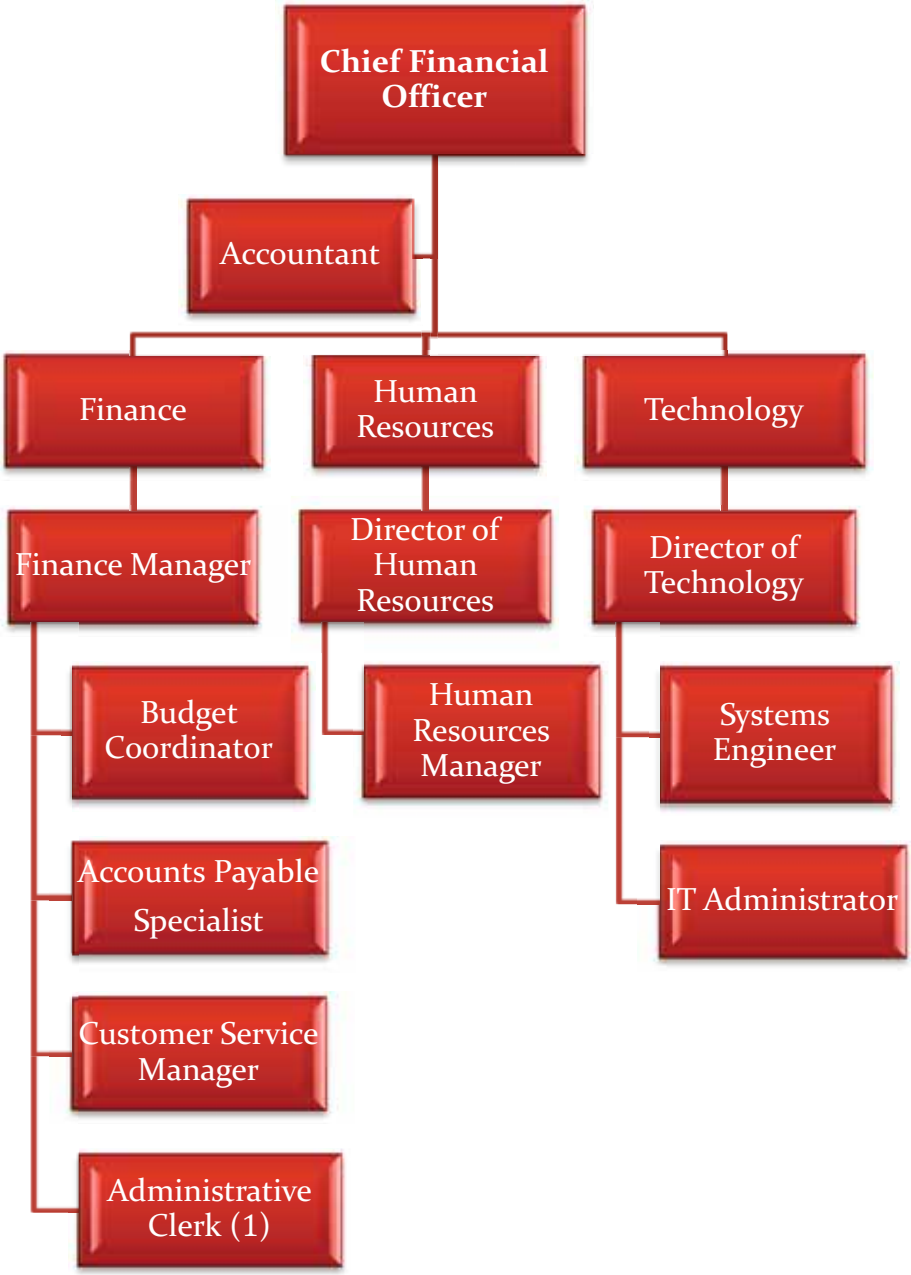
## BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2013-2014 is $734,567, which reflects an increase of $11,022 (2%) over last fiscal year unaudited budget of $723,545. The primary reason for the increase is due to small variances such as an increase in health insurance premiums. The Technology department budget for fiscal year 2013-2014 is $1,047,348 which is a decrease of $42,902 (4%) from last fiscal year. 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. The main reason for the net decrease is because of less computer equipment purchases and repairs.

## PERSONNEL POSITIONS

| Administration Positions | Salary Grade | FY 2011–12 Budgeted Positions | FY 2012–13 Budgeted Positions | FY 2013–14 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 |
| **IT Administrator** | 115 | 1 | 1 | 1 |
| **Budget Analyst** | 115 | 1 | 1 | 0 |
| **Human Resources Manager** | 114 | 1 | 1 | 1 |
| **Budget Coordinator** | 110 | 0 | 0 | 1 |
| **Accounts Payable Specialist** | 110 | 1 | 1 | 1 |
| **Customer Service Manager** | 110 | 1 | 1 | 1 |
| **Administrative Clerk - Finance** | 107 | 2 | 1 | 1 |
| | **Total** | 11 | 11 | 11 |

**Organizational Chart**
**Department of Administration**

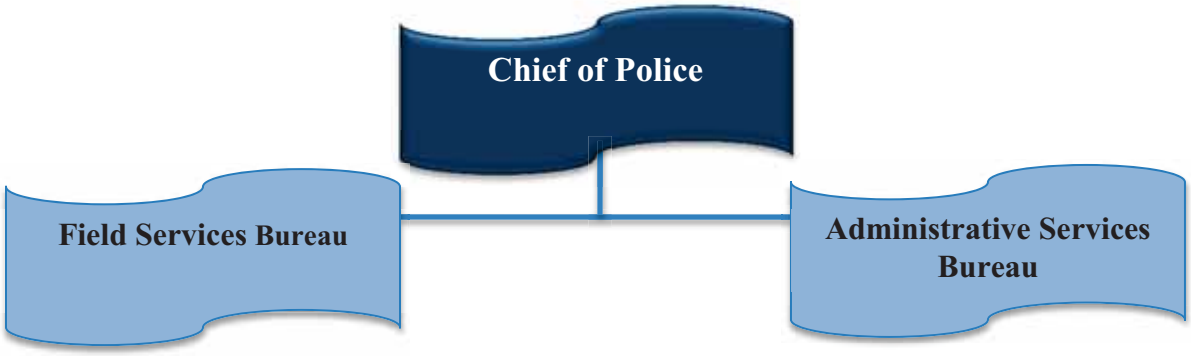


| 10-1200-020 | Administration | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 433,766 | $ 428,837 | -1.1% |
| 1110-0 | Other Salaries & Wages | 12,203 | 14,465 | 18.5% |
| 2100-0 | Group Health Insurance | 48,405 | 57,557 | 18.9% |
| 2110-0 | Group Life Insurance | 1,357 | 1,494 | 10.1% |
| 2120-0 | Group Dental Insurance | 2,921 | 3,402 | 16.5% |
| 2130-0 | Group Vision Insurance | 621 | 725 | 16.8% |
| 2200-0 | FICA Expense | 32,571 | 35,533 | 9.1% |
| 2400-0 | Municipal Retirement | 59,656 | 50,829 | -14.8% |
| | **Total Personal Benefits** | **$ 591,499** | **$ 592,842** | 0.2% |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor | $ 43,210 | $ 55,000 | 27.3% |
| 1250-0 | Legal Counsel | 6,435 | 8,000 | 24.3% |
| 2400-0 | Publishing & Printing | 17,373 | 16,000 | -7.9% |
| 2500-0 | Postage | 6,442 | 6,500 | 0.9% |
| 3100-0 | Dues, Fees & Memberships | 6,048 | 6,000 | -0.8% |
| 3700-0 | Training and Travel | 6,987 | 8,000 | 14.5% |
| 4500-0 | Employee Recognition | 41,218 | 35,000 | -15.1% |
| | **Total Purchased/Contracted Services** | **$ 127,714** | **$ 134,500** | 5.3% |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 6,013 | $ 5,000 | -16.8% |
| 1300-0 | Periodicals/Publications | 2,314 | 2,225 | -3.8% |
| | **Total Supplies** | **$ 8,327** | **$ 7,225** | -13.2% |
| | **Total Administration** | **$ 727,540** | **$ 734,567** | 1.0% |

| 10-1300-030 | Technology | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 171,492 | $ 169,741 | -1.0% |
| 1110-0 | Other Salaries & Wages | 1,610 | 1,655 | 2.8% |
| 2100-0 | Group Health Insurance | 16,729 | 21,861 | 30.7% |
| 2110-0 | Group Life Insurance | 532 | 581 | 9.1% |
| 2120-0 | Group Dental Insurance | 1,031 | 1,134 | 10.0% |
| 2130-0 | Group Vision Insurance | 219 | 242 | 10.5% |
| 2140-0 | Short-Term Disability Insurance | - | - | N/A |
| 2200-0 | FICA Expense | 12,261 | 13,574 | 10.7% |
| 2400-0 | Municipal Retirement | 20,989 | 19,772 | -5.8% |
| | **Total Personal Benefits** | **$ 224,863** | **$ 228,560** | 1.6% |
| **52** | **Purchased/Contracted Services** | | | |
| 1210-0 | Maintenance/Repairs Office Equipment | 145,906 | 114,514 | -21.5% |
| 1220-0 | Maintenance/Repairs Computer Equipment | 100,982 | 16,590 | -83.6% |
| 1221-0 | Software & Licensing | 303,063 | 350,084 | 15.5% |
| 1222-0 | Computer Equipment | 23,173 | 35,000 | 51.0% |
| 2200-0 | Telephone | 287,907 | 300,000 | 4.2% |
| 3100-0 | Dues, Fees, & Memberships | 1,230 | 600 | -51.2% |
| 3800-0 | Education Expenses | 3,000 | - | -100.0% |
| | **Total Purchased/Contracted Services** | **$ 865,261** | **$ 816,788** | -5.6% |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 103 | $ 2,000 | 1842.1% |
| 1300-0 | Periodicals & Publications | 22 | - | -100.0% |
| | **Total Supplies** | **$ 125** | **$ 2,000** | 1499.5% |
| | **Total Technology** | **$ 1,090,249** | **$ 1,047,348** | **-3.9%** |

# Public Safety 2013-14

## Functional Organizational Chart
## Department of Public Safety




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

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

### DEPARTMENT DESCRIPTION

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

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

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

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

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

This division is additionally responsible for two officers who are assigned to federal task forces. The police department has an officer assigned to the United States Drug Enforcement Administration State and Local Task Force and a second officer assigned to the Immigration and Customs Enforcement Task Force. These task forces pair local police officers with federal agents to conduct special investigations on a federal level in cooperation with local authorities.

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

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

The 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.

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

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

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

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

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

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

The Probation Unit is responsible for monitoring compliance with court-ordered conditions of probation. This unit is responsible for the collection of fine monies from citations, supervision of probationers to ensure that all court-ordered programs are completed successfully and administration of the community

service program. In addition, the Probation Unit serves as the compliance monitor for the pre-trial diversion program and acts as a liaison between the department directors within the city and probationers to maximize the benefits received by the city through the community service program.

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

The bureau is also responsible for state police certification through the Georgia Association of Chiefs of Police and international police accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The certification and accreditation processes are rigorous reviews of all law enforcement policies and procedures used by a police department. Applicants must meet or exceed numerous standards in order to become a state certified and internationally accredited law enforcement agency. In February 2012, the police department met the necessary 118 standards to become a state certified law enforcement agency. There are currently only 99 state certified police agencies in Georgia.

In November 2012, the Conyers Police Department became one of 45 agencies in the State of Georgia to achieve international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department had to meet 480 standards in order to achieve this honor. The average time for a police agency to become internationally accredited under CALEA is three years. The Conyers Police Department was able to reach this goal in just over one year's time.

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

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

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

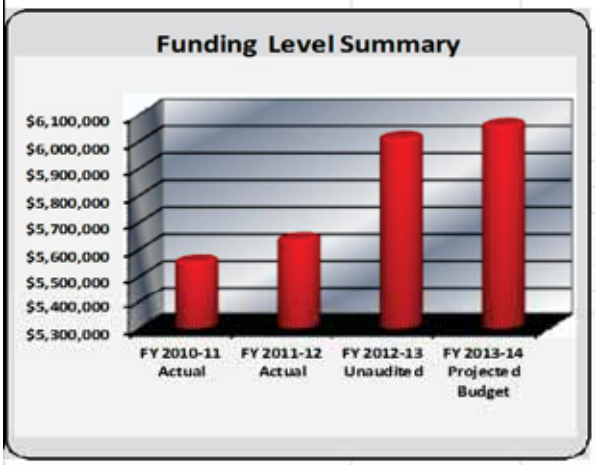
Additionally, the police department has an officer assigned to professional standards who reports directly to the Chief of Police. This arm of the police department is responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This part of the department works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

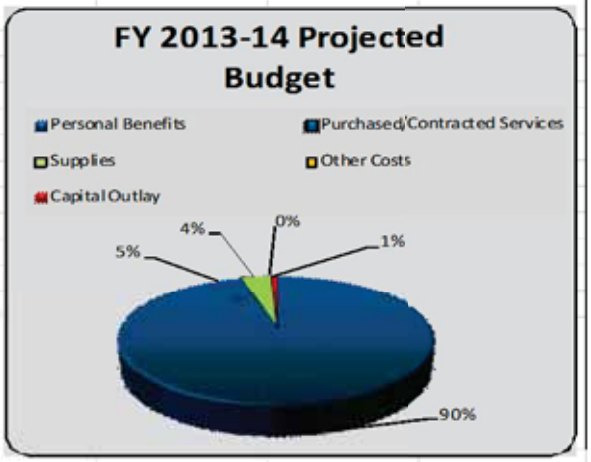
The City of Conyers Police Department takes great pride in protecting and serving its community. It is the goal of Chief Gene Wilson to ensure that this department is among the best in the nati0n and that it will continue to serve its community with pride, honor and integrity.

## KEY OBJECTIVES

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

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Police | $ 4,266,720 | $ 4,315,523 | 4,467,468 | $4,450,455 | -0.4% |
| Communications | 692,845 | 612,627 | 795,671 | 809,855 | 0.0% |
| Conyers Security Alert | 197,329 | 202,938 | 222,187 | 255,267 | 14.9% |
| Court Services | 399,921 | 507,963 | 527,973 | 545,644 | 3.3% |
| Departmental Total | $ 5,556,815 | $ 5,639,051 | $ 6,013,299 | $6,061,221 | 0.8% |
| | | | | | |
| Personal Benefits | $ 4,976,820 | $ 5,129,423 | $ 5,360,440 | $5,489,392 | 2.4% |
| Purchased/Contracted Services | 375,340 | 171,232 | 351,670 | 306,659 | -12.8% |
| Supplies | 165,923 | 205,330 | 201,529 | 221,519 | 9.9% |
| Other Costs | 9,982 | 33,655 | 45,687 | - | 0.0% |
| Capital Outlay | 28,750 | 99,411 | 53,973 | 43,651 | -19.1% |
| Debt Service | - | - | - | - | 0.0% |
| Departmental Total | $ 5,556,815 | $ 5,639,051 | $ 6,013,299 | $6,061,221 | 0.8% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Police | 66 | 69 | 68 | 69 | 1.5% |
| Communications | 15 | 18 | 15 | 15 | 0.0% |
| Conyers Security Alert | 2 | 2 | 2 | 2 | 0.0% |
| Court Services | 10 | 10 | 10 | 10 | 0.0% |
| Departmental Total | 93 | 99 | 95 | 96 | 1.1% |




## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

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

●The Citizen Police Academies will continue to be a focus for the department. There will be a minimum of one Citizen Police Academy, one Senior Police Academy and one Junior Police Academy conducted during the year.

●The Volunteers in Police Services (VIPS) program will continue to be developed with the goal of adding additional volunteers recruited from Citizen Police Academy alumni and other sources.

●The Conyers Police Department will fully implement the "Below 100 Initiative" in an effort to reduce the number of avoidable traffic collisions involving police vehicles which will ultimately save lives. The

"Below 100 Initiative" is a national program aimed at reducing officer line of duty deaths to below 100 annually. The program has five basic points which are "Wear your belt, Wear your vest, Watch your speed, WIN—What's Important Now? And Remember: Complacency Kills!". These five basic tenants are designed to remind officers of what they need to do to keep safe.

●The police department will begin to implement a fully qualified Special Weapons and Tactics (S.W.A.T.) Team that will include tactical entry members, a counter sniper and hostage negotiation personnel.

●The police department will begin to implement a fully operational Serious Traffic Accident Response Team that will respond to and work serious accidents in the Conyers city limits.

●A fully operational street level narcotics and highway interdiction function that supports and augments the operations of the Rockdale County / City of Conyers Vice Unit will be implemented by the police department.

●A crime awareness and prevention campaign will be undertaken at Rockdale County High School. This program will teach techniques to students so that they can avoid being victims of crime. The goal of this program is to reduce thefts at the high school.

●Through crime analysis, enforcement and prevention, the City of Conyers Police Department will work to achieve a reduction in Part I Crimes in calendar year 2013 compared to calendar year 2012.

●The police department will implement and deploy a citywide camera system that will be used to aid the department in crime prevention and criminal apprehension. All applicable personnel will be trained on the functions and use of the system.

●Through the utilization of equipment funded by a grant from the Governor's Office of Highway Safety and mandated Responsible Alcohol Sales and Service educational programs, the City of Conyers will show an increase in the public's perception of the department's ability to positively influence highway safety.

●The Conyers Police Department will begin to develop a patrol level crime scene function that will augment the crime scene investigator in the Criminal Investigations Division by enabling patrol officers to process minor crime scenes.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

●The Conyers Police Department will seek and obtain international law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

STATUS: This goal has been completed. The Conyers Police Department became internationally accredited through CALEA in November 2012.

●There will be a minimum of two Citizen Police Academies conducted during the year. A Volunteers in Police Service (VIPS) program will be developed and implemented using alumni of the Citizen Police Academy. The police department will also implement Junior Citizen Police Academy program.

STATUS: This goal has been completed. Due to budget constraints and the lower number of students, the number of Citizen Police Academies has been reduced to one. The Volunteers in Police Service program was implemented and five volunteers are already working for the police department in non-law enforcement capacities. A Junior Police Academy was conducted and was highly successful. It is planned to conduct another Junior Academy in coming months.

●The Conyers Police Department Explorer Unit will work with the reserve officer employed at the Rockdale Career Academy (RCA) to assist with recruitment of new explorers and functions of the RCA such as Public Safety Day.

STATUS: This goal has been completed. The Explorer program is limited to 15 participants and is currently full. The Explorers worked with Community Outreach to attend The Rockdale Career Academy Public Safety Day.

●The police department will continue to implement new training programs to continuously support professional development and the concept of problem oriented policing.

STATUS: This goal has been completed. Officers of the Conyers Police Department are attending the Professional Management Program (PMP) and Command College through Columbus State University as well as classes at regional academies. Officers are working toward Police Officer II status, intermediate certifications, advanced certifications, supervisory certificates and managerial certificates.

●Through crime analysis and enforcement, the Conyers Police Department will work to achieve a reduction in Part I Crimes in calendar year 2012 compared to calendar year 2011.

STATUS: This goal has been completed. Part I Crimes for calendar year 2012 were down 13.516 percent compared to 2011.

●The Communications Division will implement a plan to bring the amount of time it takes to answer a 911 phone call into compliance with current Georgia Emergency Management Agency (GEMA) standards. The Communications Division will also develop and implement a program which will provide for "on-call" certified dispatchers so that the police department will have a pool of certified dispatchers to use due to manpower shortages or needs.

STATUS: This goal has not been met. The "on-call" dispatchers were not approved in the Fiscal Year 2012-2013 budget. Currently, the police department is hoping to be allowed to fill budgeted frozen positions in Communications.

●All sworn officers will receive specific training on the recently acquired Rapid ID fingerprint units that have been deployed as well as Georgia Crime Information Center training for use of the units at the inquiry level.

STATUS: This goal has been partially met. All line level supervisors have been trained on the units. Officer training will be ongoing.

●The police department will become fully National Incident Management System (NIMS) compliant by meeting all requirements of the five year revamped course program for NIMS.

STATUS: This goal has been completed with the exception of a few personnel who are required to take high level NIMS courses due to their positions. The training officer is in the process of setting up the required training so that this goal is completely met.

●The police department will implement and deploy a citywide camera system that will be used to aid the department in crime prevention and criminal apprehension. All applicable personnel will be trained on the functions and use of the system.

STATUS: This goal is in progress. Several agreements with private properties were reached to use their locations for equipment installations. Each one has signed a memorandum of understanding for its use. The first installation phase will be rolled out during the first of 2013.

## KEY PERFORMANCE MEASURES

| Department of Public Safety | FY 2010-2011 Actual | FY 2011-2012 Actual | FY 2012-2013 Pre-Audit |
|---|---|---|---|
| Number of Full Time Sworn Officers | 62 | 62 | 62 |
| Number of Citations Issued | 6,705 | 8,146 | 7,631 |
| Number of Incidents Reported | 3,318 | 3,535 | 3,387 |
| Number of Accidents Reported | 1,622 | 1,454 | 1,497 |
| Number of Arrests | 2,044 | 2,110 | 2,117 |
| Number of DUI Arrests | 204 | 158 | 129 |
| Number of Underage Alcohol Offenses | 30 | 37 | 41 |
| Number of Adult Arrests | 1905 | 1976 | 1976 |
| Number of Juvenile Arrests | 139 | 134 | 141 |
| Total Number of Part 1 Crimes | 1,151 | 1,198 | 1,116 |
| Total Number of Part 1 Crimes Cleared | 317 | 427 | 338 |
| Part 1 Crimes Clearance Rate | 27.54% | 35.64% | 30.28% |
| Number of Citizen Website Contacts | 138 | 197 | 182 |
| Number of Service Calls | 98,051 | 103,700 | 95,559 |
| Average Response for Emergency Calls | 6 minutes,11 seconds | 4 minutes,1 second | 4 minutes,7 seconds |

## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 for the Police are $4,450,455, which reflects a small decrease of $17,013 (.4%) over last fiscal year. One of the primary reasons for the decrease was due to a higher level position resignation and being replaced with a lower paid one.

The Communications budget also reflects a minor change from the previous fiscal year. Fiscal year 2013-2014 budget expenditures are $809,855 compared to last year of $806,397.

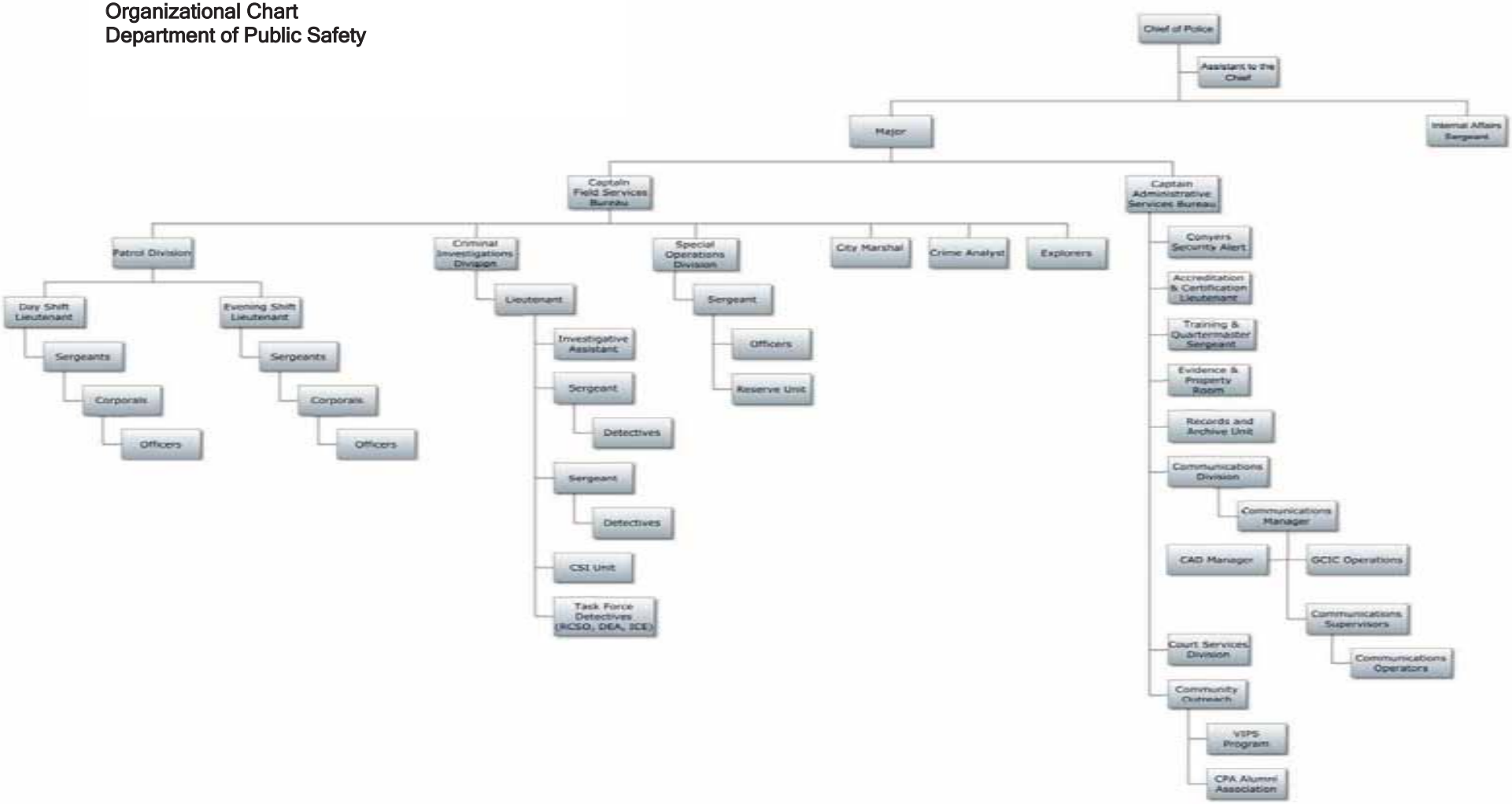
The budget for Court Services, reflects an increase of 3% over last fiscal year. Fiscal year 2013-2014 budgeted expenditures for Court Services are $545,644 compared to last year of $527,973.

The budget for Security Alert reflects an increase of 15% over last fiscal year. Fiscal year 2013-2014 budgeted expenditures for Security Alert are $255,267 compared to last year at $222,187. The primary reason for the increase is inclusion in the budget to replace a vehicle in this department.

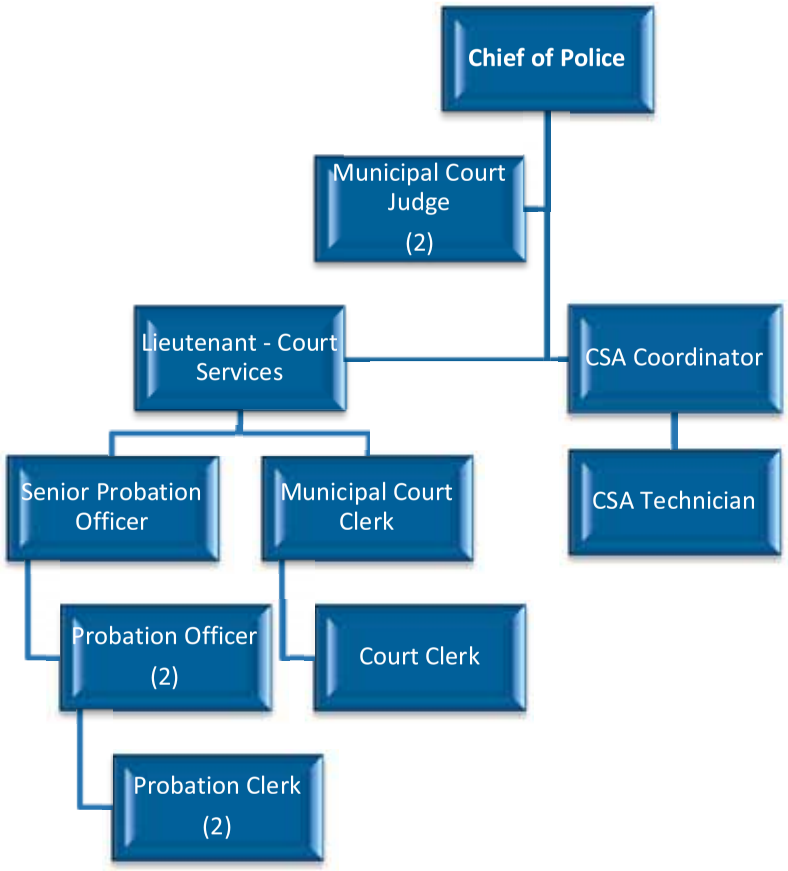
## PERSONNEL POSITIONS

| Department | Salary Grade | FY 2011-12 Budgeted Positions | FY 2012-13 Budgeted Positions | FY 2013-14 Budgeted Positions |
|---|---|---|---|---|
| | | | | |
| **Police** | | | | |
| Chief of Police | UC | 1 | 1 | 1 |
| Major | 120 | 1 | 2 | 1 |
| Captain | 119 | 1 | 0 | 2 |
| Lieutenant | 117 | 4 | 4 | 4 |
| Assistant to the Chief of Police | 112 | 1 | 1 | 1 |
| Sergeant | 115 | 12 | 12 | 11 |
| Crime Analyst | 114 | 1 | 1 | 1 |
| Police Corporal | 114 | 0 | 4 | 4 |
| Detective | 113 | 10 | 8 | 8 |
| K-9 Police Officer | 113 | 2 | 2 | 2 |
| Police Officer II | 113 | 0 | 8 | 11 |
| Police Officer | 112 | 30 | 18 | 16 |
| Evidence Technician | 112 | 1 | 1 | 1 |
| Property and Evidence Custodian | 110 | 1 | 1 | 1 |
| Administrative Clerk - Records | 107 | 2 | 2 | 2 |
| CID investigative Assistant | 107 | 1 | 1 | 1 |
| Civilian Code Enforcement Officer | 112 | 0 | 1 | 1 |
| School Patrol | Fee | 1 | 1 | 1 |
| ***Total Police*** | | ***69*** | ***68*** | ***69*** |
| | | | | |
| **Conyers Security Alert** | | | | |
| CSA Coordinator | 117 | 1 | 1 | 1 |
| CSA Technician | 112 | 1 | 1 | 1 |
| ***Total Conyers Security Alert*** | | ***2*** | ***2*** | ***2*** |
| | | | | |
| **Court Services** | | | | |
| Lieutenant of Court Services | 117 | 1 | 1 | 1 |
| Probation Officer | 110 | 2 | 2 | 2 |
| Municipal Court Clerk | 110 | 1 | 1 | 1 |
| Senior Probation Officer | 112 | 1 | 1 | 1 |
| Probation Clerk | 107 | 2 | 2 | 2 |
| Court Clerk | 107 | 1 | 1 | 1 |
| Municipal Court Judge | Fee | 2 | 2 | 2 |
| ***Total Court Services*** | | ***10*** | ***10*** | ***10*** |
| | | | | |
| **Communications** | | | | |
| Communications Manager | 117 | 1 | 1 | 1 |
| Communications Supervisor | 109 | 3 | 3 | 3 |
| CAD Manager | 109 | 1 | 1 | 1 |
| Communications Operator | 107 | 13 | 10 | 10 |
| ***Total Communications*** | | ***18*** | ***15*** | ***15*** |
| | | | | |
| ***Total Public Safety*** | | **99** | **95** | **96** |

Organizational Chart
Department of Public Safety



Organizational Chart
Court Services and Conyers Security Alert



| 10-3100-210 | Police | FY 2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 2,979,889 | $ 3,070,440 | 3.0% |
| 1110-0 | Other Salaries & Wages | 16,334 | 8,800 | -46.1% |
| 1120-0 | Overtime Salaries & Wages | 187,161 | 165,000 | -11.8% |
| 2100-0 | Group Health Insurance | 329,390 | 340,000 | 3.2% |
| 2110-0 | Group Life Insurance | 9,052 | 10,698 | 18.2% |
| 2120-0 | Group Dental Insurance | 20,351 | 24,195 | 18.9% |
| 2130-0 | Group Vision Insurance | 4,407 | 5,153 | 16.9% |
| 2200-0 | FICA Expense | 230,772 | 252,820 | 9.6% |
| 2400-0 | Municipal Retirement | 399,444 | 357,398 | -10.5% |
| | **Total Personal Benefits** | **$ 4,176,800** | **$ 4,234,504** | **1.4%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Maintenance & Repair- Equipment | $ 13,396 | $ 20,000 | 49.3% |
| 2100-0 | Drug Testing Contracts | 4,825 | 5,000 | 3.6% |
| 2110-0 | Pre-Employment Test | 2,442 | 10,000 | 309.5% |
| 2400-0 | Printing & Publishing | 1,816 | 4,665 | 156.9% |
| 2500-0 | Postage | 1,221 | 1,000 | -18.1% |
| 3100-0 | Dues, Fees & Memberships | 6,048 | 7,629 | 26.1% |
| 3700-0 | Training & Travel | 34,131 | 35,000 | 2.5% |
| 3800-0 | Education Expenses | 27,958 | - | -100.0% |
| 4200-0 | PE-PI Expenses | - | 1,500 | N/A |
| 4300-0 | Forensic Fees | 3,952 | 2,000 | -49.4% |
| | **Total Purchased/Contracted Services** | **$ 95,788** | **$ 86,794** | **-9.4%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 12,985 | $ 16,952 | 30.6% |
| 1150-0 | Investigators Supplies | 9,613 | 12,000 | 24.8% |
| 1300-0 | Arms & Ammunition | 23,226 | 39,251 | 69.0% |
| 1320-0 | Periodicals/Publications | 2,172 | 2,817 | 29.7% |
| 1325-0 | Prisoner Medical Drugs | 1,957 | 5,000 | 155.5% |
| 1335-0 | Canine Supplies | 1,092 | 2,022 | 85.1% |
| 1400-0 | Uniforms | 24,791 | 16,609 | -33.0% |
| 1401-0 | Bulletproof Vests | 11,763 | 12,285 | 4.4% |
| 3100-0 | Reward & Recognition Program | - | 200 | N/A |
| 3110-0 | Crime Prevention | 7,622 | 5,250 | -31.1% |
| | **Total Supplies** | **$ 95,220** | **$ 112,386** | **18.0%** |
| **54** | **Capital Outlay** | | | |
| 5005-0 | Operating Capital | $ 40,973 | $ 16,771 | -59.1% |
| 9060-0 | Capital Outlay | $ 13,000 | $ - | -100.0% |
| | **Total Capital Outlay** | **$ 53,973** | **$ 16,771** | -68.9% |
| **57** | **Other Costs** | | | |
| 2196-0 | 2013 GOHS Grant | $ 45,687 | $ - | -100.0% |
| | **Total Other Costs** | **$ 45,687** | **$ -** | **-100.0%** |
| | **Total Police** | **$ 4,467,468** | **$ 4,450,455** | **-0.4%** |

| 11-3200-212 | E-911 | FY: 2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 456,797 | $ 494,799 | 8.3% |
| 1110-0 | Other Salaries & Wages | 1,250 | 1,950 | 56.0% |
| 1120-0 | Overtime Salaries & Wages | 21,726 | 35,000 | 61.1% |
| 2100-0 | Group Health Insurance | 34,287 | 40,000 | 16.7% |
| 2110-0 | Group Life Insurance | 1,413 | 1,698 | 20.2% |
| 2120-0 | Group Dental Insurance | 3,636 | 3,780 | 4.0% |
| 2130-0 | Group Vision Insurance | 773 | 805 | 4.2% |
| 2200-0 | FICA Expense | 35,940 | 41,061 | 14.2% |
| 2400-0 | Municipal Retirement | 58,178 | 57,792 | -0.7% |
| | **Total Personal Benefits** | **$ 614,000** | **$ 676,885** | **10.2%** |

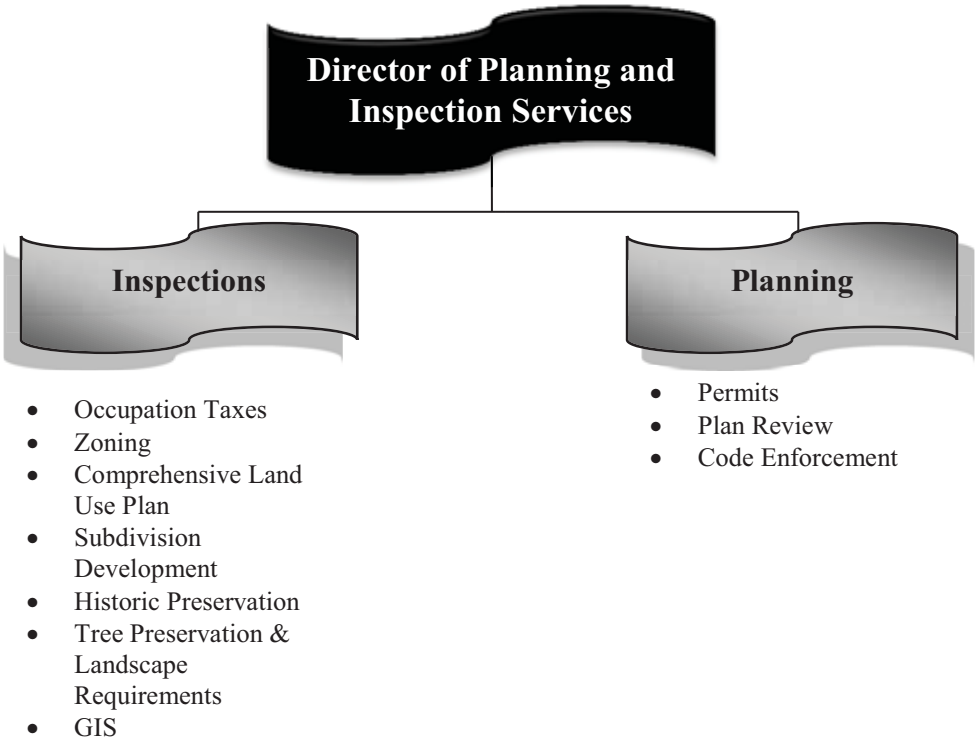
| 10-3200-212 | Communications | | | |
|---|---|---|---|---|
| **52** | **Purchased/Contracted Services** | | | |
| 1250-0 | Maintenance/Repairs - Communications | $ 115,655 | $ 121,047 | 4.7% |
| 2100-0 | Drug Testing Contracts | 113 | 885 | N/A |
| 2110-0 | Pre-Employment Test | 1,273 | 3,884 | N/A |
| 2200-0 | Telephone | 53,719 | - | -100.0% |
| 3100-0 | Dues, Fees & Memberships | 222 | 374 | N/A |
| 3700-0 | Training & Travel | 3,298 | 2,500 | N/A |
| 3800-0 | Education Expenses | 5,250 | - | -100.0% |
| | **Purchased/Contracted Services** | **$ 179,530** | **$ 128,690** | **-28.3%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 1,581 | $ 2,500 | 58.1% |
| 1400-0 | Uniforms | 560 | 900 | N/A |
| | **Total Supplies** | **$ 2,141** | **$ 3,400** | **58.8%** |
| **54** | **Capital Outlays** | | | |
| 5005-0 | Operating Capital | $ - | $ 880 | N/A |
| | **Total Capital Outlays** | **$ -** | **$ 880** | **N/A** |
| | **Total E911/Communications** | **$ 795,671** | **$ 809,855** | **1.8%** |

| 10-3300-215 | Court Services | FY:2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 340,804 | $ 337,084 | -1.1% |
| 1110-0 | Other Salaries & Wages | 870 | 1,105 | 27.0% |
| 1120-0 | Overtime Salaries & Wages | 1,012 | 3,000 | 196.6% |
| 2100-0 | Group Health Insurance | 34,548 | 35,000 | 1.3% |
| 2110-0 | Group Life Insurance | 951 | 1,175 | 23.5% |
| 2120-0 | Group Dental Insurance | 2,749 | 3,024 | 10.0% |
| 2130-0 | Group Vision Insurance | 584 | 644 | 10.2% |
| 2200-0 | FICA Expense | 25,241 | 26,509 | 5.0% |
| 2400-0 | Municipal Retirement | 38,777 | 39,995 | 3.1% |
| | **Total Personal Benefits** | **$ 445,536** | **$ 447,536** | **0.4%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1200-0 | Legal Counsel | $ 64,928 | $ 70,000 | 7.8% |
| 2100-0 | Drug Testing Contracts | - | 100 | N/A |
| 2400-0 | Publishing & Printing | 3,242 | 6,490 | 100.2% |
| 2500-0 | Postage | 1,715 | 1,500 | -12.5% |
| 3100-0 | Dues, Fees, & Memberships | 419 | 85 | -79.7% |
| 3700-0 | Training & Travel Expenses | 1,362 | 5,000 | 267.2% |
| 3800-0 | Education Expenses | 1,180 | 1,000 | -15.3% |
| | **Total Purchases/Contract Services** | **$ 72,846** | **$ 84,175** | **15.6%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 3,189 | $ 6,000 | 88.1% |
| 1250-0 | Operating Supplies | 6,178 | 7,483 | 21.1% |
| 1400-0 | Uniforms | 225 | 450 | 100.2% |
| | **Total Supplies** | **$ 9,591** | **$ 13,933** | **45.3%** |
| | **Total Court Services** | **$ 527,973** | **$ 545,644** | **3.3%** |

| 10-1500-050 | Conyers Security Alert | FY:2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 95,873 | $ 96,073 | 0.2% |
| 1110-0 | Other Salaries & Wages | 225 | 295 | 31.1% |
| 1120-0 | Overtime Salaries & Wages | 464 | 1,000 | 115.7% |
| 2100-0 | Group Health Insurance | 7,840 | 13,236 | 68.8% |
| 2110-0 | Group Life Insurance | 268 | 336 | 25.2% |
| 2120-0 | Group Dental Insurance | 687 | 756 | 10.0% |
| 2130-0 | Group Vision Insurance | 146 | 161 | 10.2% |
| 2200-0 | FICA Expense | 6,900 | 7,425 | 7.6% |
| 2400-0 | Municipal Retirement | 11,701 | 11,185 | -4.4% |
| | **Total Personal Benefits** | **$ 124,104** | **$ 130,467** | **5.1%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1200-0 | Equipment Rental | $ - | $ 500 | N/A |
| 2100-0 | Drug Testing Contracts | 30 | - | -100.0% |
| 2400-0 | Publishing & Printing | - | 1,500 | N/A |
| 2500-0 | Postage | 3,475 | 4,000 | 15.1% |
| 2500-0 | Training & Travel Expenses | - | 1,000 | N/A |
| | **Total Purchased/Contracted Services** | **$ 3,505** | **$ 7,000** | **99.7%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ - | $ 300 | N/A |
| 1250-0 | Operating Supplies | 253 | 2,500 | 886.2% |
| 1400-0 | Uniforms | 541 | 500 | -7.6% |
| 1550-0 | Cellular Monitoring | - | 17,000 | N/A |
| 2800-0 | Inventory-Parts | 92,961 | 70,000 | -24.7% |
| 4500-0 | Small Tools | 822 | 1,500 | 82.4% |
| | **Total Supplies** | **$ 94,577** | **$ 91,800** | **-2.9%** |
| **54** | **Capital Outlays** | | | |
| 9060-0 | Capital Outlays | $ - | 26,000 | **N/A** |
| | **Total Capital Outlays** | **$ -** | **26,000** | **N/A** |
| | **Total Conyers Security Alert** | **$ 222,187** | **$ 255,267** | **14.9%** |

# Planning & Inspections 2013-14

## 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).

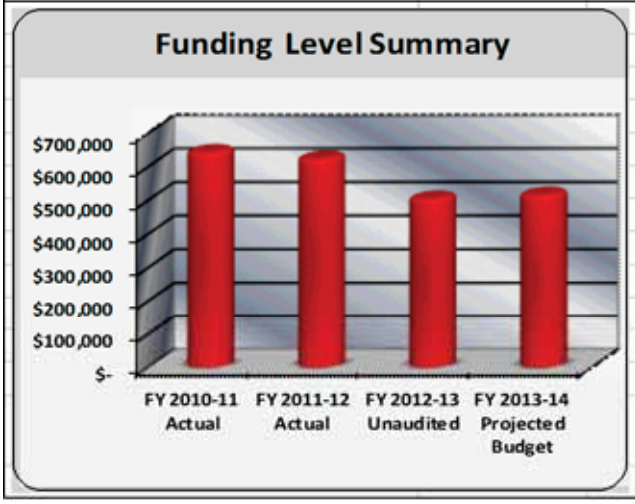
# Planning & Inspections 2013-14

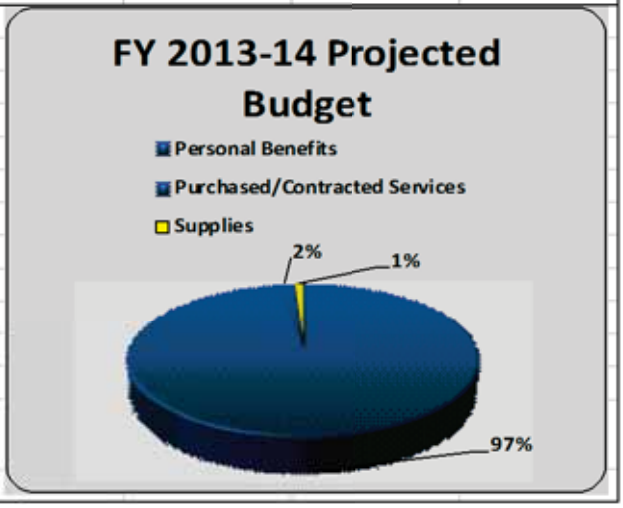
A development guide outlining procedures, fees and appeal processes for the City of Conyers can be ordered by calling (770) 929-4280 or viewed on the city's website at www.conyersga.com. This guide is a useful resource for developers, builders, architects, engineers, land surveyors, and City residents.

## KEY OBJECTIVES

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

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Planning & Zoning | 395,023 | 375,587 | 299,534 | 308,955 | 3.1% |
| Inspections | 247,785 | 248,107 | 204,874 | 206,851 | 1.0% |
| Departmental Total | $ 642,808 | $ 623,694 | $ 504,408 | $ 515,806 | 2.3% |
| | | | | | |
| Personal Benefits | $ 610,889 | $ 613,335 | $ 493,239 | $ 499,656 | 1.3% |
| Purchased/Contracted Services | 27,997 | 6,529 | 9,088 | 11,100 | 22.1% |
| Supplies | 3,922 | 3,830 | 2,081 | 5,050 | 142.7% |
| Capital Outlay | - | - | - | - | 0.0% |
| Departmental Total | $ 642,808 | $ 623,694 | $ 504,408 | $ 515,806 | 2.3% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Planning & Zoning | 5 | 5 | 5 | 4 | -20.0% |
| Inspections | 4 | 4 | 4 | 3 | -25.0% |
| Departmental Total | 9 | 9 | 9 | 7 | -22.2% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- Complete Inventory of stormwater structures through GIS.
- Update database of all city street right-of-ways through GIS.
- Amend Tree Preservation and Landscape Regulations.
- Amend Olde Town Overlay District Regulations.
- Update the inventory of all sidewalks on public right-of-ways.
- Rezone the West Avenue corridor to Gateway Village (GV) Neighborhood Village (NV).
- Revise and amend Sign Regulations.
- Update and amend Permitted use table in Zoning Regulations.
- Revise and amend Home Occupation Regulations.
- Revise and amend Traditional Neighborhood Design District.
- Develop an Apartment Renter's Regulations to establish guidelines for registration and licensing.
- Upgrade Code Enforcement software to track each inspector's activity.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

**Inspections and Code Enforcement Division**

- Alcohol ordinance re-write.
- Instituted Interviews with new applicants and coordinated efforts between Police and Planning to process applicants in the following categories:
  - Alcohol
  - Taxicabs
  - Special Events
  - Massage/Spas
  - Peddlers
  - Pawn Shops
  - Precious Metals

- Completed surveys of surrounding jurisdictions on fee schedules and modified application forms to reflect changes in the above listed licenses.
- Two Inspectors recertified in Soil Erosion Inspector Certification.
- Researched and submitted data for Rental Ordinance and Road Cut permits.
- On-going research into "tweaking" our Green Ordinance.
- Successfully recovered City funds that were used to abate the "Park Place" house of cats.
- Completed the abatement procedures and demolition of 1757, 1759, and 1761 Ridge Court units in Hunting Creek.
- Filtered through ALL Business licenses and Alcohol Licenses to verify uniformity in classification according to 2012 NAICS standards.
- Added name of Alcohol Holders on the actual Alcohol license.
- Began background checks of all Alcohol license holders (to be done annually)
- Helped develop Standard Operating Procedures and training for new employee.
- Improved permit application forms.
- Worked with Chuck Giddens and Chris Fisher to improve City Portal software, specifically with business license and alcohol license issues.
- All Inspectors now "on-line" with Vidi-in-a-box with laptops. With this improvement, we can now view our desktops in the field and at any computer in the City.
- Revised application requirements for Occupation Tax, Home Occupation, and Alcoholic Beverage Licenses.

**Planning Division**

- Rezoned approximately 300 acres of land along the Georgia Highway 138/Georgia Highway 20 corridor from a mixture of nonresidential zoning districts, to a single transect-based zoning district, Gateway Village District.
- Revised the Urban Redevelopment Plan for the purposes of expanding the boundaries of the Opportunity Zone.
- Revised the Bicycle and Pedestrian Facilities Master Plan that earned Honorable Mention in 2012.
- Amended the Design Requirements and for clarity and interpretation.
- Commenced revisions to the Olde Town Overlay District, to augment revitalization efforts.
- Adopted standards for outdoor lighting.
- Adopted regulations related to pawnshops, check cashing establishments, precious metals dealers, and banquet halls.

**GIS Division**

- Update all 911 Updated and crimeview data.
- Created maps for the Stormwater annual report.
- Update business license information into new.
- Assisted with Business license software development.
- Updated cemetery data as needed.
- Updated addresses, roads, FLU, zoning and all other basic GIS data.
- Updated Olde Town Conyers Trail to include trail extension.
- Revised and updated online maps.
- Updated maps for Wi-Fi in Olde Town and the GIHP.
- Added right-of -way markers, sidewalks and billboards to database.
- Updated GIS software from 9.3.1 to 10.1.

## KEY PERFORMANCE MEASURES

| Department of Planning and Inspection Services<br>Planning & Inspection Services | FY 2010-2011<br>Actual | FY 2011-2012<br>Actual | FY 2012-2013<br>Pre-Audit |
|---|---|---|---|
| Number of Building Permits Issued | 87 | 91 | 107 |
| New Occupational Tax | 264 | 378 | 205 |

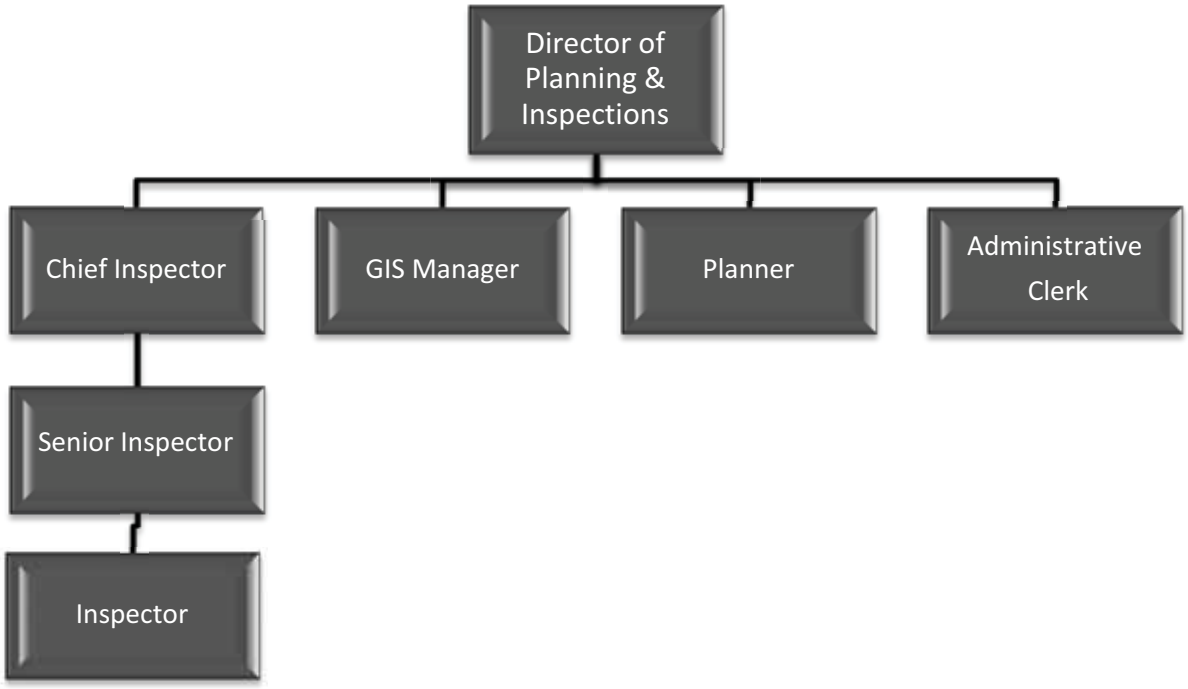
## BUDGET HIGHLIGHTS

The projected expenditures for Planning and Zoning for fiscal year 2013-2014 are $308,955, an increase of $9,421 (3%) over the previous year's unaudited budget of $299,534. The projected expenditures for the Inspections division are $206,851, an increase of $1,977 (1%) over the previous year's unaudited budget of $204,874. The increases are mainly attributed to small variances in health insurance and other expenditures in each department.

## PERSONNEL POSITIONS

| Planning & Inspection Services Positions | Salary Grade | FY 2011–12 Budgeted Positions | FY 2012–13 Budgeted Positions | FY 2013–14 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 | 0 | 0 | 1 |
| **Business Operations Manager** | 112 | 1 | 1 | 0 |
| **Inspector** | 112 | 3 | 1 | 1 |
| **Administrative Clerk – Planning** | 107 | 1 | 1 | 1 |
| | **Total** | **9** | **7** | **7** |

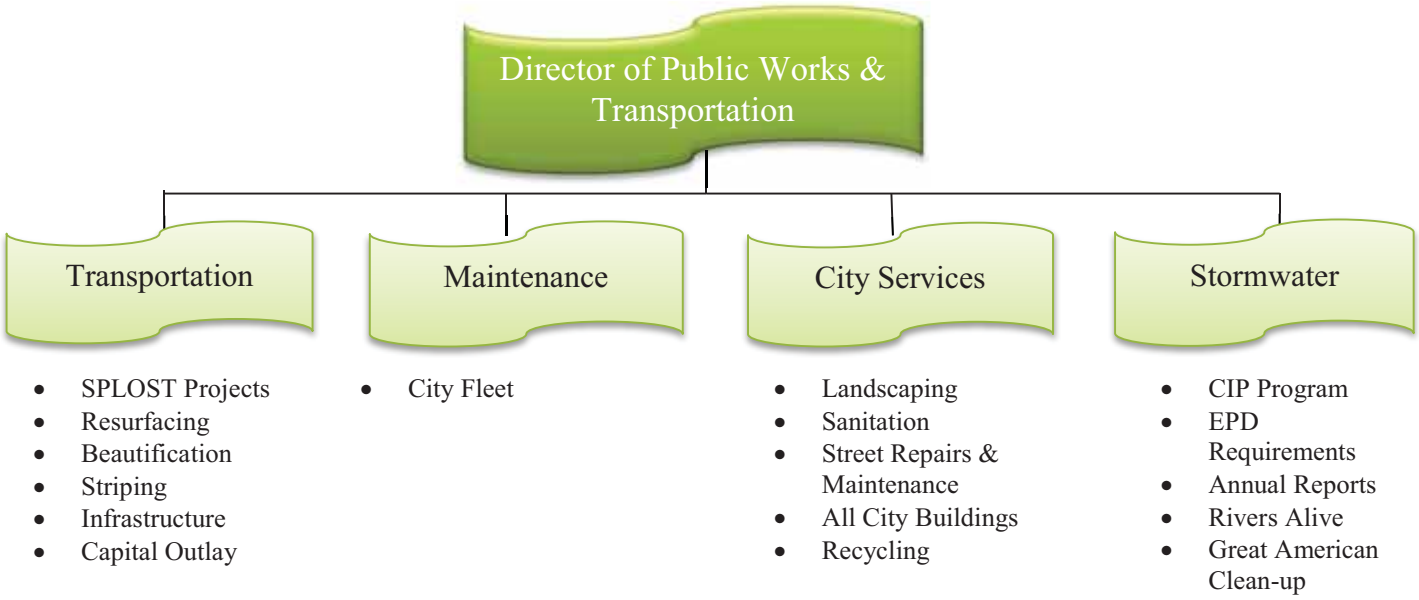
**Organizational Chart**
**Department of Planning & Inspections**



| 10-4100-310 | Planning & Zoning | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 221,598 | $ 226,218 | 2.1% |
| 1110-0 | Other Salaries & Wages | 10,090 | 10,425 | 3.3% |
| 2100-0 | Group Health Insurance | 13,793 | 17,848 | 29.4% |
| 2110-0 | Group Life Insurance | 687 | 774 | 12.7% |
| 2120-0 | Group Dental Insurance | 1,231 | 1,134 | -7.8% |
| 2130-0 | Group Vision Insurance | 253 | 242 | -4.3% |
| 2200-0 | FICA Expense | 17,179 | 18,732 | 9.0% |
| 2400-0 | Municipal Retirement | 30,884 | 26,332 | -14.7% |
| | **Total Personal Benefits** | **$ 295,714** | **$ 301,705** | **2.0%** |
| **52** | **Purchased/Contracted Services** | | | |
| 3100-0 | Dues, Fees, & Memberships | 400 | 400 | 0.0% |
| 3700-0 | Training & Travel | 1,339 | 3,000 | 124.1% |
| | **Total Purchased/Contracted Services** | **$ 1,739** | **$ 3,400** | **95.5%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 1,961 | $ 3,500 | 78.5% |
| 1300-0 | Periodicals/Publications | 120 | 350 | 190.9% |
| | **Total Supplies** | **$ 2,081** | **$ 3,850** | **85.0%** |
| | **Total Planning & Zoning** | **$ 299,534** | **$ 308,955** | **3.1%** |

| 10-4200-315 | Inspections | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 151,817 | $ 152,436 | 0.4% |
| 1110-0 | Other Salaries & Wages | 300 | 405 | 35.0% |
| 1120-0 | Overtime Salaries & Wages | 70 | - | -100.0% |
| 2100-0 | Group Health Insurance | 12,578 | 13,836 | 10.0% |
| 2110-0 | Group Life Insurance | 462 | 521 | 12.8% |
| 2120-0 | Group Dental Insurance | 1,031 | 1,134 | 10.0% |
| 2130-0 | Group Vision Insurance | 219 | 242 | 10.5% |
| 2200-0 | FICA Expense | 11,645 | 11,645 | 0.0% |
| 2400-0 | Municipal Retirement | 19,403 | 17,732 | -8.6% |
| | **Total Personal Benefits** | **$ 197,525** | **$ 197,951** | **0.2%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Engineering Services | $ 758 | $ 1,500 | 98.0% |
| 1300-0 | Dues, Fees & Memberships | 102 | 300 | 194.1% |
| 1400-0 | Advertising | 1,629 | 1,000 | -38.6% |
| 2400-0 | Publishing/Printing | 175 | 400 | 0.0% |
| 2500-0 | Postage | 2,986 | 2,500 | -16.3% |
| 3700-0 | Training & Travel | 1,700 | 2,000 | 17.7% |
| | **Total Purchased/Contracted Services** | **$ 7,349** | **$ 7,700** | **4.8%** |
| **53** | **Supplies** | | | |
| 1300-0 | Periodicals & Publications | $ - | $ 600 | -100.0% |
| 1400-0 | Uniforms | $ - | $ 600 | -100.0% |
| | **Total Supplies** | **$ -** | **$ 1,200** | **-100.0%** |
| | **Total Planning & Inspections** | **$ 204,874** | **$ 206,851** | **1.0%** |

## 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 refuge for the low fee of $20/month. Residents are provided with one 100-gallon garbage receptacle at no additional cost. For those residents who are unable to place their carts at the curbside and who live alone, special pick up options are available at no additional cost with a doctor's note.

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

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

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

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

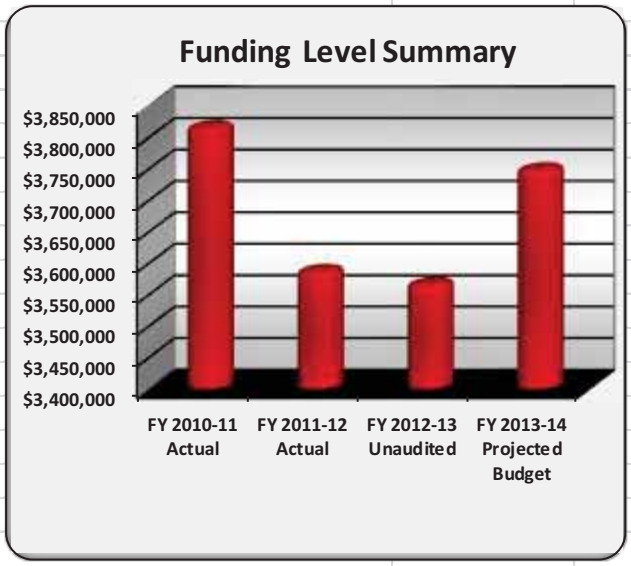
- Eastview Cemetery located on Eastview Road
- Pine Log Cemetery on Pine Log Road
- South Main Street Cemetery located on Main Street

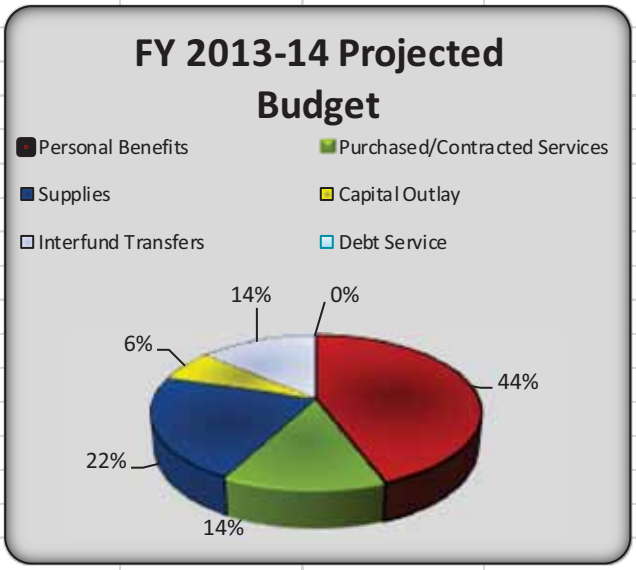
Additionally the Department of Public Works and Transportation maintains all city parks with the exception of the Georgia International Horse Park (GIHP), which is separated into its own department.

## KEY OBJECTIVES

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

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Building Maintenance | $ 359,162 | $ 361,981 | $ 327,975 | $ 316,000 | -3.7% |
| Vehicle Maintenance | 600,049 | 486,549 | $ 600,662 | 667,704 | 11.2% |
| Landscaping Services | 270,566 | 223,821 | 214,625 | 210,199 | -2.1% |
| Sanitation | 1,331,313 | 1,409,561 | 1,250,219 | 1,384,685 | 10.8% |
| Infrastructure | 857,174 | 711,208 | 609,187 | 640,851 | 5.2% |
| Stormwater Management | 395,936 | 392,303 | 562,243 | 527,809 | 0.0% |
| Departmental Total | $ 3,814,200 | $ 3,585,423 | $ 3,564,910 | $ 3,747,248 | 5.1% |
| | | | | | |
| Personal Benefits | $ 1,742,819 | $ 1,672,304 | $ 1,537,810 | $ 1,482,873 | -3.6% |
| Purchased/Contracted Services | 574,755 | 498,804 | 523,521 | 455,650 | -13.0% |
| Supplies | 855,790 | 954,800 | 825,895 | 737,050 | -10.8% |
| Capital Outlay | 226,804 | 154,665 | 205,467 | 219,000 | 0.0% |
| Interfund Transfers | 347,848 | 243,830 | 213,000 | 459,500 | 115.7% |
| Debt Service | 66,184 | 61,020 | 167,974 | - | -100.0% |
| Departmental Total | $ 3,814,200 | $ 3,585,423 | $ 3,473,667 | $ 3,354,073 | -3.4% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Building Maintenance | - | - | - | - | |
| Vehicle Maintenance | 4 | 4 | 4 | 4 | 0.0% |
| Landscaping Services | 6 | 5 | 4 | 4 | 0.0% |
| Sanitation | 14 | 14 | 13 | 12 | -7.7% |
| Infrastructure | 11 | 9 | 9 | 8 | -11.1% |
| Stormwater Management | 3 | 4 | 4 | 5 | 25.0% |
| Departmental Total | 38 | 36 | 34 | 33 | -2.9% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- Begin engineering and design for the Hardin and O'Kelly Street improvements.
- Complete construction of signalized intersection at Sigman Road @ Sarasota/East Park Drive.
- Begin design of the Multi-Purpose Trail from Rockdale County Library to Pine Log Park.
- Complete design for road improvements on Irwinbridge Road.
- Transfer of the following sanitation services to Pratt, recycling, bulk material, residential solid waste and commercial waste.
- Begin construction on Railroad Street widening.
- Development concept designs for intersection improvements to Pine Log, Main Street, Green Street and Scott Street intersection.
- Coordinated with Georgia Department of Transportation to upgrade signal cabinets throughout the city.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

- Completed Multi-Purpose Trail from Corner Market to Johnson Park.
- City awarded a 3 million dollar Livable Centers Initiative grant for street improvements to Hardin and O'Kelly Street.
- Completed right of way for the Railroad Street widening project.
- Completed following stormwater projects:
    - Extend an existing box culvert on Green Street.
    - Jimi Lane Drainage Improvements and street resurfacing.
    - Drainage improvement on Benton and Hill Street.

## KEY PERFORMANCE MEASURES

| Department of Public Works and Transportation<br>Vehicle Maintenance | FY 2010-11<br>Actual | FY 2011-12<br>Actual | FY 2012-13<br>Pre-Audit |
|---|---|---|---|
| Total Number of Full Time Equivalent Employees | 4 | 4 | 4 |
| Number of Work Orders | 1674 | 1,500 | 1,474 |
| Average Cost per Maintenance Request | 120 | 136 | 123 |
| Average Time Spent per Work Order | 5 hours | 3 hours | 2hrs. 5 min. |

| Department of Public Works and Transportation<br>Infrastructure | FY 2010-11<br>Actual | FY 2011-12<br>Actual | FY 2012-13<br>Pre-Audit |
|---|---|---|---|
| Total Number of Full Time Equivalent Employees | 11 | 10 | 10 |
| Feet of New Sidewalk | 8574 | 210 | 200 |
| Street Signs Repaired & Replaced | 246 | 310 | 250 |
| Percentage of Potholes Repaired Within Two Days of Request | 95% | 100% | 100% |
| Potholes Repaired / Tons Asphalt Used | 283 | 578 | 425 |
| Drainage Repaired | 22 | 62 | 50 |
| Traffic Lights Repaired | 108 | 144 | 85 |

| Department of Public Works and Transportation<br>Sanitation | FY 2010-11<br>Actual | FY 2011-12<br>Actual | FY 2012-13<br>Pre-Audit |
|---|---|---|---|
| Number of Full Time Equivalents | 14 | 14 | 14 |
| Tons of Residential & Commercial Refuse Collected | 6,426 | 5,922 | 5,837 |
| Number of Residential Customers Served | 3,565 | 3,590 | 3,593 |
| Refuse Collection Cost per Household per Month | 20.00 | 20.00 | 20.00 |
| Tipping Fees per Ton Taken to the Landfill | 25.50 | 25.65 | 26.50 |
| Miles of Roads Cleaned | 100 | 84 | 120 |
| Recycled Tons | 3,397 | 3,913 | 4,100 |

## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 are $3,747,248, an increase of $182,338 or (5%) over the previous year's unaudited numbers of $3,564,910. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
  - The increase of $67,042 (11%) from the previous year is primarily the result of higher cost of auto parts due to an aging fleet.

- Landscaping
  - There is a decrease of $4,426 (2%) from last fiscal year primarily because of small variances through the department.

- Infrastructure
  - There is an increase of $31,664 (5%) from last fiscal year primarily because of electricity costs.

- Building Maintenance
  - There is a decrease of $11,975 (4%) from last fiscal year because of a reduction in required building maintenance.

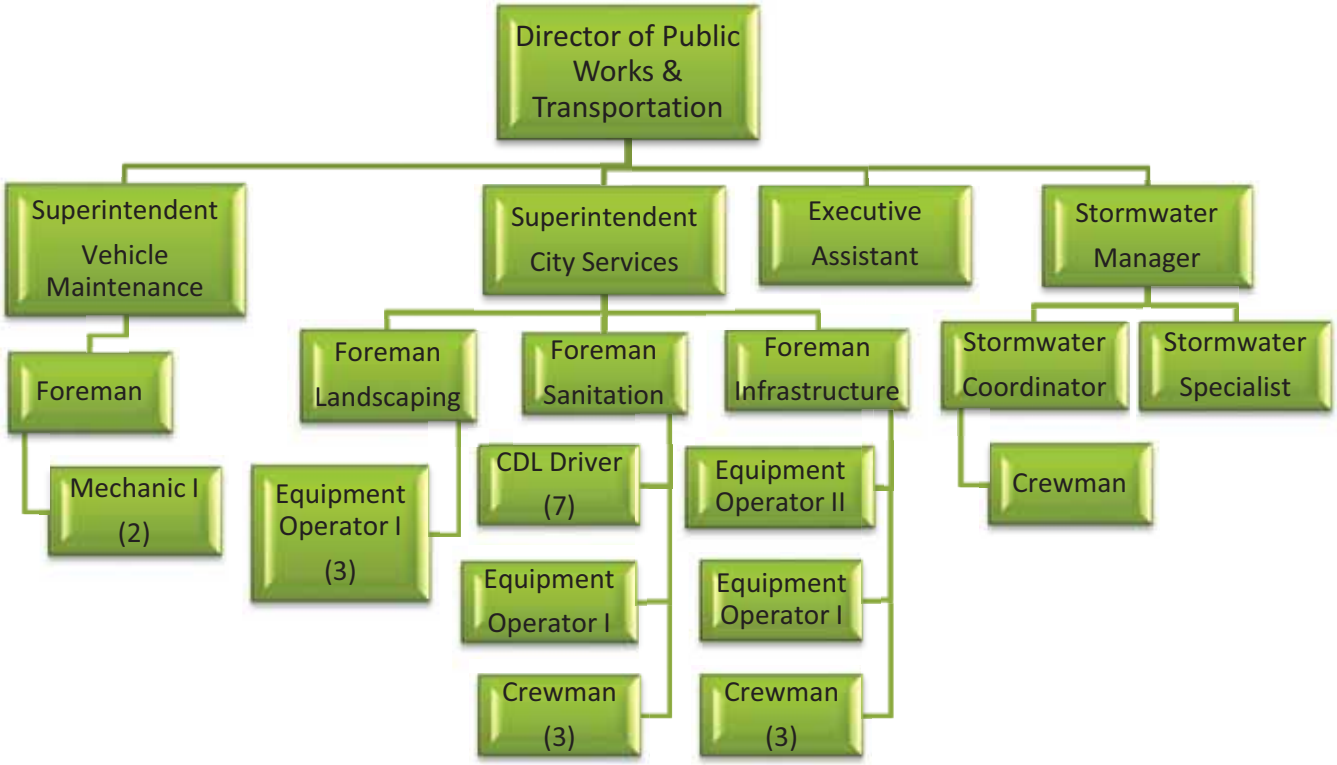
- Stormwater
  - There is a decrease of $34,434 (6.1%) from last fiscal year primarily because of capital projects that were completed during the previous fiscal year.

- Sanitation
  - There is an increase of $134,467 (11%) from last fiscal year due to increases in fuel and maintenance expenses. It is projected that during fiscal year 2014, the city will partner with Pratt Industries to provide sanitation services. At that time, there will be a need to amend the budget accordingly.

**PERSONNEL POSITIONS**

| Public Works and Transportation Positions | Salary Grade | FY 2011–12 Budgeted Positions | FY 2012–13 Budgeted Positions | FY 2013–14 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 | 1 | 1 | 1 |
| **Landscaping Foreman** | 111 | 1 | 1 | 1 |
| **Sanitation Foreman** | 111 | 1 | 1 | 1 |
| **Infrastructure Foreman** | 111 | 1 | 1 | 1 |
| **Mechanic II** | 110 | 0 | 0 | 0 |
| **Executive Assistant** | 110 | 1 | 1 | 1 |
| **Stormwater Specialist** | 109 | 1 | 1 | 1 |
| **Mechanic I** | 108 | 2 | 2 | 2 |
| **Equipment Operator II** | 107 | 1 | 1 | 1 |
| **CDL Driver** | 107 | 8 | 8 | 7 |
| **Equipment Operator I** | 105 | 5 | 5 | 5 |
| **Landscaping Crewman** | 103 | 1 | 0 | 0 |
| **Sanitation Crewman** | 103 | 4 | 3 | 3 |
| **Stormwater Crewman** | 103 | 1 | 1 | 1 |
| **Infrastructure Crewman** | 103 | 3 | 3 | 3 |
| | **Total** | **36** | **34** | **33** |

**Organizational Chart**
**Department of Public Works & Transportation**



| 10-1400-040 | Building Maintenance | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| 52 | Purchased/Contracted Services | | | |
| 1150-0 | Building Maintenance | $ 56,772 | $ 50,000 | -11.9% |
| 1200-0 | Pest Control Services | 5,919 | 6,000 | 1.4% |
| 1210-0 | Janitorial Services | 50,192 | 35,000 | -30.3% |
| | **Total Purchased/Contracted Services** | **$ 112,883** | **$ 91,000** | **-19.4%** |
| 53 | Supplies | | | |
| 1100-0 | Natural Gas | $ 12,092 | $ 18,000 | 48.9% |
| 1200-0 | Water Consumption | 71,269 | 70,000 | -1.8% |
| 1205-0 | Janitorial Supplies | 7,952 | 7,000 | -12.0% |
| 1300-0 | Electricity | 123,779 | 130,000 | 5.0% |
| | **Total Supplies** | **$ 215,092** | **$ 225,000** | **4.6%** |
| | **Total Building Maintenance** | **$ 327,975** | **$ 316,000** | **-3.7%** |

| 10-1600-060 | Vehicle Maintenance | FY:2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | $ 170,171 | $ 170,790 | 0.4% |
| 1110-0 | Other Salaries & Wages | 475 | 590 | 24.2% |
| 1120-0 | Overtime Salaries & Wages | 104 | 500 | 382.9% |
| 2100-0 | Group Health Insurance | 24,066 | 26,473 | 10.0% |
| 2110-0 | Group Life Insurance | 527 | 599 | 13.6% |
| 2120-0 | Group Dental Insurance | 1,375 | 1,512 | 10.0% |
| 2130-0 | Group Vision Insurance | 292 | 313 | 7.2% |
| 2200-0 | FICA Expense | 12,387 | 13,101 | 5.8% |
| 2400-0 | Municipal Retirement | 22,539 | 19,876 | -11.8% |
| | **Total Personal Benefits** | **$ 231,936** | **$ 233,754** | **0.8%** |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Maintenance & Repairs- Equipment | $ 1,026 | $ 2,000 | 94.9% |
| 3700-02100-0 | Drug Testing Contracts | 86 | - | -100.0% |
| 3700-0 | Training & Travel Expenses | - | 450 | N/A |
| | **Total Purchased/Contracted Services** | **$ 1,112** | **$ 2,450** | 120.3% |
| 53 | Supplies | | | |
| 1250-0 | Operating Supplies | $ 4,822 | $ 5,000 | 3.7% |
| 1400-0 | Uniforms | 4,956 | 5,000 | 0.9% |
| 4500-0 | Small Tools | 1,671 | 3,000 | 79.6% |
| | **Total Supplies** | **$ 11,449** | **$ 13,000** | **13.5%** |
| 55 | Interfund Transfers | | | |
| 1100-0 | Auto Parts | $ 95,442 | $ 75,000 | -21.4% |
| 1200-0 | Tires | 33,853 | 25,000 | -26.2% |
| 1300-0 | Oil & Fluids | 11,616 | 18,500 | 59.3% |
| 1400-0 | Fuel | 215,254 | 300,000 | 39.4% |
| | **Total Interfund Transfers** | **$ 356,165** | **$ 418,500** | 17.5% |
| | **Total Vehicle Maintenance** | **$ 600,662** | **$ 667,704** | **11.2%** |

| 10-4300-320 | Landscaping Services | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 129,727 | $ 133,678 | 3.0% |
| 1110-0 | Other Salaries & Wages | 431 | 665 | 54.4% |
| 1120-0 | Overtime Salaries & Wages | 2,553 | 1,000 | -60.8% |
| 2100-0 | Group Health Insurance | 15,373 | 18,448 | 20.0% |
| 2110-0 | Group Life Insurance | 405 | 456 | 12.5% |
| 2120-0 | Group Dental Insurance | 1,346 | 1,512 | 12.3% |
| 2130-0 | Group Vision Insurance | 286 | 322 | 12.5% |
| 2200-0 | FICA Expense | 10,089 | 10,295 | 2.0% |
| 2400-0 | Municipal Retirement | 17,304 | 15,523 | -10.3% |
| | **Total Personal Benefits** | **$ 177,514** | **$ 181,899** | **2.5%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor | $ 8,548 | $ 6,000 | -29.8% |
| 2100-0 | Drug Testing Contracts | - | 50 | N/A |
| 3525-0 | Cemetery Expenses | 789 | - | -100.0% |
| 3700-0 | Training & Travel | 250 | 500 | 100.0% |
| 4600-0 | Tree Bank | 11,425 | - | -100.0% |
| | **Total Purchased/Contracted Services** | **$ 21,012** | **$ 6,550** | **-68.8%** |
| **53** | **Supplies** | | | |
| 1250-0 | Operating Supplies | $ 2,809 | $ 3,000 | 6.8% |
| 1350-0 | Chemicals | 231 | 1,500 | 549.1% |
| 1375-0 | Landscaping Supplies | 6,745 | 6,000 | -11.1% |
| 1380-0 | Machinery Parts | - | 750 | N/A |
| 1400-0 | Uniforms | 4,474 | 5,500 | 22.9% |
| 4500-0 | Small Tools | 1,840 | 5,000 | 171.7% |
| | **Total Supplies** | **$ 16,100** | **$ 21,750** | **35.1%** |
| | **Total Landscaping Services** | **$ 214,625** | **$ 210,199** | **-2.1%** |

| 10-4500-340 | Infrastructure | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | $ 290,408 | $ 328,828 | 13.2% |
| 1110-0 | Other Salaries & Wages | 1,590 | 3,980 | 150.3% |
| 1120-0 | Overtime Salaries & Wages | 1,319 | 1,500 | 13.7% |
| 2100-0 | Group Health Insurance | 32,460 | 40,000 | 23.2% |
| 2110-0 | Group Life Insurance | 915 | 1,124 | 22.9% |
| 2120-0 | Group Dental Insurance | 2,736 | 3,403 | 24.4% |
| 2130-0 | Group Vision Insurance | 571 | 725 | 26.9% |
| 2200-0 | FICA Expense | 21,334 | 26,147 | 22.6% |
| 2400-0 | Municipal Retirement | 38,163 | 38,244 | 0.2% |
| | **Total Personal Benefits** | **$ 389,495** | **$ 443,951** | **14.0%** |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | $ 9,839 | $ 8,000 | -18.7% |
| 2100-0 | Drug Testing Contracts | 214 | 500 | 133.6% |
| 3700-0 | Training & Travel | 250 | 1,000 | 300.0% |
| 5350-0 | Property Leases | 1,393 | 1,500 | 7.7% |
| 5550-0 | Maintenance/Repairs Traffic Lights | 2,594 | 5,000 | 92.8% |
| 5875-2 | Electricity | 12,649 | 10,000 | -20.9% |
| | **Total Purchased/Contracted Services** | **$ 26,938** | **$ 26,000** | **-3.5%** |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | $ 1,908 | $ 500 | -73.8% |
| 1300-0 | Electricity | 171,412 | 150,000 | -12.5% |
| 1355-0 | Concrete | 1,235 | 2,000 | 62.0% |
| 1360-0 | Stone & Gravel | 604 | 2,500 | 313.9% |
| 1365-0 | Asphalt | 5,581 | - | -100.0% |
| 1375-0 | Landscaping Supplies | 12 | 500 | 4070.1% |
| 1390-0 | Streets Signs | 2,040 | 4,500 | 120.6% |
| 1395-0 | Street Maintenance Supplies | 2,226 | 2,500 | 12.3% |
| 1400-0 | Uniforms | 5,413 | 5,500 | 1.6% |
| 4500-0 | Small Tools | 2,323 | 2,900 | 24.8% |
| | **Total Supplies** | **$ 192,753** | **$ 170,900** | **-11.3%** |
| | **Total Infrastructure** | **$ 609,187** | **$ 640,851** | **5.2%** |

| 14-4400-330 | Sanitation Services | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| 51 | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 401,421 | $ 422,951 | 5.4% |
| 1110-0 | Other Salaries & Wages | 1,734 | 14,718 | 748.8% |
| 1120-0 | Overtime Salaries & Wages | 8,396 | 7,000 | -16.6% |
| 2100-0 | Group Health Insurance | 57,823 | 71,393 | 23.5% |
| 2110-0 | Group Life Insurance | 1,252 | 1,464 | 16.9% |
| 2120-0 | Group Dental Insurance | 3,763 | 4,537 | 20.6% |
| 2130-0 | Group Vision Insurance | 873 | 939 | 7.6% |
| 2200-0 | FICA Expense | 30,076 | 33,851 | 12.6% |
| 2400-0 | Municipal Retirement | 51,584 | 44,682 | -13.4% |
| | **Total Personal Benefits** | **$ 556,922** | **$ 601,535** | **8.0%** |
| 52 | **Purchased/Contracted Services** | | | |
| 1120-0 | Temporary Labor | $ 10,380 | $ 50,000 | 381.7% |
| 1150-0 | Cart/Dumpster-Repair/Maint | 13,844 | - | -100.0% |
| 1200-0 | Equipment Rental | - | 8,800 | N/A |
| 1210-0 | Audit | 5,000 | - | -100.0% |
| 2100-0 | Drug Testing Contracts | 936 | 300 | -67.9% |
| 2200-0 | Telephone | 398 | 1,800 | 352.6% |
| 2500-0 | Postage | 1,857 | 3,500 | 88.5% |
| 3700-0 | Training & Travel | 169 | 450 | 165.6% |
| 5200-0 | Worker's Compensation Insurance | 400 | 15,000 | 3652.3% |
| 5300-0 | Liability Insurance | 132,537 | 125,000 | -5.7% |
| 5500-0 | Landfill Tipping Fees | 173,297 | 80,000 | -53.8% |
| | **Total Purchased/Contracted Services** | **$ 338,818** | **$ 284,850** | **-15.9%** |
| 53 | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 564 | $ 500 | -11.3% |
| 1101-0 | Auto Parts | 59,801 | 45,000 | -24.8% |
| 1201-0 | Tires | 18,313 | 20,000 | 9.2% |
| 1250-0 | Operating Supplies | 942 | 2,000 | 112.4% |
| 1300-0 | Oil & Fluids | 2,936 | 3,000 | 2.2% |
| 1400-0 | Uniforms | 4,556 | 7,800 | 71.2% |
| 1401-0 | Fuel | 267,067 | 200,000 | -25.1% |
| 4500-0 | Small Tools | 300 | 1,000 | 233.3% |
| | **Total Supplies** | **$ 354,478** | **$ 279,300** | **-21.2%** |
| 54 | **Capital Outlays** | | | |
| 9060-0 | Capital Outlays | $ - | $ 219,000 | N/A |
| | **Total Capital Outlays** | **$ -** | **$ 219,000** | **N/A** |
| | **Total Sanitation** | **$ 1,250,219** | **$ 1,384,685** | **10.8%** |

| 18-4850-620 | Stormwater Management | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 203,768 | $ 186,081 | -8.7% |
| 1110-0 | Other Salaries & Wages | 685 | 550 | -19.7% |
| 2100-0 | Group Health Insurance | 20,435 | 22,162 | 8.5% |
| 2110-0 | Group Life Insurance | 616 | 639 | 3.8% |
| 2120-0 | Group Dental Insurance | 1,787 | 1,714 | -4.1% |
| 2130-0 | Group Vision Insurance | 380 | 366 | -3.6% |
| 2200-0 | FICA Expense | 15,387 | 14,278 | -7.2% |
| 2400-0 | Municipal Retirement | 27,577 | 21,734 | -21.2% |
| | **Total Personal Benefits** | **$ 270,635** | **$ 247,524** | **-8.5%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor | $ 16,605 | $ 36,000 | 116.8% |
| 1100-2 | Stormwater Education | 1,000 | 1,000 | 0.0% |
| 1100-3 | Stormwater Education Supplies | - | 1,000 | N/A |
| 1200-0 | Equipment Rental | 223 | 500 | N/A |
| 1210-0 | Audit | 3,000 | 3,000 | 0.0% |
| 2100-0 | Drug Testing Contracts | 45 | 100 | N/A |
| 2200-0 | Telephone | - | 500 | N/A |
| 2300-0 | Advertising | - | 200 | N/A |
| 2400-0 | Publishing & Printing | - | 500 | N/A |
| 2500-0 | Postage | - | 250 | N/A |
| 3100-0 | Dues, Fees, & Memberships | - | 750 | N/A |
| 3700-0 | Training & Travel | 668 | 1,000 | 49.8% |
| 5200-0 | Workers Compensation Insurance | 1,664 | - | -100.0% |
| 5300-0 | Liability Insurance | 1,500 | - | -100.0% |
| | **Purchased/Contracted Services** | **$ 24,704** | **$ 44,800** | **81.3%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 124 | $ 500 | 0.0% |
| 1250-0 | Operating Supplies | 12,061 | 1,500 | -87.6% |
| 1300-0 | Stormwater Projects | 182,127 | - | -100.0% |
| 1355-0 | Concrete | 4,966 | 2,000 | -59.7% |
| 1360-0 | Stone & Gravel | 4,089 | 1,500 | -63.3% |
| 1365-0 | Asphalt | 284 | 10,000 | 3426.6% |
| 1375-0 | Landscaping Supplies | 1,753 | 1,500 | -14.4% |
| 1385-0 | Pipe & Drainage Expenses | 7,160 | 6,000 | N/A |
| 1390-0 | Street Signs | - | 500 | 0.0% |
| 1400-0 | Uniforms | 1,866 | 1,900 | 1.8% |
| 4500-0 | Small Tools | 862 | 1,500 | 74.0% |
| 4600-0 | Safety Supplies | 36 | 200 | 455.6% |
| | **Total Supplies** | **$ 215,327** | **$ 27,100** | **-87.4%** |
| 55 | **Interfund Transfers** | | | |
| 1100-0 | Auto Parts | $ - | $ 5,000 | N/A |
| 1200-0 | Tires | - | 10,000 | N/A |
| 1400-0 | Fuel | - | 26,000 | N/A |
| | **Total Interfund Transfers** | **$ -** | **$ 41,000** | **N/A** |
| **58** | **Debt Service** | | | |
| 1610-0 | 2005 Stormwater Bonds | 51,577 | 167,385 | 224.5% |
| | **Total Debt Service** | **$ 51,577** | **$ 167,385** | **224.5%** |
| | **Total Stormwater Management** | **$ 562,243** | **$ 527,809** | **-6.1%** |

Real Music Lives at
Elks Aidmore Music Festival
Elks
Aidmore
MUSIC
FESTIVAL
April 28, 2012 | Conyers, GA
Georgia International
Horse Park
Gates Open at 2pm
with an Artist Showcase
Main Artists begin at 5pm

Conyers
Cherry
Blossom
festival

## Functional Organizational Chart
## Department of Georgia International Horse Park

•Event Bookings
•Facility Rental
•Sponsorships
•GIHP Merchandise
•GIHP Website
•Event Management

•Horse Park Maintenance
•Big Haynes Creek Nature Ctr.

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

## DEPARTMENT DESCRIPTION

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

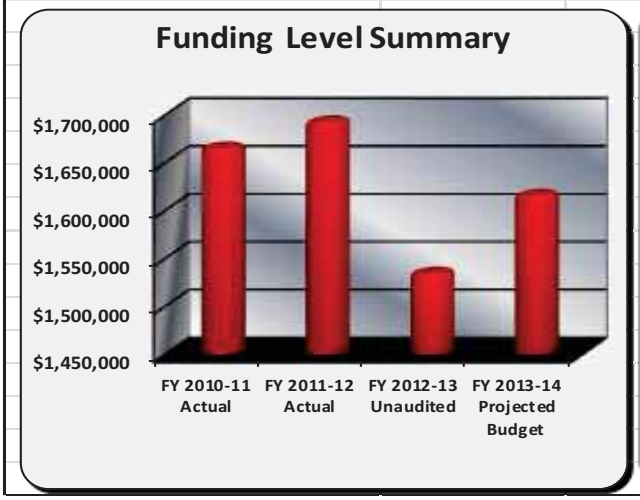
In the 18 years since the Horse Park's opening, Conyers has embraced a legacy of the Olympic Games – tourism. The Georgia International Horse Park, open year-round, hosts events throughout the year including horse shows, fairs, festivals, concerts, road races, rodeos, corporate outings, and car shows. The proximity of amenities nearby such as Cherokee Run Golf Club and Hawthorn Suites and Golf Resort, as well as restaurants and shopping just off of I-20, makes the Horse Park an ideal location to host any event.

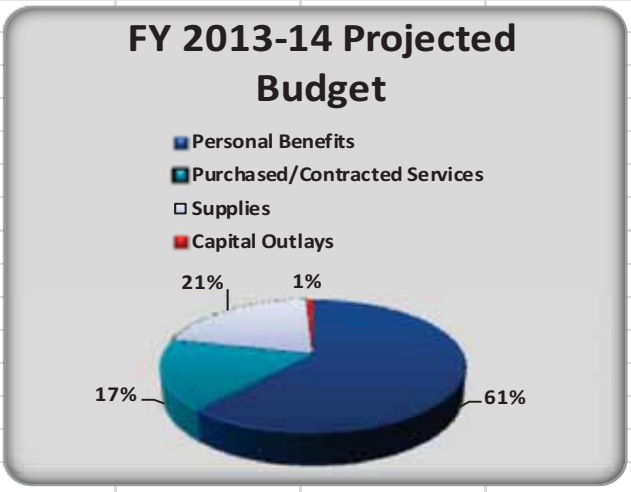
The future holds great things for the Horse Park. Due to the continued success of the many events held each year, the RV area has been expanded to better accommodate our guests. The Big Haynes Creek Nature Center has also been expanded. This area provides a natural habitat for those who love the outdoors.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

## KEY OBJECTIVES

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

| | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Funding Level Summary** | | | | | |
| GIHP Administration | $ 452,264 | $ 450,810 | $ 444,561 | $ 448,759 | 0.9% |
| GIHP Maintenance | 1,012,498 | 1,026,785 | 928,967 | 979,572 | 5.4% |
| GIHP Events | 200,002 | 214,528 | 160,221 | 187,000 | 16.7% |
| Departmental Total | $ 1,664,764 | $ 1,692,123 | $ 1,533,748 | $ 1,615,331 | 5.3% |
| | | | | | |
| Personal Benefits | $ 970,695 | $ 991,252 | $ 941,918 | $ 993,066 | 5.4% |
| Purchased/Contracted Services | 311,132 | 310,506 | 242,535 | 276,675 | 14.1% |
| Supplies | 358,278 | 347,250 | 334,870 | 330,790 | -1.2% |
| Capital Outlays | 24,659 | 43,115 | 14,425 | 14,800 | 2.6% |
| Other Costs | - | - | - | | 0.0% |
| Departmental Total | $ 1,664,764 | $ 1,692,123 | $ 1,533,748 | $ 1,615,331 | 5.3% |
| | | | | | |
| **Personnel Summary** | | | | | |
| GIHP Administration | 6 | 6 | 6 | 6 | 0.0% |
| GIHP Maintenance | 14 | 14 | 14 | 13 | -7.1% |
| GIHP Events | - | - | - | - | 0% |
| Departmental Total | 20 | 20 | 20 | 19 | -5% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- Continue to work with both promoters and/or corporations to bridge strong relations. During challenging economic times, we must be both mindful as well as creative to continue to hold their dates.

- Continue to attract new events to the GIHP through competitive marketing as well as excellent customer service. Through strong relations with our clientele, we strive to meet each of their needs.

- Continue to work with the Public Relations Department to stay up to date with our social media marketing. This includes Face Book and Twitter.

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

- 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 and to be cognizant of other facility offerings.

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

- Continue to maximize our Exhibition Center as another viable tool for booking new events for the GIHP.

- Continue to partner with large promoters, such as Fiesta Georgia and the 34th Annual Great Miller Lite Chili and BBQ Cook-Off, to enable their event to grow and also through them, showcase our facility to other potentially large outdoor event promoters.

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

- Continue to build relationships within the Community by partnering with local business organizations as well as utilizing networking opportunities.

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

- Continue to work both creatively as well as efficiently to ensure that we are mindful of budgetary matters that affect every aspect of operating our Facility.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

- The Park experienced one of its strongest years, hosting over 180 events, 61 of which were equine; representing an increase in both overall events and equine events.

- The Park booked numerous new events such as: Be the Boss Cancer Trail Ride, Georgia Tech Equestrian Team Show, Hilltoppers Pony Club Dressage Rally, GQHA Novice Horse Show, the IEA Region 1 and 3 Finals and the 34th Annual Great Miller Lite Chili and BBQ Cook-Off. In addition, the Park hosted several new clinics, several new obstacle runs, trail runs, and the filming of several TV shows, movies, and commercials.

- In-house marketing material was updated to further facilitate booking events such as weddings, corporate outings, holiday parties, etc. This improved our net bookings while saving the costs related to printing and design.

- A Marketing Plan was initiated to both create and run local advertising. This was economically feasible by doing the design and layout in-house and also supported the "Shop Local" campaign for Conyers/Rockdale.

- The Big Haynes Creek Wildlife Festival was successful in narrowing its margins of profitability in order to allow the festival to run for its 7th Year.

- The Georgia International Horse Park staff has maintained a successful social media campaign with over 2400 "likes" on Facebook and a Twitter feed that continues to grow. The Georgia International Horse Park website was updated inclusive of pictures and related information. This was also done by the GIHP staff.

- The Conyers Cherry Blossom Festival was recognized by the Southeast Festivals and Events Association as the Best Festival in its budget category, best sponsor and best event within an event.

- The Big Haynes Creek Wildlife Festival was recognized by the Southeast Festivals and Events Association as the Best Festival in its budget category.

- GIHP Facility Maintenance completed many creative landscaping projects, utilizing sod that was donated from an event. This was cost savings to the Park while improving the Park's overall esthetics

- Significant improvements were made to the bike and horse trails after logging was done in the area.

## KEY PERFORMANCE MEASURES

| Department of Georgia International Horse Park (G.I.H.P.) | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Pre-Audit |
|---|---|---|---|
| Number of Equestrian Events Conducted at GIHP | 56 | 61 | 63 |
| Number of Fairs and Festivals Conducted at GIHP | 33 | 36 | 35 |
| Number of Concerts Conducted at GIHP | 1 | 3 | 1 |
| Number of Mountain Biking Events | 3 | 6 | 5 |
| Number of Other Events | 83 | 83 | 52 |

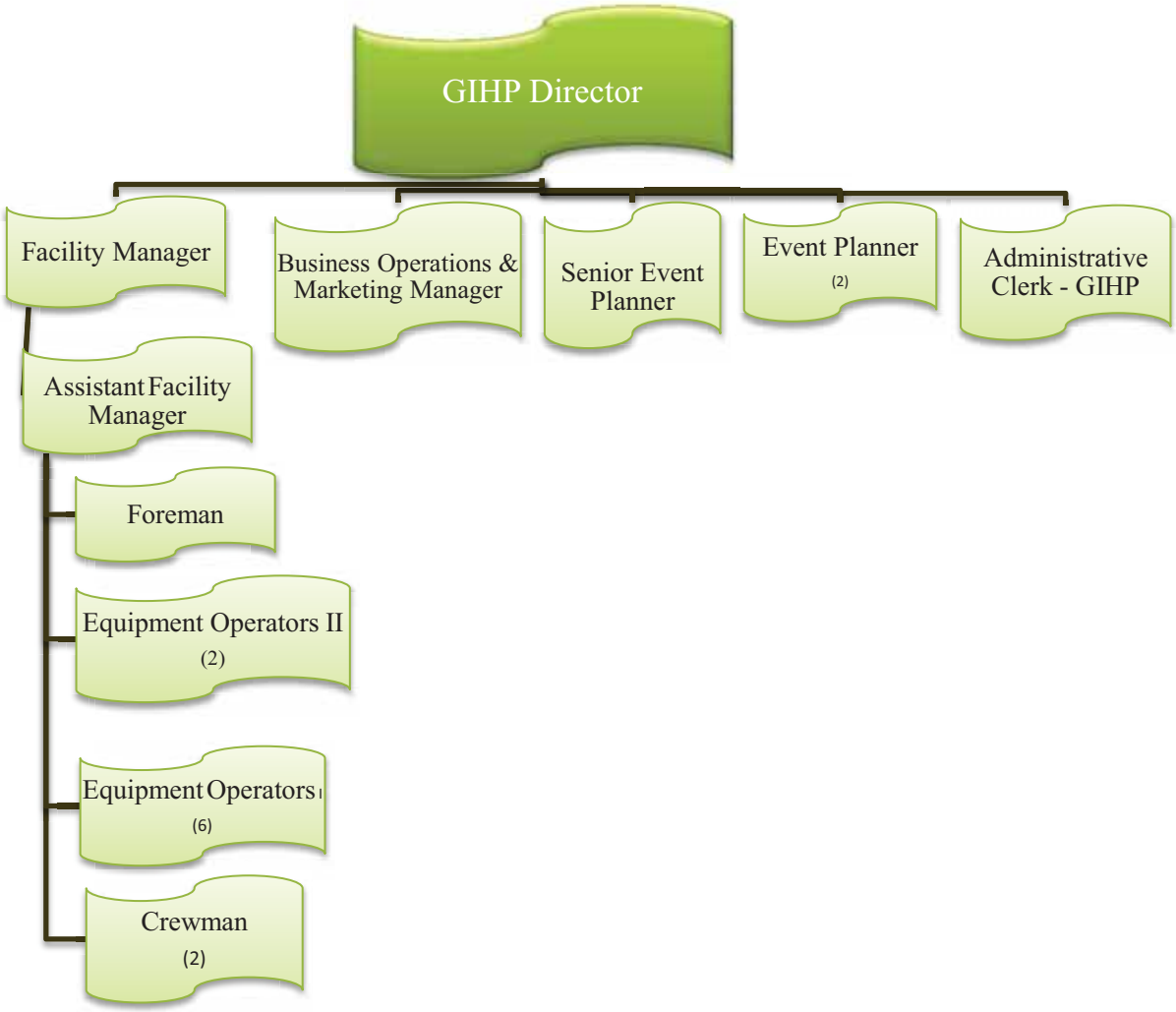
## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 are $1,615,331, an increase of $81,583 (5.3%) over the previous year's unaudited budget of $1,533,748. The increase is mostly due to the costs associated with a personnel position that remained vacant last fiscal year but is expected to be filled this year.

## PERSONNEL POSITIONS

| Georgia International Horse Park | Salary Grade | FY 2011-12 Budgeted Positions | FY 2012-13 Budgeted Positions | FY 2013-14 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 | 1 | 0 | 1 |
| Event Planner | 112 | 2 | 3 | 2 |
| Assistant Facility Manager | 112 | 1 | 0 | 1 |
| Foreman | 111 | 2 | 2 | 1 |
| Equipment Operator II | 107 | 2 | 2 | 2 |
| Administrative Clerk - GIHP | 107 | 1 | 1 | 1 |
| Equipment Operator I | 105 | 5 | 5 | 6 |
| Crewman | 102 | 4 | 5 | 2 |
| | **Total** | **21** | **20** | **19** |

## Organizational Chart
## Georgia International Horse Park



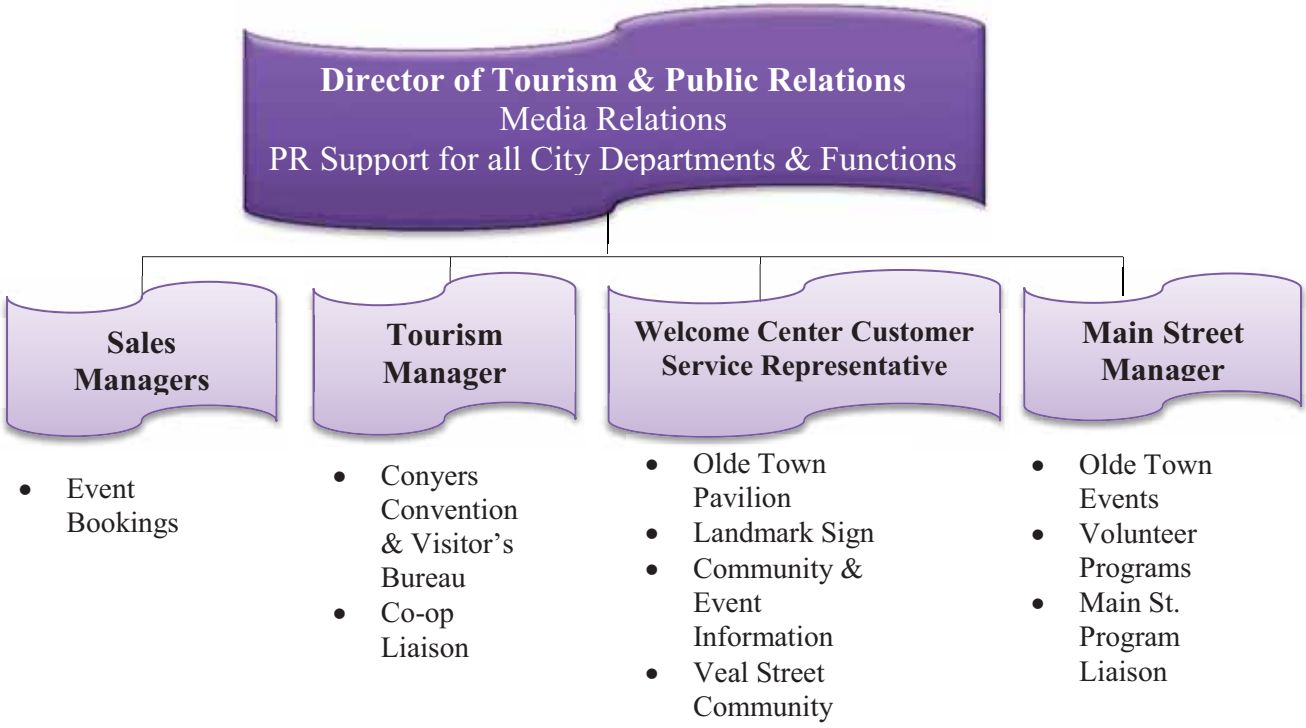
| 10-6100-410 | GIHP Administration | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 308,600 | $ 307,205 | -0.5% |
| 1110-0 | Other Salaries & Wages | 10,400 | 10,610 | 2.0% |
| 2100-0 | Group Health Insurance | 39,747 | 43,722 | 10.0% |
| 2110-0 | Group Life Insurance | 947 | 1,051 | 11.0% |
| 2120-0 | Group Dental Insurance | 2,062 | 2,269 | 10.0% |
| 2130-0 | Group Vision Insurance | 438 | 483 | 10.2% |
| 2200-0 | FICA Expense | 23,043 | 24,881 | 8.0% |
| 2400-0 | Municipal Retirement | 42,675 | 35,773 | -16.2% |
| | **Total Personal Benefits** | **$ 427,911** | **$ 425,994** | **-0.4%** |
| **52** | **Purchased/Contracted Services** | | | |
| 2400-0 | Publishing/Printing | $ 1,590 | $ 2,500 | 57.2% |
| 2500-0 | Postage | 1,401 | 4,000 | 185.5% |
| 3100-0 | Dues, Fees & Memberships | 1,725 | 2,025 | 17.4% |
| 3700-0 | Training & Travel | 7,051 | 8,650 | 22.7% |
| | **Total Purchased/Contracted Services** | **$ 11,767** | **$ 17,175** | **46.0%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 3,059 | $ 3,500 | 14.4% |
| 1300-1 | Periodicals/Publications | 130 | 140 | 7.4% |
| 1475-0 | Promotional Supplies | 1,694 | 1,950 | 15.1% |
| | **Total Supplies** | **$ 4,883** | **$ 5,590** | **14.5%** |
| | **Total GIHP Administration** | **$ 444,561** | **$ 448,759** | **0.9%** |

| 10-6200-420 | GIHP Maintenance | FY:2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 366,677 | $ 404,701 | 10.4% |
| 1110-0 | Other Salaries & Wages | 1,156 | 1,705 | 47.5% |
| 1120-0 | Overtime Salaries & Wages | 8,298 | 5,000 | -39.7% |
| 2100-0 | Group Health Insurance | 58,261 | 70,000 | 20.1% |
| 2110-0 | Group Life Insurance | 1,139 | 1,381 | 21.2% |
| 2120-0 | Group Dental Insurance | 3,976 | 4,915 | 23.6% |
| 2130-0 | Group Vision Insurance | 850 | 1,047 | 23.2% |
| 2200-0 | FICA Expense | 26,962 | 31,307 | 16.1% |
| 2400-0 | Municipal Retirement | 46,687 | 47,016 | 0.7% |
| | **Total Personal Benefits** | **$ 514,007** | **$ 567,072** | **10.3%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor | $ 12,364 | $ 12,000 | -2.9% |
| 1110-0 | Maintenance/Repairs Equipment | 26,862 | 28,500 | 6.1% |
| 1120-0 | Temporary Labor | 33,250 | 35,000 | 5.3% |
| 1150-0 | Maintenance/Repairs Building | 8,949 | 7,500 | -16.2% |
| 2100-0 | Drug Testing Contracts | 161 | - | -100.0% |
| 3115-0 | Irrigation Pump Station Repair | 6,529 | 7,500 | 14.9% |
| | **Total Purchased/Contracted Services** | **$ 88,116** | **$ 90,500** | **2.7%** |
| **53** | **Supplies** | | | |
| 1250-0 | Operating Supplies | $ 19,771 | $ 21,800 | 10.3% |
| 1300-0 | Electricity | 225,704 | 220,000 | -2.5% |
| 1345-0 | Electric Supplies | 5,320 | 5,500 | 3.4% |
| 1360-0 | Stone/Gravel | 9,111 | 9,000 | -1.2% |
| 1375-0 | Landscaping Supplies | 41,541 | 35,900 | -13.6% |
| 1390-0 | Signage | 1,126 | 1,500 | 33.2% |
| 1400-0 | Uniforms | 9,847 | 13,500 | 37.1% |
| | **Total Supplies** | **$ 312,419** | **$ 307,200** | **-1.7%** |
| **54** | **Capital Outlays** | | | |
| 5005-0 | Operating Capital | $ 14,425 | $ 14,800 | 2.6% |
| | **Total Capital Outlay** | **$ 14,425** | **$ 14,800** | **2.6%** |
| | **Total GIHP Maintenance** | **$ 928,967** | **$ 979,572** | **5.4%** |

| 10-6300-430 | GIHP Events | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **52** | **Purchased/Contract Services** | | | |
| 7105-0 | Stall Cleaning | $ 73,206 | $ 73,000 | -0.3% |
| 8402-0 | Cherry Blossom Festival Expenses | 41,445 | 57,000 | 37.5% |
| 8404-0 | Wildlife Festival | 28,001 | 39,000 | 39.3% |
| | **Total Purchased/Contract Services** | **$ 142,652** | **$ 169,000** | **18.5%** |
| **53** | **Supplies** | | | |
| 1200-0 | Janitorial Supplies | $ 17,568 | $ 18,000 | 2.5% |
| | **Total Supplies** | **$ 17,568** | **$ 18,000** | **2.5%** |
| | **Total GIHP Events** | **$ 160,221** | **$ 187,000** | **16.7%** |

# Tourism & Public Relations 2013-14

**Functional Organizational Chart**
**Department of Tourism and Public Relations**




## DEPARTMENT DESCRIPTION

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

The responsibilities of the department include:

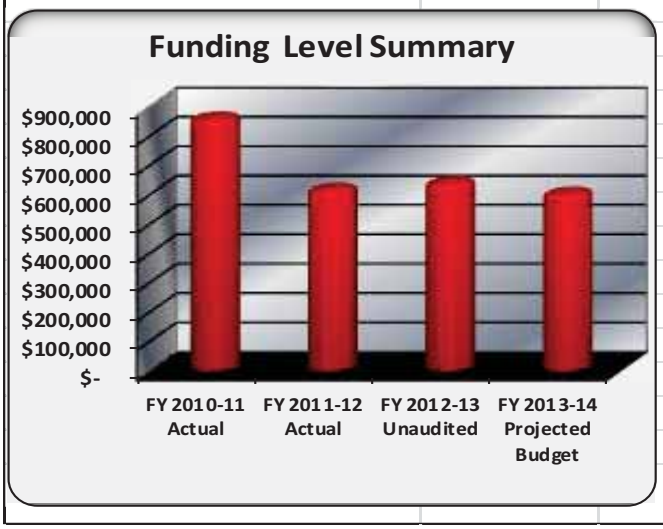
- Producing and coordinating all advertising for the City of Conyers and the Georgia International Horse Park.
- Implementing and managing tourism projects.
- Managing and promoting Olde Town Conyers at the Conyers Welcome Center located in the Depot.
- Managing the landmark sign on I-20.
- Organizing and implementing special events for the City.
- Serving as the contact point for public information.
- Managing all media relations and serving as City of Conyers spokesperson.
- Promoting Conyers as a Main Street City in the state's Main Street Program.

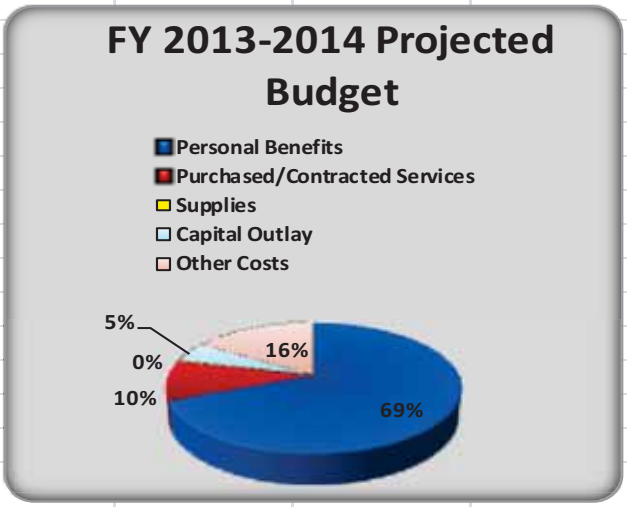
The mission of this department is to promote tourism as an economic development tool in the City of Conyers. The department works to create unique, special events that enhance the charm of Conyers, Georgia. The department also strives to provide quality, accessible public information through advertising,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

## 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.

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Tourism & Public Relations | $ 557,575 | $ 557,076 | $ 600,658 | $ 569,933 | -5.1% |
| Big Haynes Creek Nature Ctr. | 298,487 | 56,122 | 35,863 | 30,067 | -16.2% |
| Department Total | $ 856,062 | $ 613,198 | $ 636,521 | $ 600,000 | -5.7% |
| | | | | | |
| Personal Benefits | $ 441,225 | $ 441,930 | $ 424,659 | $ 412,623 | -2.8% |
| Purchased/Contracted Services | 61,317 | 48,035 | 48,024 | 59,280 | 23.4% |
| Supplies | 12,826 | 9,178 | 4,571 | 2,280 | -50.1% |
| Capital Outlay | 265,472 | 38,295 | - | 30,067 | N/A |
| Other Costs | 75,222 | 75,760 | 159,267 | 95,750 | -39.9% |
| Departmental Total | $ 856,062 | $ 613,198 | $ 636,521 | $ 600,000 | -5.7% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Tourism & Public Relations | 7 | 7 | 7 | 6 | -14.3% |
| Big Haynes Creek Nature Center | 1 | 1 | 1 | 1 | 0.0% |
| Departmental Total | 8 | 8 | 8 | 7 | -12.5% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- Continue to enhance effective communication between the City and citizens through newsletters, e-newsletters, social media, the City's website, and events.
- Maintain the Conyers Convention & Visitors Bureau's presence in the city, county and around the state by promoting events, activities, and attractions that Conyers has to offer.
- Continue working with the Conyers Downtown Development Authority, Main Street Program, Rockdale County, and investors to promote and revitalize Olde Town Conyers through Main Street Program initiatives.
- Work cooperatively with the film industry and the Conyers Rockdale Economic Development Council to continue bringing economic development opportunities through tourism and film to Conyers and Rockdale County.
- Update and maintain websites for the City of Conyers, Conyers Convention and Visitors Bureau, Georgia International Horse Park and the Conyers Main Street Program.
- Continue to evaluate and capitalize on group tour opportunities to bring more visitors to Olde Town Conyers, the Monastery of the Holy Spirit and the Walk of Heroes Veterans War Memorial.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

- Conducted tours of Olde Town Conyers, GIHP, Monastery, and Monastic Heritage Center.
- Welcome Center welcomed nearly 8,400 visitors.
- Provided letters, proclamations on Mayor's behalf and coordinated appearances for ribbon cuttings and special events.
- Hosted quarterly hoteliers meetings.
- Assisted the Conyers-Rockdale Economic Development Commission with filming needs for Olde Town Conyers for "The Vampire Diaries," "Identity Thief," "Here Comes Honey Boo Boo," and "Endless Love."
- Assisted with public relations and marketing efforts for Cherokee Run Golf Club.
- Organized and/or assisted with the following events:
    - State of the City
    - St. Patrick's Day Parade
    - Arbor Day
    - Cherry Blossom Festival
    - Volunteer Appreciation Banquet

- Preservation Month/Tourism Week
- Big Haynes Creek Wildlife Festival
- Hometown Holiday Parade
- Olde Town Christmas Party Events
- Olde Town Passport Activity - 2012
- Olde Town Cemetery and Conyers 1884 Tours - 2013
- Conyers Car Show and Taste of Conyers
- Old Fashioned Community Yard Sale
- Olde Town Fall Festival
- Olde Town Summer Music Fest - 2012

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

❖ Newsletters:
- Quarterly *Legacy Link* GIHP e-newsletters
- Quarterly *Destination Conyers* newsletters
- Launched Main Street Memo newsletter, spring 2012
- Three *Conyers Connections* newsletters and e-newsletters annually
- 12 *City Sounds* employees newsletters

❖ Collaborated with Treasures Along 1-20 for new brochure

❖ Participated in Travel Media Marketplace tour with travel writers visiting Monastery of the Holy Spirit in May 2013.

❖ Assisted with promoting "Manifold Greatness: The Creation and Afterlife of The King James Bible" exhibit at Nancy Guinn Memorial Library, May 29 – July 12, 2013.

❖ Assisted in promoting Chamber's Shop the Rockdale initiative and evaluation of chamber marketing and programming.

## KEY PERFORMANCE MEASURES

| Department of Public Relations & Tourism | FY 2010-2011 Actual | FY 2011-2012 Actual | FY 2012-2013 Pre-Audit |
|---|---|---|---|
| Number of visitors to Conyers Welcome Center | 8,901 | 8,657 | 8,399 |
| Number of Events in Olde Town | 118 | 105 | 84 |
| Number of Volunteers | 168 | 121 | 114 |

## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 are $600,000, a decrease of $36,521 (5.7%) under the previous year's unaudited budget of $636,521. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

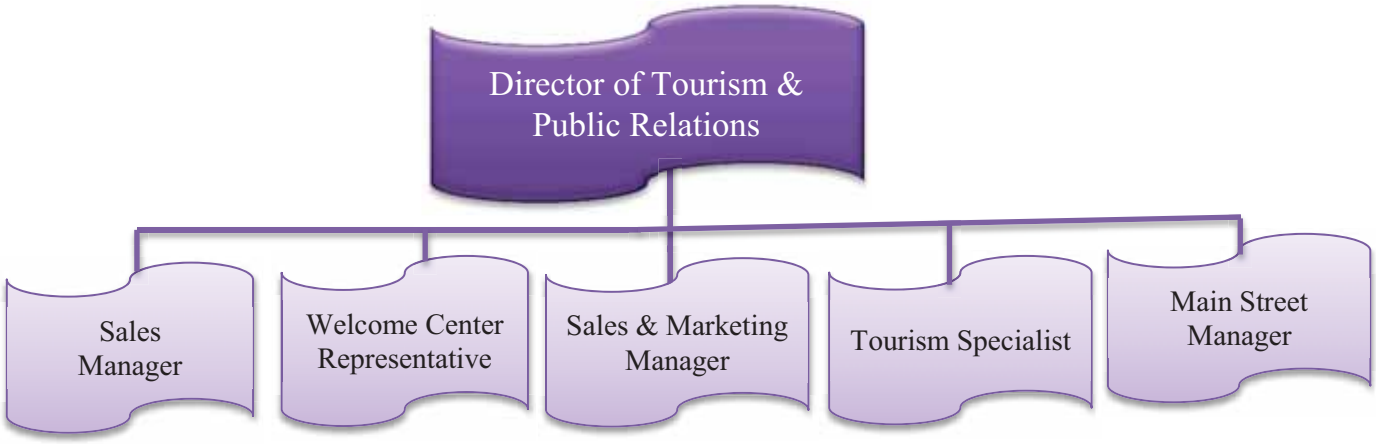
- Advertising for Horse Park (bridal guides, trade show and equestrian show programs), Conyers (events, holidays, generic Conyers promotional ads), co-op ads.
- State of the City costs (A/V, service fees, awards, photography, giveaways, invitations, programs, etc.)
- Newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers.
- Main Street expenses which include Hometown Holiday events and other festivals and special events.

## PERSONNEL POSITIONS

| Public Relations & Tourism Positions | Salary Grade | FY 2011–12 Budgeted Positions | FY 2012–13 Budgeted Positions | FY 2013–14 Budgeted Positions |
|---|---|---|---|---|
| **Director of Public Relations & Tourism** | UC | 1 | 1 | 1 |
| **Sales and Marketing Manager** | 115 | 0 | 0 | 1 |
| **Sales Manager** | 114 | 2 | 2 | 1 |
| **Main Street Manager** | 114 | 1 | 1 | 1 |
| **Tourism Specialist** | 112 | 1 | 1 | 1 |
| **Welcome Center Representative** | 106 | 2 | 2 | 1 |
| **Crewman (Nature Center)** | 103 | 1 | 0 | 1 |
| | **Total** | **8** | **7** | **7** |

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

**Organizational Chart**
**Department of Tourism and Public Relations**



# Tourism & Public Relations 2013-14

| 13-6400-510 | Tourism & Public Relations | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 297,604 | $ 314,489 | 5.7% |
| 1110-0 | Other Salaries & Wages | 2,315 | 2,470 | 6.7% |
| 2100-0 | Group Health Insurance | 28,804 | 31,519 | 9.4% |
| 2110-0 | Group Life Insurance | 913 | 1,126 | 23.3% |
| 2120-0 | Group Dental Insurance | 1,938 | 2,647 | 36.6% |
| 2130-0 | Group Vision Insurance | 438 | 548 | 25.1% |
| 2200-0 | FICA Expense | 22,593 | 24,926 | 10.3% |
| 2400-0 | Municipal Retirement | 40,434 | 34,898 | -13.7% |
| | **Total Personal Benefits** | **$ 395,039** | **$ 412,623** | **4.5%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1110-0 | Maintenance/Repairs Equipment | 3,468 | 5,000 | 44.2% |
| 2300-0 | Advertising | 19,752 | 20,375 | 3.2% |
| 2400-0 | Publishing/Printing | 6,996 | 7,635 | 9.1% |
| 2500-0 | Postage | 8,945 | 12,000 | 34.1% |
| 3100-0 | Dues, Fees & Memberships | 5,472 | 10,170 | 85.9% |
| 3700-0 | Training and Travel | 388 | 4,100 | 957.2% |
| | **Purchased/Contracted Services** | **$ 45,020** | **$ 59,280** | **31.7%** |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 1,211 | $ 2,150 | 77.5% |
| 1300-0 | Periodicals/Publications | 120 | 130 | 8.0% |
| | **Total Supplies** | **$ 1,332** | **$ 2,280** | **71.2%** |
| **57** | **Other Costs** | | | |
| 5950-0 | Economic Development | $ 120,000 | $ 60,000 | -50.0% |
| 8510-0 | Special Events | 13,297 | 15,550 | 16.9% |
| 8535-0 | Main Street Program | 25,971 | 20,200 | -22.2% |
| | **Total Other Costs** | **$ 159,267** | **$ 95,750** | **-39.9%** |
| | **Total Tourism & Public Relations** | **$ 600,658** | **$ 569,933** | **-5.1%** |

| 13-6450-530 | Big Haynes Creek Nature Center | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 21,297 | $ - | -100.0% |
| 1110-0 | Other Salaries & Wages | 50 | - | -100.0% |
| 1120-0 | Overtime Salaries & Wages | 781 | - | -100.0% |
| 2100-0 | Group Health Insurance | 3,144 | - | -100.0% |
| 2110-0 | Group Life Insurance | 69 | - | -100.0% |
| 2200-0 | FICA Expense | 1,613 | - | -100.0% |
| 2400-0 | Municipal Retirement | 2,667 | - | -100.0% |
| | **Total Personal Benefits** | **$ 29,620** | **$ -** | **-100.0%** |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Contract Labor | $ 1,633 | $ - | -100.0% |
| 1110 | Maintenance/Repairs Equipment | 923 | - | -100.0% |
| 1210-0 | Janitorial Supplies | 448 | - | -100.0% |
| | **Total Purchased/Contracted Services** | **$ 3,004** | **$ -** | **-100.0%** |
| **53** | **Supplies** | | | |
| 1250-0 | Operating Supplies | $ 90 | $ - | -100.0% |
| 1375-0 | Landscaping Supplies | 1,715 | - | -100.0% |
| 1390-0 | Signage | 475 | - | -100.0% |
| 1400 | Uniforms | 959 | - | -100.0% |
| | **Total Supplies** | **$ 3,239** | **$ -** | **-100.0%** |
| **54** | **Capital Outlay** | | | |
| 8100-0 | Construction-in-Progress | $ - | $ 30,067 | N/A |
| | **Total Capital Outlay** | **$ -** | **$ 30,067** | **N/A** |
| | **Total Big Haynes Creek Nature Center** | **$ 35,863** | **$ 30,067** | -16.2% |

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

# Non-Departmental 2013-14

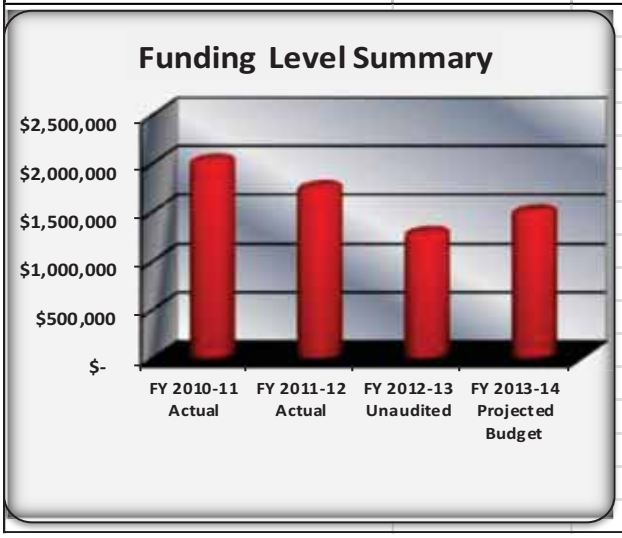
## DEPARTMENT DESCRIPTION

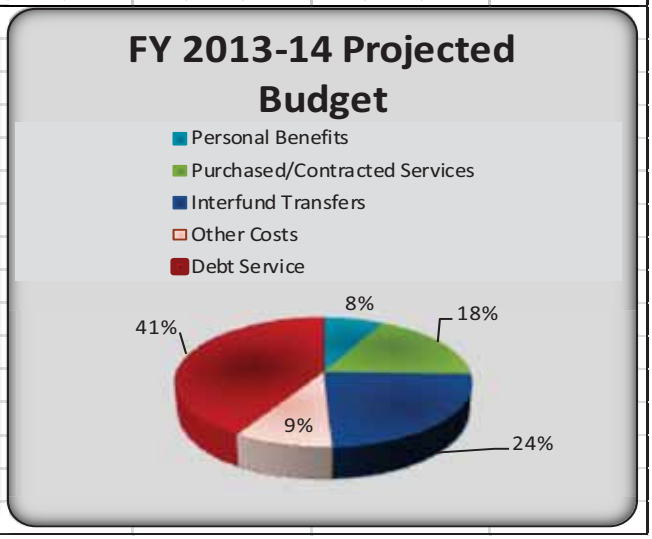
This cost center contains appropriations for those line items that are not specifically related to one department such as retiree's health, liability and workers compensation insurance and contributions to civic organizations. This cost center also covers debt service for the following:

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

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

| Funding Level Summary | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| Personal Benefits | $ 101,083 | $ 106,618 | $ 109,495 | $ 114,147 | 4.2% |
| Purchased/Contracted Services | 271,926 | 256,563 | 288,049 | 267,500 | -7.1% |
| Interfund Transfers | 619,372 | 350,881 | 127,576 | 355,707 | 178.8% |
| Other Costs | 180,877 | 179,081 | 136,443 | 140,000 | 2.6% |
| Debt Service | 847,683 | 854,629 | 615,117 | 620,826 | 0.9% |
| Departmental Total | $2,020,941 | $1,747,772 | $1,276,680 | $1,498,180 | 17.3% |




## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 are $1,498,180, an increase of $221,500 (17.3%) over last year's unaudited budget of $1,276,680. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, stormwater fees, economic development, and debt service. Interfund transfers are expected to increase in fiscal year 2013-2014 due to continued slow economic growth.

# Non-Departmental 2013-14

| 10-9100-900 | Non-Departmental | FY:2012-2013 Unaudited | FY:2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 4300-0 | Retiree Health & Life Insurance | $ 80,076 | $ 109,147 | 36.3% |
| 4305-0 | Housing Authority Health Insurance | 27,560 | - | -100.0% |
| 4350-0 | Unemployment Compensation | 1,860 | 5,000 | 168.9% |
| | **Total Personal Benefits** | **$ 109,495** | **$ 114,147** | **4.2%** |
| **52** | **Purchased/Contracted Services** | | | |
| 3100-0 | Dues, Fees & Memberships | $ 5,183 | $ 7,500 | 44.7% |
| 5200-0 | Workers Compensation Insurance | 162,859 | 130,000 | -20.2% |
| 5300-0 | Liability Insurance | 120,007 | 130,000 | 8.3% |
| | **Purchased/Contracted Services** | **$ 288,049** | **$ 267,500** | **-7.1%** |
| **55** | **Interfund Transfers** | | | |
| 9600-0 | Operating Transfers Out | $ 127,576 | $ 355,707 | 178.8% |
| | **Total Interfund Transfers** | **$ 127,576** | **$ 355,707** | **178.8%** |
| **57** | **Other Costs** | | | |
| 1500-0 | Fiscal Agent Charges | $ 70,127 | $ 75,000 | 6.9% |
| 1600-0 | Stormwater Fees | 35,316 | 34,000 | -3.7% |
| 5955-0 | Historical Society | 6,000 | 6,000 | 0.0% |
| 5956-0 | Arts Council | 25,000 | 25,000 | 0.0% |
| | **Total Other Costs** | **$ 136,443** | **$ 140,000** | **2.6%** |
| **58** | **Debt Service** | | | |
| 1600-0 | C.I.P. Leases Current | $ 5,061 | $ - | -100.0% |
| 1601-0 | GMA Direct Leases | $ 51,116 | $ 50,000 | -2.2% |
| 1602-0 | Interest Expense | 29,635 | 40,000 | 35.0% |
| 1650-0 | Debt Service CCC Bonds | 529,304 | 530,826 | 0.3% |
| | **Total Debt Service** | **$ 615,117** | **$ 620,826** | **0.9%** |
| | **Total Non-Departmental** | **$ 1,276,680** | **$ 1,498,180** | **17.3%** |

# Cherokee Run Golf Club 2013-14

## Functional Organizational Chart
## Department of Cherokee Run Golf Club

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

- Maintain Golf Course Grounds
- Maintenance & Equipment Repairs

- Special Event Bookings
- Catering
- Restaurant/Bar

## DEPARTMENT DESCRIPTION

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

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

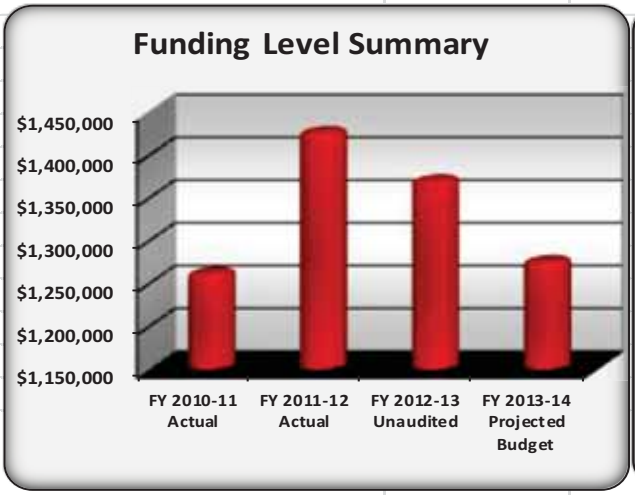
Cherokee Run Golf Club features a pro shop stocked with top-of-the-line logo merchandise as well as superior equipment like golf balls, golf bags and golf clubs. The Palmer Banquet Room provides space for banquets, wedding receptions and corporate meetings. The chef prepares a weekly Sunday brunch, daily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

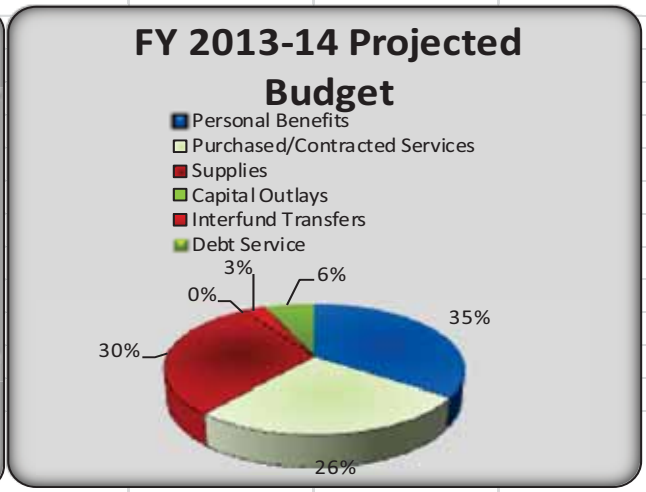
# Cherokee Run Golf Club 2013-14

## KEY OBJECTIVES

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

| | FY 2010-11 Actual | FY 2011-12 Actual | FY 2012-13 Unaudited | FY 2013-14 Projected Budget | % Change From FY 2012-2013 |
|---|---|---|---|---|---|
| **Funding Level Summary** | | | | | |
| Cherokee Run Administration | $ 1,260,572 | $ 671,926 | $ 459,872 | $ 515,605 | 12.1% |
| Cherokee Run Maintenance | $ - | $ 504,517 | 632,055 | 515,278 | -18.5% |
| Cherokee Run Food & Beverage | $ - | $ 248,545 | 276,634 | 243,303 | -12.0% |
| Departmental Total | $ 1,260,572 | $ 1,424,988 | $ 1,368,562 | $ 1,274,186 | -6.9% |
| | | | | | |
| Personal Benefits | $ 349,088 | $ 483,796 | $ 502,298 | $ 441,469 | -12.1% |
| Purchased/Contracted Services | $ 385,076 | 326,762 | 310,783 | 336,800 | 8.4% |
| Supplies | $ 365,628 | 366,809 | 411,999 | 379,000 | -8.0% |
| Capital Outlays | $ 130,513 | 208,758 | 104,711 | - | -100.0% |
| Interfund Transfers | $ 25,987 | 27,983 | 31,631 | 34,500 | 9.1% |
| Debt Service | $ 4,280 | 10,880 | 7,140 | 82,417 | 1054.3% |
| Departmental Total | $ 1,260,572 | $ 1,424,988 | $ 1,368,562 | $ 1,274,186 | -6.9% |
| | | | | | |
| **Personnel Summary** | | | | | |
| Cherokee Run Administration | | 4 | 4 | 4 | 0.0% |
| Cherokee Run Maintenance | | 5 | 5 | 4 | -20.0% |
| Cherokee Run Food & Beverage | | 2 | 1 | 1 | 0.0% |
| Departmental Total | | 11 | 10 | 9 | -10.0% |



## FUTURE OUTLOOK – FISCAL YEAR 2013-2014

- Market Cherokee Run Golf club as the best municipal or daily fee golf course in the Atlanta region.
- Continue with our aggressive maintenance program and beautification of the golf course and surrounding property.
- Partner with the PGA of America, the GSGA, and the USGA to establish Cherokee Run Golf Club as an official site to hold qualifiers and/or championships.
- Use the Conyers Golf Academy as a catalyst to grow junior golf, high school golf, and improve the golfing ability for the local citizens.
- Continue our affiliation with our "Play and Stay Premiere Partnership" agreement with the Golf Channel, Golf Now and Hawthorne Suites to establish Cherokee Run Golf Club as a destination golf course.
- Increase memberships through incentive programs.
- Continue to establish Cherokee Run clubhouse as the place to have meetings, weddings, receptions, and parties.
- To have Cherokee Run Golf Club as a profitable asset for the citizens of Conyers.
- Market and establish Cherokee Run Golf Club as the best municipal or daily fee golf course in the Atlanta region.
- Increase golf rounds by 20%.

## ACCOMPLISHMENTS – FISCAL YEAR 2012-2013

- Improved the playability of the golf course.
- Completed the greens conversion to Mini Verde Bermuda.
- Improved the image of Cherokee Run Golf Club, making it a desirable golf venue.
- Increased rounds of golf by 30%.
- Improved our relationship with patrons attending the Masters. We played 750 on our Master's golf package compared to only 280 the previous year.
- Improved customer satisfaction to an unprecedented level.
- Established Cherokee Run as a destination golf course through our "Play and Stay Premiere Partnership" agreement with the Golf Channel and Hawthorne Suites.

## KEY PERFORMANCE MEASURES

| Cherokee Run Golf Club<br>Planning & Inspection Services | FY 2010-2011<br>Actual | FY 2011-2012<br>Actual | FY 2012-2013<br>Pre-Audit |
|---|---|---|---|
| Rounds of Golf | 9,922 | 22,662 | 19,979 |
| Number of Events | 33 | 65 | 65 |

## BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2013-2014 are $1,274,186, a decrease of $94,376 (6.9%) under the previous year's unaudited budget of $1,368,562. The primary reason for the decrease is last year's budget included funding for conversion of the greens to mini-verde Bermuda. This project was completed in fiscal year 2012-2013.

### PERSONNEL POSITIONS

| Cherokee Run Golf Course | Salary Grade | FY 2011–12 Budgeted Positions | FY 2012–13 Budgeted Positions | FY 2013–14 Budgeted Positions |
|---|---|---|---|---|
| **Director of Golf Operations** | UC | 1 | 1 | 1 |
| **Business Operations Manager** | 116 | 1 | 1 | 1 |
| **Golf Course Superintendent** | 115 | 1 | 1 | 1 |
| **Food and Beverage Manager** | 115 | 1 | 1 | 1 |
| **Assistant Superintendent** | 110 | 1 | 1 | 1 |
| **Golf Course Foreman** | 107 | 2 | 1 | 0 |
| **Tournament Coordinator** | 106 | 1 | 1 | 1 |
| **Assistant Golf Pro** | 106 | 1 | 1 | 1 |
| **Operator I** | 105 | 0 | 0 | 1 |
| **Chef** | 105 | 1 | 1 | 0 |
| **Golf Course Mechanic** | 105 | 1 | 1 | 1 |
| | **Total** | **11** | **10** | **9** |

**Organizational Chart**
**Department of Tourism and Public Relations**

| 17-1700-018 | Cherokee Run Administration | FY: 2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 160,172 | $ 130,436 | -18.6% |
| 1110-0 | Other Salaries & Wages | 10,048 | 17,445 | 73.6% |
| 2100-0 | Group Health Insurance | 13,821 | 8,288 | -40.0% |
| 2110-0 | Group Life Insurance | 466 | 448 | -3.8% |
| 2120-0 | Group Dental Insurance | 1,298 | 343 | -73.6% |
| 2130-0 | Group Vision Insurance | 266 | 73 | -72.5% |
| 2200-0 | FICA Expense | 12,415 | 10,670 | -14.1% |
| 2400-0 | Municipal Retirement | 19,520 | 15,235 | -21.9% |
| | **Total Personal Benefits** | **$ 218,004** | **$ 182,938** | -16.1% |
| **52** | **Purchased/Contracted Services** | | | |
| 1120-0 | Temporary Labor | $ 53,312 | $ 70,000 | 31.3% |
| 1150-0 | Building Maintenance | 6,769 | 6,000 | -11.4% |
| 1155-0 | Computer Services | 4,141 | 2,000 | -51.7% |
| 1200-0 | Pest Control Services | 873 | 1,000 | 14.5% |
| 1222-0 | Computer Equipment | 1,090 | 1,000 | -8.3% |
| 2100-0 | Drug Testing Contracts | 58 | - | -100.0% |
| 2200-0 | Telephone/Cable | 5,053 | 5,000 | -1.0% |
| 2300-0 | Advertising | 14,991 | 15,000 | 0.1% |
| 2500-0 | Postage | 292 | 250 | -14.5% |
| 3100-0 | Dues, Fees, & Memberships | 19,315 | 15,000 | -22.3% |
| 3700-0 | Training & Travel | 2,578 | 4,500 | 74.6% |
| 5300-0 | Liability Insurance | 2,895 | - | -100.0% |
| | **Purchased/Contracted Services** | **$ 111,366** | **$ 119,750** | 7.5% |
| **53** | **Supplies** | | | |
| 1100-0 | Office Supplies | $ 2,326 | $ 1,500 | -35.5% |
| 1200-0 | Water Consumption | 2,164 | 2,500 | 15.5% |
| 1205-0 | Janitorial Supplies | 3,130 | 2,500 | -20.1% |
| 1250-0 | Operating Equipment/supplies | 7,088 | 6,500 | -8.3% |
| 1300-0 | Electricity | 42,617 | 45,000 | 5.6% |
| 1380-0 | Machinery Parts/Repairs | - | 10,000 | N/A |
| 1400-0 | Uniforms | 2,293 | 2,500 | 9.0% |
| 1515-0 | Pro-Shop Merchandise | 63,744 | 60,000 | -5.9% |
| | **Total Supplies** | **$ 123,363** | **$ 130,500** | 5.8% |
| **58** | **Debt Service** | | | |
| **1600-0** | Interest Expense | $ 7,138 | **$ -** | -100.0% |
| 1601-0 | GMA Direct Leases | $ - | $ 82,417 | N/A |
| | **Total Debt Service** | **$ 7,138** | **$ 82,417** | 1054.5% |
| | **Total Cherokee Run Administration** | **$ 459,872** | **$ 515,605** | 12.1% |

| 17-1710-018 | Cherokee Run Maintenance | FY: 2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 160,374 | $ 139,874 | -12.8% |
| 1110-0 | Other Salaries & Wages | 375 | 440 | 17.3% |
| 2100-0 | Group Health Insurance | 22,735 | 24,865 | 9.4% |
| 2110-0 | Group Life Insurance | 497 | 480 | -3.3% |
| 2120-0 | Group Dental Insurance | 1,632 | 1,028 | -37.0% |
| 2130-0 | Group Vision Insurance | 347 | 220 | -36.6% |
| 2200-0 | FICA Expense | 10,976 | 10,734 | -2.2% |
| 2400-0 | Municipal Retirement | 21,016 | 16,337 | -22.3% |
| | **Total Personal Benefits** | **$ 217,951** | **$ 193,978** | -11.0% |
| **52** | **Purchased/Contracted Services** | | | |
| 1120-0 | Temporary Labor | $ 106,611 | $ 125,000 | 17.2% |
| 1130-0 | Irrigation Renovation/Repairs | 11,205 | $ 12,000 | 7.1% |
| 1135-0 | Bunker Renovation/Repairs | 264 | $ 3,000 | 1036.4% |
| 1150-0 | Building Maintenance | 1,286 | $ 2,000 | 55.5% |
| 1155-0 | Computer Services | - | $ 250 | N/A |
| 1160-0 | Equipment Rental | 1,678 | $ 1,800 | 7.3% |
| 1222-0 | Computer Equipment | 4,326 | $ 1,000 | -76.9% |
| 3100-0 | Dues, Fees & Memberships | - | $ 1,000 | N/A |
| 3700-0 | Training & Travel | 425 | $ 750 | 76.5% |
| | **Purchased/Contracted Services** | **$ 125,795** | **$ 146,800** | 16.7% |
| **53** | **Supplies** | | | |
| 1250-0 | Operting Equipment/Supplies | $ 11,130 | $ 7,000 | -37.1% |
| 1350-0 | Chemicals/Fertilizer | 77,113 | $ 80,000 | 3.7% |
| 1355-0 | Concrete/Asphalt | 2,440 | $ - | -100.0% |
| 1357-0 | Sand, Top Dressing | 11,184 | $ 10,000 | -10.6% |
| 1375-0 | Landscaping Supplies | 11,688 | $ 10,000 | -14.4% |
| 1380-0 | Machinery Parts/Repairs | 33,906 | $ 27,000 | -20.4% |
| 1400-0 | Uniforms | 383 | $ 2,000 | 422.2% |
| 4500-0 | Small Tools | 4,124 | $ 4,000 | -3.0% |
| | **Total Supplies** | **$ 151,967** | **$ 140,000** | -7.9% |
| **54** | **Capital Outlays** | | | |
| 9070-0 | New Greens | $ 104,711 | $ - | -100.0% |
| | **Total Capital Outlays** | **$ 104,711** | **$ -** | -100.0% |
| **55** | **Interfund Transfers** | | | |
| 1200-0 | Tires | $ 237 | $ 2,500 | 953.2% |
| 1300-0 | Oil & Fluids | $ 1,367 | $ 2,000 | 46.3% |
| 1400-0 | Fuel | 30,027 | $ 30,000 | -0.1% |
| | **Total Interfund Transfers** | **$ 31,631** | **$ 34,500** | 9.1% |
| | **Total Cherokee Run Maintenance** | **$ 632,055** | **$ 515,278** | -18.5% |

| 17-1720-018 | Cherokee Run Food & Beverage | FY: 2012-2013 Unaudited | FY: 2013-2014 Operating Budget | % Change |
|---|---|---|---|---|
| **51** | **Personal Benefits** | | | |
| 1100-0 | Regular Salaries & Wages | $ 47,143 | $ 46,492 | -1.4% |
| 1110-0 | Other Salaries & Wages | 2,640 | 195 | -92.6% |
| 2100-0 | Group Health Insurance | 6,792 | 8,288 | 22.0% |
| 2110-0 | Group Life Insurance | 137 | 160 | 17.0% |
| 2120-0 | Group Dental Insurance | 344 | 343 | -0.2% |
| 2130-0 | Group Vision Insurance | 73 | 73 | 0.0% |
| 2200-0 | FICA Expense | 3,385 | 3,572 | 5.5% |
| 2400-0 | Municipal Retirement | 5,831 | 5,430 | -6.9% |
| | **Total Personal Benefits** | **$ 66,343** | **$ 64,553** | -2.7% |
| **52** | **Purchased/Contracted Services** | | | |
| 1100-0 | Maintenance & Repairs Equipment | $ 2,189 | $ 3,000 | 37.1% |
| 1120-0 | Temporary Labor | 63,903 | 60,000 | -6.1% |
| 1210-0 | Janitorial Services | 7,530 | 7,000 | -7.0% |
| 3700-0 | Training & Travel | - | 250 | N/A |
| | **Purchased/Contracted Services** | **$ 73,622** | **$ 70,250** | -4.6% |
| **53** | **Supplies** | | | |
| 1103-0 | Beer | $ 16,850 | $ 15,000 | -11.0% |
| 1104-0 | Wine | 2,777 | 2,000 | -28.0% |
| 1105-0 | Liquor | 10,278 | 7,500 | -27.0% |
| 1107-0 | Food Expenses | 74,916 | 70,000 | -6.6% |
| 1250-0 | Bar/Kitchen supplies & Equipment | 10,085 | 7,000 | -30.6% |
| 1280-0 | Special Event Extra Items | 18,228 | 3,000 | -83.5% |
| 1310-0 | Propane | 3,536 | 4,000 | 13.1% |
| | **Total Supplies** | **$ 136,669** | **$ 108,500** | -20.6% |
| | **Total Cherokee Run Food & Beverage** | **$ 276,634** | **$ 243,303** | -12.0% |

# Capital Improvement Program
# Fiscal Years 2014-2018

**DEFINITION OF A CAPITAL IMPROVEMENT**

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

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

## INTRODUCTION

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

## RELATIONSHIP

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

## PROCESS

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

The CIP links the community's comprehensive plan and fiscal plan to physical development. It provides a mechanism for estimating capital requirements, scheduling all projects over a

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

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

**Examples of capital projects include**:

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

## ESTABLISHING CIP PRIORITIES

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

## PRIMARY CRITERIA

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

## SECONDARY CRITERIA

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

## CAPITAL MAINTENANCE

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

The decision to invest operating funds in the maintenance of existing facilities must be based,

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

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

## BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM

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

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

**Focusing Attention on Community Goals, Needs and Capabilities**

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

**Achieving Optimum Use of the Taxpayer's Dollar**

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

**Guiding Future Community Growth and Development**

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

**Serving Wider Community Interest**

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

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

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

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

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

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

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

## CIP COMMON MISTAKES TO BE AVOIDED

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

- Placing a project into the "future" years of the CIP without adequate justification, leading to eventual funding of a possibly unneeded expense.
- Not reviewing the justification and project substance for projects that were in last year's CIP, when circumstances may have changed significantly, requiring modification or elimination of the project.
- Giving inadequate commitment and review to projects not included in the current fiscal year's appropriation.
- Failure to give adequate attention to the need for staff effort to plan and supervise proposed projects.
- Placing major projects not in the CIP directly into the upcoming operating budget.
- Letting projects drift in the CIP from year to year without funds even for study or design.
- Not providing the seed money needed for feasibility and planning activities in the years before permanent funding is arranged.
- Failing to analyze and plan for operating program requirements and costs associated

with construction or utilization of new capital items.

- Not including all relevant costs - e.g., operational and personnel, so that the total cost of the project is known and anticipated.
- Basing choices on easily available federal dollars rather than on local priorities.

## FISCAL POLICIES AND ANALYSIS

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

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

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

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

## CAPITAL IMPROVEMENT PROGRAM POLICIES

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

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

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

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

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

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

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

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

maintenance and replacement schedule will be developed and followed.

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

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

## APPROACHES TO FINANCING CAPITAL IMPROVEMENTS

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

Pay-As-You-Go

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Authorities and Special Districts
Authorities and special districts are created in most cases to manage facilities that are

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

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

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

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

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

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

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

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

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

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

Enterprise Funds - Enterprise funds are self-supporting and derive their revenue from charges levied on the users of the service. The City of Conyers has a stormwater management

utility and sanitation services that operate as enterprise funds.

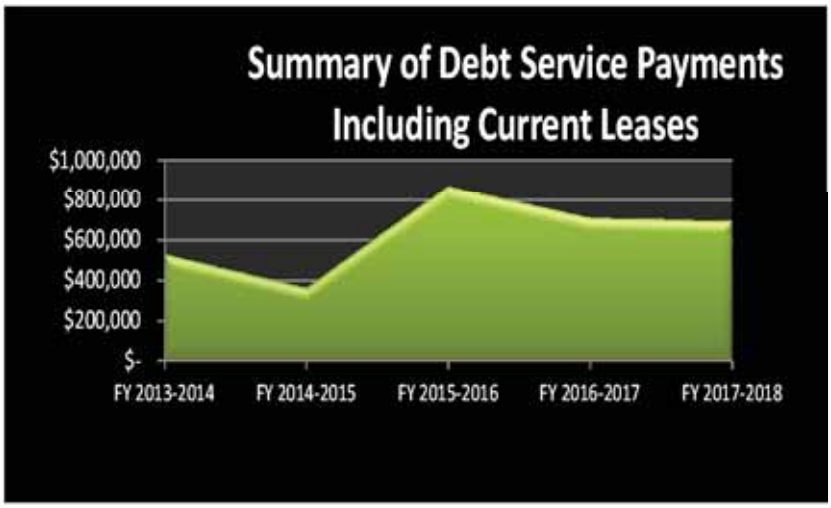
Emergency Telephone System Fund - Revenues for this fund are derived from 911 fees imposed by local governments for the purpose of paying for emergency telephone service.

| DIVISION/FUND | | | | | | |
|---|---|---|---|---|---|---|
| **List of Equipment** | **FY 2013-2014** | **FY 2014-2015** | **FY 2015-2016** | **FY 2016-2017** | **FY 2017-2018** | **Total** |
| **GIHP** | | | | | | |
| Tables | $ - | $ 5,000 | $ 5,000 | $ - | $ - | $ 10,000 |
| Drags | $ - | $ 14,250 | $ - | $ - | $ - | $ 14,250 |
| Facades | $ - | $ - | $ - | $ - | $ 40,000 | $ 40,000 |
| Tractors | $ - | $ 27,000 | $ 27,000 | $ - | $ - | $ 54,000 |
| Covered Warm Up Arena | $ - | $ - | $ - | $ - | $ 475,000 | $ 475,000 |
| Barricades | $ - | $ 7,500 | $ 7,500 | $ - | $ - | $ 15,000 |
| Remodel Carriage Room | $ - | $ - | $ - | $ 85,000 | $ - | $ 85,000 |
| Chairs for Outdoor Events | $ - | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 20,000 |
| Skid Steer | $ - | $ 55,000 | $ - | $ - | $ - | $ 55,000 |
| Fencing | $ - | $ - | $ - | $ 30,000 | $ - | $ 30,000 |
| **Total GIHP** | $ - | $ 113,750 | $ 44,500 | $ 120,000 | $ 520,000 | **$ 798,250** |
| **Public Safety** | | | | | | |
| Patrol Vehicles | $ 370,000 | $ 370,000 | $ 370,000 | $ 370,000 | $ 370,000 | $ 1,850,000 |
| Security Alert Truck | $ 26,000 | $ - | $ - | $ - | $ - | $ 26,000 |
| Digital Radio System | $ - | $ 2,000,000 | $ - | $ - | $ - | $ 20,000 |
| Crime Scene Mapping System | $ - | $ 20,000 | $ - | $ - | $ - | $ 20,000 |
| Citation Printers | $ 18,266 | $ - | $ - | $ - | $ - | $ 18,266 |
| Emergency Generator | $ 50,000 | $ - | $ - | $ - | $ - | $ 50,000 |
| Steam Humidifier | $ - | $ 11,400 | $ - | $ - | $ - | $ 11,400 |
| Krimesite Imager - Master Ruvis Kit | $ - | $ 8,950 | $ - | $ - | $ - | $ 8,950 |
| Police Tahoes | $ 160,000 | $ - | $ - | $ - | $ - | $ 160,000 |
| Remote Video Surveillance Recorder | $ - | $ 6,674 | $ - | $ - | $ - | $ 6,674 |
| Online Incident Reporting System | $ 15,000 | $ - | $ - | $ - | $ - | $ 15,000 |
| Personal Body Cameras | $ 44,950 | $ - | $ - | $ - | $ - | $ 144,570 |
| Public Safety Cameras | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 277,605 |
| Undercover Audio Recording System | $ 7,100 | $ - | $ - | $ - | $ - | $ 7,100 |
| **Total Public Safety** | $ 746,837 | $ 2,472,545 | $ 425,521 | $ 425,521 | $ 425,521 | **$ 3,749,108** |
| **Public Works & Transportation** | | | | | | |
| Portable Air Compressor | $ - | $ - | $ 13,000 | $ - | $ - | $ 13,000 |
| Bucket Truck | $ - | $ 60,000 | $ - | $ - | $ - | $ 60,000 |
| 3/4 Ton Pickup Trucks | $ 50,000 | $ 50,000 | $ - | $ - | $ - | $ 100,000 |
| Tandem Axle Dump Truck | $ - | $ 110,000 | $ - | $ - | $ - | $ 110,000 |
| Vehicles | $ - | $ 40,000 | $ - | $ - | $ - | $ 40,000 |
| **Total Public Works & Transportation** | $ 50,000 | $ 260,000 | $ 13,000 | $ - | $ - | **$ 323,000** |
| **GENERAL FUND** | **$ 796,837** | **$ 2,846,295** | **$ 483,021** | **$ 545,521** | **$ 945,521** | **$ 4,870,358** |
| **Sanitation** | | | | | | |
| 1 Ton Flat Bed Trucks | $ - | $ 140,000 | $ 76,000 | $ - | $ - | $ 216,000 |
| 22 ft. Trailer | $ - | $ 14,000 | $ - | $ - | $ - | $ 14,000 |
| Mowers | $ - | $ 14,000 | $ - | $ - | $ - | $ 14,000 |
| Leaf Vacuum | $ - | $ 37,000 | $ - | $ - | $ - | $ 37,000 |
| **Total Sanitation** | $ - | $ 205,000 | $ 76,000 | $ - | $ - | **$ 281,000** |
| **SANITATION FUND** | **$ -** | **$ 205,000** | **$ 76,000** | **$ -** | **$ -** | **$ 281,000** |
| **Total All Funds** | **$ 796,837** | **$ 3,051,295** | **$ 559,021** | **$ 545,521** | **$ 945,521** | **$ 5,151,358** |

Capital Improvement Plan
Fiscal Years 2014-2018
Summary of Debt Service Payments

All Departments

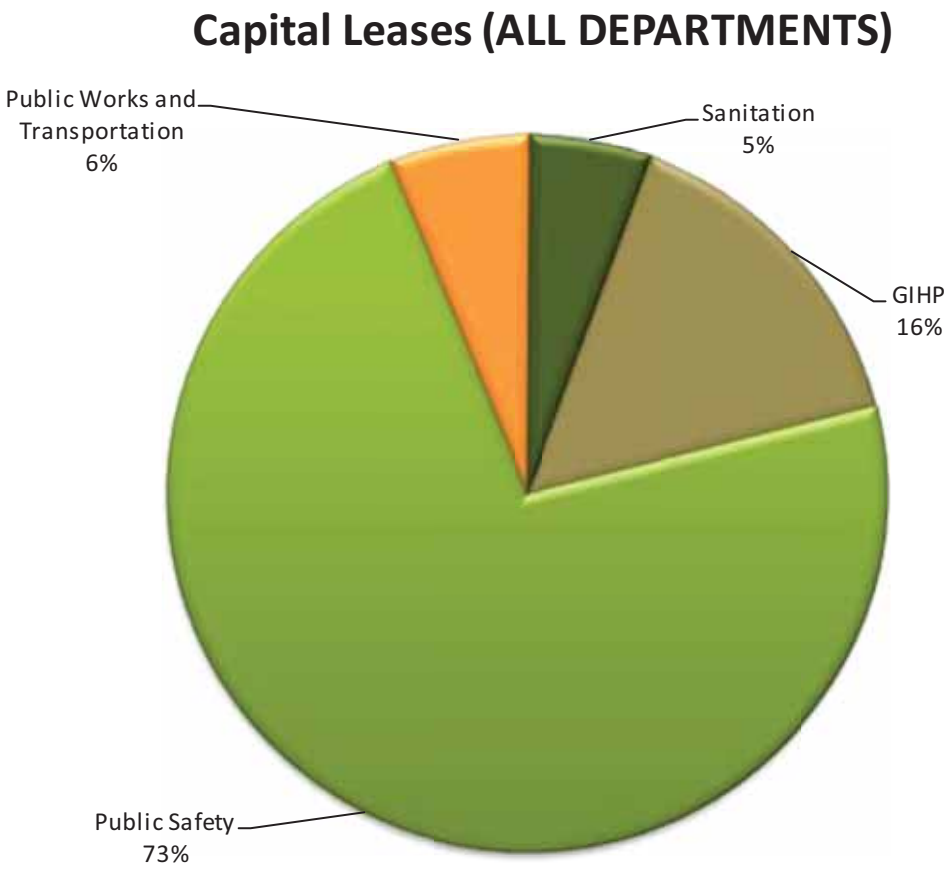
| Department | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | Total |
|---|---|---|---|---|---|---|
| Current Lease Purchases | $ 529,304 | $ 312,780 | $ 229,915 | $ 46,673 | $ - | $ 1,118,672 |
| GIHP | $ - | $ - | $ 20,529 | $ 28,444 | $ 54,822 | $ 103,795 |
| Public Safety | $ - | $ 36,440 | $ 498,844 | $ 498,844 | $ 498,844 | $ 1,532,972 |
| Public Works & Transportation | $ - | $ 11,295 | $ 70,934 | $ 70,934 | $ 73,916 | $ 227,077 |
| Sanitation | $ - | $ - | $ 46,894 | $ 64,327 | $ 64,327 | $ 175,548 |
| Total Lease Purchases Debt | $ 529,304 | $ 360,515 | $ 867,116 | $ 709,221 | $ 691,908 | $ 3,158,064 |



City of Conyers
GMA Direct Lease Program

| Lease # | Original Loan Amount | Description | Original Date | Interest Rate | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | Direct Lease Balance | Final Payment |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | $236,364.83 | GIHP Maintenance/ Furniture/ Equipment | 10/09/09 | 3.21% | 51,116 | 12,779 | 0 | 0 | 0 | 63,895 | 8/15/14 |
| 2 | $279,879 | Club Car Golf Carts/John Deere Gators | 11/19/10 | 2.5% | 24,181 | 0 | 0 | 0 | 0 | 24,181 | 9/9/13 |
| 3 | $272,724 | Golf Course Turf Care Equipment | 05/13/11 | 2.7% | 58,236 | 58,236 | 43,677 | 0 | 0 | 160,149 | 3/13/16 |
| | | Total Principal & Interest | | | 133,533 | 71,015 | 43,677 | 0 | 0 | 248,225 | |

# All Departments
# Fiscal Years 2014-2018



# Capital Improvement Plan

# Fiscal Years 2014-2018

## *Georgia International Horse Park*

## *(GIHP)*

## City of Conyers

### Capital Improvement Plan
### Fiscal Years 2014-2018

### Summary of Debt Service Payments
### GIHP

| Debt Service | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | Total |
|---|---|---|---|---|---|---|
| **GIHP** | | | | | | |
| Tractors | $ - | $ - | $ 6,193 | $ 12,387 | $ 12,387 | $ 30,967 |
| Barricades | $ - | $ - | $ 1,720 | $ 3,441 | $ 3,441 | $ 8,602 |
| Remodel Carriage Room | $ - | $ - | $ - | $ - | $ 19,497 | $ 19,497 |
| Skid Steer | $ - | $ - | $ 12,616 | $ 12,616 | $ 12,616 | $ 37,848 |
| Fencing | $ - | $ - | $ - | $ - | $ 6,881 | $ 6,881 |
| **Total GIHP** | $ - | $ - | $ 20,529 | $ 28,444 | $ 54,822 | **$ 103,795** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

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

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

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

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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 5,000 | $ 5,000 | | | $ 10,000 |
| Quantity | | 25 | 25 | | | 50 |
| **Total** | | **$ 5,000** | **$ 5,000** | | | **$ 10,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | $ 5,000 | $ 5,000 | | | $ 10,000 |
| **Total** | | **$ 5,000** | **$ 5,000** | | | **$ 10,000** |

**Operational Impact/Other**

The operating impact would reflect a reduction of man hours and therefore an increase in productivity. Additional revenue is most likely a factor due to the fact that the new tables would look more attractive for prospective renters of the available facilities at the park.

| **Operating Budget Impact** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GIHP Revenue | | $ 3,000 | $ 3,000 | $ 3,000 | $ 3,000 | $ 12,000 |
| **Total** | | **$ 3,000** | **$ 3,000** | **$ 3,000** | **$ 3,000** | **$ 12,000** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-02** |
| Project Name | **Drags** |

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

**Description** — **Total Project Cost $ 14,250**

One arena works drag and two hydraulic 4 in 1 drags.

**Justification**

Currently, we have one 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. In FY 2015, we would replace one hydraulic 4 in 1 drag and one arena works drag.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 14,250 | | | | $ 14,250 |
| Quantity | | 2 | | | | 2 |
| **Total** | | **$ 14,250** | | | | **$ 14,250** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | $ 14,250 | | | | $ 14,250 |
| **Total** | | **$ 14,250** | | | | **$ 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 Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-03** |
| Project Name | **Building facades** |

| | | | |
|---|---|---|---|
| **New or Replacement** | New | **Contact** | Jennifer Bexley |
| **Category** | Improvements | **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 | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | | | | $ 40,000 | $ 40,000 |
| **Total** | | | | | **$ 40,000** | **$ 40,000** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | 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 Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-04** |
| Project Name | **Tractors** |

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

**Description** — **Total Project Cost $ 54,000**

Two 70 hp Kubota tractors.

**Justification**

Replacement of two tractors. One will be replaced in FY 2015 and the other one in FY 2016.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 27,000 | $ 27,000 | | | $ 54,000 |
| Quantity | | 1 | 1 | | | 2 |
| **Total** | | **$ 27,000** | **$ 27,000** | | | **$ 54,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | $ 27,000 | $ 27,000 | | | $ 54,000 |
| **Total** | | **$ 27,000** | **$ 27,000** | | | **$ 54,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan

**2014** *thru* **2018**

**City of Conyers, Georgia**

| | |
|---|---|
| Project # | **GIHP-05** |
| Project Name | **Covered Warm Up Arena** |

| | | | |
|---|---|---|---|
| **New or Replacement** | New | **Contact** | Jennifer Bexley |
| **Category** | Buildings | **Department** | Horse Park |

**Description** **Total Project Cost $ 475,000**

An 160 X 110 square foot covered area including a covered walkway.

**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 include a covered walkway connecting the new covered arena to the existing Charles Walker Arena.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | | | | $475,000 | $ 475,000 |
| **Total** | | | | | **$475,000** | **$ 475,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | | | | $475,000 | $ 475,000 |
| **Total** | | | | | **$475,000** | **$ 475,000** |

**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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Liability Insurance | | | | | $ 1,500 | $ 1,500 |
| **Total** | | | | | **$ 1,500** | **$ 1,500** |

## Capital Improvement Plan
**2014** *thru* **2018**

**City of Conyers, Georgia**

| | |
|---|---|
| Project # | **GIHP-06** |
| Project Name | **Barricades** |

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

GEORGIA INTERNATIONAL 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 15 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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 7,500 | $ 7,500 | | | $ 15,000 |
| Quantity | | 50 | 50 | | | 100 |
| **Total** | | **$ 7,500** | **$ 7,500** | | | **$ 15,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | $ 7,500 | $ 7,500 | | | $ 15,000 |
| **Total** | | **$ 7,500** | **$ 7,500** | | | **$ 15,000** |

**Operational Impact/Other**

Due to the fact that the barricades are for replacement purposes, there is no operating impact expected with this capital item.

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-07** |
| Project Name | **Remodeling of the Carriage Room** |

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

**Description** **Total Project Cost $ 85,000**

Remodeling of the Carriage Room to include 400 new chairs at $20,000, new draperies at $14,000, new carpet at $9,000, a new ceiling at $9,500, new lighting at $5,500 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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | | | $ 85,000 | | $ 85,000 |
| **Total** | | | | **$ 85,000** | | **$ 85,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | | | $ 85,000 | | $ 85,000 |
| **Total** | | | | **$ 85,000** | | **$ 85,000** |

**Operational Impact/Other**

There is no operating impact associated with this capital item.

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-08** |
| Project Name | **Chairs for Outdoor Events** |

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

GEORGIA INTERNATIONAL HORSE PARK®

**Description** — **Total Project Cost $ 20,000**

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 located and dispose of the chairs in the worst condition; however, they are all showing their age. The chairs are needed for all of our outdoor events.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 20,000 |
| **Total** | | **$ 5,000** | **$ 5,000** | **$ 5,000** | **$ 5,000** | **$ 20,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **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**

There is no operating impact associated with this capital purchase.

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-09** |
| Project Name | **Skidsteer Loader** |

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

**Description** — **Total Project Cost $ 55,000**

Skidsteer Loader for use at the Horse Park.

**Justification**

With the new Exhibition Center, the temporary stalls are regularly being removed and replaced based upon the events booked. A skidsteer is necessary to move both the stalls and stall mats. In addition, a number of other projects are done at the park that require the use of a skidsteer. Currently, we must borrow the Public Work's skidsteer. This is often inconvenient for them as they have several departments that utilize the equipment.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 55,000 | | | | $ 55,000 |
| **Total** | | **$ 55,000** | | | | **$ 55,000** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | 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 | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Liability Insurance | | $ 1,500 | $ 1,500 | $ 1,500 | $ 1,500 | **$ 6,000** |
| Fuel | | $ 11,000 | $ 12,500 | $ 14,000 | $15,500 | $ 53,000 |
| **Total** | | **$ 12,500** | **$ 14,000** | **$ 15,500** | **$17,000** | **$ 59,000** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **GIHP-10** |
| Project Name | **Fencing** |

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

**Description** **Total Project Cost $ 30,000**

5,000 linear feet of two rail vinyl fence.

**Justification**

Fencing currently exists at the entrance of the main gate of the Horse Park. For a more professional and inviting entrance, fencing is needed along Centennial Olympic Parkway in front of the park. This will also make the look more consistent with the new fencing installed at the Big Haynes Creek Nature Center.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | | | $ 30,000 | | $ 30,000 |
| **Total** | | | | **$ 30,000** | | **$ 30,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| GMA Direct Lease | | | | $ 30,000 | | $ 30,000 |
| **Total** | | | | **$ 30,000** | | **$ 30,000** |

**Operational Impact/Other**

The fencing will be installed by the horse park staff. No other operating impact is associated with this capital purchase.

# Capital Improvement Plan

# Fiscal Years 2014-2018

## *Public Safety*

## City of Conyers

### Capital Improvement Plan
### Fiscal Years 2014-2018

### Summary of Debt Service Payments
### Public Safety

| Debt Service | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | Total |
|---|---|---|---|---|---|---|
| **Public Safety** | | | | | | |
| Security Alert Truck | $ - | $ 5,873 | $ 5,873 | $ 5,873 | $ 5,873 | $ 23,492 |
| Undercover Audio Recording System | $ - | $ 1,604 | $ 1,604 | $ 1,604 | $ 1,604 | $ 6,416 |
| Crime Scence Mapping System | $ - | $ - | $ 4,518 | $ 4,518 | $ 4,518 | $ 13,554 |
| Citation Printers | $ - | $ 4,126 | $ 4,126 | $ 4,126 | $ 4,126 | $ 16,504 |
| Emergency Generator | $ - | $ 11,295 | $ 11,295 | $ 11,295 | $ 11,295 | $ 45,180 |
| Steam Humidifier | $ - | $ - | $ 2,575 | $ 2,575 | $ 2,575 | $ 7,725 |
| Krimesite Imager | $ - | $ - | $ 2,022 | $ 2,022 | $ 2,022 | $ 6,066 |
| Digital Radio System | $ - | $ - | $ 451,781 | $ 451,781 | $ 451,781 | $ 1,355,343 |
| Online Incident Reporting System | $ - | $ 3,388 | $ 3,388 | $ 3,388 | $ 3,388 | $ 13,552 |
| Personal Body Cameras | $ - | $ 10,154 | $ 10,154 | $ 10,154 | $ 10,154 | $ 40,616 |
| Remote Video Surveillance Recorder | $ - | $ - | $ 1,508 | $ 1,508 | $ 1,508 | $ 4,524 |
| **Total Public Safety** | $ - | $ 36,440 | $ 498,844 | $ 498,844 | $ 498,844 | **$ 1,532,972** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PD-01** |
| Project Name | **Undercover Audio Recording System** |

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

**Description** — **Total Project Cost** **$ 7,100**

Audio recorder that allow detectives or informants to work undercover.

**Justification**

This system will allow detectives to go undercover or to have a confidential informant work undercover in order to receover stolen property, develop probable casue for search and arrest warrants, and record incriminating statements made by suspects. The system works by wiring a wearable microphone to the undercover agent, and then it transmits the sound to the receiver where it is recorded. This equipment is essential to undercover operations. The stick antenna is worn by the undercover agent and is necessary for transmission. The Tiny Tot 2 Transmitter is also worn by the undercover agent and the microphone and antennae connect to it. The Echo 6 Tactical Repeater boosts the signal from the transmitter to the receiver. It is an external unit that needs to be near the undercover agent, and it boosts the signal receiver. It is an external unit that needs to be near the undercover agent, and it boosts the signal receiver. It is an external unit that needs to be near the undercover agent, and it boosts the signal strength. The Mini Synthesized Intelligence Receiver receives and recores the sound being transmitted.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 7,100 | | | | | $ 7,100 |
| **Total** | $ 7,100 | | | | | **$ 7,100** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 7,100 | | | | | $ 7,100 |
| **Total** | **$ 7,100** | | | | | **$ 7,100** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**2014** *thru* **2018**

**City of Conyers, Georgia**

| | |
|---|---|
| Project # | **PD-02** |
| Project Name | **Patrol Vehicles** |

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

**Description** **Total Project Cost $ 1,850,000**

Replacement police vehicles for the Police Department.

**Justification**

This is to provide new patrol cars for the Field Service Bureau. This will help eliminate older vehicles that are in the fleet and put more dependable cars on the road to respond to emergency situations. Cost includes cost of vehicle and equipment.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 370,000 | $ 370,000 | $ 370,000 | $370,000 | $370,000 | $ 1,850,000 |
| Quantity | 10 | 10 | 10 | 10 | 10 | 50 |
| **Total** | **$ 370,000** | **$ 370,000** | **$ 370,000** | **$370,000** | **$370,000** | **$ 1,850,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Splost | $ 370,000 | $ 370,000 | $ 370,000 | $370,000 | $370,000 | $ 1,850,000 |
| **Total** | **$ 370,000** | **$ 370,000** | **$ 370,000** | **$370,000** | **$370,000** | **$ 1,850,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-03** |
| Project Name | **Security Alert Truck** |

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

**Description** **Total Project Cost $ 26,000**

Ford F-150 Supercab Pickup with long bed camper shell, ladder rack and shelving for Conyers Security Alert.

**Justification**

Conyers Security Alert is in need of a new vehicle to replace its aging truck. Although the current truck is past its life cycle as a regular services vehicle, it will be kept as a spare truck for Conyers Security Alert since they have no other spare vehicle if one of theirs is in the shop for repair.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 26,000 | | | | | $ 26,000 |
| **Total** | $ 26,000 | | | | | **$ 26,000** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 26,000 | | | | | $ 26,000 |
| **Total** | **$ 26,000** | | | | | **$ 26,000** |

**Operational Impact/Other**

There is no O & M impact associated with this capital purchase since it is for replacement purposes.

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PD-04** |
| Project Name | **Total Station Crime Scene Mapping System** |

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

**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 GPS coordinates and mapped crimes scenes is now becoming the standard and expectation. The total station will perform essentially the data-collecting functions that will allow investigators and scene reconstructionists to more efficiently map out a crime or accident scene. Additional software called AIMS will allow detectives to do the work more safely, accurately and faster. AIMS allows investigators to work a crash scene from a safe location by simply aiming the total station and taking a reading. This way, they stay away from traffic, debris, and other hazards. When the scene has to be cleared for the data collection, the system enables traffic to resume sooner.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 20,000 | | | | $ 20,000 |
| **Total** | | **$ 20,000** | | | | **$ 20,000** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 20,000 | | | | $ 20,000 |
| **Total** | | **$ 20,000** | | | | **$ 20,000** |

**Operational Impact/Other**

First year of maintenance is free. Subsequent years the cost will be $683 per year.

| Operating Budget Impact | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Maintenance | | | $ 683 | $ 683 | $ 683 | $ 2,049 |
| **Total** | | | **$ 683** | **$ 683** | **$ 683** | **$ 2,049** |

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-05** |
| Project Name | **Citation Printers** |

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

**Description** — **Total Project Cost $ 18,266**

Citation Printers and Mounts for Patrol Vehicles.

**Justification**

This will place additional ticket printer units in patrol vehicles. The units reduce the amount of time an officer is down on a traffic stop hand writing tickets. The units reduce the amount of inaccurate information being copied onto the citation, since the citation is prefilled from GCIC. This also reduces the amount of time court personnel use to input the data from the citation into the record management system. Data entry errors are decreased which is essential when issuing warrants for failure to appear. The mounts will be installed inside the patrol vehicle to provide a safe and secure location for the printer. This will provide easy access for the officer to operate the equipment and reduce changes of damage because it is freely placed in the vehicle.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 18,266 | | | | | $ 18,266 |
| **Total** | **$ 18,266** | | | | | **$ 18,266** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 18,266 | | | | | $ 18,266 |
| **Total** | **$ 18,266** | | | | | **$ 18,266** |

**Operational Impact/Other**

Paper for printer will need to be purchased and has been budgeted under Court Services.

| **Operating Budget Impact** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Office Supplies | $ 990 | $ 990 | $ 990 | $ 990 | $ 990 | $ 4,950 |
| **Total** | **$ 990** | **$ 990** | **$ 990** | **$ 990** | **$ 990** | **$ 4,950** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PD-06** |
| Project Name | **Emergency Generator** |

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

**Description** **Total Project Cost $ 50,000**

New generator for the Police Department 911 Center.

**Justification**

The primary generator for the E911 Center is an older generator that is continuously experiencing maintenance problems. Parts for the generator are failing, and the parts, due to its age, are expensive and becoming difficult to locate.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 50,000 | | | | | $ 50,000 |
| **Total** | $ 50,000 | | | | | **$ 50,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 50,000 | | | | | $ 50,000 |
| **Total** | **$ 50,000** | | | | | **$ 50,000** |

**Operational Impact/Other**

There is no O & M impact associated with this capital purchase since it is for replacement purposes.

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PD-07** |
| Project Name | **Steam Humidifier** |

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

**Description** — **Total Project Cost $ 11,400**

Humidifier for 911 Center.

**Justification**

The Communications Division experiences very dry air during the fall and winter seasons which causes an elevated amount of static electricity in the air. Operators are constantly being shocked when they move around the center. The humidifier would allow moisture to stay in the air and would in turn reduce the static electricity that causes the shocks.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 11,400 | | | | $ 11,400 |
| **Total** | | **$ 11,400** | | | | **$ 11,400** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 11,400 | | | | $ 11,400 |
| **Total** | | **$ 11,400** | | | | **$ 11,400** |

**Operational Impact/Other**

Filters and any other consumable replacements are associated with this capital purchase.There is no O & M impact associated with this capital purchase since it is for replacement purposes.

| Operating Budget Impact | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Maintenance | | $ 200 | $ 200 | $ 200 | $ 200 | $ 800 |
| **Total** | | **$ 200** | **$ 200** | **$ 200** | **$ 200** | **$ 800** |

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-08** |
| Project Name | **Krimesite Imager - Master Ruvis Kit** |

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

**Description** — **Total Project Cost $ 8,950**

KRIMESITE is a no-touch technology utilizing Reflected Ultraviolet Imaging (RUVIS) to detect latent fingerprints without the use of powers, chemicals, or cyanoacrylate fuming.

**Justification**

This system would allow a crime scene investigator to purvey 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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 8,950 | | | | $ 8,950 |
| **Total** | | **$ 8,950** | | | | **$ 8,950** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 8,950 | | | | $ 8,950 |
| **Total** | | **$ 8,950** | | | | **$ 8,950** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PD-09** |
| Project Name | **New Police Tahoes** |

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

**Description** **al Project Cost $ 160,000**

Police Tahoes equipped for detectives.

**Justification**

This is to purchase new additional vehicles to the fleet that will be assigned to the four new detective positions requested in this year's budget.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 160,000 | | | | | $ 160,000 |
| Quantity | 4 | | | | | 4 |
| **Total** | **$ 160,000** | | | | | **$ 160,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| SPLOST | $ 160,000 | | | | | $ 160,000 |
| **Total** | **$ 160,000** | | | | | **$ 160,000** |

**Operational Impact/Other**

Annual vehicle maintenance costs will apply.

| **Operating Budget Impact** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Maintenance | $ 2,000 | $ 2,000 | $ 3,500 | $ 3,500 | $ 3,500 | $ 14,500 |
| **Total** | **$ 2,000** | **$ 2,000** | **$ 3,500** | **$ 3,500** | **$ 3,500** | **$ 14,500** |

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-10** |
| Project Name | **Digital Trunked Simulcast System** |

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

**Description** **Total Project Cost** **$ 2,000,000**

New radio system for the Conyers Police Department.

**Justification**

The current 800MHz radio system is analog and is extremely old. Parts are becoming scarce for repairs, and should the system take a direct lightning strike, as we have experienced several times, the radio system may be unable to be brought back online. The proposed system would be a new, digital 800 system with all new portable police radios. Includes a 2-site system, consoles, subscriber radio upgrades, and new APX subscriber radios. See next pages for further information on the system.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 2,000,000 | | | | $ 2,000,000 |
| **Total** | | **$ 2,000,000** | | | | **$ 2,000,000** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 2,000,000 | | | | $ 2,000,000 |
| **Total** | | **$ 2,000,000** | | | | **$ 2,000,000** |

**Operational Impact/Other**

Regular radio maintenance costs will apply to this capital purchase.

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-11** |
| Project Name | **Remote Video Surveillance Recorder** |

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

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

Remote surveillance system that is mobile and powered by the street lights.

**Justification**

Criminal investigations frequently require surveillance and monitoring, but this is often difficult due to manpower issues, the target location, and the difficulties of remaining covert in one area too long. This system is a mobile police cam that can be placed on and powered by street lights. This system would allow a single officer to monitor a target location that previously would have required multiple officers. The video can be monitored remotely and therefore not give away the surveillance operation. The street light power adaptor allows the system to be connected to a street light for a power source. The police department used to be able to borrow this equipment from the Regional Organized Crime Information Center (ROCIC). However, due to lack of federal funding, this organization may no longer be operational.

| Expenditures | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 6,674 | | | | $ 6,674 |
| **Total** | | **$ 6,674** | | | | **$ 6,674** |

| Funding Source | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 6,674 | | | | $ 6,674 |
| **Total** | | **$ 6,674** | | | | **$ 6,674** |

**Operational Impact/Other**

A recurring cost of $480 per year for cellular service will be associated with this capital purchase.

| Operating Budget Impact | 2014 | 2015 | 2016 | 2017 | 2018 | Total |
|---|---|---|---|---|---|---|
| Telephone | $ 480 | $ 480 | $ 480 | $ 480 | $ 480 | $ 2,400 |
| **Total** | **$ 480** | **$ 480** | **$ 480** | **$ 480** | **$ 480** | **$ 2,400** |

## Capital Improvement Plan
**2014** *thru* **2018**

**City of Conyers, Georgia**

| | |
|---|---|
| Project # | **PD-12** |
| Project Name | **Online Incident Reporting System** |

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

**Description** — **Total Project Cost $ 15,000**

Online system which would allow the public to file certain types of reports themselves online.

**Justification**

The Desk Officer Reporting System will allow for citizens to file police reports via the Internet. In today's technological age, citizens no longer see many of the benefits as an enhanced service, but rather a basic service. With the ability to allow citizens to file incident reports online, this will free police officers to more engage in more proactive policing. The Cop Logic system would integrate directly into RMS after approval of supervisor. This is ASP based and will not require servers or additional hardware.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 15,000 | | | | | $ 15,000 |
| **Total** | **$ 15,000** | | | | | **$ 15,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 15,000 | | | | | $ 15,000 |
| **Total** | **$ 15,000** | | | | | **$ 15,000** |

**Operational Impact/Other**

Recurring cost of $5,000 per year for maintenance each year after the first year.

| **Operating Budget Impact** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Maintenance | | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 | $ 20,000 |
| **Total** | | **$ 5,000** | **$ 5,000** | **$ 5,000** | **$ 5,000** | **$ 20,000** |

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-13** |
| Project Name | **Personal Body Cameras** |

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

**Description** **Total Project Cost $ 44,950**

Cameras that officers will wear on their uniforms for recording when not near their vehicles.

**Justification**

The LE2 is the newest generation of wearable police camera designed to integrate with the L3 digital video system in use by the police department. The LE2 easily clips to a police uniform to record the actions of the wearer and those around them. The LE2 camera is available in an IACP compliant green or covert black lens color. We currently have a camera in use at Rockdale County High School as a pilot program.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 44,950 | | | | | $ 44,950 |
| Quantity | 50 | | | | | 50 |
| **Total** | **$ 44,950** | | | | | **$ 44,950** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | $ 44,950 | | | | | $ 44,950 |
| **Total** | **$ 44,950** | | | | | **$ 44,950** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**2014** *thru* **2018**

### City of Conyers, Georgia

| | |
|---|---|
| Project # | **PD-14** |
| Project Name | **Public Safety Cameras** |

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

**Description** **Total Project Cost $ 277,605**

Cameras that are to be added to the current citywide camera project.

**Justification**

These cameras are requested to expand the citywide Public Safety Camera System from 25 cameras to 30 cameras. This will add additional coverage to additional areas within the city. This will allow the system to be expanded into Northside Village and further up Highway 138. The plan is to add five cameras a year.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 277,605 |
| Quantity | 5 | 5 | 5 | 5 | 5 | 25 |
| **Total** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 277,605** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| SPLOST | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 55,521 | $ 277,605 |
| **Total** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 55,521** | **$ 277,605** |

**Operational Impact/Other**

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

# Capital Improvement Plan

# Fiscal Years 2014-2018

## *Public Works & Transportation*

**City of Conyers**

**Capital Improvement Plan**
**Fiscal Years 2014-2018**

**Summary of Debt Service Payments**
**Public Works & Transportation**

| Debt Service | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | Total |
|---|---|---|---|---|---|---|
| **Public Works & Transportation** | | | | | | |
| Portable Air Compressor | $ - | $ - | $ - | $ - | $ 2,982 | $ 2,982 |
| Bucket Truck | $ - | $ - | $ 13,763 | $ 13,763 | $ 13,763 | $ 41,289 |
| 3/4 Ton Pickup Trucks | $ - | $ 11,295 | $ 22,764 | $ 22,764 | $ 22,764 | $ 79,585 |
| Tandem Axle Dump Truck | $ - | $ - | $ 25,232 | $ 25,232 | $ 25,232 | $ 75,696 |
| Vehicles | $ - | $ - | $ 9,175 | $ 9,175 | $ 9,175 | $ 27,526 |
| **Total Public Works & Transportation** | $ - | $ 11,295 | $ 70,934 | $ 70,934 | $ 73,916 | **$ 227,077** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PW-01** |
| Project Name | **Portable Air Compressor** |

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

**Description** — **Total Project Cost $ 13,000**

Portable air compressor for the Public Works & Transportation department.

**Justification**

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

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | | $ 13,000 | | | $ 13,000 |
| **Total** | | | **$ 13,000** | | | **$ 13,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | | $ 13,000 | | | $ 13,000 |
| **Total** | | | **$ 13,000** | | | **$ 13,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**2014** *thru* **2018**

**City of Conyers, Georgia**

| | |
|---|---|
| Project # | **PW-02** |
| Project Name | **Bucket Truck** |

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

**Description** **Total Project Cost $ 60,000**

Replacement bucket truck with 35 feet of reach.

**Justification**

FY 2015 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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 60,000 | | | | $ 60,000 |
| **Total** | | **$ 60,000** | | | | **$ 60,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 60,000 | | | | $ 60,000 |
| **Total** | | **$ 60,000** | | | | **$ 60,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PW-03** |
| Project Name | **Pickup Trucks** |

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

**Description** **Total Project Cost $ 100,000**

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 2014 are unit 235, a 2000 Ford F-250 with 94,200 miles and unit 311, a 2000 Ford F-250 with 98,000 miles. Replacement trucks for FY 2015 are unit 234, a 2000 Ford F-250 with 79,135 miles and unit 402, a 2000 Ford F-250 with 74,468 miles.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | $ 50,000 | $ 50,000 | | | | $ 100,000 |
| Quantity | 2 | 2 | | | | 4 |
| **Total** | **$ 50,000** | **$ 50,000** | | | | **$ 100,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| SPLOST | $ 50,000 | $ 50,000 | | | | $ 100,000 |
| **Total** | **$ 50,000** | **$ 50,000** | | | | **$ 100,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PW-04** |
| Project Name | **Tandem Axle Dump Truck** |

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

**Description** **Total Project Cost $ 110,000**

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 sixe is needed to make paving more efficient.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 110,000 | | | | $ 110,000 |
| **Total** | | **$ 110,000** | | | | **$ 110,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **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** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Liability Insurance | | $ 2,000 | $ 2,000 | $ 2,000 | $ 2,000 | **$ 8,000** |
| Fuel | | $ 24,000 | $ 26,000 | $28,000 | $30,000 | **$ 108,000** |
| **Total** | | **$ 26,000** | **$ 28,000** | **$30,000** | **$32,000** | **$ 116,000** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **PW-05** |
| Project Name | **Vehicles** |

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

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

Vehicles used by the inspections and city services administration divisions.

**Justification**

FY 2015 replacement vehicles are unit 6, a 1994 Ford Ranger with 102,525 miles and unit 9, a 1/2 ton truck with 74,124 miles.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 40,000 | | | | $ 40,000 |
| Quantity | | $ 2 | | | | 2 |
| **Total** | | **$ 40,000** | | | | **$ 40,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 40,000 | | | | $ 40,000 |
| **Total** | | **40,000** | | | | **$ 40,000** |

**Operational Impact/Other**

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

# Capital Improvement Plan
# Fiscal Years 2014-2018
# *Sanitation*

## City of Conyers

### Capital Improvement Plan
### Fiscal Years 2014-2018

### Summary of Debt Service Payments
### Sanitation

| Debt Service | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | Total |
|---|---|---|---|---|---|---|
| **Sanitation** | | | | | | |
| 1 Ton Flat Bed Trucks | $ - | $ - | $ 32,113 | $ 49,546 | $ 49,546 | $ 131,206 |
| 22 ft. Trailer | $ - | $ - | $ 3,211 | $ 3,211 | $ 3,211 | $ 9,634 |
| Mowers | $ - | $ - | $ 3,211 | $ 3,211 | $ 3,211 | $ 9,634 |
| Leaf Vacuum | $ - | $ - | $ 8,358 | $ 8,358 | $ 8,358 | $ 25,074 |
| **Total Sanitation** | $ - | $ - | $ 46,894 | $ 64,327 | $ 64,327 | **$ 175,548** |

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

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

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

**Description** — **Total Project Cost $ 216,000**

Replacement pick up trucks to be used by the Sanitation Department.

**Justification**

Replacement trucks for FY 2015 are unit 353, a 1996 Ford F-350 with 78,834 miles; unit 349, a 1990 Ford-F450 with 70,000 miles; unit 253, a 2000 Ford F-450 with 99,588 miles and unit 205, a 1998 Ford F-350 with 97,000 miles. Replacement trucks for FY 2016 are two 2004 Ford F-550 trucks which are unit 354 with 49,559 miles and unit 355 with 52,775 miles.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 140,000 | $ 76,000 | | | $ 216,000 |
| Quantity | | 4 | 2 | | | 6 |
| **Total** | | **$ 140,000** | **$ 76,000** | | | **$ 216,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **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 Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **SD-02** |
| Project Name | **Leaf Vacuum** |

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

**Description** — **Total Project Cost $ 37,000**

Equipment for Sanitation Department.

**Justification**

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

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 37,000 | | | | $ 37,000 |
| **Total** | | **$ 37,000** | | | | **$ 37,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 37,000 | | | | $ 37,000 |
| **Total** | | **$ 37,000** | | | | **$ 37,000** |

**Operational Impact/Other**

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

## Capital Improvement Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **SD-03** |
| Project Name | **22 ft. Trailer** |

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

**Description** — **Total Project Cost $ 14,000**

22 foot trailer to pick up brush and leaves and to haul metal.

**Justification**

We need another trailer to help haul metal that we pick up in the city limits of Conyers. We are not using Allied anymore because we can sell the metal ourselves and apply the revenue to our employee benefit programs. connection, 4 ft. sides, and two swing tail gates. The trailer will also be used by city crews to pick up brush and leaves in the peak part of the season as required.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 14,000 | | | | $ 14,000 |
| **Total** | | **$ 14,000** | | | | **$ 14,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **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 Plan
**City of Conyers, Georgia**

**2014** *thru* **2018**

| | |
|---|---|
| Project # | **SD-04** |
| Project Name | **Mowers** |

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

**Description** **Total Project Cost $ 14,000**

Two zero turning radius riding lawn mowers.

**Justification**

City crews will use the mowers to cut grass throughout the city limits. These mowers will replace unit 456 and unit 457 which are 2003 models.

| **Expenditures** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Capital Outlay | | $ 14,000 | | | | $ 14,000 |
| **Total** | | **$ 14,000** | | | | **$ 14,000** |

| **Funding Source** | **2014** | **2015** | **2016** | **2017** | **2018** | **Total** |
|---|---|---|---|---|---|---|
| Lease Purchase | | $ 14,000 | | | | $ 14,000 |
| **Total** | | **$ 14,000** | | | | **$ 14,000** |

**Operational Impact/Other**

There is no operating impact associated with this capital purchase since they are replacement units.

# Capital Improvement Plan

# Fiscal Years 2014-2018

## *SPLOST Projects*

CITY OF CONYERS, GEORGIA

2011 SPECIAL PURPOSE SALES TAX CAPITAL PROJECTS FUND (SPLOST)

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

| | | FY 2011 | FY 2012 | FY 2013 YEAR TO DATE | Total to Date |
|---|---|---|---|---|---|
| Fund balance - Beginning | | $ - | $ 82,001 | $ 2,087,284 | |
| Revenue collected from Rockdale County | | $ 82,001 | $ 2,124,414 | $ 2,114,912 | $ 4,321,327 |
| Interest Revenue | | $ - | $ 5,127 | $ - | $ 5,127 |
| DOT Reimbursements | | $ - | $ - | $ - | $ - |
| Federal Reimbursements | | $ - | $ - | $ - | |
| Total Revenues | | $ 82,001 | $ 2,129,542 | $ 2,114,912 | $ 4,244,453 |
| **Projects** | **Estimated Cost** | | | | |
| Hardin/O'Kelley Complete Street | $ 902,000.00 | $ - | $ 22,898 | $ 16,454 | $ 39,352 |
| Green/Open Space | $ 1,500,000.00 | $ - | $ - | $ 50,000 | $ 50,000 |
| North Street/Barton/Railroad | $ 585,000.00 | $ - | $ 525 | $ 675 | $ 1,200 |
| Irw in Bridge | $ 600,000.00 | $ - | $ - | $ 8,175 | $ 8,175 |
| Pine Log Road | $ 216,000.00 | $ - | $ - | $ 263 | $ 263 |
| Bryant Street | $ 521,000.00 | $ - | $ - | $ 750 | $ 750 |
| Centennial Parkw ay | $ 400,000.00 | $ - | $ - | $ 338 | $ 338 |
| Scott/Green/Main/Pinelog | $ 600,000.00 | $ - | $ - | $ - | $ - |
| Sigman @ East Park/Sarasota | $ 540,000.00 | $ - | $ - | $ - | $ - |
| Eastview Road | $ 850,000.00 | $ - | $ - | $ - | $ - |
| South Main Street | $ - | $ - | $ - | $ 225 | $ 225 |
| West Circle | $ - | $ - | $ - | $ 150 | $ 150 |
| Striping | $ 35,000.00 | $ - | $ 600 | $ 54,797 | $ 55,397 |
| Resurfacing | $ 2,000,000.00 | $ - | $ 18,235 | $ 103,058 | $ 121,293 |
| Capital Outlay | $ 1,500,000.00 | $ - | $ - | $ - | $ - |
| **Total Project Expenditures** | **$ 10,249,000.00** | **$ -** | **$ 42,257** | **$ 234,885** | **$ 277,142** |
| **Fund balance - Ending** | | **$ 82,001** | **$ 2,087,284** | **$ 3,967,312** | |

**Note: 2011 SPLOST Cash balance at 6/30/13 is $3,275,800.71.**

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

| | | FY 2009 | FY 2010 | FY 2011 YEAR TO DATE | FY 2012 YEAR TO DATE (6/30/2012 updated) | FY 2013 YEAR TO DATE | Total to Date | |
|---|---|---|---|---|---|---|---|---|
| Fund balance - Beginning | | $ 5,963,293.96 | $ 5,570,071.51 | $ 4,534,703.69 | $ 1,592,145.51 | $ 1,455,969.51 | | |
| SPLOST Bond Issuance | | $ - | $ - | $ - | $ - | $ - | $ 4,200,000.00 | |
| Actual revenue collected from Rockdale County | | $ 782,840.00 | $ 596,660.53 | $ - | $ - | $ - | $ 5,683,481.53 | |
| Debt service held by Rockdale County | | $ - | $ - | $ - | $ - | $ - | $ - | |
| Interest Revenue | | $ 290,685.25 | $ 304,725.13 | $ 43,143.85 | $ 796.00 | $ - | $ 1,534,185.41 | |
| Sigman & Eastview Rd (DOT reimb.) | | $ - | $ 67,766.62 | $ 278,962.42 | $ 49,390.00 | $ - | $ 444,919.04 | |
| College/Springwood Project (DOT reimb.) | | $ - | $ - | $ - | $ - | $ - | $ 119,544.58 | |
| Road Resurfacing (DOT reimb.) | | $ - | $ - | $ - | $ - | $ - | $ 95,468.21 | |
| Striping (DOT reimb.) | | | | | $ 109,021.00 | $ - | $ 109,021.00 | |
| Bicylce Signage Reimbursment | | - | - | - | $ 4,100.00 | $ - | $ 4,100.00 | |
| West Ave Beautification (DOT reimb.) | | - | - | - | | | $ - | |
| Total Revenues | | $ 1,073,525.25 | $ 969,152.28 | $ 322,106.27 | $ 163,307.00 | $ - | $ 12,190,719.77 | |
| **Projects** | **Estimated Cost** | | | | | | | **Balance** |
| Maintenance Building | $ 700,000.00 | $ - | $ - | $ - | $ - | $ - | $ 782,127.39 | $ (82,127.39) |
| Veal Street Community Center | $ 120,000.00 | $ - | $ - | $ - | $ - | $ - | $ 150,729.21 | $ (30,729.21) |
| Bald Rock Church | $ 325,000.00 | | $ 11,000.00 | $ 11,200.00 | $ 3,640.00 | $ - | $ 26,870.27 | $ 298,129.73 |
| Green Space Purchase | $ 500,000.00 | $ 42,078.29 | $ 63,281.08 | $ 918,243.96 | $ 71,537.00 | $ - | $ 1,095,140.33 | $ (595,140.33) |
| Capital Debt | $ 1,500,000.00 | $ 3,400.27 | $ 99,125.65 | $ 664,547.72 | $ - | $ - | $ 1,434,855.44 | $ 65,144.56 |
| **Transportation Projects** | **Estimated Cost** | | | | | | | |
| Sigman Road @ East View Road | $ 665,000.00 | $ 74,949.95 | $ 51,614.18 | $ 432,637.00 | $ 1,763.00 | $ - | $ 720,093.40 | $ (55,093.40) |
| Parking Improvements (old town) | $ 600,000.00 | $ 600.00 | $ 42,426.00 | $ 62,411.78 | | $ - | $ 105,437.78 | $ 494,562.22 |
| Green Street @ Scott Street | $ 731,600.00 | $ 5,175.00 | $ 300.00 | $ 1,845.00 | $ 2,663.00 | $ 2,427.00 | $ 14,493.01 | $ 717,106.99 |
| West Avenue Street Scape | $ 1,800,000.00 | $ 954,207.41 | $ 57,081.78 | $ - | | $ - | $ 1,164,004.79 | $ 635,995.21 |
| SR 138 @ East View Parkway | $ 230,000.00 | | | | | $ - | $ 57.50 | $ 229,942.50 |
| Road Resurfacing | $ 1,007,000.00 | $ 57,504.52 | $ 720,177.17 | $ 543,105.00 | $ 2,394.00 | $ - | $ 2,217,007.56 | $ (1,210,007.56) |
| Main Street (Pine Log Road to Peek St.) | $ 2,305,000.00 | $ 488.75 | $ - | $ - | $ 1,200.00 | $ - | $ 3,586.25 | $ 2,301,413.75 |
| Bank Street (Main Street to Pine Street) | $ 255,000.00 | | | | | $ - | $ 123,500.46 | $ 131,499.54 |
| Striping | $ 50,000.00 | $ - | $ 22,898.85 | $ 47,141.00 | $ 132,395.00 | $ 300.00 | $ 210,480.53 | $ (160,480.53) |
| Rockbridge Rd (Main Street to Sigman) | $ 1,040,000.00 | | | | | $ - | $ 130,406.11 | $ 909,593.89 |
| Old Covington Road @ Gees Mill Road | $ 1,396,000.00 | $ 54,537.59 | $ 61,978.63 | $ 480.00 | $ 1,763.00 | $ 75.00 | $ 119,209.22 | $ 1,276,790.78 |
| Sigman Road @ East Park Drive | $ 840,000.00 | $ 6,076.43 | $ 96,071.02 | $ 14,322.00 | $ 15,504.00 | $ 82,727.00 | $ 214,700.45 | $ 625,299.55 |
| Railroad Street (Center St. to West Ave) | $ 998,200.00 | $ 34,339.64 | $ 49,923.51 | $ 25,611.28 | $ 66,032.00 | $ 20,857.00 | $ 196,993.43 | $ 801,206.57 |
| Northside Dr at Milstead Ave/Resurface Main to SR20 | $ 850,500.00 | $ 70,371.70 | $ 713,837.02 | $ 45,836.71 | $ 517.00 | $ - | $ 936,613.15 | $ (86,113.15) |
| State Route 20 @ Millers Chapel Road | $ 96,544.49 | $ 96,544.49 | $ - | $ - | | $ - | $ 96,544.49 | $ - |
| College Ave. (Main Street to Milstead Ave) | $ 740,000.00 | $ 14,000.00 | $ - | $ - | | $ - | $ 504,338.70 | $ 235,661.30 |
| Eastview Sidewalks & Resurfacing | $ 850,000.00 | $ 52,473.66 | $ 14,805.21 | $ 99.00 | $ 75.00 | $ - | $ 67,452.87 | $ 782,547.13 |
| West Avenue @ Green Street | $ 785,000.00 | | | | | | $ - | $ 785,000.00 |
| GIHP Buidling | $ 301,770.00 | | | $ 497,184.00 | | $ - | $ 497,184.00 | $ (195,414.00) |
| **Consulting Fees** | | | | | | | $ 29,309.92 | $ (29,309.92) |
| **Total Project Expenditures** | **$ 18,686,614.49** | **$ 1,466,747.70** | **$ 2,004,520.10** | **$ 3,264,664.45** | **$ 299,483.00** | **$ 106,386.00** | **$ 10,841,136.26** | **$ (2,995,658.03)** |
| Fund balance - Ending | | $ 5,570,071.51 | $ 4,534,703.69 | $ 1,592,145.51 | $ 1,455,969.51 | $ 1,349,583.51 | | |
| **Funds Available** | **$ 2,921,047.32** | | | | | | | |

**Note: The beginning and ending fund balances on this schedule do not agree to the trial balances or issued CAFRs.**

**Note: The cash balance is different from the funds available due to transfers to General Fund.**

| | |
|---|---|
| **Cash Balance** | **850,594.04** |
| **2011 SPLOST Cash Balance** | **3,275,800.71** |

## SPLOST Capital Projects

Fiscal Years 2014-2018

**Project Title:** Capital Debt

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

| | Balance as July 2013 | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|---|---|---|---|---|---|---|
| **Capital Costs:** | $ 65,145.00 | $ 65,145.00 | | | | |
| **Operating Impact:** | | | | | | |

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

**Project Title:** Green Street @ Scott Street

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

| | Balance as July 2013 | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|---|---|---|---|---|---|---|
| **Capital Costs:** | $ 717,107.00 | $ 5,728.00 | $ 72,742.00 | $ 30,000.00 | $ 100,000.00 | $ 508,637.00 |
| **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 increase even more making this a very dangerous intersection for motorists. With the installation of traffic signals or round-a-bouts, this intersection will operate more efficiently and be much safer for motorists.

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

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

| | Balance as July 2013 | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|---|---|---|---|---|---|---|
| **Capital Costs:** | $ 2,301,414.00 | | | $ 50,000.00 | $ 150,000.00 | $ 2,101,414.00 |
| **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:** Old Covington Road @ Gees Mill Road

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

| | Balance as July 2013 | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|---|---|---|---|---|---|---|
| **Capital Costs:** | $ 1,276,791.00 | $ 85,567.00 | $ 100,000.00 | $ 500,000.00 | $ 500,000.00 | $ 91,224.00 |
| **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

| | | | | | | |
|---|---|---|---|---|---|---|
| **Project Title:** | Sigman Road @ East Park Drive | | | | | |
| **Funding Source:** | | | | **Total Project Cost:** | | $ 840,000.00 |
| | **Balance as July 2013** | **FY 2013-2014** | **FY 2014-2015** | **FY 2015-2016** | **FY 2016-2017** | **FY 2017-2018** |
| **Capital Costs:** | $ 625,300.00 | $ 45,000.00 | $ 580,300.00 | | | |
| **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 2013** | **FY 2013-2014** | **FY 2014-2015** | **FY 2015-2016** | **FY 2016-2017** | **FY 2017-2018** |
| **Capital Costs:** | $ 801,207.00 | $ 262,162.00 | $ 539,045.00 | | | |
| **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 righ-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 2013** | **FY 2013-2014** | **FY 2014-2015** | **FY 2015-2016** | **FY 2016-2017** | **FY 2017-2018** |
| **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. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Project Title:** | Eastview Sidewalks & Resurfacing | | | | | |
| **Funding Source:** | | | | **Total Project Cost:** | | $ 850,000.00 |
| | **Balance as July 2013** | **FY 2013-2014** | **FY 2014-2015** | **FY 2015-2016** | **FY 2016-2017** | **FY 2017-2018** |
| **Capital Costs:** | $ 782,547.00 | | $ 700,000.00 | $ 82,547.00 | | |
| **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 Plan

# Fiscal Years 2014-2018

## *Stormwater Projects*

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 | FY 2012 at 6/30/12 | updated FY 2013 at 6/30/13 | Total to Date | |
|---|---|---|---|---|---|---|---|---|---|---|
| Fund balance - Beginning | | $ 850,973.12 | $ 227,970.44 | $ 684,490.36 | $ 1,136,044.65 | $ 1,625,303.47 | $ 2,084,080.04 | $ 2,167,500.04 | | |
| Stormwater Fees | | $ 414,318.29 | $ 458,417.55 | $ 452,763.57 | $ 468,007.41 | $ 483,964.05 | $ 473,346.00 | $ 481,885.00 | $ 3,539,383.57 | |
| Interest Revenue | | $ 86,792.56 | $ 22,551.42 | $ 6,808.36 | $ 5,671.41 | $ 1,814.52 | $ 911.00 | $ - | $ 211,075.69 | |
| Grant Money | | | | | $ 25,000.00 | $ - | $ - | $ - | $ 25,000.00 | |
| | | | | | | | | | $ - | |
| Total Revenues | | $ 501,110.85 | $ 480,968.97 | $ 459,571.93 | $ 498,678.82 | $ 485,778.57 | $ 474,257.00 | $ 481,885.00 | $ 3,775,459.26 | |
| **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 |
| Shadow lawn Drive | $ 6,800.00 | | $ 1,175.26 | | | | $ 16,025.00 | | $ 17,200.26 | $ (10,400.26) |
| Northlake Drive | $ 7,700.00 | | | | | | | | $ - | $ 7,700.00 |
| Oakland Avenue/Hewlett Street | $ 6,800.00 | | | | | $ 25,152.00 | | | $ 25,152.00 | $ (18,352.00) |
| 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 | | | $ 50.00 | $ 9,470.00 | $ 100,530.00 |
| Jimi Lane | $ 300,000.00 | | $ 281.54 | | | $ 1,850.00 | $ 183,702.00 | $ 174,128.00 | $ 359,961.54 | $ (59,961.54) |
| 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 | | | | | | $ 159,017.00 | $ 2,515.00 | $ 161,532.00 | $ 100,468.00 |
| Meadowbrook Lane | $ 20,000.00 | | | | | | | | $ - | $ 20,000.00 |
| West Avenue/Green Street | $ 50,000.00 | | | $ 349.95 | $ - | $ - | | | $ 349.95 | $ 49,650.05 |
| Centennial Parkway Project | $ - | | | | | | $ 27,445.00 | | $ 27,445.00 | $ (27,445.00) |
| GIHP- Detention Pond | $ - | | | | | | | $ 5,434.00 | $ 5,434.00 | $ (5,434.00) |
| North Main Street | $ - | | | | | | $ 4,648.00 | | $ 4,648.00 | $ (4,648.00) |
| Total Project Expenditures | **$ 1,972,743.00** | **$ 1,124,113.53** | **$ 24,449.05** | **$ 8,017.64** | **$ 9,420.00** | **$ 27,002.00** | **$ 390,837.00** | **$ 182,127.00** | **$ 2,407,489.86** | **$ (434,746.86)** |
| Fund balance - Ending | | $ 227,970.44 | $ 684,490.36 | $ 1,136,044.65 | $ 1,625,303.47 | $ 2,084,080.04 | $ 2,167,500.04 | $ 2,467,258.04 | | |
| **Cash balance @ United Communi** | **$ 642,581.00** | | | | | | | | | |

*Springwood Project combined with College Avenue project

Highlighted Projects are completed

## 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 #5 – 895 South Pine Street

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

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

**The Problem**

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

A poorly installed inlet drain (inlet above road level) at the junction of Rosser Street and Glade Street causes flow from Rosser Street to continue into Glade Street unrestricted. This added water volume causes the road at the inlet on Glade Street to flood and overflow into the undeveloped property on Glade Street increasing erosion and soil movement.

**The Solution**
- The inlet drain at Rosser Street will be reset to direct water flow into the drain and pipe system.
- The box at the detention pond outflow will be reconstructed and fitted with a 24" diameter pipe system.
- The 24" pipe will continue underground across the undeveloped property to Milstead Avenue inlet box.

- The curbing on Glade Street will be improved to direct water flow and eliminate flooding.

**Rosser Street and Glade Project Cost: $18,800.00**

## Project ID #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**

## 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 #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**

## Project ID #21 – 1001 Meadowbrook Lane

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 #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.

| Job Title | Job Category | Pay Grade |
|---|---|---|
| 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 |
| Operator I - Golf Course | 09 | 105 |
| Golf Course Mechanic | 09 | 105 |
| Welcome Center Representative | 06 | 106 |
| Welcome Center/Main Street Program Assistant | 06 | 106 |
| Golf Course Foreman | 07 | 106 |
| Assistant Golf Pro | 03 | 106 |
| Refuse Driver | 08 | 107 |
| Communications Operator | 06 | 107 |
| GCIC Operator | 06 | 107 |
| Operator II - Public Works | 08 | 107 |
| Operator II - GIHP | 08 | 107 |
| Court Clerk - Court Services | 06 | 107 |
| Administrative Clerk - Records | 06 | 107 |
| Administrative Clerk - Finance | 06 | 107 |
| Probation Clerk - Probation | 06 | 107 |
| Administrative Clerk - Planning | 06 | 107 |
| Administrative Clerk - GIHP | 06 | 107 |
| CID Investigative Assistant - CID | 06 | 107 |
| Mechanic I | 07 | 108 |
| Operator III - Public Works | 07 | 108 |
| Communications Supervisor | 06 | 109 |
| Stormwater Specialist | 08 | 109 |
| CAD Manager | 06 | 110 |
| Executive Assistant | 06 | 110 |
| Property and Evidence Custodian | 03 | 110 |
| Probation Officer | 06 | 110 |
| Budget Coordinator | 05 | 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 |
| Assistant Golf Course Superintendent | 01 | 110 |
| Foreman - GIHP | 07 | 111 |
| Foreman - Sanitation | 07 | 111 |
| Foreman - Vehicle Maintenance | 07 | 111 |

| Job Title | Job Category | Pay Grade |
|---|---|---|
| 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 |
| Inspector | 01 | 112 |
| Tourism Specialist | 06 | 112 |
| CSI/Evidence Technician | 03 | 112 |
| Event Planner | 05 | 112 |
| Senior Probation Officer | 06 | 112 |
| Civilian Code Enforcement Officer | 01 | 112 |
| Police Officer II | 04 | 113 |
| Police Detective | 04 | 113 |
| Senior Event Planner | 05 | 113 |
| Crime Analyst | 06 | 114 |
| Police Corporal | 04 | 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 |
| Sales and Marketing Manager | 01 | 115 |
| Golf Course Superintendent | 01 | 115 |
| Police Sergeant | 03 | 115 |
| Stormwater Coordinator | 07 | 115 |
| Food & Beverage Manager | 01 | 115 |
| Help Desk Technician | 01 | 115 |
| Chief Inspector | 01 | 116 |
| Business Operations Manager | 06 | 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 |
| CSA Coordinator | 07 | 117 |
| Stormwater Manager | 01 | 118 |
| Police Captain | 02 | 119 |
| Police Major | 01 | 120 |

## City of Conyers Pay Plan
## For Employees Working 40-Hour Workweek
## EFFECTIVE July 1, 2013

| GRADE & STEP | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| 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 |

## City of Conyers Pay Plan
## For Employees Working 40-Hour Workweek
## EFFECTIVE July 1, 2013

| GRADE & STEP | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| 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 |

## City of Conyers Pay Plan
## For Employees Working 40-Hour Workweek
## EFFECTIVE July 1, 2013

| GRADE & STEP | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| 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 |

***Account Number:*** A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 4110 represents the account number for regular salaries.

***Accounting Period:*** A period at the end of which and for which financial statements, budgets, or other reports are prepared, typically an annual period. The City's annual accounting period begins July 1 and ends June 30.

***Accounting Procedures:*** All processes which identify, record, classify and summarize financial information to produce financial records.

***Accounting System:*** The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

***Accounts Payable:*** A liability account reflecting amounts on open accounts owed to others for goods and services received by the City.

***Accounts Receivable:*** An asset account reflecting amounts owed on open accounts from others for goods and services furnished by a government.

***Accrual Basis***: The basis of accounting under which transactions are recognized when they occur, regardless of the timing or related cash flows.

***Ad Valorem Tax:*** A tax levied on the assessed value of real property. This tax is also known as property tax.

***Amortization:*** (1) Gradual reduction, redemption or liquidation of the balance of an intangible asset or liability according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

***Appraise:*** To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

***Appropriation:*** An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

***Assessed Valuation:*** A valuation set upon real estate or other property by a government as a basis for levying taxes.

***Assessment:*** (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

***Audit:*** A methodical examination of the utilization and changes in resources. It concludes in a written report of the findings. A financial audit is a test of management's financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

***Authority:*** A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

***Available (Undesignated) Fund Balance:*** This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

***Balanced Budget:*** A budget in which planned funds available equal planned expenditures.

***Bond:*** A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

***Budget:*** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

***Budget Adjustment:*** A legal procedure utilized by City staff to revise a budget appropriation. The Finance Director has the authority to adjust expenditures within departmental budgets according to budget policy, but no change in the total budget can occur without approval of the Conyers City Council.

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

***Budgetary Basis:*** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This

generally takes one of three forms: GAAP, cash, or modified accrual.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

***Financial and Compliance Audit:*** An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

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

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

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

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

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

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

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

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

***Fund Type:*** In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

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

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

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

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

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

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

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

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

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

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

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

***Liabilities:*** Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

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

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

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

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

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

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

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

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

***Performance Budget:*** A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

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

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

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

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

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

***Reclassification:*** The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

***Requisition:*** A written demand or request, usually from one department to the purchasing officer or to another department, for specified products or services.

***Reserve:*** (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

***Resolution:*** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

***Retained Earnings:*** An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

***Revenue Bonds:*** Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

***Salaries:*** Total expenditures for hourly, daily, and monthly salaries including overtime pay and sick pay.

***Special Assessment:*** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

***Statute:*** A written law enacted by a duly organized and constituted legislative body.

***Surety Bond:*** A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation. For example, a surety bond might be required of an independent contractor. Surety bonds also include fidelity bonds covering government officials and employees.

***Surplus:*** An excess of the assets of a fund over its liabilities and reserved equity.

***Taxes:*** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Conyers are approved by the City Council and are within limits determined by the State.

***Tax Rate:*** The amount of tax stated in terms of a unit of the tax base. For example, 25 mills per dollar of assessed valuation of taxable property.

***Taxable Value:*** The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

***Temporary Position:*** A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

***Trust Funds:*** Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

***User Charges:*** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**CAFR**: Comprehensive Annual Financial Report

**CCC**: Conyers Commerce Center

**CCVB:** Conyers Convention and Visitors Bureau

**CID**: Criminal Investigation Division

**CIP**: Capital Improvement Program

**C.O.P.S**: Certificates of Participation

**CPI**: Consumer Price Index

**CSA**: Conyers Security Alert

**DARE**: Drug Abuse Resistance Education

**EMDET**: East Metro Drug Enforcement Team

**FICA**: Federal Insurance Contributions Act

**FTE**: Full-Time Equivalent

**GAAP**: Generally Accepted Accounting Principles

**GASB**: Government Accounting Standards Board

**GASMA:** Georgia Association of Stormwater Management Agencies

**GCIC**: Georgia Crime Information Center

**GDOT:** Georgia Department of Transportation

**GFOA**: Government Finance Officers Association

**GIHP**: Georgia International Horse Park **GIS:** Global Information Systems

**GMA**: Georgia Municipal Association

**GMEBS**: Georgia Municipal Employee Benefit System

**HTRG**: Homeowners Tax Relief Grant

**HUD**: Federal Department of Housing and Urban Development

**REACH**: Responsible Law Enforcement, Education, Activities for youth, Community Pride, and Hope

**MIS**: Management of Information Systems

**MBO**: Management by Objectives

**UC**: Unclassified

**UCR**: Uniform Crime Report

**SPLOST**: Special Purpose Local Option Sales Taxes

**TAD:** Tax Allocation District