

# Alpharetta

GEORGIA ♦ USA



Windward

Operating & Capital Budget Narrative  
for Fiscal Year 2010  
(July 1, 2009 through June 30, 2010)





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# **Operating & Capital Budget Narrative**

## **for Fiscal Year 2010**

**(July 1, 2009 through June 30, 2010)**

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# Table of Contents

<b>Table of Contents .....</b>	<b>2</b>
<b>City Council.....</b>	<b>8</b>
<b>Vision .....</b>	<b>9</b>
<b>Executive Management Team.....</b>	<b>10</b>
<b>Organizational Chart.....</b>	<b>11</b>
<b>Transmittal Letter .....</b>	<b>13</b>
<b>Reader's Guide .....</b>	<b>25</b>
Government Finance 101 .....	27
GFOA Distinguished Budget Presentation Award.....	30
Acronyms/Abbreviations.....	31
<b>About Alpharetta .....</b>	<b>33</b>
History .....	33
Government .....	35
Mission .....	37
Vision.....	37
Annual Budget Process.....	38
Budget Methodology .....	38
Performance Measurement.....	39
Council Retreat (January/February).....	40
Budget Preparation and Analysis (February-April) .....	40
City Council Budget Workshops (May-June).....	42
Budget Adoption (June).....	42
FY 2010 Budget Calendar .....	43
Budget Basis and Structure.....	44
Financial Accounting Structure.....	44
Demographic, Economic, and Statistical Data .....	51
Alpharetta At-A-Glance .....	51
Population, Personal Income, and Employment.....	53
Property Tax Base, Tax Rates, and Principal Tax Payers .....	54
<b>Financial Management Policies.....</b>	<b>57</b>
Section I: General Budget Policies.....	57
Section II: Operating Budget Policies.....	59
Section III: Cash-flow Budget Policies .....	63

Section IV: Capital Project Improvement Plan Policies .....	63
Section V: Revenue Administration Policies .....	65
Section VI: Capital Asset Policies .....	67
Section VII: Non-Capital Operating Inventory Policies .....	72
Section VIII: Accounting, Auditing and Financial Reporting .....	74
Section IX: Debt Management .....	79
Section X: Grant Management Policies .....	81
<b>Citywide Budget Summaries .....</b>	<b>83</b>
Overview .....	83
Summary by Fund.....	84
Summary by Department Expenditures .....	88
Summary by Expenditure Category .....	89
City Budget Summary (by Department) .....	90
City Budget Summary (by Category) .....	92
Statement of Revenues, Expenditures, and changes in Fund Balance (all Funds) .....	94
Personnel Listing by Department .....	96
<b>General Fund Summary.....</b>	<b>97</b>
Overview .....	97
General Fund Summary .....	98
Statement of Budgetary Comparisons (FY 2009-2010) .....	99
Statement of Revenues, Expenditures, and changes in Fund Balance .....	101
Budget Narrative .....	102
<b>Special Revenue Fund Summaries .....</b>	<b>111</b>
Overview .....	111
Emergency 911 Fund Summary .....	112
Statement of Budgetary Comparisons (FY 2009-2010) .....	114
Statement of Revenues, Expenditures, and changes in Fund Balance .....	115
Impact Fee Fund Summary.....	116
Statement of Budgetary Comparisons (FY 2009-2010) .....	117
Statement of Revenues, Expenditures, and changes in Fund Balance .....	117
Drug Enforcement Agency (“DEA”) Fund Summary .....	118
Statement of Budgetary Comparisons (FY 2009-2010) .....	119
Statement of Revenues, Expenditures, and changes in Fund Balance .....	119
Hotel/Motel Fund Summary .....	120
Statement of Budgetary Comparisons (FY 2009-2010) .....	121
Statement of Revenues, Expenditures, and changes in Fund Balance .....	121

<b>Debt Service Fund Summary .....</b>	<b>123</b>
Overview .....	123
Refunding Activity .....	124
Debt Issuance Methodology .....	124
Bond Smoothing .....	125
General Obligation Bond Debt .....	126
Development Authority Revenue Bond Debt.....	127
Bond Ratings .....	128
Legal Debt Margin .....	128
Statement of Revenues, Expenditures, and changes in Fund Balance .....	129
<b>Capital Project Fund Summaries.....</b>	<b>131</b>
Overview .....	131
Funding Methodology .....	133
Capital Improvement Plan .....	134
FY 2010 Capital Project Listing .....	135
Capital Project Narratives .....	136
<b>Enterprise Fund Summary .....</b>	<b>149</b>
Overview .....	149
Solid Waste Fund Summary .....	150
Statement of Budgetary Comparisons (FY 2009-2010).....	151
Statement of Revenues, Expenditures, and changes in Fund Balance .....	152
<b>Internal Service Fund Summary .....</b>	<b>153</b>
Overview .....	153
Risk Management Fund Summary .....	154
Statement of Budgetary Comparisons (FY 2009-2010).....	155
<b>Department Summaries.....</b>	<b>157</b>
Overview .....	157
Mayor and City Council .....	159
Mission Statement .....	159
Goals and Objectives.....	159
Statement of Revenues, Expenditures, and changes in Personnel.....	160
FY 2010 Budget Narrative .....	161
City Administration .....	163
Mission Statement .....	163
Goals and Objectives.....	163
Key Issues.....	164

Statement of Revenues, Expenditures, and changes in Personnel (City Administration/Public Information/Special Events/Grants Administration)...	165
FY 2010 Budget Narrative .....	166
Statement of Revenues, Expenditures, and changes in Personnel (City Attorney) .....	167
Statement of Revenues, Expenditures, and changes in Personnel (Internal Audit) .....	167
Performance Measurement.....	169
City Clerk.....	171
Mission Statement .....	171
Goals and Objectives.....	171
Statement of Revenues, Expenditures, and changes in Personnel.....	171
FY 2010 Budget Narrative .....	172
Performance Measurement.....	173
Community Development .....	175
Mission Statement .....	175
Goals and Objectives.....	175
Statement of Revenues, Expenditures, and changes in Personnel.....	176
FY 2010 Budget Narrative .....	177
Performance Measurement.....	178
Engineering and Public Works .....	181
Mission Statement .....	181
Goals and Objectives.....	181
Statement of Revenues, Expenditures, and changes in Personnel.....	182
FY 2010 Budget Narrative .....	183
Performance Measurement.....	184
Finance.....	189
Mission Statement .....	189
Goals and Objectives.....	189
Statement of Revenues, Expenditures, and changes in Personnel.....	190
FY 2010 Budget Narrative .....	190
Performance Measurement.....	193
Human Resources.....	197
Mission Statement .....	197
Goals and Objectives.....	197
Statement of Revenues, Expenditures, and changes in Personnel.....	198
FY 2010 Budget Narrative .....	199

Performance Measurement.....	199
Municipal Court.....	201
Mission Statement .....	201
Goals and Objectives.....	201
Statement of Revenues, Expenditures, and changes in Personnel.....	202
FY 2010 Budget Narrative .....	202
Performance Measurement.....	203
Public Safety .....	205
Mission Statement .....	205
Goals and Objectives.....	205
Statement of Revenues, Expenditures, and changes in Personnel.....	207
FY 2010 Budget Narrative .....	208
Performance Measurement.....	209
Recreation and Parks .....	213
Mission Statement .....	213
Goals and Objectives.....	213
Statement of Revenues, Expenditures, and changes in Personnel.....	214
FY 2010 Budget Narrative .....	215
Performance Measurement.....	217
Information Technology .....	225
Mission Statement .....	225
Goals and Objectives.....	225
Statement of Revenues, Expenditures, and changes in Personnel.....	226
FY 2010 Budget Narrative .....	227
Performance Measurement.....	228
<b>Glossary of Terms.....</b>	<b>229</b>



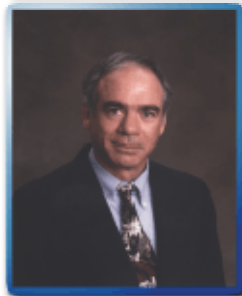
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# City Council



**Douglas J. DeRito,  
City Council (Post 1)**  
[DDerito@alpharetta.ga.us](mailto:DDerito@alpharetta.ga.us)



**Arthur G. Letchas,  
Mayor**  
[ALetchas@alpharetta.ga.us](mailto:ALetchas@alpharetta.ga.us)



**Jim Paine,  
City Council (Post 2)**  
[JPaine@alpharetta.ga.us](mailto:JPaine@alpharetta.ga.us)



**John Monson,  
City Council (Post 3)**  
[JMonson@alpharetta.ga.us](mailto:JMonson@alpharetta.ga.us)



**Cheryl Oakes,  
City Council (Post 4)**  
[COakes@alpharetta.ga.us](mailto:COakes@alpharetta.ga.us)



**David Belle Isle,  
City Council (Post 5)**  
[DBelleIsle@alpharetta.ga.us](mailto:DBelleIsle@alpharetta.ga.us)

## **MISSION STATEMENT**

TO PROVIDE ALL CITIZENS OF THE CITY OF ALPHARETTA with quality, cost-effective services and leadership delivered by highly competent professionals in a manner consistent with planned growth and future economic development.



**D.C. Aiken,  
City Council (Post 6)**  
[DCAiken@alpharetta.ga.us](mailto:DCAiken@alpharetta.ga.us)

# Vision

To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Operating & Capital Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Executive Management Team



**Bob Regus,**  
**City Administrator**  
[BRegus@alpharetta.ga.us](mailto:BRegus@alpharetta.ga.us)

## Elected Official

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Jim Matoney

Municipal Court Judge

## Executive Staff

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Randy Bundy

Director of Information Technology

James Drinkard

Assistant City Administrator

Gary George

Director of Public Safety

Thomas G. Harris

Director of Finance

Carl S. Mays

Internal Auditor

Pete Sewczwicz

Director of Engineering & Public Works

Mike Perry

Director of Recreation and Parks

Sue Rainwater

City Clerk

Elizabeth Sahlin

Clerk of Courts

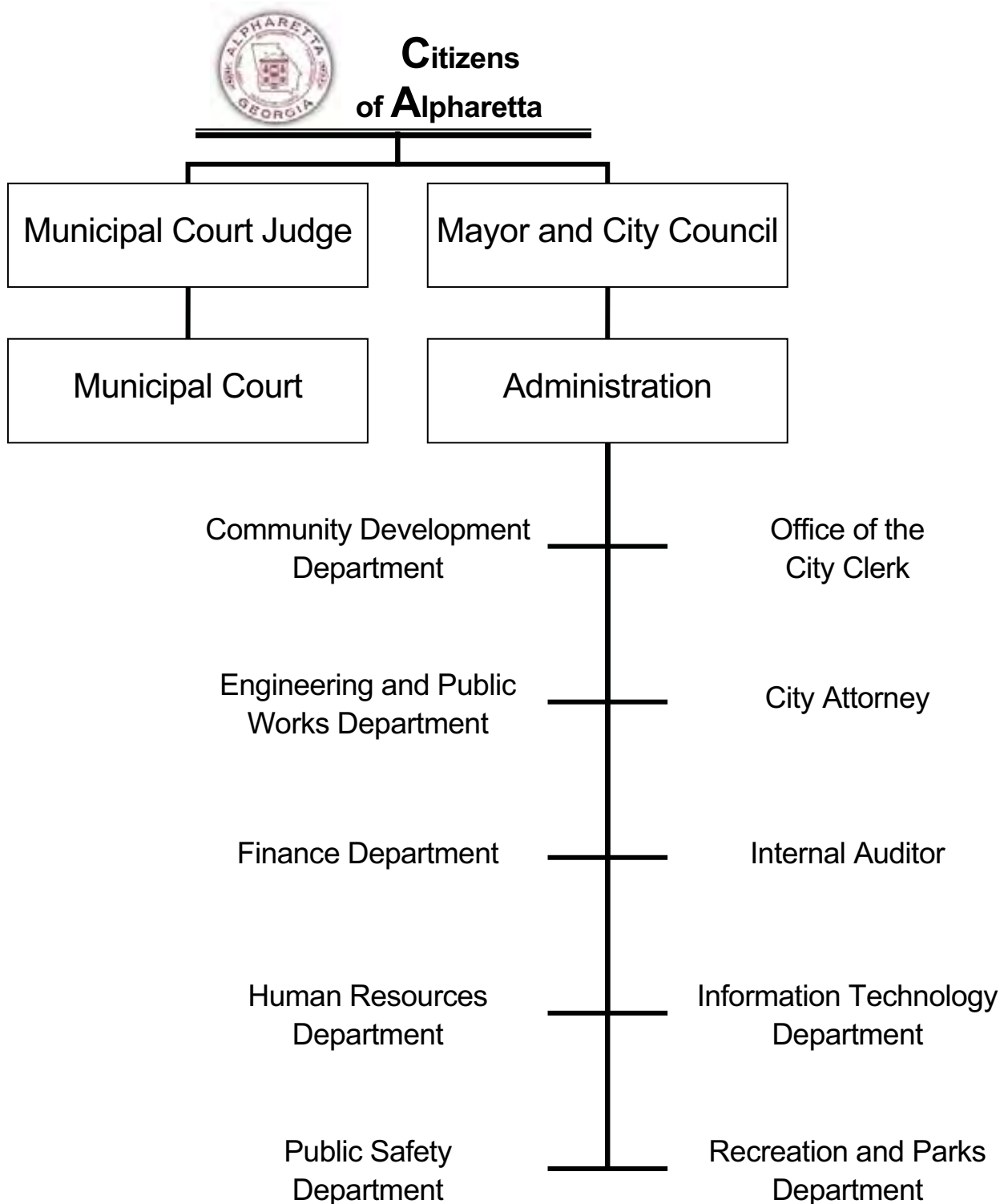
Sam Thomas

City Attorney

Diana Wheeler

Director of Community Development

# Organizational Chart





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# *Transmittal Letter*



**MAYOR**

Arthur G. Letchas

**COUNCIL**

D.C. Aiken

David Belle Isle

Douglas J. DeRito

John Monson

Cheryl Oakes

Jim Paine

**CITY ADMINISTRATOR**

Robert Regus

**CITY HALL**

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**24 HOUR INFORMATION**

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June 22, 2009

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget Narrative for Fiscal Year 2010 (the "Budget") of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at the Mayor & Council Retreat as well as a thorough review of our current financial status, revenue trends, economic data, and our standard of providing top level service while maintaining our focus on keeping Alpharetta an affordable option for our citizens and stakeholders.

The City of Alpharetta, like many cities in our region and throughout the United States, is currently facing fiscal challenges as a result of the national and global recession. The economic downturn includes challenges in the form of falling real estate values and foreclosures, reductions in investment values, limited consumer/business credit availability, significant job losses, declining consumer confidence and corresponding reductions in consumer spending.

All of these factors have combined to limit revenue growth (e.g. local option sales taxes) and in many cases reduce revenues below prior year levels (e.g. business and occupational taxes, licenses and permits, investment earnings, etc.). In addition to stagnant or falling revenues, pension and healthcare costs continue to rise although the financial impact of these factors in future years will be mitigated through management initiatives including:

- ✓ Closing the defined benefit pension plan to new hires effective July 1, 2009 and enrolling them in a defined contribution plan;
- ✓ Increasing the accessibility of wellness programs including smoking cessation with the goal of improving employee health and lowering healthcare premiums; and
- ✓ Shifting towards high-deductible healthcare plans that facilitate healthcare cost management and result in lower premiums while still providing top level healthcare to our employees and their families.

An additional management initiative aimed at improving the City's financial position both now and into the future involves the renegotiation of lease terms with *Nestor Traffic Systems Incorporated* to ensure revenue neutral operation of the red light camera system (i.e. no subsidy).

In light of the economic challenges and its impact on City resources, we have compiled a budget in line with our guiding principles that accomplishes the following:

- ✓ Revenue neutral property tax estimates that currently include maintenance of the City's millage rate at 5.750 mills;
- ✓ Continuation of the same high service levels our citizenry and stakeholders deserve and have come to expect from our City;
- ✓ Alignment of departmental operating budgets to the City's short-term revenue outlook which is necessary to position the City for financial success in the future;
- ✓ Continuation of funding renewal and replacement capital investment through the operating budget (e.g. Milling & Resurfacing appropriations in an amount totaling \$900,000); and
- ✓ Comprehensive review of City funds for better fiscal management (see point below on E-911 Fund).

## **BUDGET PROCESS AND OVERVIEW**

In response to the economic challenges, our businesses and citizens have tightened their budgets and are doing more with less. And so too shall the City of Alpharetta.

The City has been proactive in realigning its spending to match the current economic reality. Spending during FY 2009 has been limited to essential items only and vacancies are filled on a priority basis with emphasis on public safety officers on the street and 911 operators. Proactive fiscal management has positioned us to more effectively approach the challenges in the FY 2010 budget.

The Fiscal Year 2010 Budget process began with an update of the City's financial condition, which was presented to the Mayor and City Council during the January 2009 City Council retreat. During this update, a financial plan was established which prioritized the use of available fund balance to most effectively position the City for financial success in the future. This information was also shared with the City's department directors during budget kick-off meetings.

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends and indicated that spending would need to be reduced for FY 2010 to compensate for slowing/reduced revenue collections. Accordingly, the Finance Department analyzed departmental spending needs and calculated target budget reductions for each department.

City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) in line with current revenue estimates.

The FY 2010 Budget is balanced for all funds and totals \$83,418,369 with the breakdown by fund type as follows:

• General Fund:	\$ 55,639,612
• Special Revenue Funds:	5,794,397 (1)
• Debt Service Fund:	9,545,332
• Capital Project Funds:	8,177,290 (1)
• Solid Waste Fund:	2,587,352
• Risk Management Fund:	<u>1,674,386 (2)</u>
Total	\$83,418,369

(1) Amounts contained herein represent new appropriations for FY 2010. Unexpended FY 2009 appropriations for Council approved projects are re-appropriated annually pursuant to City policy.

(2) The Risk Management Fund is being established in FY 2010 to allow for the effective and efficient tracking of Risk Management activities. Risk Management activity was part of General Fund in prior years.

Several of the major points of the FY 2010 Budget are as follows:

- ✓ Alignment of revenue estimates with short-term collection trends (\$1.4 million reduction in General Fund revenues compared with FY 2009 Budget);
- ✓ A continuation of the FY 2009 base personnel level of 439 full-time equivalent positions;
- ✓ Suspension of the performance-based pay raise benefit;
- ✓ Coverage of major growth drivers including pension (12% increase Citywide or \$300,000) and healthcare costs (4% increase Citywide or \$160,000). Healthcare costs increased at a rate lower than the national average due to successful negotiations between the Finance Department and our insurance carrier Aetna;
- ✓ Significant reduction (-10% or -\$1.4 million) in departmental operating budgets, including controls on non-essential spending;
- ✓ Continuation of prior-year funding initiatives including:
  - Rural Metro: \$138,300;
  - Milling & Resurfacing: \$900,000;
  - *Police Athletic League* contribution: \$35,000;
  - *Friends of the Library* contribution: \$10,000;
- ✓ Findings of a review of the E-911 Fund resulted in the transfer of one IT Systems Administrator position from the General Fund to the E-911 Fund as well as the implementation of a lease payment to the City for the call

center space which effectively allows for the reallocation of General Fund resources.

Please refer to the *Citywide Budget Summaries* section for a multi-year personnel listing by department. Also, the individual fund (e.g. Special Revenue Fund, Enterprise Fund, etc.) and department (e.g. Finance, Public Safety, etc.) sections contain a detailed listing of personnel by position as well as any changes from FY 2009.

As set forth under Georgia law and the City of Alpharetta Code, citizen input is solicited during the process of adopting the budget through publicly advertised meetings as follows:

- May 18, 2009: Council Meeting
- June 1, 2009: Council Meeting
- June 15, 2009: Council Meeting (Public Hearing)  
*1<sup>st</sup> reading of Budget Ordinance*  
*1<sup>st</sup> reading of Millage Rate Ordinance*  
*E-911 Resolution*
- June 22, 2009: Council Meeting (Public Hearing)  
*2<sup>nd</sup> reading of Budget Ordinance*  
*2<sup>nd</sup> reading of Millage Rate Ordinance*

### **BUDGET ISSUES AND PRIORITIES**

The FY 2010 Budget formalizes numerous key financial factors which have been themes for several years within the government:

- ✓ Bond ratings;
- ✓ Sustainability of existing services;
- ✓ Cost of government;
- ✓ Taxpayer savings;
- ✓ Debt service payments/bond smoothing;
- ✓ Maintaining an effective capital improvement program;
- ✓ Funding recurring capital from operating budget; and
- ✓ Proper use of fund balance.



## **Bond Ratings**

The City's AAA bond rating was reaffirmed by *Moody's* and *Standard & Poor's* during April 2009 in conjunction with the sale of \$8.6 million (par) of General Obligation Refunding Bonds, Series 2009, and \$5.9 million (par) of Development Authority Revenue Refunding Bonds, Series 2009.

Alpharetta is one of only 83 cities in the United States (and one of two in Georgia) to earn an AAA bond rating. The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. The refundings identified above will save taxpayers over \$125,000 annually in reduced interest costs.

This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the City's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2010 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

## **Sustainability of Existing Services**

Governments in our regional area as well as across the country are experiencing significant budgetary shortfalls due to the economic recession and weak construction activity. Although many economic factors are largely outside of local government control, the City Council, City Administration, and City departments have displayed impressive financial stewardship over the years through an established philosophy of budgetary evaluation. This philosophy entails reviewing the needs of the City relative to a standard that services and associated costs should not be appropriated unless they are justified as strategic goals of the organization that serve to accomplish our guiding principles.

This philosophy is a foundation of our budget process as evidenced by the Finance Department's direction to departments that base operating budgets should be submitted in line with the City's reduced revenue trends. Departments responded with operating budget reductions averaging 10% that maintain the same high level of services our citizens and stakeholders deserve. The readjusted departmental operating budgets are now in line with the City's short-term revenue outlook which is necessary to position the City for financial success in the future.

## Cost of Government

The City has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The table to the right illustrates the annual millage rates levied by the City for the last 10 years.

The FY 2010 Budget is based on a revenue neutral

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	

property tax levy that assumes continuation of the FY 2009 millage levy (5.750 mills) and no growth in property assessments.

The 2009 Legislative Session produced several laws that will influence the City's 2009 Digest which is the basis for FY 2010 tax revenue:

- ✓ House Bill 233 - prohibits increases in property assessments through January 2011. Property must be reassessed at least once during this period and will be allowed to decrease in value, if applicable. Property that is sold during this period will not be reassessed. Property improvements and rezoning (at owner's request) will trigger reassessment at fair market value.
- ✓ Senate Bill 55 – requires assessors to consider bank sales and foreclosures when determining the fair market value of property.

Early communication with the Fulton County Board of Assessors (the "BOA") indicates that digest values for North Fulton, including the City of Alpharetta, will be flat for 2009. However, a large number of appeals (25,000 in North Fulton) coupled with the effects of SB 55 could result in a reduction in the 2009 Digest.

As of the date of this letter, we have not received the 2009 Digest from the BOA as the digest cannot be submitted until the 2008 Digest is approved by the Revenue Commissioner and the Temporary Collection Order is lifted. Early estimates indicate receipt of the 2009 Digest in September.

## Taxpayer Savings

The millage rate estimated for FY 2010, coupled with the City's substantial Homestead Exemption of \$30,000 goes great lengths in keeping Alpharetta not only an affordable place to live, but also strategically positions us relative to neighboring areas. It should be noted that the \$30,000 Homestead Exemption our City offers is equivalent to a 1.0 mill reduction for the average homeowner.

In an effort to further reduce the tax burden on homeowners, the Mayor and City Council have acted to provide voters the option of increasing the homestead exemption to \$40,000 starting in FY 2011. Voters will have the option of approving the homestead exemption increase in the November 3, 2009 general election.

The increased homestead exemption will be phased in with the exemption increasing to \$35,000 effective FY 2011 with the remaining increase to \$40,000 effective FY 2012. Additional tax savings for our homeowners from this measure is estimated at \$250,000 in FY 2011 and increasing to an annual savings of over \$500,000 by FY 2012.

### **Debt Service Payments/Bond Smoothing**

The City's primary method of funding large scale capital projects is through the issuance of general obligation bonds ("GO Bonds"). GO Bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community in which to work and live.

The Debt Service Fund currently includes a fund balance reserve that when augmented with a base level of property tax revenues, investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt service on the underlying bonds through maturity. Principal and interest payments for fiscal year 2010 are budgeted at \$9,530,332 with the following five-year forecast:

2011: \$9,588,815

2012: \$7,215,044

2013: \$2,164,026

2014: \$2,164,465

2015: \$2,157,586

Property tax revenues (as adjusted for full rollback) combined with fund balance reserve (Debt Service Fund), investment earnings, and impact fees are anticipated to generate sufficient funding for the debt service requirements identified above. Beginning in FY 2013, property tax revenues will decline significantly in accordance with the underlying debt service requirements.

## Maintaining an Effective Capital Improvement Program

The City's capital improvement program ("CIP") has the most visible and long-term effect on the quality of life for our stakeholders. Through an aggressive CIP, improvements to transportation, access to quality cultural and recreational opportunities, partnering with local businesses for continued economic development, and providing infrastructure and assets for public safety are afforded.

As part of the capital planning process for FY 2010, departments submitted capital initiative funding requests totaling over \$11.4 million of which \$5.2 million is recommended for funding with another \$4.0 million set aside for future capital/one-time initiatives.

Capital Improvement Program by Funding Source		
	<u>Requested</u>	<u>Funded</u>
General Fund Operating Budget		
<i>Milling &amp; Resurfacing</i>	\$ 900,000	\$ 900,000
Fund Balance (General Fund)		
<i>Department Initiatives</i>	9,135,581	2,909,830
Fund Balance (Capital Project Fund)		
<i>Department Initiatives</i>	754,960	754,960
ABC Donation		
<i>Sidewalk Improvements</i>	512,500	512,500
DEA Fund		
<i>Electronic Fingerprinting Equip.</i>	65,000	65,000
<i>Tasers</i>	35,000	35,000
	<u>\$ 11,403,041</u>	<u>\$ 5,177,290</u>
<i>Reserve for Future Capital/One-time Initiatives</i>		4,000,000
		<u>\$ 9,177,290</u>

## Funding Recurring Capital from Operating Budget

As previously indicated, the City has historically used available fund balance to pay for recurring capital initiatives. While this is an acceptable practice, it is more fiscally prudent to program appropriations in the operating budget for on-going renewal & replacement of capital initiatives. The FY 2010 Budget builds on this practice through the annual operational funding for milling & resurfacing of \$900,000. Milling & resurfacing projects include the following:

- ✓ Bridge Point Drive/Court (*Old Milton Parkway to end*)
- ✓ Fairfax Subdivision (*entire subdivision*)
- ✓ Marianna Lane (*cul-de-sac to cul-de-sac*)
- ✓ Anna Lane (*cul-de-sac to cul-de-sac*)
- ✓ North Point Parkway (*Kimball Bridge Road to Old Milton Parkway*)

As discussed at the Retreat, it is our recommendation that our City continue to strive towards programming capital investment in future operational budgets, including fleet replacement and technology replacement.

### **Proper Use of Fund Balance**

General Fund - Based on audited financial statements for the year ended June 30, 2008, the City's unreserved fund balance was \$22.8 million. Of this amount, approximately \$6.9 million was appropriated in the FY 2009 Budget for capital initiatives and \$9.0 million has been designated as an emergency account based on a conservative policy of 18% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the City's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding for FY 2010 totals \$6,909,830 and has been allocated as follows:

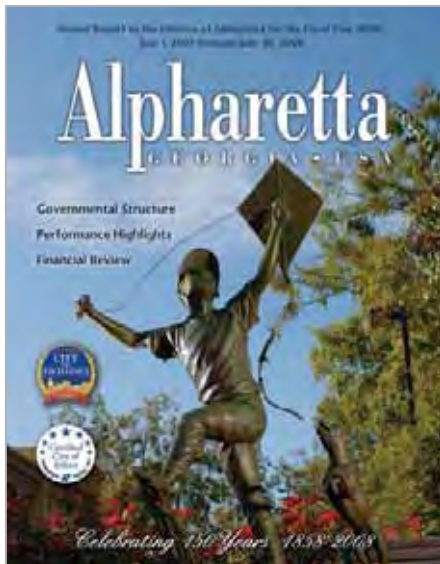
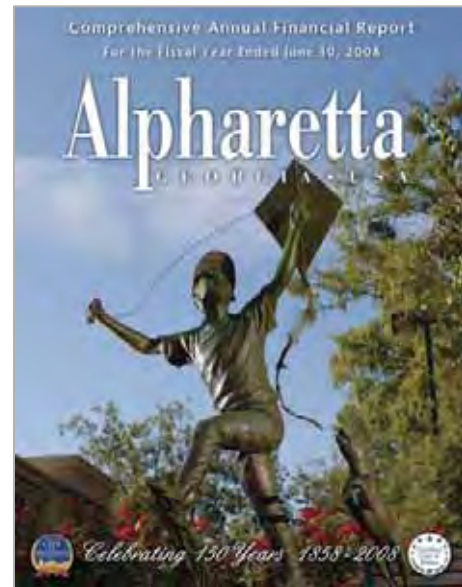
✓ FY 2010 Capital:	\$ 2,909,830
✓ Reserve for Future Capital/One-time Initiatives:	<u>4,000,000</u>
	\$ 6,909,830

Drug Enforcement Agency ("DEA") Fund - The FY 2010 budget includes the funding of a new Electronic Fingerprinting Equipment system (\$65,000) as well as the purchase of approximately 42 tasers (\$35,000) under the City's taser acquisition program which is being partially funded through City grants. Funding is provided through a carryforward of available fund balance within the DEA Fund.



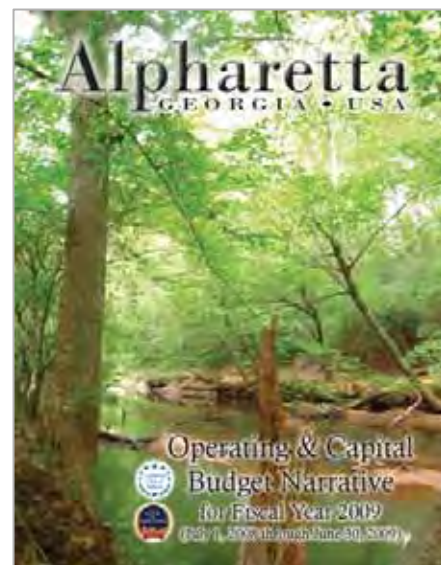
## **Awards and Acknowledgements**

**Financial Reporting:** The Government Finance Officers Association (“GFOA”) awarded a *Certificate of Achievement for Excellence in Financial Reporting* to the City for our Comprehensive Annual Financial Report (“CAFR”) for the fiscal year ended June 30, 2008. This program recognizes those governments that go beyond the minimum requirements of generally accepted accounting principles to prepare CAFR’s that represent the spirit of transparency and full disclosure. This was the twentieth consecutive year that the City has received this prestigious award.



**Citizens Reporting:** The City also received the GFOA *Popular Annual Financial Reporting Award* (“PAFR”) for our annual citizens’ report for the fiscal year ended June 30, 2008. This program recognizes those governments that produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance. This was the sixth consecutive year that the City has received this prestigious award.

**Budgetary Reporting:** Last but certainly not least, the City also received the GFOA *Distinguished Budget Presentation Award* for its annual budget narrative for the fiscal year ended June 30, 2009. This program recognizes those governments that prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s recommended practices on budgeting. This was the sixth consecutive year that the City has received this prestigious award.



In closing, while this budget is conveyed on behalf of the Mayor, this document is due in large part to the diligent work of staff, as well as the constructive management provided by the City Council and the feedback provided by our citizenry. We would like to thank our elected officials for their effective leadership and commitment to continuing our Signature City status in the region, despite the many demands on their time and interests.

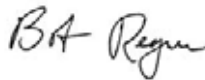
Special recognition is given to the following individuals for their efforts in coordinating and preparing the Fiscal Year 2010 Budget Narrative:

- ✓ Finance Department Representatives (in alphabetical order)
  - Kristen Brown, Office Manager
  - Stephanie Cochran, Budget & Procurement Analyst
  - John Hunt, Payroll Coordinator
  - Shawn Mitchell, Budget & Procurement Manager
  - Abby Shipp, Senior Budget & Procurement Analyst
  - Debora Westbrook, Senior Budget & Procurement Analyst
- ✓ City Administrator and Assistant City Administrator
- ✓ Department Heads and their staff

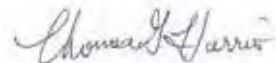
Respectfully Submitted,



Arthur G. Letchas  
Mayor



Robert J. Regus  
City Administrator



Thomas G. Harris  
Finance Director



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# *Reader's Guide*

# Reader's Guide

The City of Alpharetta Budget Narrative is intended to provide information at both the detailed and summary level – information that can be used by both citizens (as an informational tool) and City employees (as an operational tool) alike. Following is a brief description of the information included in each section of this document:

## **Introduction**

The beginning sections of this document provide information on our City Council as well as the City's Mission and Vision statements and the corresponding Strategic Priorities. Also included is a listing of the City's Executive Management Team and a citywide Organizational Chart.

## **Transmittal Letter**

The Transmittal Letter provides a summarized narrative of the citywide FY 2010 budget, including our budgetary philosophy which is driven from the City's Mission, Vision and corresponding Strategic Priorities. Included is a discussion on the principal issues facing our City in both the short-term and long-term operating environments and steps we are taking to proactively manage the resulting challenges. Also included is a detailed discussion of the citywide budget including revenues, expenditures, changes in staffing levels, and capital renewal/replacement and improvements.

## **Reader's Guide**

This section provides readers a synopsis (by section) of the information contained within this document. Additional information includes a "Finance 101" session that answers some of the more commonly asked finance related questions as well as a listing of acronyms/abbreviations.

## **About Alpharetta**

The primary purpose of this section is to provide a context for learning about our Signature City. Information provided within this section includes: a brief history of our City; detail of our government structure and our Mission, Vision, and Strategic Priorities; detail of our budget process; our budget basis and structure; our financial accounting structure including a graph of all City funds; and a community profile along with other demographic, economic, and statistical data.



### **Financial Management Policies**

This section provides readers with detail on the City's financial management policies including: budget policies; capital improvement plan policies; revenue policies; capital asset policies; inventory policies; accounting, auditing, and financial reporting policies; debt management policies; grant management policies; etc.

### **Citywide Budget Summaries**

This section is intended to provide readers with an overall understanding of the City's fiscal year 2010 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including by: fund; revenue source; expenditure category; and expenditures by department. A detailed multi-year personnel listing by department is also provided.

### **General Fund Summary**

This section is intended to provide readers with an overall understanding of the fiscal year 2010 budget for the City's General Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2009 and FY 2010); statement of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2012 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

### **Special Revenue Fund Summaries**

This section is intended to provide readers with an overall understanding of the respective fiscal year 2010 budgets for the City's Special Revenue Funds. Included are schedules set forth by Fund that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summaries; statements of budgetary comparisons (i.e. FY 2009 and FY 2010); and statements of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2012 forecast period).

### **Debt Service Fund Summary**

This section includes a listing and description of the City's outstanding debt obligations (including debt schedules) and the associated debt service requirements.

### **Capital Project Fund Summaries**

This section includes a description of the capital budgeting process and our capital funding methodology as well as a detailed capital improvement listing.

### **Enterprise Fund Summary**

This section is intended to provide readers with an overall understanding of the fiscal year 2010 budget for the City's Solid Waste Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2009 and FY 2010); and a statement of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2012 forecast period).

### **Department Summaries**

This section provides detailed non-financial and financial information about each department's activities (General Fund only) including: departmental mission statement; goals and objectives and how they link with the City's strategic priorities; revenue and expenditure summary and fiscal year 2010 budget narrative; changes in personnel; and performance measurement.

### **Glossary**

The Glossary section is included to assist readers with understanding the many terms used in City government (general) as well as the City's budget process (specific).



## **Government Finance 101**

The following section contains some of the most commonly asked questions along with the associated answers.

### **Q: What is the purpose of the City Budget?**

A: The budget is an annual financial plan for the City of Alpharetta. It specifies

the level of municipal services to be provided in the coming year and the resources, including personnel positions, capital expenditures, and operating expenditures needed to provide those services.

### **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, along with many other municipalities and special districts located within the State of Georgia, begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup>.

**Q: What does all this information about Millage Rates and Property Tax Rates really mean?**

A: When the City adopts its annual budget, it also adopts the property tax rate (i.e. millage rate) that, in addition to all other revenue sources, generates the necessary revenue to fund the annual budget. A millage rate represents the level of property taxes (a.k.a. ad valorem taxes) levied by the City.

1 mill is equivalent to \$1 of taxes for every \$1,000 of taxable property value ("TV"). The TV is determined by the Fulton County Board of Assessors and is roughly equal to 40% of the property's market value (as determined through comparative sales data).

The City's millage rate is 5.750 mills (4.215 mills to fund General Fund operations and 1.535 mills to fund debt service) or \$5.75 per every \$1,000 of TV.

**Q: What is a Homestead Exemption and does the City offer one?**

A: Homestead exemptions ("HX") provide tax relief to qualifying homeowners. Yes, the City of Alpharetta offers a generous \$30,000 HX that effectively reduces the millage rate on the average homeowner by 1 mill (please note: HX applies only to the operating portion of the millage rate).

In an effort to further reduce the tax burden on homeowners, the Mayor and City Council have acted to provide voters the option of increasing the homestead exemption to \$40,000 starting in FY 2011. Voters will have the option of approving the homestead exemption increase in the November 3, 2009 general election.

**Q: What does all this talk about a Full Rolled-Back Millage Rate really mean?**

A: A full rolled-back rate is the current year millage rate that would generate the City the same amount of Property Tax revenue as in the prior fiscal year, excluding new growth. Generally speaking, property values tend to increase from year to year. This is why a full rolled-back millage rate is typically lower than the prior year's millage rate – You are working from a higher tax base.

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

A: There is no difference.

**Q: Who determines my property's Assessed Value?**

A: The assessed value of all property located in the City is established by the Fulton County Board of Assessors.

**Q: How are my property taxes calculated?**

A: For this example, we will assume a \$250,000 house with a \$30,000 HX.

Fair Market Value:	\$250,000
	<u>x 40%</u>
Taxable Value (TV):	\$100,000
HX	<u>(30,000)</u>
Net Taxable Value (NTV):	\$ 70,000

City Operating Millage Rate: 4.215 mills  
Calculation (NTV):  
 $(\$70,000/\$1,000) * 4.215 \text{ mills} = \$295.05$

City Debt Millage Rate: 1.535 mills  
Calculation (TV):  
 $(\$100,000/\$1,000) * 1.535 \text{ mills} = \$153.50$

Total City Property Taxes: **\$448.55**

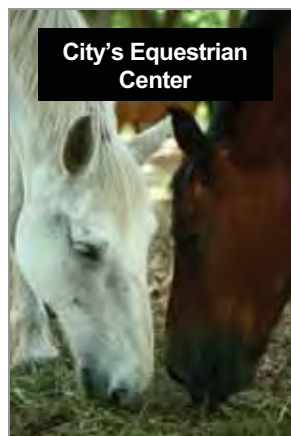
It should be noted that the City's property taxes represent only a small portion of a homeowner's property tax bill – other taxing authorities include Fulton County, the Board of Education, etc. and are detailed in the *About Alpharetta* section of this document.

**Q: What is all this talk I hear about Funds?**

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.

**Q: Who is the Chief Executive Officer of the City?**

A: The Mayor is the Chief Executive Officer of the City. The Mayor is elected by citizens of the City of Alpharetta.



## GFOA Distinguished Budget Presentation Award



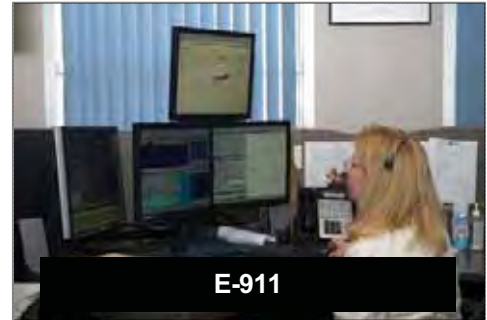
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

## **Acronyms/Abbreviations**

ABC	Alpharetta Business Community
BRC	Budget Review Committee
CAFR	Comprehensive Annual Financial Report
CF	Carryforward
CIP	Capital Improvement Plan
CO	Change Order
CPI	Consumer Price Index
CY	Current Year
DCA	Department of Community Affairs (Georgia)
DEA	Drug Enforcement Administration (Federal)
DOR	Department of Revenue (Georgia)
DSF	Debt Service Fund
E-911	Emergency 911
FT	Full-Time
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	General Accounting Office (Federal)
GAAP	Generally Accepted Accounting Principals
GAAS	Generally Accepted Auditing Standards
GAGAS	Generally Accepted Governmental Auditing Standards
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GO Bonds	General Obligation Bonds
HX	Homestead Exemption
ICMA	International City/County Management Association
I/F	Inter-fund (transfer)
IT	Information Technology Department
LOST	Local Option Sales Tax
M&O	Maintenance and Operations
NTV	Net Taxable Value
O.C.G.A.	Official Code of Georgia Annotated
OMB	Office of Management and Budget (Federal)
PAFR	Popular Annual Financial Report
PO	Purchase Order
PS	Public Safety Department
PT	Part-Time
PY	Prior Year
R&R	Renewal & Replacement
SEC	Securities and Exchange Commission (Federal)
SWAT	Special Weapons and Tactics (team)
TV	Taxable Value





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## *About Alpharetta*



## Fiscal Year 2010 Operating & Capital Budget Narrative

# About Alpharetta



### History<sup>1</sup>

From the North Georgia Mountains to the Chattahoochee River along a Cherokee Indian trail, a tiny village named *New Prospect Camp Ground* was formed. This village, made up of tents, a log school, and an arbor became a trading post where Indians and settlers exchanged

their goods. The surrounding countryside provided excellent farmland, especially for cotton. On December 11, 1858, the town was chartered and became the county seat of Milton County. The town was renamed Alpharetta from the Greek words “alpha” meaning first and “retta” meaning town.

Alpharetta and Milton County can trace their history to the time of the Cherokee Indian Nation resettlement in the 1830's. First, drawn by the promise of free Indian lands, a few somewhat itinerant settlers moved into the area. These first pioneers were soon followed by permanent farmers and merchants who were the fortunate winners of the land lotteries of the early 1830's.

The first permanent landmark in the area was the New Prospect Campground, often referred to as the "Methodist Camp Ground". This campground was located next to a natural spring just north of the present "downtown" section of Alpharetta. A "Camp Meeting" in that era was the social and cultural highlight of the year for the families living on isolated farms with few travel options.

On December 11, 1858, Alpharetta was legally chartered. Prior to July of that year, the town was known as the "Town of Milton". The original town charter provided that the City could pass a tax on every grocery store, retailing liquor store, hallway and billiard table of not more than \$25.00 per year. Another provision of that charter was the right to levy a tax of \$25.00 on every show that may be exhibited within the City. The first report of the City Trustees showed a balance of \$1,302.00 for fiscal year 1859.

A courthouse and jail were soon constructed, and with building costs being what they were, the final bill for the completed facility was \$2,400.00. This building served as a

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<sup>1</sup> The information contained within this section is based upon original research by Anne Rogers Ferguson and accessed via the City of Alpharetta website.

landmark for the city limits because, according to the charter, the limits were to extend in a one-half mile radius from the Courthouse.

By the time of the Civil War, Alpharetta had grown to a fair sized town with three hotels, several mercantile shops, numerous churches and a school. The farms around the area were for the most part small family farms and the majority of the farmers were not slave owners.

In 1863, an epidemic of smallpox spread through town. In one instance, 16 cases of the disease were recorded in two families alone. Guards were hired to keep people from leaving their quarantine and thereby spreading the sickness further.

Many of these early records are incomplete because as the left flank of the Union Army passed through Milton County, the original Courthouse was burned. In fairness, it was never established whether it was burned by the Union Troops or by retreating Confederate soldiers. In any case, one enterprising citizen, a Dr. O.P. Skeleton salvaged many of the court documents and carried them to a hiding place in Jackson County and promptly billed the City \$30.00 for "services rendered". Later, the City paid O.P.'s friend, John Webb, \$60.00 to bring them back.

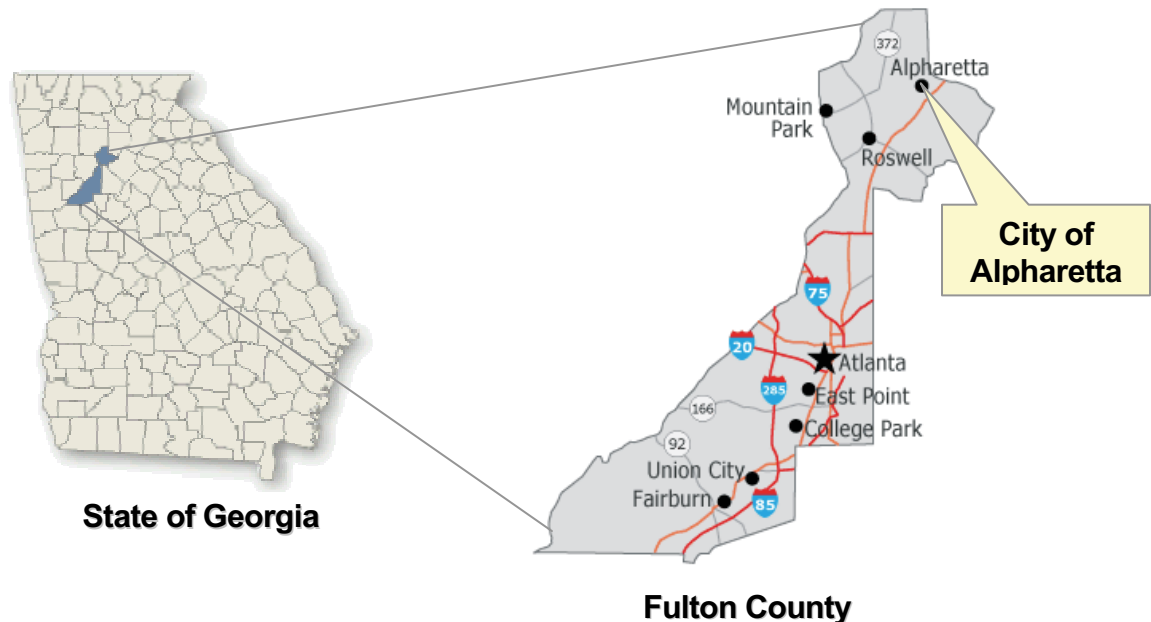
As the Civil War drew to a close, Alpharetta, along with the rest of the South, suffered a period of economic hardship. These "hard times" tended to draw folks together and a sense of community identity began to grow. As hard as these times were, Milton County fared better than many areas. Since the area was populated primarily by small farms and merchants, the collapse of the "Plantation" economy had nowhere near the impact as in other communities.

In the next decades, growth in Milton County was steady, but never spectacular. The area was hampered by the lack of a railroad, around which most growth in those times was centered. The nearest railroad dead-ended at the river in Roswell. It is ironic that in those times a railroad was so important, but today the absence of a noisy and dangerous railroad track is considered desirable for community development.

When the depression of the early 1930's devastated the nation's economy, Milton County found itself near bankruptcy. In order to save the area from disaster, it was decided that a merger of Milton County with Fulton County would be to everyone's advantage. It was because of this merger that the first roads began to be paved. Until that time, the only paved roads in the area were State Highway 19 (now Highway 9) and 120 (now Old Milton Parkway).

Today, Alpharetta represents one of fourteen incorporated cities/towns within Fulton County and is one of the fastest growing communities in the South. Its environment is considered ideal for raising families and living a quality lifestyle free from the problems found in so many similar sized cities.

Located approximately 25 miles north of the City of Atlanta, Alpharetta occupies a land area of approximately 27 square miles and serves an estimated population of 52,282. Population growth has been fueled in part by the City's strong economic base as well as the annexation of surrounding communities. With the recent incorporation of the City of Milton and the City of John's Creek, all unincorporated areas within north Fulton County have been absorbed. As such, future growth will be through internal development and redevelopment as opposed to annexation.



## **Government**

The City of Alpharetta ("City") operates under a strong mayoral form of government, whereby the mayor possesses all of the executive and administrative powers granted to the government under the constitution and laws of the State of Georgia and the City charter. Policy making and legislative authority are vested in the governing council, consisting of the mayor and six (6) council members, all elected on a non-partisan basis. The mayor is chosen by popular vote. City Council members run for a specific post, but they are elected by a city-wide vote. The city's elected officials serve four (4) year terms which begin on January 2<sup>nd</sup> immediately following the date of election into office. Council members elected for three (3) consecutive terms are not eligible for the succeeding term. A mayor elected and qualified for two (2) consecutive terms is not eligible for a succeeding term. Elections are held every two (2) years and are conducted by the Fulton County Board of Elections. The Mayor and City Council appoint a City Administrator to carry out the day to day operations of the City.

The City provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; and recreational activities and cultural events. Sanitation services are provided through relationships with private operators.



Regularly scheduled public meetings of the Alpharetta City Council, boards and commissions are listed below. All meetings and hearings are open to the public and City residents and stakeholders are encouraged to attend.

- ✓ City Council Meetings (location: City Hall Council Chambers)
  - 1<sup>st</sup> Monday of each month (7:30pm, business meeting)
  - 3<sup>rd</sup> Monday of each month (7:30pm, business meeting)
  - 4<sup>th</sup> Monday of each month (7:30pm, public hearing)
- ✓ Tree Commission Meetings (location: City Hall Council Chambers)
  - 3<sup>rd</sup> Tuesday of each month (7:00pm)
- ✓ Planning Commission Meetings (location: City Hall Council Chambers)
  - 1<sup>st</sup> Thursday of each month (7:30pm)
- ✓ Recreation Commission Meetings (location: City Hall Council Chambers)
  - 4<sup>th</sup> Thursday of each month (7:30pm)
- ✓ Board of Zoning Appeals Meetings (location: City Hall Council Chambers)
  - 3<sup>rd</sup> Thursday of each month as needed (5:30pm)
- ✓ Code Enforcement Board Meetings (location: City Hall Council Chambers)
  - 4<sup>th</sup> Thursday of each month (3:30pm)
- ✓ Design Review Board Meetings (location: City Hall Council Chambers)
  - 3<sup>rd</sup> Friday of each month (8:30am)
- ✓ Development Authority Meetings (location: Community Development Department)
  - Quarterly meetings (8:00am)

## **Mission**<sup>2</sup>

To provide all Citizens of the City of Alpharetta with quality, cost-effective services and leadership delivered by highly competent professionals in a manner consistent with planned growth and future economic development.

## **Vision**<sup>3</sup>

Alpharetta will be the Signature City in the Region, distinguished by the following strategic priorities:

- ✓ Safe, Secure and Livable City for our Residents, Businesses and Visitors;
- ✓ Recreational, Educational and Cultural Opportunities for All Ages;
- ✓ Proactive, Environmentally Sensitive Community with a Focus on our Future;
- ✓ Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders;
- ✓ Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families;
- ✓ Small Town Feel with a Historic Past;
- ✓ Strong Business Partnerships in a Corporate Campus Environment; and a
- ✓ Comprehensive Transportation system, Balancing Greenways and Walkways with Road and Rail.



**Big Creek Greenway**

In summary, our vision for the future guides the City's decision making process. As you read this document, you will notice that direct linkages are identified between the City's strategic priorities and departmental goals & objectives as well as the projects set forth in the Capital Improvement Plan. When funding initiatives (e.g. annual departmental budgets) are brought before the City Council for consideration, discussion is centered on how the initiatives link with the strategic priorities and by extension, the City's vision for the future. The City Council reviews the strategic priorities annually at a Council Retreat and amends as necessary to ensure alignment with the City's strategic vision for the future.

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<sup>2</sup> The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

<sup>3</sup> The Vision Statement represents what we want our City to become and details how the City's future will look if we continue to achieve our Mission.

## **Annual Budget Process**

The annual budget serves as the foundation for the City's financial plan and assists in control of the financial stability and health of the government. The Mayor and Council are legally required to adopt a balanced budget (i.e. revenues = expenditures) no later than the close of the fiscal year. The City's fiscal year runs from July 1<sup>st</sup> through June 30<sup>th</sup>, with the official fiscal year taken from the year ending date. For example, the FY 2010 Budget Narrative is prepared for the fiscal year commencing July 1, 2009 and ending June 30, 2010.

Responsibility for funding recommendations contained within the annual budget rests with the Budget Review Committee ("BRC"), comprised of the Mayor, City Administrator, and Finance Director. The BRC maintains the primary responsibility of ensuring that funding requests are in alignment with the City's strategic priorities and by extension, the strategic vision for the future. Additionally, the BRC performs a detailed review of revenues and expenditures that culminates in the Mayor's recommended budget which is presented annually to the City Council for discussion and adoption during May/June.

### **Budget Methodology**

The City's budget is created under a hybrid performance-based budgeting system. This type of budgeting system blends the traditional historical financial trend model with the performance based model of identifying a particular level of performance for each type of service/program and the resources necessary to operate it, as well as describes the structure of the departments and the programs into which they are divided.

Beginning with each department's mission statement, which sets the direction for the department's activities, we develop a projected budget based on the previous year's budget/actual expenditure trend and amend for any new initiatives or discontinued/non-recurring initiatives.

From there, goals and objectives are developed that support the department's mission and, by extension, the City's strategic priorities. Goals and objectives should be SMART – Specific, Measurable, Achievable, Relevant, and Timed. Ultimately, the goals and objectives should result in departmental efficiency/effectiveness improvements which are then reflected in the appropriations process.

The departmental budget is separated into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the City's overall mission.
- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and



challenge the department, but they must also be SMART (please see above).

Direct linkages are identified between the City's strategic priorities and departmental goals & objectives.

- *Program/Expenditure Summary* – the budget for the department presented on both a department-wide and individual program basis and summarized by expenditure category:
  - Personal Services: salaries, overtime, and other compensation related expenditures.
  - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
  - Capital: departmental machinery & equipment expenses.
- *New Initiatives* – new services and/or capital investment.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

## Performance Measurement

The City views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. Accordingly, the City is a member of the International City/County Management Association's ("ICMA") performance measurement consortium which tracks data from various service units (e.g. code enforcement, police service, fire service, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide.

The City's performance measurement team is implementing a proprietary software application to assist in the tracking, analysis and reporting of performance measurement data and the comparison of core measures from ICMA consortium members. As you review the departmental sections of this document, you will notice refined measures for our Public Safety Department that follow the City's updated model.



## **Council Retreat (January/February)**

The budget preparation process commences annually in January/February with the City Council Retreat, including City Administration and key department personnel. The Retreat provides the dedicated time necessary for the City Council and executive staff to discuss the strategic issues facing the City and the associated effects on the upcoming budget. Discussion topics include any and all strengths, weaknesses, opportunities, threats, etc., facing the City and typically are categorized as follows: millage rates and property taxation; revenue generation/diversification; capital renewal/replacement and improvement; base-level service and operations; personnel compensation; service and operation improvements; bond issues in connection with capital improvement initiatives; etc. The Retreat provides the strategic framework and guiding priorities for the upcoming budget process.

## **Budget Preparation and Analysis (February-April)**

In February, the Finance Department distributes a budget calendar and target budgets to departments for the coming year which is based on revenue forecasts and projections of current year expenditures, as well as the two prior year's actual expenditures. Included in the target budget are: line-items for salaries and benefits (e.g. pension, health insurance, etc.); the department's current year's goals and objectives; and Capital Improvement Program worksheets (i.e. current year updates to the City's capital improvement plan).

### *Fiscal Year 2010 Update*

*Due to the recession and its impact on City revenues, departments were provided with targeted budget reductions of approximately -10%, or -\$1.4 million, for non-personnel operating expenditures that would not impact service levels.*

Budget information is collected in three phases. The first two phases are collected simultaneously. Phase one requests are related to employee expenses. During this phase, finance staff forecasts the personnel services funding requirements (e.g. salary and benefits) for the upcoming budget. Departments are requested to submit a forecast of personnel-driven operational expenses such as uniforms, professional development, travel, communications, etc.

The second phase includes budget requests that relate to departmental operations. During phase two, City departments are directed to review their operations and provide a forecast of appropriations required to maintain current service levels. Phase three, the final phase of data collection, includes funding requests for improvements to current service levels as well as new programs or services and capital improvement projects.

### *Fiscal Year 2010 Update*

*New program requests were suspended for fiscal year 2010 due to revenue constraints.*



As departments formulate their expenditure requests, the Finance Department is preparing the corresponding revenue analysis and forecast. Revenue sources across all funds are analyzed using the expert judgment of department directors and staff, trend analysis, and economic forecasts to compile revenue estimates that are both accurate and conservative. The City maintains a conservative revenue forecasting philosophy aimed at mitigating the over-appropriation of expenditures based on inflated revenue estimates. Additionally, the City's aggressive pay-as-you-go capital program is supported by the conservative revenue philosophy through a level supply of excess fund balance (i.e. fund balance in excess of the City's 18% fund balance reserve) available for one-time capital investment.

Fiscal Year 2010 Update

*Revenue collections are forecasted to decline -3%, or -\$1.4 million, compared to the fiscal year 2009 budget.*

Budget requests are completed by every department and submitted to the Finance Department where the data is assembled into a central repository reporting system.

Both expenditure requests and revenue projections are calculated and formatted for presentation to the Mayor and City Administrator for initial review. From this point, department directors are scheduled for a discussion period with the BRC. During these meetings, discussion is focused on appropriations necessary to maintain current service levels. Appropriation growth in excess of a reasonable CPI figure will be thoroughly analyzed to determine the primary growth factors (i.e. fuel, utilities, and other items subject to volatile price fluctuations) and brainstorm ways to mitigate the increased costs. Additionally, new programs, services, improvements to current services, and capital improvement projects are discussed in terms of how the initiatives link with departmental goals and objectives and by extension, the City's strategic priorities and vision for the future.

Upon completion of the departmental meetings, the BRC reviews base budgets within the context of the conservative revenue forecast and makes the necessary adjustments to balance the budget. Funding for new programs, services, or improvements to current services is prioritized based on a needs assessment and balanced against the goal of reducing the tax burden on our citizenry and stakeholders (e.g. millage rates). Funding for capital improvement projects is contained both within the general operational budget as well as the companion capital project budget (one-time funding from excess fund balance). The consolidated balanced budget (i.e. operations and capital) is then prepared for presentation to the City Council.

## City Council Budget Workshops (May-June)

City Council budget workshops are held in May-June. The workshops typically commence with distribution of the Mayor's proposed budget which includes the following:

- Transmittal letter that summarizes the budget including current service levels, new initiatives, strengths/weaknesses/opportunities/threats facing the organization, and how the budget addresses those issues identified during the City Council Retreat;
- Departmental performance measurement listing; and
- Departmental budget detail including a multi-year expenditure summary (current year and two prior years); project summary listing; and budget detail comparison that provides specific line-item allocations for the current and proposed budget years.

The Finance Director conducts public presentations, as needed, to summarize the budget and discuss the underlying economic growth trends. Discussion will focus on the strategic issues facing the organization for the upcoming budget year and the next several years and how this budget positions the City to respond in a prudent and proactive manner (e.g. periods of slowing economic growth, etc.). The City Council takes a lead role in analyzing the budget within the context of the City's strategic vision for the future.

## Budget Adoption (June)

The budget and millage rate(s) are adopted via Ordinance in June through the public hearing process as provided under State law.



**Downtown Alpharetta**




**Wills Park**



**North Point Mall**

## FY 2010 Budget Calendar

	<b>City of Alpharetta</b> <b>Fiscal Year 2010 Budget Calendar</b>
January 12-13	City Council Retreat
February 16-20	Budget kickoff meetings Budget target data distributed to departments <ul style="list-style-type: none"> <li>- Phase I (personnel services)</li> <li>- Phase II (maintenance and operations)</li> <li>- Phase III (capital requests and budget initiatives)</li> <li>- Performance Measurement ("PM") template               <ul style="list-style-type: none"> <li>• FY 2009 ytd actual</li> <li>• FY 2009 year-end estimate</li> <li>• FY 2010 forecast</li> </ul> </li> <li>- Departmental organizational charts</li> <li>- Departmental goals and objectives</li> </ul>
March 9	Due to Finance: <ul style="list-style-type: none"> <li>- Phase II and III Budget data</li> <li>- Updated PM data</li> <li>- Updated organizational charts</li> <li>- Updated goals and objectives</li> </ul>
March 16-20	Mayor, City Administrator and Finance Director budget overview meetings with departments
April 24	Mayor's Budget Memorandum provided to the City Council for discussion
May 4	City Council Meeting <ul style="list-style-type: none"> <li>- Highlight FY 2010 Proposed Budget</li> <li>- Distribute Proposed FY 2010 Detail Budget</li> </ul>
May 18	City Council Meeting <ul style="list-style-type: none"> <li>- Finance Department presentation               <ul style="list-style-type: none"> <li>• FY 2010 Budget overview</li> </ul> </li> </ul>
June 1	City Council Meeting <ul style="list-style-type: none"> <li>- Finance Department presentation               <ul style="list-style-type: none"> <li>• FY 2010 Capital Budget overview</li> </ul> </li> </ul>
June 15	Public Hearing #1 City Council Meeting <ul style="list-style-type: none"> <li>1<sup>st</sup> reading of Budget Ordinance</li> <li>1<sup>st</sup> reading of Millage Rate Ordinance</li> <li>E-911 Resolution</li> </ul>
June 22	Public Hearing #2 City Council Meeting <ul style="list-style-type: none"> <li>2<sup>nd</sup> reading of Budget Ordinance</li> <li>2<sup>nd</sup> reading of Millage Rate Ordinance</li> </ul>

## **Budget Basis and Structure**

The City's budget is developed on a modified accrual basis. State law requires that the City's budget be balanced – revenues equal expenditures.

Under the modified accrual basis, revenues are recorded when both available and measurable. Certain fines and forfeitures, however, are recorded when received, as they are not susceptible to accrual. Expenditures are recognized when the liability is incurred, except for: (1) principal and interest on general long-term debt which are recognized when due; and (2) annual employee leave and claims/judgments for litigation and self insurance which are recorded in the period due and payable.

The legal level-of-control resides at the department level within a given fund. As such, reallocation of appropriations between line-items is acceptable within a given department with the following exceptions:

- Salary and benefit savings due to vacancies are restricted from reallocation to cover operating expenditures except in the case of funding temporary labor assistance; and
- Capital appropriations are restricted to the specific purpose set forth in the budget and cannot be reallocated except through approval by City Administration and/or the City Council.

Budget amendments that cross departments must be approved in advance by the City Council. As such, these amendments are typically brought for consideration by City Council during the mid-year budget review process.

## **Financial Accounting Structure**

The accounting policies of the City shall conform to the generally accepted accounting principles ("GAAP") as applicable to local governments.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording and summarizing all governmental financial transactions and balances in a single entity. From an accounting and financial management viewpoint, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other.

Each accounting entity is accounted for in a separate "fund". A fund is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City's accounting records for general government operations are maintained on

a modified accrual basis with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities are incurred. Accounting records for the City's enterprise fund are maintained on an accrual basis.

The City's accounting system is organized and operated on a "fund" basis and each fund is classified in one of three categories:

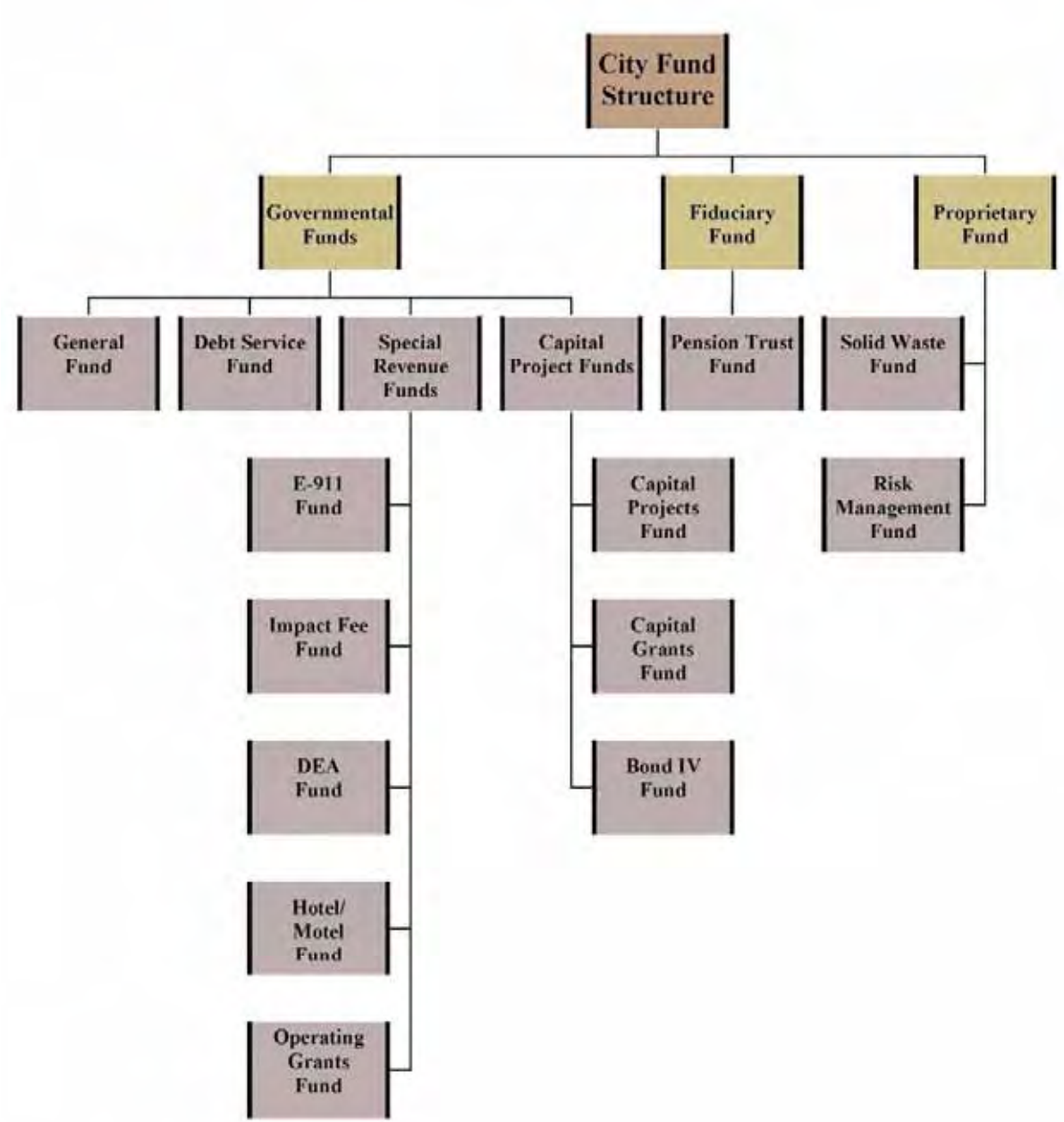
<b><u>Classification</u></b>	<b><u>Fund Type</u></b>
Governmental Funds	General Fund Special Revenue Funds Debt Service Fund Capital Project Funds
Proprietary Fund	Enterprise Fund Internal Service Fund
Fiduciary Fund	Pension Trust Fund

- **Governmental Funds:** These funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities is referred to as "Fund Balance". The primary measurement focus is "flow of current financial resources". In other words, are there more or less resources than can be spent in the near future as a result of transactions of the period. Increases in resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.
- **Proprietary Fund:** These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as

revenues or gains in the operating statement. Those events and transactions that diminish the economic position are reported as expenses or losses.

- **Fiduciary Fund:** These funds are used to account for assets held by the City in a trustee capacity or as an agent for other governmental units and for other funds.

The City uses ten governmental funds, two proprietary funds, and one fiduciary fund as detailed below:



The following section provides a narrative on each of the City's 13 funds:

**General Fund (Governmental Fund)**: The General Fund is the principal operating fund of the City and includes governmental activities such as police, fire, recreation, transportation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation program fees.

The General Fund utilizes the modified accrual basis of budgeting and accounting. Under the modified accrual basis, revenues are recorded when both available and measurable. Expenditures are recognized when the liability is incurred, except for: (1) principal and interest on general long-term debt which are recognized when due; and (2) annual employee leave and claims/judgments for litigation and self insurance which are recorded in the period due and payable.

Pursuant to City policy, the General Fund maintains a fund balance reservation equal to 18% of operating expenditures (approximately \$9.0 million as of audited fiscal-year-ending September 30, 2008). Additionally, the City maintains a budgetary contingency equal to 1% of operating expenditures aimed at mitigating budget impacts associated with minor revenue variances and unanticipated expenditures.

Fund balance in excess of the reserve designation is utilized to assist in funding of the City's capital improvement plan. The FY 2010 budget includes a carryforward of excess fund balance totaling \$6.9 million for capital investment. The City has begun a commitment to fund recurring capital projects from the operating budget as opposed to relying solely of excess fund balance. As such, the FY 2010 budget includes \$900,000 for milling & resurfacing within the General Fund.

**Special Revenue Funds (Governmental Funds)**: Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. All special revenue funds utilize the modified accrual basis of budgeting and accounting.

- **E-911 Fund**: This fund accounts for fees received from users, or potential users, of the City's Emergency 911 System. The fee equals \$1.50 monthly and is paid directly from wired and wireless telecommunication providers, with expenditures occurring to maintain and run the system within the government. The Public Safety Department manages the E-911 Program.
- **Impact Fee Fund**: This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the City's impact fee ordinance. Specifically, impact fee monies are transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund the improvements discussed above. The Community Development Department manages the Impact Fee Program.



- **Drug Enforcement Agency (“DEA”) Fund:** This fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offenders arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department’s normal operational budget. The Public Safety Department manages the DEA Program.
- **Hotel/Motel Fund:** This fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the City levies a hotel/motel occupancy tax of 6% on total rental charges.

The resulting revenue is distributed as follows:

✓ City of Alpharetta	40.00%
✓ Alpharetta Convention & Visitors’ Bureau	43.33%
✓ Alpharetta Business Community	16.67%

- **Operating Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City’s financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund. All operating grant funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, these appropriations are not reflected in this budget document, but they are reflected in the City’s monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

**Debt Service Fund (Governmental Fund):** This fund accumulates financial resources for the repayment of the City’s debt obligations including:

- ✓ General Obligation Bonds, Series 1992
- ✓ General Obligation Refunding Bonds, Series 2003
- ✓ General Obligation Bonds, Series 2006
- ✓ General Obligation Refunding Bonds, Series 2009
- ✓ Development Authority Revenue Refunding Bonds, Series 2009 *(City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation.)*

The Debt Service Fund utilizes the modified accrual basis of budgeting and accounting.



**Capital Project Funds (Governmental Fund):** These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The City has three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and Bond IV Fund (account for proceeds from GO Bonds, Series 2006). For the purposes of this budget document, only the Capital Project Fund and the Capital Grant Fund are presented as new appropriation activity was approved for FY 2010. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, these appropriations are not reflected in this budget document, but they are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

- **Capital Project Fund:** This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000<sup>4</sup>. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Capital Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
- **Bond IV Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2006. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.



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<sup>4</sup> Additional capital improvement funding for annual recurring items (e.g. milling and resurfacing) is included within the General Fund.

**Proprietary Fund:** The City maintains two different proprietary fund types. Enterprise Funds are used to account for business-type activities whose operations are primarily funded by customer fees. Internal Service Funds are used to accumulate and allocate costs internally among the City's various functions. Proprietary Funds utilize the accrual basis of budgeting and accounting.

- **Solid Waste Fund (Enterprise Fund):** This fund accounts for fees received from users of the City's solid waste program (i.e. garbage and trash collection). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions.
- **Risk Management Fund (Internal Service Fund):** This fund is used to account for expenses related to providing and administering the general liability, automotive liability, workers' compensation and property insurance coverage for the City.

**Pension Trust Fund (Fiduciary Fund):** This fund accounts for assets of the City's pension plan(s). The assets in this fund cannot be used to support government programs or activities. The fiduciary fund utilizes the accrual basis of accounting and is not appropriated in the annual budget but is included in the City's Comprehensive Annual Financial Report.



Rock Mill Park incorporates a variety of environmentally friendly and sustainable aspects, and affords numerous opportunities for citizens to learn about our natural environment. Park amenities include a green roof pavilion and an outdoor classroom designed to focus on the ecological beauty and significance of existing wetlands, forests, and riverine system of Big Creek.

## **Demographic, Economic, and Statistical Data**

The following section provides detailed information about Alpharetta's demographic and economic makeup including information on principal employers, property values, tax rates, principle taxpayers and much more.

### **Alpharetta At-A-Glance**



Date of Incorporation:	1858
Date First Charter Adopted:	1858
Date Present Charter Adopted:	1981
Form of Government:	Mayor and City Council
(1) Population:	52,282
Median Age:	35.7 years
Median Income:	\$86,528
Median Family Income:	\$117,862
Per Capita Income:	\$46,700
(2) Area:	27 square miles
Bond Rating:	
Moody's Investor Service	Aaa
Standard & Poor's	AAA
(2) Miles of Streets:	
Streets – Paved	525 miles
Streets – Unpaved	1 mile
Drainage – Piped	100 miles
Drainage – Open	40 miles
(6) Elections:	
Number of Registered Voters	20,185
Number of Votes Cast in last Municipal Election	2,595
% of Registered Voters Participation	12.9%

(3) Police Protection:

Number of Sworn Police Officers	104
Number of Sworn Reserve Officers	11
Number of Communication Officers	20
Number of Civilian Positions (full-time)	10
Number of Civilian Positions (part-time)	3
Number of Stations	1
Number of Uniform Patrol Officers	56
Number of Traffic Patrol Officers	12
Number of Crime Prevention Officers	3
Number of Criminal Investigation Division Officers	17
Number of Other Officers	16

(3) Fire Protection:

Number of Stations	6
Number of Suppression Employees	94
Insurance Services Office ("ISO") Fire Classification	2

(4) Recreation:

Number of Parks (active and passive)	9
Number of Playgrounds	7
Number of Park Acreage	762
Number of Swimming Pools	1
Number of Athletic Fields	28
Number of Recreation Buildings	18
Number of Tennis Courts	17
Number of Hockey Rinks	2

(5) Municipal Sanitation Service:

Number of Customers	13,721
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(1) Education:

Elementary Schools	3
Middle Schools	2
Charter Schools	1
High Schools	4
Colleges	2

Notes:

- (1) Source: City Administration Department
- (2) Source: Information Technology Department
- (3) Source: Public Safety Department
- (4) Source: Recreation and Parks Department
- (5) Source: Finance Department
- (6) The figures contained herein are representative of the 2007 (calendar year) election. The next election will be conducted during calendar year 2009.

## Population, Personal Income, and Employment

### CITY OF ALPHARETTA, GEORGIA Demographic and Economic Statistics Last Ten Fiscal Years

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Education Levels in Years of Formal Schooling	School Enrollment	Unemployment Rate
1999	30,000	\$ 1,041,570,000	34,719	34.5	16.0	16,796	2.6%
2000	30,000	1,182,960,000	39,432	34.0	16.0	17,067	2.5%
2001	35,406	1,435,465,458	40,543	33.3	16.0	18,723	2.9%
2002	36,079	1,445,649,451	40,069	35.0	16.0	19,592	4.4%
2003	37,090	1,462,532,880	39,432	33.0	16.0	19,154	2.4%
2004	37,124	1,463,873,568	39,432	33.3	16.0	19,536	2.1%
2005	38,274	1,509,220,368	39,432	33.0	16.0	19,567	4.5%
2006	48,240	1,902,199,680	39,432	33.0	16.0	19,598	3.5%
2007	51,243	2,393,048,100	46,700	35.6	16.0	18,966	3.0%
2008	52,282	2,441,569,400	46,700	35.7	16.0	18,354	3.7%

**Notes:**

Source: City's Comprehensive Annual Financial Report ("CAFR") for the fiscal year ended June 30, 2008

Bureau of the Census/County Regional Planning Commission

State Department of Labor and Department of Commerce

Fulton County School District

\* Data for FY's 2009 and 2010 not available at time of printing.

\* Population, median age, and education level information are based on surveys conducted during the last quarter of the calendar year. Personal income information is a total for the year. Unemployment rate information is an adjusted yearly average.

### CITY OF ALPHARETTA, GEORGIA Principal Employers Fiscal Year 2008

Employer	Employees	Rank	Percentage of Total City Employment
AT & T Mobility	3,300	1	3.08%
ADP	2,000	2	1.87%
McKesson	1,526	3	1.42%
Hewlett Packard	1,264	4	1.18%
ChoicePoint	1,130	5	1.05%
IBM Technologies	1,009	6	0.94%
Lucent Technologies	772	7	0.72%
UPS Supply Chain Solutions	720	8	0.67%
Equifax Information Services	610	9	0.57%
GE Consumer Finance	586	10	0.55%
<b>Total</b>	<b>12,917</b>		<b>12.06%</b>

**Notes:**

Source: City's CAFR for the fiscal year ended June 30, 2008

City of Alpharetta Community Development Department

\* Data for FY 2009 and 2010 not available at time of printing.

## Property Tax Base, Tax Rates, and Principal Tax Payers

### CITY OF ALPHARETTA, GEORGIA Assessed Value and Estimated Actual Value - All Taxable Property Last Ten Fiscal Years

	A		B		C	=A+B-C		=(A+B)/40%	
	Real Property		Personal Property		Tax Exempt Real	Total Taxable	Total	Gross Taxable	
Fiscal Year	Residential	Commercial	Motor Vehicles	Other	Property	Assessed Value	Direct Tax Rate	Value (Est.)	
2000	\$ 679,825,149	\$ 1,199,760,731	\$ 82,902,406	\$ 180	\$ (149,173,042)	\$ 1,813,315,424	7.880	\$ 4,906,221,165	40.00%
2001	734,164,270	1,384,443,620	105,730,867	180	(130,818,443)	2,093,520,494	7.880	5,560,847,343	40.00%
2002	824,109,741	1,555,238,056	125,069,600	-	(134,442,791)	2,369,974,606	7.480	6,261,043,493	40.00%
2003	950,097,600	1,655,525,492	149,126,970	180	(138,298,996)	2,616,451,246	7.230	6,886,875,605	40.00%
2004	1,039,727,230	1,719,450,312	162,044,513	45,870	(219,537,799)	2,701,730,126	7.000	7,303,169,813	40.00%
2005	1,101,782,470	1,852,175,974	166,615,420	18,563	(229,770,785)	2,890,821,642	7.000	7,801,481,068	40.00%
2006	1,240,207,540	1,825,547,513	180,951,120	72,779	(237,348,130)	3,009,430,822	7.000	8,116,947,380	40.00%
2007	1,518,944,750	2,040,496,402	191,384,580	11,180	(256,861,520)	3,493,975,392	6.600	9,377,092,280	40.00%
2008	2,014,574,410	2,223,045,288	208,677,560	24,087	(436,052,018)	4,010,269,327	6.248	11,115,803,363	40.00%
2009	2,077,264,120	3,004,519,570	209,980,220	13,678	(521,562,710)	4,770,214,878	5.750	13,229,443,970	40.00%

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2007  
State of Georgia Department of Revenue (Property Tax Division)

\* Property in the County is assessed annually. The County assesses property at approximately 40 percent of actual value for all types of real and personal property.

\* Tax rates are per \$1,000 of assessed value.

\* Assessed Value data for FY 2009 represents preliminary certification; final certification of the Digest not available at time of printing.

\* Assessed Value data for FY 2010 not available at time of printing.

### CITY OF ALPHARETTA, GEORGIA Property Tax Rates - All Overlapping Governments Per \$1,000 of Assessed Value Last Ten Fiscal Years

City of Alpharetta					Overlapping Districts								
					Fulton County			School District					Direct & Overlapping Rates
Fiscal Year	Tax Year	Operating Millage	Debt Service Millage	Total City Millage	Operating Millage	Debt Service Millage	Total County Millage	Operating Millage	Debt Service Millage	Total School Millage	Grady Hospital	State	
2001	2000	4.930	2.950	7.880	13.310	0.380	13.690	19.350	0.800	20.150	-	0.250	41.970
2002	2001	5.060	2.420	7.480	13.040	0.300	13.340	18.260	0.760	19.020	-	0.250	40.090
2003	2002	4.900	2.330	7.230	12.527	0.280	12.807	18.460	0.310	18.770	-	0.250	39.057
2004	2003	4.750	2.250	7.000	12.052	0.270	12.322	17.758	0.298	18.056	-	0.250	37.628
2005	2004	4.700	2.300	7.000	11.581	0.066	11.647	17.315	0.291	17.606	-	0.250	36.503
2006	2005	4.550	2.450	7.000	11.581	0.064	11.645	17.825	0.282	18.107	-	0.250	37.002
2007	2006	4.150	2.450	6.600	11.407	0.063	11.470	17.825	0.282	18.107	-	0.250	36.427
2008	2007	4.508	1.740	6.248	10.281	0.000	10.281	16.904	1.189	18.093	-	0.250	34.872
2009	2008	4.215	1.535	5.750	10.281	0.000	10.281	16.403	1.099	17.502	-	0.250	33.783
2010	2009	4.215	1.535	5.750	10.281	0.000	10.281	17.502	0.000	17.502	-	0.250	33.783

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2008  
State of Georgia Department of Revenue (Property Tax Division)

\* Overlapping rates are those of local and county governments that apply to property owners within the City of Alpharetta.

\* Tax rates are per \$1,000 of assessed value.

**CITY OF ALPHARETTA, GEORGIA**  
**Property Tax Levies and Collections**  
**Last Ten Fiscal Years**

Fiscal Year	Tax Year	Total Tax Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
			Amount	Pct. of Levy		Amount	Pct. of Levy
1999	1998	\$ 12,177,953	\$ 9,695,428	79.61%	\$ 2,477,588	\$ 12,173,016	99.96%
2000	1999	13,992,591	13,194,833	94.30%	790,420	13,985,253	99.95%
2001	2000	15,596,114	15,143,169	97.10%	444,707	15,587,876	99.95%
2002	2001	16,654,812	16,279,679	97.75%	340,949	16,620,628	99.79%
2003	2002	17,449,713	17,136,171	98.20%	285,762	17,421,933	99.84%
2004	2003	17,242,314	16,935,962	98.22%	257,194	17,193,156	99.71%
2005	2004	18,264,892	18,188,800	99.58%	(19,622)	18,169,178	99.48%
2006	2005	19,464,408	19,277,210	99.04%	248,474	19,525,684	100.31%
2007	2006	21,101,305	20,926,995	99.17%	355,420	21,282,415	100.86%
2008	2007	23,529,629	23,144,721	98.36%	-	23,144,721	98.36%

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2008  
City of Alpharetta Finance Department

**CITY OF ALPHARETTA, GEORGIA**  
**Principal Property Taxpayers**  
**Fiscal Year 2009**

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
GGP Northpoint	\$ 67,468,760	1	1.41%
Cousins Properties	61,878,460	2	1.30%
Sanctuary Park Realty Holding	58,120,320	3	1.22%
Duke Realty	51,817,830	4	1.09%
CH Realty IV Royal Centre LLC	36,000,000	5	0.75%
Northside Ventures Inc.	32,679,320	6	0.69%
Weeks Realty LP	30,370,440	7	0.64%
Metropolitan Life Insurance Co.	28,710,920	8	0.60%
Amli	27,285,720	9	0.57%
HBO & Co. of GA	22,597,560	10	0.47%
<b>Totals</b>	<b>\$ 416,929,330</b>		<b>8.74%</b>

**Notes:**

Source: Fulton County Board of Assessors

**CITY OF ALPHARETTA, GEORGIA**  
**Sales Tax Rates - All Overlapping Governments**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>State of Georgia</b>	<b>Local Option Sales Tax</b>	<b>Metropolitan Atlanta Regional Transportation</b>	<b>Fulton County Board of Education</b>	<b>Total Overlapping Rates</b>
2000	4	1	1	1	7
2001	4	1	1	1	7
2002	4	1	1	1	7
2003	4	1	1	1	7
2004	4	1	1	1	7
2005	4	1	1	1	7
2006	4	1	1	1	7
2007	4	1	1	1	7
2008	4	1	1	1	7
2009	4	1	1	1	7

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2008  
State of Georgia Department of Revenue (Property Tax Division)

\* Overlapping rates are those of local and county governments that apply to property owners within the City.

\* The City currently receives approximately 5.2% of the Local Option Sales Tax collected on a county-wide basis.



**Downtown**





# *Financial Management Policies*

# Financial Management Policies

The *Financial Management Policies* section is intended to provide readers with a sampling of the City's financial management policy program. Due to size constraints, several of the City's larger policies have been excluded. First and foremost is the City's procurement policy which guides the purchasing of goods/services of the highest quality at the most reasonable cost through ensuring fair and open competition. Details of the City's procurement policy as well as any of the policies contained within our financial management policy program can be obtained from the City's Finance Department<sup>5</sup>.

## **Section I: General Budget Policies**

The budget process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided within estimated resources. Budget policy guides this process. Budget policy also directs the City's financial health and stability. Georgia law (e.g., O.C.G.A. 36-81-2 et seq.) provides the budget requirements for Georgia's local governments. The information below provides an outline of the City's application of those laws.

The City's goal is to adopt operating budgets where current revenues equal anticipated expenditures. All departments supported by the resources of this City must function within the limits of the financial resources identified or available specifically to them. A balance must be struck between revenues and expenditures, so the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time which extend beyond current appropriations. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years.

### **A. Scope**

This policy applies to all budgeted funds, which are the responsibility, and under the management of the City of Alpharetta and its Department of Finance.

### **B. Financing Current Costs**

Current costs shall be financed with current revenues, including the use of authorized fund balances. The City shall avoid balancing current expenditures through the obligation of future year's resources. The City shall strive to avoid

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<sup>5</sup> City of Alpharetta – Finance Department: 2400 Lakeview Parkway, Suite 175, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

short-term borrowing to meet cash flow requirements. However, the City may enter into short-term borrowing should a critical need arise.

### **C. Budget Objective by Fund Type**

The following budget objectives are established for the different funds the City uses:

- General Fund – The annual budget for the General Fund shall provide for general government operations of the City and maintain working capital necessary for the City’s financial health and stability;
- Special Revenue Fund(s) – The City adopts annual budgets for each special revenue fund that demonstrates that any legally restricted revenue sources are used consistent with the applicable laws and/or regulations (i.e. Emergency 911 Fund, Impact Fee Fund, etc.);
- Capital Project Fund(s) – The City adopts project budgets for each of its capital project funds. These adopted appropriations do not lapse at the end of a fiscal year; rather they remain in effect until project completion or re-appropriation by City Council;
- Debt Service Fund(s) – The City adopts annual budgets for its debt service funds. Any remaining fund balances from prior years plus current years projected revenues shall be sufficient to meet all annual debt service requirements; and
- Proprietary Fund(s) - Although generally accepted accounting principles (GAAP) or Georgia statutes do not require the City to adopt budgets for enterprise funds, the City does adopt budgets for its enterprise funds in order to monitor revenues and control expenses. The City uses a business approach when budgeting enterprise funds. Enterprise funds shall be self-supporting whenever possible and subsidized losses will be minimized when break-even is not possible. Also, the City adopts annual budgets for its Internal Service Funds.

Additionally, the City classifies funds as either operating funds or non-operating funds. Operating funds are those funds that include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are necessary to continue the daily operations of the City. The General Fund will always be an operating fund. Other examples of operating funds are the Emergency 911 Fund and the Solid Waste Fund. Non-operating funds are those funds that do not include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are not critical to the daily operations of the City. Examples of non-operating funds are the Hotel/Motel Fund, Impact Fee Fund, and the Drug Enforcement Agency Fund.

## **Section II: Operating Budget Policies**

The operating budget shall be prepared on an annual basis and include those funds detailed in Section I that are subject to annual appropriation (all funds excluding the Capital Project Funds and the Fiduciary Fund). Prior year budget appropriations and prior year actual expenditures will be provided as reference data, with the current year appropriation and two years projection of expenditures. At a minimum, the City shall adopt annual balanced budgets for the general fund, each special revenue fund, and each debt service fund in accordance with O.C.G.A. 36-81-3.

The annual proposed budget should be submitted to the governing authority while being held by the Department of Finance for public review/inspection in accordance with O.C.G.A. 36-81-3. Public meetings will be conducted after proper advertisement prior to the City Council adopting and approving the annual budget document. (O.C.G.A. 36-81-5 and 36-81-6).

### **A. Departmental Appropriations**

The budget shall be developed based upon “line-item” expenditures within each department. This type of budget focuses on categories of expenditures such as personal services, contractual services, supplies, equipment, etc. within each department. At a minimum, each department’s appropriation in each fund shall be detailed within the budget document. (O.C.G.A. 36-81-3 and 36-81-5).

### **B. Performance Budget**

In addition to requesting expenditures by line item, the budget document shall include “performance” budget information. A performance budget provides information of each of the departments’ goals and objectives to be accomplished in the upcoming budget year. Goals and objectives should be SMART – Specific, Measurable, Achievable, Relevant, and Timed. Ultimately, the goals and objectives should result in efficiency/effectiveness improvements.

A performance budget also utilizes “Service Efforts and Accomplishments” which measure services rendered and department efficiency/effectiveness on a historical basis and project targets of the indicators for the upcoming budget year. The City shall strive to minimize and reduce, if possible, staffing levels required to accomplish its service delivery.

### **C. Budget Preparation Categories**

Each department shall submit budget requests separately for:

- Current services - A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year that is currently being provided. The current services

budget will include replacement capital equipment; and

- Expanded services - An expanded services budget includes funding requests associated with new services, additional personnel or new capital projects/equipment.

#### **D. Balanced Budget**

The budget shall be balanced for each budgeted fund. Total anticipated revenues plus that portion of fund balance in excess of authorized reserves (see operating budget policy H below) designated as a budget-funding source shall equal total estimated expenditures for each fund.

#### **E. Basis of Budgeting**

Neither GAAP nor Georgia statutes address a required budgetary basis of budgeting; the City adopts budgets in conformity with GAAP for all budgeted funds. All governmental funds use the modified accrual basis of accounting and proprietary fund budgets use the accrual basis of accounting.

#### **F. Level of Budget Adoption and Control**

All budgets shall be adopted at the legal level of budgetary control, which is the department level within each individual fund. See policy K below for amending the budget.

#### **G. Budget Stabilization Resources**

The City shall establish a fund balance reserve in all operating funds (defined in Section I of this policy) for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than two (2) months of operating and debt expenditures (approximately 18% of budgeted expenditures).

#### **H. Utilization of Prior Year's Fund Balance**

If necessary, the City may use fund balance in excess of the reserve for working capital (see budget policy G above) as a funding source for that fund's budget. The amount of unreserved fund balance shall be estimated conservatively, taking into consideration future year needs. The minimum requirement for the reserve for working capital, equal to two (2) months of operating and debt expenditures, must first be met before utilizing the excess fund balance as a funding source for the budget.

## I. Appropriation Lapses at Year End

All operating budget appropriations (including encumbered appropriations) shall lapse at the end of a fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against a department's subsequent year appropriation.

## J. Budget Control Reports

The City shall maintain a system of budgetary control reports to assure adherence to the budget. The City will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

The Finance Department implemented an on-demand financial reporting system to assist departments in managing their budgets. The system features a user friendly interface with preformatted financial statements that can be accessed on-demand.

Current Year Daily Financials

Back

\*If you have questions about the following reports please contact finance.

>>CIP & Bond Monthly Report

>>Monthly Financial Management Reports

>>Prior Year Daily Financials

Department	Project Report	Account Report	Encumbrance Report	Revenue
Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Court Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Clerk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering/Public Works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solid Waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fire & Emergency Services

Human Resources

Police Services

Public Safety

E-911

Recreation & Parks

Information Technology

Internal Audit

Risk Management

DEA

Internal Audit  
Daily Budget Report by Account

Date: 8/20/2017

Account	Object	Appropriations	Expenditures	Encumbrances	Balance	Balance %
PROFESSIONAL DEVELOPMENT		\$2,098.00	\$0.00	\$0.00	\$2,098.00	100.00%
PROFESSIONAL FEES		\$0.00	\$0.00	\$0.00	\$0.00	
REPAIR & MAINTENANCE	EQUIPMENT	\$104.00	\$0.00	\$0.00	\$104.00	100.00%
COMMUNICATIONS		\$11.00	\$0.00	\$0.00	\$11.00	100.00%
ADVERTISING		\$0.00	\$0.00	\$0.00	\$0.00	
PRINTING		\$0.00	\$0.00	\$0.00	\$0.00	
TRAVEL		\$2,000.00	\$160.84	\$0.00	\$2,049.16	94.97%
PURCHASED PROPERTY DRUG	MAINTENANCE CONTRACTS	\$0.00	\$0.00	\$0.00	\$0.00	
IT Professional Support		\$0.00	\$0.00	\$0.00	\$0.00	
GENERAL SUPPLIES		\$216.00	\$0.00	\$0.00	\$216.00	90.71%
SMALL EQUIPMENT		\$0.00	\$0.00	\$0.00	\$0.00	
SMALL EQUIPMENT	IT Computer Refresh	\$0.00	\$0.00	\$0.00	\$0.00	
MACHINERY		\$0.00	\$0.00	\$0.00	\$0.00	
		\$5,429.00	\$160.84	\$0.00	\$5,277.54	

## K. Authorization of Budget Adjustments and Amendments

The budget is a dynamic rather than static plan, which requires adjustments and formal budget amendments as circumstances change. The City Council must approve all increases in total departmental appropriations, increases in the personal services budgets (i.e., moving salary or employee benefit budget to other line items), and increases in the number of authorized positions (full and part-time).

Department heads must submit budget amendment requests transferring appropriations from one line item to another, other than those prohibited above, and obtain approval by the Director of Finance and the City Administrator. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs.

At the mid-point of each year, any necessary budgetary appropriations, including budgets for any projects authorized but not funded during the year, shall be appropriated through a supplementary budget ordinance. This mid-point adjustment is limited to requesting additional resources. Such supplemental appropriations shall be balanced with additional revenues for each fund. A justification for each requested change must be prepared (O.C.G.A. 38-81-3).

#### **L. Contingency**

The City shall establish an appropriated contingency of one percent of the total annual expenditure appropriation in all operating funds (defined in Section I of this policy) in order to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the budget was prepared. Non-operating funds (defined in Section I of this policy) shall not require a contingency reserve appropriation.

This contingency reserve appropriation will be a separate line item within the budget. This amount shall be subject to annual appropriation. The approval of the Mayor and the City Administrator is required before this appropriation can be expended. If approved, the Finance Department will transfer the appropriation from the contingency line item to the applicable line item(s) with the applicable department's budget.

#### **M. Maintenance and Replacement of Capital Equipment**

The City Council will give budget priority to requests that provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

#### **N. Contributions**

Unless authorized by City Council, outside contributions to programs operated by City departments shall be subject to the City's accounting and budgetary policies. The City welcomes both unrestricted and restricted contributions compatible with the City's programs and objectives. The Finance Director is authorized via the annual budget ordinance to amend the budget to reflect donation and/or contribution revenues and expenditures upon documented approval by the director of the benefitting department and the actual receipt of



the donation and/or contribution.

#### **O. Administrative Service Fee/Cost Allocation**

Whenever possible, the City may assess an administrative service fee from the General Fund to any other fund, based upon documentation and/or an outside independent study. This assessment will be based upon a percentage of the operating revenues, or services provided to the fund and shall be used to reimburse the General Fund for the administrative and support services provided to the assessed fund.

### **Section III: Cash-flow Budget Policies**

For analysis and internal management purposes, the City shall prepare an annual cash flow budget in conjunction with the Operating Budget. The purpose of this document will be to provide the necessary guidelines to insure that cash will be available to pay budget costs on a timely basis.

#### **A. Budget Allotments**

Budget allocations (i.e., budget allotments) are used in the operating budget, when needed to manage cash flows. The annual appropriation may be divided into segments in order to insure that the projected revenue streams will be adequate to fund the appropriated expenditures. The cash flow budget will provide details as to the periods in which the revenues will be collected, and thereby providing for available resources to pay obligations.

### **Section IV: Capital Project Improvement Plan Policies**

The City will prepare a five-year capital project improvement plan (CIP) which they will update annually. This plan will assist in the planning, acquisition, and financing of capital projects. A major capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, land acquisitions, and vehicles.

Major capital projects will be budgeted in the Capital Improvement Fund along with all identified funding resources. With the involvement of the responsible departments, the Finance Department will prepare the capital budget in conjunction with the operating budget.

#### **A. Project Length Budget**

The CIP budget shall be developed based upon defined projects approved by the Mayor and City Council. Budget appropriation shall include the complete project costs with contingency amounts as appropriate and if available. (O.C.G.A. 36-81-3)

## B. Budget Preparation

Each department, in conjunction with the Mayor and City Council, will identify potential capital projects throughout the year. All identified projects will be added to the CIP document, regardless of available funding. These needed projects will provide a method of tracking and planning for the future needs of the City. Every effort will be made to identify those projects committed by the City Council through legislative action.

The graphic to the right depicts the CIP form that is submitted annually to City departments during the budget process and serves as the foundation in updating the City's 5-Year CIP.

[illegible]

### C. Budget Control Reports

The City shall maintain a system of budgetary control reports to assure adherence to the budget. The City will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

The graphic below depicts the City's monthly CIP financial management report. Project information is segmented by department and provides life-to-date financial information.

[illegible]

#### **D. Authorization of Budget Adjustments and Amendments**

Department heads must submit budget amendment requests, transferring appropriations from one line item to another within the same project. The Director of Finance and the City Administrator shall review and approve all requests for budget adjustments. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs. The de-obligation of budget dollars to a specific project will only occur after the completion of the project or when a project was identified and budget and funding is no longer necessary.

#### **E. Appropriations at Year End**

Capital project appropriations shall carry forward to the subsequent budget period an equal amount of any encumbrances/purchase orders issued as of the close of the fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against each department's subsequent year carry-over appropriation. Any remaining appropriation available by project at year-end must be re-appropriated.

#### **F. Contingency**

The City shall include an appropriated contingency of three percent of the total annual expenditure appropriation in the Capital Project Fund in order to accommodate expenditures that may not have been expected during the duration of a capital project. Expenditure of contingency funds shall only be authorized in accordance with the City's Change Order Policy. Any contingency budgets shall be subject to annual appropriation.

### **Section V: Revenue Administration Policies**

The City levies, collects, and records certain taxes, license and permit fees, intergovernmental revenues, charges for service, investment income, fines and forfeitures, and other miscellaneous revenues and financing sources. This policy provides direction in the application, acceptance, and administration of revenues the City receives.

#### **A. Diversification and Stability**

All revenues have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on the tax and ratepayers. A diversity of revenue sources can improve a City's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The City shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source.

When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns. The City will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.

## **B. Conservative Revenue Estimates**

As part of the annual budget process, an objective analytical process will estimate revenues realistically and prudently. The City will estimate revenues of a volatile nature conservatively.

## **C. User Based Fees and Charges (Exchange Revenue)**

The level of user fee cost recovery should consider the *community-wide* versus *special service* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.

The City will strive to keep the revenue system simple that will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay. The City will avoid nuisance taxes, fees, or charges as revenue sources.

The City's revenue system will strive to maintain equity in its structure. That is, the City will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement).

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. The Finance Department shall forward any proposed changes to the City Council for approval.

For services associated with a user fee or charge, a fee shall offset the costs of that service, where possible. Costs of services include direct and indirect costs such as operating and maintenance costs, administrative costs, and charges for the use of capital (e.g., depreciation and/or debt service).

## **D. Alternative Revenue Sources**

The City shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

## **E. Revenue Collection**

The City will follow an aggressive policy of collecting revenues, consistent with state and federal laws. This policy includes charging of penalties and interest, revoking City licenses, and providing for the transferring and assignment of tax executions.

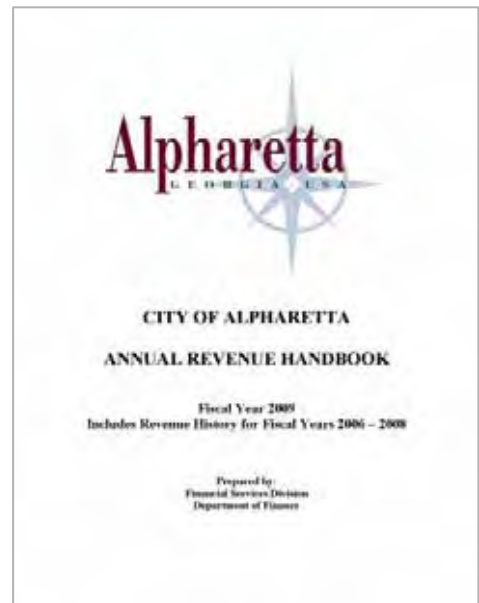
## **F. Rates and Charges**

The City Council shall approve all revenue rates, charges, and processes in association with receipted funds that are deposited by the City, in accordance with the Code of Ordinances.

## **G. Revenue Handbook**

The revenue handbook is updated annually as part of the budget process. This information contained therein is utilized to adjust fees and user charges. The handbook includes (at a minimum) the following information:

- Revenue Source
- Legal Authorization
- Method of Collection
- Department responsible for collection
- Rate or charge history
- Total revenue history



## **Section VI: Capital Asset Policies**

### **A. Introduction**

The Capital Asset Policy is designed to provide a comprehensive description of the capital asset and property systems of the City of Alpharetta. The primary purpose of the policies are to provide for consistent and uniform accounting of capital asset transactions throughout the City; guidelines for physical control and accountability of capital assets; and guidelines for disposal and depreciation of capital assets.

### **B. Definitions**

- Asset Acquisition: There are various methods by which the City acquires assets. These methods include, but are not limited to: purchase, donation, lease/purchase, trade-in, forfeiture, condemnation, internal/external construction, transfers from other governments, or any other method which transfers title of any property to the City.

- *Leased Assets*: The City capitalizes assets, acquired under capital lease, provided they meet the capitalization threshold and a buy-out option is included in the lease agreement. The capital lease must meet accounting standards for capitalization purposes. For capital leases, where the title of the asset will ultimately be transferred to the City, the asset will be capitalized at the net present value of future minimum lease payments. The City does not capitalize assets they acquired under operating leases.
- *Gifts/Donations*: The City capitalizes all equipment acquired through donations at fair market value on the date of the transaction, provided such gift or donation meets the capitalization threshold of this policy. If the equipment is new and the donor can furnish an invoice, the invoice would determine the fair market value. If the equipment is used or no information is available regarding the cost of new equipment on date of acquisition, an appraisal will be conducted to establish the capitalization amount.
- Property: Property is divided into several classes including:
  - *Real property*: Land and whatever is attached to the land that cannot be readily removed, such as buildings and permanent improvements to the land. Infrastructure is included within this classification.
  - *Personal property*: Property that is movable and further classified as tangible and intangible.
    - *Tangible personal property*: Property that is moveable such as furniture, machinery, automobiles, or works of art.
    - *Intangible personal property*: The right of ownership in property such as bonds, notes, contracts, computer software, programs, and proprietary assets that are created or purchased and owned by the City.
- Capital Asset: Any real or personal property acquired by the City which has an estimated useful life of three (3) or more years with an acquisition value of \$5,000 or more. This includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in the operations of the government.

- Asset Capitalization Amount: The City will capitalize purchased assets at acquisition cost plus costs incurred in preparing the asset for use. The City will recognize acquisition costs based on individual unit prices.
- Generally Accepted Accounting Principles (GAAP) Reporting: All assets capitalized under this policy shall be included in the financial statements issued by the City and in the annual external audit.
- Gifts/Donations: Gifts and donations are capitalized at fair market value on the date donated, if the value of the asset meets the threshold levels.

## **B. Classification Categories**

- Land: The City will capitalize all costs incurred to acquire land (without regard to a dollar threshold) and to place it in use. The acquisition costs of land should include: (1) the purchase price; (2) ancillary charges; (3) the assumption of any liens or mortgages on the property; and (4) improvements made to the land that are permanent in nature. Examples of ancillary charges to be included in the capitalization costs are: legal and title fees, closing costs, appraisal and negotiation fees, surveying fees, site preparation fees, demolition costs, architect and accounting fees, insurance premiums during construction phase, and transportation charges.
- Land Improvements: The City classifies improvements to land with limited lives, such as fences, parking lots, and walkways as land improvements.
- Buildings: If the City purchases a building, the capitalized cost should include the purchase price and other incidental expenses incurred at the time of acquisition. If the building is constructed, the capitalized cost should include material, labor, supervision, and overhead, or the contract price, including costs such as: permits and licenses, architectural and engineering fees, insurance, title costs, and interest incurred on tax exempt debt (the latter is applicable to enterprise funds only).
- Building Improvements: The City capitalizes costs of improvements to a building if the following criteria are met: (1) the expenditures increase the service potential of the building and (2) the total improvement costs, including the contract price, engineering, architectural, and attorney's fees, etc., meet the capitalization threshold of this policy.

Items considered as improvements include: ramps, fire escapes, truck doors or other appurtenances; modifications to comply with fire, health, or safety codes; conversion of unusable to useable floor space,



upgrade of the space.

Repairs to a building are not considered an improvement unless it extends the useful life of the structure or increases the value of the structure (i.e., a betterment). The City considers ordinary repairs as operating costs.

- Construction in Progress: Construction in progress includes accumulation of on-going project costs that increase the value or life of the asset. Upon project completion, the construction account in progress will be closed out and costs will be capitalized into the appropriate asset category (infrastructure, land improvement, building).
- Moveable Equipment: Expenditures for individual items or pieces of equipment meeting the capitalization threshold shall be capitalized, consistent with the designations of personal property, both tangible and intangible outlined above.
- Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets shall be capitalized based on the capitalization threshold requirement of this policy. Examples of infrastructure include roads, bridges, drainage systems, sidewalks, etc.

### **C. Annual Inventory**

Annually, an asset listing is sent to each department for their verification of the existence of their department's capital assets. The department should identify any assets they have which are not included on the asset listing. Also, the department should identify any missing assets. The Finance Department will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Finance Department, with the cooperation of the department, may make an annual physical inventory to verify the accuracy of inventory records.

### **D. Transfer or Disposal of Assets**

All capital assets are the property of the City. They may not be donated, discarded or transferred to another owner without the Finance Department's direct authorization. Departments should send all surplus assets to the Finance Department for disposition. Transfer or disposal of vehicles must be coordinated with Fleet Services.

The disposition of capital assets the City purchased with Federal grant must follow Federal Guidelines. The guidelines of the specific grant, or Federal general guidelines, will dictate the duration of time that the asset must remain property of the City. The guidelines also will indicate the disposition of the

proceeds of from the sale of the asset.

All sales by the City of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction to the highest bidder. Notice of the sale must be published once in the official newspaper of the City or in a newspaper of general circulation in the City. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a brief description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The City may reject any and all bids or cancel a proposed sale. Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement and without acceptance of bids. The City has the power to estimate the value of the property being sold.

### **E. Depreciation**

The City records depreciation for its capital assets monthly. Depreciation is calculated using the straight-line method with no estimated salvage values. For purchased capital assets, the City uses the invoice date as the in service date.

### **F. Estimated Useful Life**

For purposes of depreciation, each asset is assigned an estimated useful life. Useful lives are based upon the category of assets. The life of the asset begins when it is put into service, which is recognized as the invoice date. The estimated lives shall be based upon those recommended by the Governmental Accounting Standards Board, the Government Finance Officers Association, and the City's experience.

### **G. Asset and Inventory Control Responsibility**

It is the responsibility of the Finance Department to establish and maintain an accurate accounting of capital assets, and to design and implement operating procedures for activities required as a result of this policy. It shall be the responsibility of all City departments to cooperate in the capitalization process and to perform the annual inventory.

## **Section VII: Non-Capital Operating Inventory Policies**

The primary purpose of the Non-Capital Inventory Policy is to provide:

- Consistent and uniform tracking of assets which are not capitalized under the Capital Asset policy;
- Guidelines for physical control and accountability of items which should be inventoried and tracked based upon purpose; and
- Guidelines for disposal and yearly reporting of inventoried, non-capital assets.

### **A. Acquisition**

Operating Inventory Acquisition: There are various methods by which the City acquires operating inventories. The acquisition means may require different methods to identify inventories. The City acquires inventories in the following ways:

- New Purchases
- Donations
- Transfer from Other Departments
- City Surplus
- Lease Purchase
- Internal/External Construction

### **B. Inventory**

Operating Inventory Criteria: The City will track inventories when one of the following criteria is met:

- Goods or supplies are purchased with use scheduled for a future date. Examples of this type of inventory include water meters purchased for future installation or bulk paper purchased with the intent to distribute to departments when previous stock has been depleted; or
- The operating inventory is such that for non-financial related reasons, the tracking of the item(s) is beneficial to the safekeeping of governmental property. Examples of this type of inventory include firearms or official uniforms. Further, specialized tools and equipment may be determined applicable to this policy.

### **C. Classification Categories**

All inventories shall be classified and reported in compliance with Generally Accepted Accounting Principals (GAAP). Classifications and categories shall be compliant with the Georgia Department of Community Affairs chart of accounts.

## **D. Annual Inventory**

Annually, an inventory listing shall be sent from all departments to the Department of Finance for verification of the existence of their department's non-capitalized assets. The department should identify any inventories that their department has that are not included on the capitalized asset listing. Also, the department should identify any missing items from inventory. The Department of Finance will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Department of Finance, with the cooperation of the department, may make an annual physical inventory to verify the accuracy of inventory records.

## **E. Transfer or Disposal of Assets**

All inventory assets are the property of the City. They may not be donated, discarded, transferred, or consumed to/by another department without the Finance Department's notification. Departments should notify Finance for assistance in the disposal of all surplus inventories. Disposal of inventories to surplus is accomplished by completing the "*Inventory/Transfer*" form and indicating that the asset is being transferred to surplus.

All sales by the City of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction, to the highest bidder. Notice of the sale must be published once in the official newspaper of the City or in a newspaper of general circulation in the City. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The City may reject any and all bids or cancel a proposed sale.

Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement and without acceptance of bids. The City has the power to estimate the value of the property being sold.

## **Section VIII: Accounting, Auditing and Financial Reporting**

### **Section I: Accounting**

The City shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide an effective means of ensuring that financial integrity is not compromised. In addition, such practices shall provide City officials with the necessary resources in order to make sound financial decisions.

#### **A. Scope**

This policy applies to all accounting records that are the responsibility and under the management of the City's Department of Finance

#### **B. Generally Accepted Accounting Principles (GAAP)**

The City will establish and maintain a high standard of accounting practices. Accounting standards will conform to generally accepted accounting principles of the United States as promulgated by the Governmental Accounting Standards Board (GASB). The City will also follow the Financial Accounting Standards Board's pronouncements, as applicable.

#### **C. Fund Structure**

The City will maintain the minimum number of funds consistent with legal compliance and sound financial administration. The City will adhere to the mandatory fund structure included in the Georgia Department of Community Affairs' (DCA) chart of accounts (see below). Funds shall be classified in conformity with GAAP. Further, all funds shall be reported within the annual financial statements.

#### **D. Chart of Accounts**

The Georgia General Assembly passed the Local Government Uniform Chart of Accounts and Reporting act in 1997 (House Bill 491). This law requires the DCA to prepare and issue a standardized chart of accounts for Georgia governments. It shall be the policy of the City to implement and utilize the account classifications as the chart of accounts prescribes.

### **Section II: Auditing**

Georgia Law on Local Government Audits, O.C.G.A. Section 36-81-7, requires an independent annual audit for the City. The annual independent audit shall be conducted in accordance with generally accepted auditing standards (GAAS) and generally accepted governmental auditing standards (GAGAS). In addition, the City shall comply with the requirements of the

General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding consistent with the 1996 (and any future) amendments to the Single Audit Act.

### **A. Scope**

This policy applies to all funds that are the responsibility and under the management of the City of Alpharetta and its Department of Finance.

### **B. Auditor Qualifications**

A properly licensed Georgia independent public accounting firm shall conduct the audit.

### **C. Choosing the Audit Firm**

Every three to five years, the City will issue a request for proposal to choose an audit firm for a period of three years with two one year options. The City will request two proposals from qualified public accounting firms. One proposal shall contain the firm's costs and a second will contain the firm's qualifications. The cost proposals shall only be opened after three qualified firms are determined. When awarding the contract for the independent audit, not less than 70% of the decision will be based upon technical qualifications rather than cost.

### **D. Auditing Agreement**

The agreement between the independent auditor and the City shall be in the form of a written contract or an engagement letter. The contract or engagement letter shall include the request for proposal as an appendix to the written document and all issues addressed in the request for proposal shall be required as part of the contract or engagement letter.

### **E. Internal Audit**

The City shall develop and maintain a strong internal audit function whereby applying financial practices and policies to transactions. The City shall develop accounting practices and procedures which will be documented for use in internal control evaluation.

### **F. Malfeasance and Embezzlement**

Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

### Section III: Financial Reporting

The Department of Finance shall develop and maintain an ongoing system of financial reporting to meet the information needs of the government, authorities, and regulatory agencies. In addition, the City Administrator, Mayor, Council, Department Heads, and the public shall have access to reports to allow them to monitor, regulate, and to use as a basis for future financial decisions.

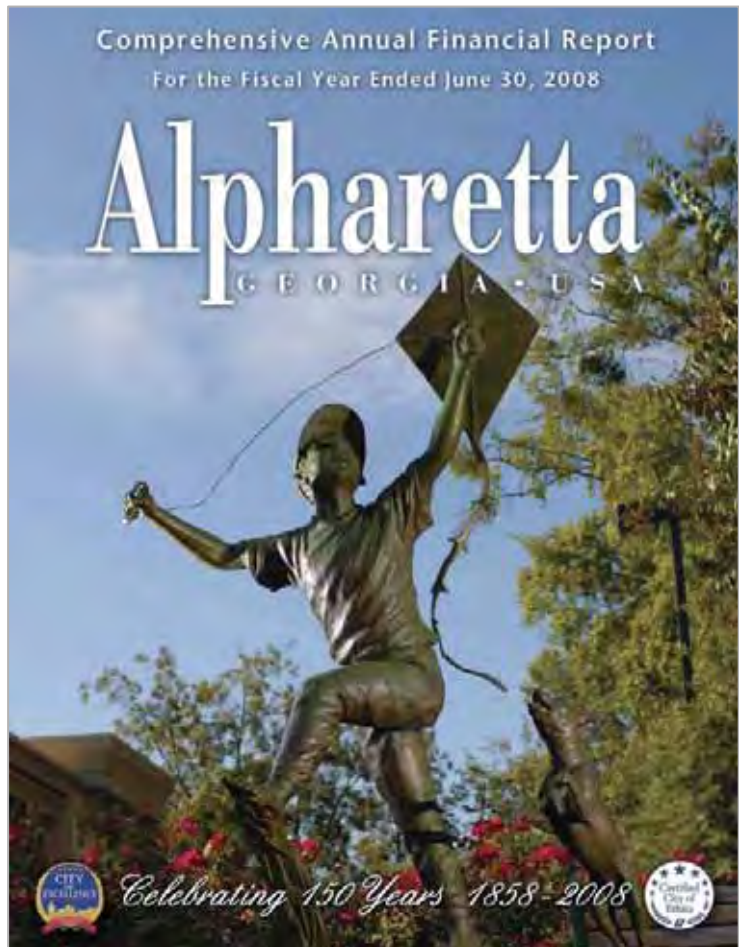
#### A. Comprehensive Annual Financial Report (CAFR)<sup>6</sup>

In conjunction with the annual independent audit, the City shall prepare and publish a Comprehensive Annual Financial Report (CAFR). The

City shall prepare the CAFR in conformity with GAAP and the Government Finance Officers Association's (GFOA) program requirements. The City will submit its annual CAFR to the GFOA to determine its eligibility to receive the GFOA's "Certificate of Achievement for Excellence in Financial Reporting."

The City shall make this report available to the elected officials, bond rating agencies, creditors, and citizens. All financial statements and schedules contained

within the CAFR shall be audited with the purpose to effectively communicate the complete financial affairs of the City to all interested readers.



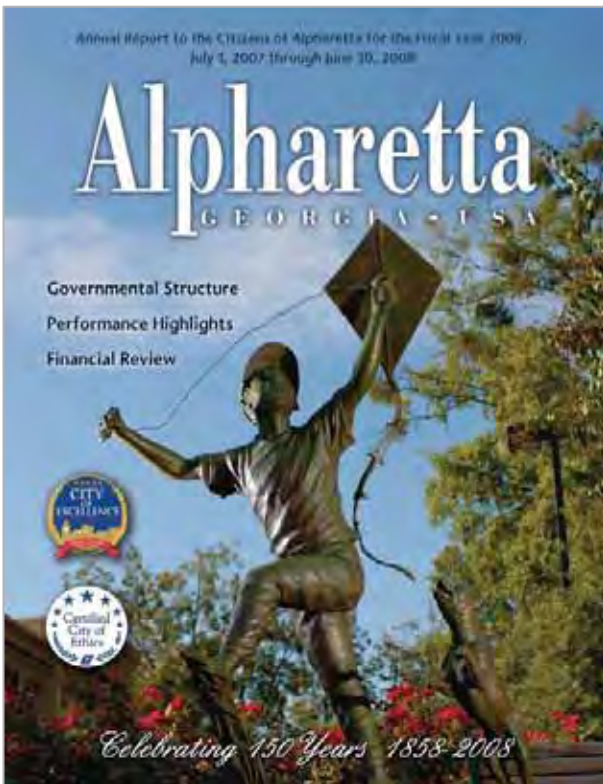
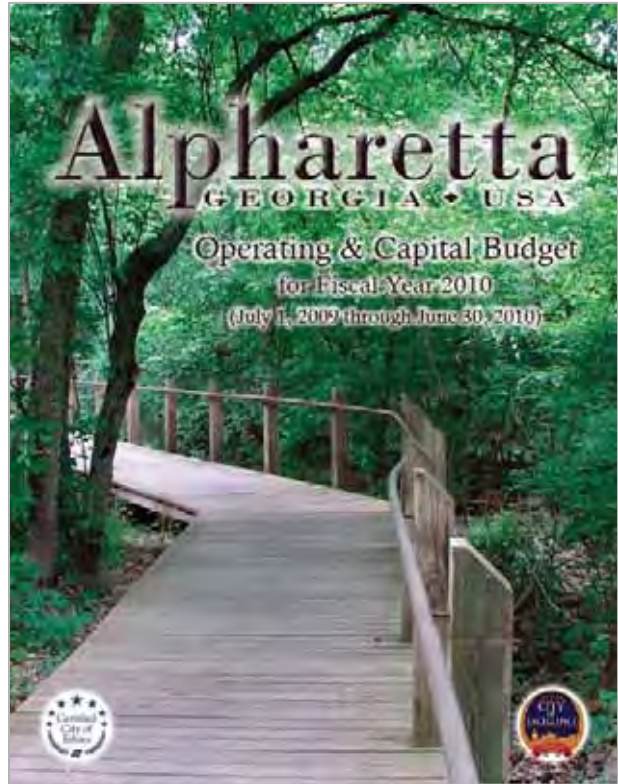
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<sup>6</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).



## B. Annual Budget Document<sup>7</sup>

The City shall prepare and publish an annual budget document. This budget shall measure the annual funding and forecast the financial position of the City for the two subsequent fiscal years.



## C. Annual Citizens Report<sup>8</sup>

In order to provide citizens with financial information that is easily disseminated, the Finance Department shall coordinate the publication of an annual report to the citizen's (e.g., a popular report). This report is in addition to the CAFR. This report shall be in conformance with GAAP and follow the recommendations of the GFOA's "Popular Annual Financial Report" (PAFR) program guidelines. The City shall submit the Annual Citizen's Report to the PAFR program to determine if it is eligible to receive the award.

<sup>7</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

<sup>8</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## D. Financial Reporting to the City Council<sup>9</sup>

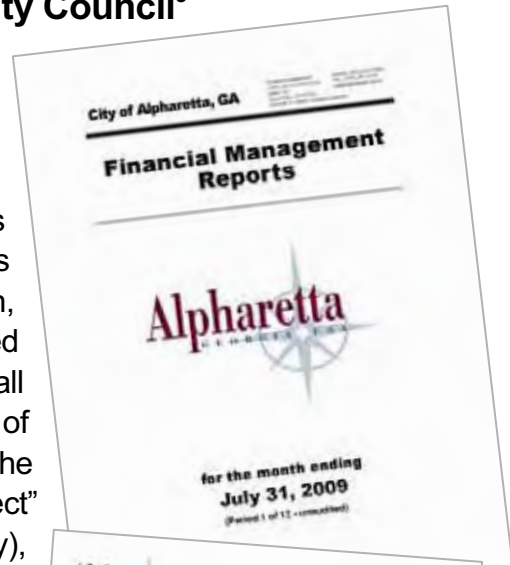
On a monthly basis, the Finance Department shall prepare and present a summarized “*Statement of Revenues and Expenditures*” to the City Council for all of the City’s operating funds. This report shall detail prior year comparisons to provide data for analysis. In addition, this report shall include all checks issued in dollar amounts over \$5,000, and all purchase orders with an estimated cost of over \$5,000 but less than \$25,000. The City also shall prepare a “Capital Project” report outlining appropriations (if any), expenses, outstanding encumbrances, and available appropriable balances.

## E. Financial Reporting to City Administration

In addition to the external reporting detailed above, the Finance Department shall coordinate the reporting needs of each department in order to design and implement those reports which the departments need to make sound business decisions. At a minimum, departments will receive reports detailing monthly department financial activity including expenses, any personnel costs in excess of the approved budget, and recommended budget line-item re-allocations.

## F. External Financial Reporting

The City shall report in conformity with O.C.G.A Section 36-81-7. A copy of the City’s annual audit (i.e., the CAFR) shall be submitted to the Georgia Department of Audits and Accounts within 180 days of year-end as required.



The image shows a detailed financial report titled "Financial Management Report: General Fund Summary, Revenue Summary and Domestic Encumbrances for the month ended July 31, 2009". It contains two main tables: "Top 10 Expenses" and "Other Expenses".

Top 10 Expenses	
Expense Name	Amount
Personnel	\$1,100,000
Travel	\$100,000
Utilities	\$80,000
Supplies	\$70,000
Telephone	\$60,000
Insurance	\$50,000
Professional Fees	\$40,000
Depreciation	\$30,000
Interest	\$20,000
Other	\$10,000

Other Expenses	
Expense Name	Amount
Capital Outlay	\$1,200,000
Debt Service	\$1,000,000
Other	\$50,000

<sup>9</sup> Available for download from the City’s website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## **Section IX: Debt Management**

The goal of the City's debt policy is to maintain a sound fiscal position; thereby only utilizing long-term debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, it is the City's goal to maintain and improve its credit rating through strong financial administration. The City acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the City to meet its continuing operational needs. Issuing debt commits the City's revenues several years into the future and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to this debt policy helps ensure that the City issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating. Credit ratings are the rating agencies' assessment of the City's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Implementing debt management practices will be viewed positively by the rating agencies and could influence the City's credit rating and ultimately lower borrowing costs.

### **A. Conditions for Issuing Long-term Debt**

Debt financing for capital improvements and equipment will be generally used when at least one of the following conditions exist:

- When one-time, non-continuous projects (those not requiring annual appropriations) are desired;
- When the City determines that future users will receive a benefit from the capital improvement that the debt financed;
- When the project is necessary to provide basic services to the City residents;
- When total debt, including debt issued by overlapping governments (e.g., the county), does not constitute an unreasonable burden to the taxpayers; and
- Exhaustion of the use of all other possible revenue sources provides no alternative funding for capital projects.

### **B. Sound Financing of Debt**

When the City utilizes debt financing, the following will occur to ensure that the debt is soundly financed:

- Analysis of the financial impact, both short-term and long-term, of issuing the debt;
- Conservatively projecting the revenue sources that the City will use to

repay the debt;

- Insuring that the term of any long-term debt the City incurs shall not exceed the expected useful life of the asset the debt financed;
- Maintaining a debt service coverage ratio (i.e., for revenue secured debt) that ensures that the revenues pledged for the repayment of the outstanding debt will be adequate to make the required debt service payments.

### **C. Debt Retirement**

Generally, borrowings by the City should be of a duration that does not exceed the economic life of the capital improvement that it finances and, where feasible, should be shorter than the projected economic life. To the extent possible, the City should design the repayment of debt to recapture rapidly its credit capacity for future use.

### **D. Disclosure**

The City shall follow a policy of full disclosure in financial reporting and in the preparation of a bond prospectus.

### **E. Legal Compliance**

When issuing debt, the City shall comply with all legal and regulatory requirements, including the continuing disclosure requirements. This compliance includes adherence to local, state, and federal legislation as well as bond covenants. More specifically, the Director of Finance is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure compliance that all covenants. The City will comply with Amended SEC Rule 15c2-12 (the "Rule") by providing secondary market disclosure for all long-term debt obligations which are subject to the Rule. As required, the City will submit annual financial information to all nationally recognized municipal securities repositories.

### **F. Credit Ratings**

The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort includes providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

## **G. Other Policies**

All bond issue requests shall be coordinated by the Department of Finance. Requests for new bonds must be identified during the Capital Improvement Program (CIP) process. Opportunities for refunding outstanding bonds shall be communicated by the Department of Finance. Annual budget appropriations shall include debt service payments (interest and principal) and reserve requirements for all debt currently outstanding. Long-term borrowing shall be incorporated into the City's capital improvement plan.

## **Section X: Grant Management Policies**

This policy provides direction in the application, acceptance and administration of funds awarded through grants to the City from other local governments, the state or federal government, non-profit agencies, philanthropic organizations, and the private sector.

### **A. Grant Applications**

The City's Grants Administrator is responsible for the submission of all grant applications on behalf of the City of Alpharetta. Departments who wish to submit grant applications must work in conjunction with the Grants Administrator. Once a grant opportunity has been identified, the Grants Administrator must notify the Department of Finance of the application, the financial reporting requirements, and any required matching funds or other City resources needed to meet the grant requirements. Prior to the acceptance of the grant, the Finance Department, in cooperation with the submitting/receiving department shall complete an analysis of financial requirements to ensure the City can meet the grant program's financial requirements and the City can fulfill the applicable obligations required by the grant. All grant revenues and expenditures, including matching requirements, must be appropriated, either in the current budget or included for appropriation in the subsequent budget. The Mayor and City Council shall approve grant applications and submissions by adopting an official resolution, certified by the City Clerk that will allow both the submission of the grant application and the acceptance of the grant award.

### **B. Grant Administration**

The Grants Administrator is responsible for fulfilling the financial reporting and accountability requirements of each grant the City accepts. The Grants Administrator and receiving departments are responsible for adhering to the grant program requirements and tracking all applicable expenditures for reporting purposes. The Department of Finance is responsible for accounting for grant transactions according to the Accounting, Auditing, and Financial Reporting Policy and in compliance with Generally Accepted Accounting



Principles (GAAP).

The Grants Administrator is responsible for maintaining the following records for each grant award.

- Copy of Grant Application;
- Resolutions authorizing application and acceptance;
- Notification of Grant Award;
- Financial reporting and accounting requirements
- Schedule of funding needs

### **C. Auditing**

The Finance Department shall comply with all local, state, and federal requirements with respect to the auditing of information as they pertain to the acceptance of grant funds. This includes the Single Audit Act with any future revisions or additional that may be applicable to City grant projects.





# *Citywide Budget Summaries*



Fiscal Year 2010 Operating & Capital Budget Narrative

# Citywide Budget Summaries

## Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the City's fiscal year 2010 budget. The following schedules provide readers with revenue and expenditure summaries from several different perspectives including:

- **Citywide Budget Summary by Fund**

This section provides a summary/narrative of FY 2010 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *About Alpharetta* section of this document for detailed information about the City's financial structure and fund types.

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2010 budget data by revenue source (i.e. Property Taxes, Other Taxes, Charges for Services, etc.). Please refer to the specific Fund Summaries section (e.g. General Fund Summary, Special Revenue Fund Summaries, etc.) of this document for more detailed information about the City's various revenue sources.

- **Citywide Budget Summary by Department Expenditures**

This section provides a summary/narrative of FY 2010 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the specific *Department Summaries* section of this document for more detailed information about each department's expenditures.

- **Citywide Budget Summary by Expenditure Category**

This section provides a summary/narrative of FY 2010 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

- **Citywide Statement of Revenues, Expenditures, and changes in Fund Balance**

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2006-2010 including changes in fund balance.

## Citywide Budget Summary by Fund

FY 2010 Citywide Budget = \$83,418,369



The Fiscal Year 2010 budget for all funds totals \$83.4 million. The overall City budget includes appropriations for the following fund types:

**General Fund** – The City's General Fund is its largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation program fees.

**Special Revenue Funds** – Special Revenue Funds are established to account for revenues that are restricted by statute, ordinance, or resolution for a specific purpose. The City currently utilizes the following special revenue funds: E-911 Fund; Impact Fee Fund; Drug Enforcement Agency Fund; Hotel/Motel Fund; and the Operating Grants Fund.

**Debt Service Fund** – The Debt Service Fund is utilized to account for debt service requirements of the City's general

government debt obligations.

**Capital Project Funds** – Capital Project Funds are used for various citywide capital projects. Projected funding for FY 2010 is from anticipated interest earnings and transfers from other funds. Unspent appropriations from fiscal year 2009 will be re-appropriated to continue previously approved projects.

**Enterprise Fund** – The Enterprise Fund is a self-supporting entity that derives its revenue primarily from charges levied on the users of its services, much like private enterprises. The City utilizes an enterprise fund to account for operations of its solid waste system.

**Internal Service Fund** – Internal Service Funds are used to accumulate and allocate costs internally among the City's various functions. The City utilizes a Risk Management Fund to account for expenses related to providing and administering general liability, automotive liability, workers' compensation and property insurance coverage.

**City of Alpharetta**  
**FY 2010 Adopted Budget**  
**Citywide Detail Fund Statement**

	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	<b>\$ 55,639,612</b>	<b>\$ 55,639,612</b>	<b>√</b>
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 2,283,897	\$ 2,283,897	√
Impact Fee Fund	227,500	227,500	√
Drug Enforcement Agency Fund	208,000	208,000	√
Hotel/Motel Fund	3,075,000	3,075,000	√
	<b>\$ 5,794,397</b>	<b>\$ 5,794,397</b>	<b>√</b>
<b>Debt Service Fund</b>	<b>\$ 9,545,332</b>	<b>\$ 9,545,332</b>	<b>√</b>
<b>Capital Project Funds:</b>			
Capital Projects Fund	\$ 7,902,290	\$ 7,902,290	√
Capital Grants Fund	275,000	275,000	√
	<b>\$ 8,177,290</b>	<b>\$ 8,177,290</b>	<b>√</b>
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 2,587,352	\$ 2,587,352	√
<b>Internal Service Fund:</b>			
Risk Management Fund	\$ 1,674,386	\$ 1,674,386	√
<b>FY 2010 Adopted Budget</b>	<b>\$ 83,418,369</b>	<b>\$ 83,418,369</b>	<b>√</b>



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## Citywide Budget Summary by Revenue Source

FY 2010 Citywide Budget = \$83,418,369



The chart above segments the FY 2010 budget by revenue source and includes the following:

**Property Taxes** – Ad Valorem tax on real/personal property owned within the City. The adopted millage rate for FY 2010 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.215 mills (used to fund general City operations); and a Debt Service Millage Rate of 1.535 mills (used to fund debt service on voter approved general obligation bonds).

**Other Taxes** – Includes local option sales taxes (i.e. LOST), franchise fees (fees charged to utility companies operating within the City that allow for the use of public right-of-ways), hotel/motel taxes, business and occupational taxes, etc.

**Licenses & Permits** – Includes building permit fees, occupancy permit fees, alcohol beverage permit fees, development permits and related fees, etc.

**Intergovernmental** – Includes federal, state, and local grant funding as well as revenue sharing associated with intergovernmental agreements.

**Charges for Services** – Includes recreation user fees, planning and development fees, fire plan review fees, special event fees, solid waste fees, etc.

**Fines & Forfeitures** – Includes municipal court fines, red light camera fines, etc.

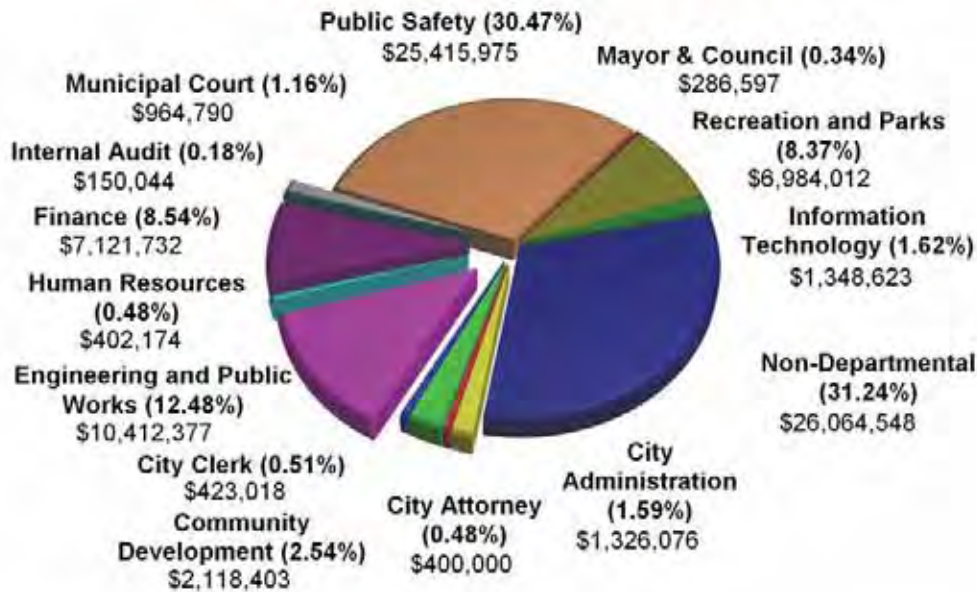
**Interest** – Includes investment earnings on City funds.

**Other/Miscellaneous** – Includes contributions from the Alpharetta Business Community (“ABC”) for sidewalk improvements, donations, and other miscellaneous revenues.

**Other Financing Sources** – Includes inter-fund transfers, sale of surplus assets, and budgeted fund balance.

## Citywide Budget Summary by Department Expenditures

**FY 2010 Citywide Budget = \$83,418,369**



The chart above segments the FY 2010 budget by department/functional unit and includes the following:

**Mayor and Council**

**City Administration**

**City Clerk**

**City Attorney**

**Community Development**

**Engineering and Public Works**

**Finance**

**Human Resources**

**Information Technology**

**Internal Audit**

**Municipal Court**

**Public Safety**

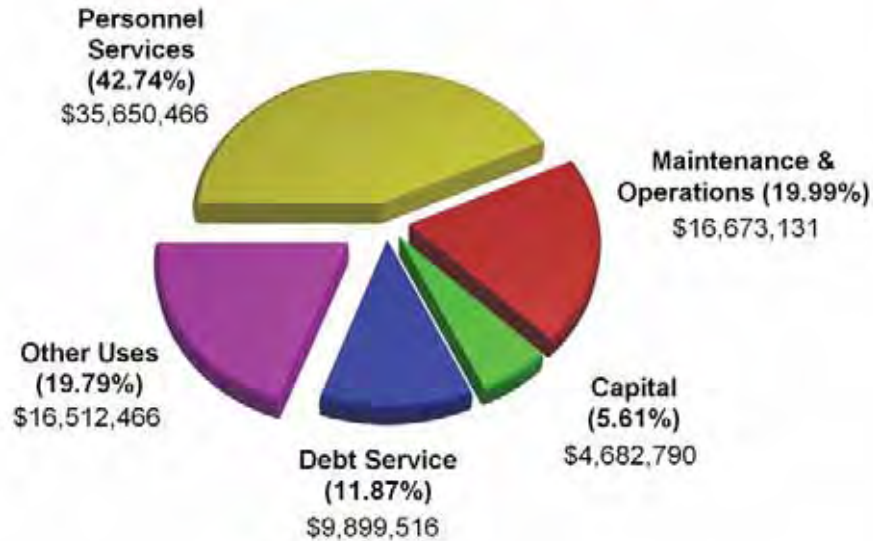
**Recreation and Parks**

Please refer to the appropriate *Department Summaries* section of this document for specific information on each department including mission, goals and objectives, financial summary, and performance measures.

## Citywide Budget Summary by Expenditure Category

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FY 2010 Citywide Budget = \$83,418,369



The chart above segments the FY 2010 budget by expenditure category and includes the following:

**Personnel Services** – Includes expenses for salaries, wages, and related employee benefits provided for all persons employed by the City whether on a full-time, part-time, temporary, or seasonal basis. Employee benefits include employer contribution for health insurance, pension, social security, workers compensation, etc.

**Maintenance and Operations** – Includes expenses for goods and services associated with City's provision of services. Examples include: professional

fees, repair & maintenance, utilities, travel and training, etc.

**Capital** – Includes expenses for the acquisition of capital assets (e.g. building improvements, machinery and equipment, vehicle replacement/acquisition, etc.).

**Debt Service** – Includes expenses related to the repayment of the City's voter approved debt obligations (e.g. principal and interest payments, debt service fees, etc.).

**Other Uses** – Includes contingency and reserve appropriations, expenses related to donations/contributions, and interfund transfers for items such as grant matches, capital improvements, etc.

# Fiscal Year 2010 - Citywide Budget Summary

## Revenues by Source/Expenditures by Department

	Special Revenue Funds						
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Debt Service Fund	
REVENUES:							
Property Taxes	\$ 18,134,208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,197,519
Local Option Sales Taxes	11,100,000	-	-	-	-	-	-
Other Taxes	10,060,000	-	-	-	3,075,000	-	-
Licenses and Permits	1,325,000	-	-	-	-	-	-
Intergovernmental Revenue	76,252	620,974	-	-	-	-	-
Charges for Services	2,680,000	1,640,000	225,000	-	-	-	-
Fines and Forfeitures	3,200,000	-	-	100,000	-	-	-
Interest Earnings	235,000	22,923	2,500	8,000	-	-	275,000
Other/Miscellaneous	139,322	-	-	-	-	-	-
subtotal	\$ 46,949,782	\$ 2,283,897	\$ 227,500	\$ 108,000	\$ 3,075,000	\$ -	\$ 7,472,519
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,230,000	-	-	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-	-	220,750
Budgeted Fund Balance	7,459,830	-	-	100,000	-	-	1,852,063
subtotal	\$ 8,689,830	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 2,072,813
Total Revenues	\$ 55,639,612	\$ 2,283,897	\$ 227,500	\$ 208,000	\$ 3,075,000	\$ -	\$ 9,545,332
EXPENDITURES:							
Mayor and City Council	\$ 286,597	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Administration	1,326,076	-	-	-	-	-	-
Legal Services	400,000	-	-	-	-	-	-
City Clerk	423,018	-	-	-	-	-	-
Community Development	2,118,403	-	-	-	-	-	-
Engineering and Public Works	7,542,377	-	-	-	-	-	-
Finance	2,859,994	-	-	-	-	-	-
Public Safety	22,384,288	2,283,897	-	208,000	-	-	-
Human Resources	402,174	-	-	-	-	-	-
Municipal Court	964,790	-	-	-	-	-	-
Internal Audit	150,044	-	-	-	-	-	-
Recreation and Parks	6,759,012	-	-	-	-	-	-
Information Technology	1,318,623	-	-	-	-	-	-
Non-Departmental							
Contingency	500,000	-	-	-	-	-	-
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	512,500	-	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,332,500	-	-
Debt Service (Principal and Interest)	-	-	-	-	-	-	9,530,332
Other	45,000	-	6,750	-	-	-	15,000
subtotal	\$ 47,480,396	\$ 2,283,897	\$ 6,750	\$ 208,000	\$ 1,845,000	\$ -	\$ 9,545,332
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,230,000	\$ -	\$ -
Interfund Transfer to Capital Project Funds	6,909,830	-	-	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	220,750	-	-	-	-
Interfund Transfer to Risk Management Fund	1,249,386	-	-	-	-	-	-
subtotal	\$ 8,159,216	\$ -	\$ 220,750	\$ -	\$ 1,230,000	\$ -	\$ -
Total Expenditures	\$ 55,639,612	\$ 2,283,897	\$ 227,500	\$ 208,000	\$ 3,075,000	\$ -	\$ 9,545,332



	Capital Project Funds		Enterprise Fund	Internal Service Fund	
	Capital Projects Fund	Capital Grants Fund	Solid Waste Fund	Risk Management Fund	TOTAL
<b>REVENUES:</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 25,331,727
Local Option Sales Taxes	-	-	-	-	11,100,000
Other Taxes	-	-	-	-	13,135,000
Licenses and Permits	-	-	-	-	1,325,000
Intergovernmental Revenue	-	-	-	-	697,226
Charges for Services	-	-	2,575,200	425,000	7,545,200
Fines and Forfeitures	-	-	-	-	3,300,000
Interest Earnings	-	-	12,152	-	555,575
Other/Miscellaneous	512,500	-	-	-	651,822
<i>subtotal</i>	\$ 512,500	\$ -	\$ 2,587,352	\$ 425,000	\$ 63,641,550
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ 6,634,830	\$ 275,000	\$ -	\$ 1,249,386	\$ 8,159,216
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,230,000
Interfund Transfer from Impact Fee Fund	-	-	-	-	220,750
Budgeted Fund Balance	754,960	-	-	-	10,166,853
<i>subtotal</i>	\$ 7,389,790	\$ 275,000	\$ -	\$ 1,249,386	\$ 19,776,819
<b>Total Revenues</b>	<b>\$ 7,902,290</b>	<b>\$ 275,000</b>	<b>\$ 2,587,352</b>	<b>\$ 1,674,386</b>	<b>\$ 83,418,369</b>
<b>EXPENDITURES:</b>					
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ 286,597
City Administration	-	-	-	-	1,326,076
Legal Services	-	-	-	-	400,000
City Clerk	-	-	-	-	423,018
Community Development	-	-	-	-	2,118,403
Engineering and Public Works	2,595,000	275,000	-	-	10,412,377
Finance	-	-	2,587,352	1,674,386	7,121,732
Public Safety	539,790	-	-	-	25,415,975
Human Resources	-	-	-	-	402,174
Municipal Court	-	-	-	-	964,790
Internal Audit	-	-	-	-	150,044
Recreation and Parks	225,000	-	-	-	6,984,012
Information Technology	30,000	-	-	-	1,348,623
<b>Non-Departmental</b>					
Contingency	-	-	-	-	500,000
Reserve for Future Capital/One-time Initiatives	4,000,000	-	-	-	4,000,000
Alpharetta Business Community (Sidewalks)	512,500	-	-	-	1,025,000
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,332,500
Debt Service (Principal and Interest)	-	-	-	-	9,530,332
Other	-	-	-	-	66,750
<i>subtotal</i>	\$ 7,902,290	\$ 275,000	\$ 2,587,352	\$ 1,674,386	\$ 73,808,403
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,230,000
Interfund Transfer to Capital Project Funds	-	-	-	-	6,909,830
Interfund Transfer to Debt Service Fund	-	-	-	-	220,750
Interfund Transfer to Risk Management Fund	-	-	-	-	1,249,386
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,609,966
<b>Total Expenditures</b>	<b>\$ 7,902,290</b>	<b>\$ 275,000</b>	<b>\$ 2,587,352</b>	<b>\$ 1,674,386</b>	<b>\$ 83,418,369</b>

# Fiscal Year 2010 - Citywide Budget Summary

## Revenues by Source/Expenditures by Category

	Special Revenue Funds					
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Debt Service Fund
<b>REVENUES:</b>						
Property Taxes	\$ 18,134,208	\$ -	\$ -	\$ -	\$ -	\$ 7,197,519
Local Option Sales Taxes	11,100,000	-	-	-	-	-
Other Taxes	10,060,000	-	-	-	3,075,000	-
Licenses and Permits	1,325,000	-	-	-	-	-
Intergovernmental Revenue	76,252	620,974	-	-	-	-
Charges for Services	2,680,000	1,640,000	225,000	-	-	-
Fines and Forfeitures	3,200,000	-	-	100,000	-	-
Interest Earnings	235,000	22,923	2,500	8,000	-	275,000
Other/Miscellaneous	139,322	-	-	-	-	-
<i>subtotal</i>	<b>\$ 46,949,782</b>	<b>\$ 2,283,897</b>	<b>\$ 227,500</b>	<b>\$ 108,000</b>	<b>\$ 3,075,000</b>	<b>\$ 7,472,519</b>
<b>Other Financing Sources</b>						
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,230,000	-	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-	220,750
Budgeted Fund Balance	7,459,830	-	-	100,000	-	1,852,063
<i>subtotal</i>	<b>\$ 8,689,830</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 2,072,813</b>
<b>Total Revenues</b>	<b>\$ 55,639,612</b>	<b>\$ 2,283,897</b>	<b>\$ 227,500</b>	<b>\$ 208,000</b>	<b>\$ 3,075,000</b>	<b>\$ 9,545,332</b>
<b>EXPENDITURES:</b>						
Personnel Services	\$ 34,008,650	\$ 1,588,464	\$ -	\$ -	\$ -	\$ -
Maintenance and Operations	11,639,562	695,433	6,750	108,000	-	15,000
Capital	918,000	-	-	100,000	-	-
<b>Other</b>						
Contingency	500,000	-	-	-	-	-
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	512,500	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,332,500	-
Debt Service/Capital Lease (OSSI)	369,184	-	-	-	-	9,530,332
Donations/Contributions	45,000	-	-	-	-	-
<i>subtotal</i>	<b>\$ 47,480,396</b>	<b>\$ 2,283,897</b>	<b>\$ 6,750</b>	<b>\$ 208,000</b>	<b>\$ 1,845,000</b>	<b>\$ 9,545,332</b>
<b>Other Financing Uses</b>						
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,230,000	\$ -
Interfund Transfer to Capital Project Funds	6,909,830	-	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	220,750	-	-	-
Interfund Transfer to Risk Management Fund	1,249,386	-	-	-	-	-
<i>subtotal</i>	<b>\$ 8,159,216</b>	<b>\$ -</b>	<b>\$ 220,750</b>	<b>\$ -</b>	<b>\$ 1,230,000</b>	<b>\$ -</b>

	Capital Project Funds		Enterprise Fund	Internal Service Fund	
	Capital Projects Fund	Capital Grants Fund	Solid Waste Fund	Risk Management Fund	TOTAL
<b>REVENUES:</b>					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 25,331,727
Local Option Sales Taxes	-	-	-	-	11,100,000
Other Taxes	-	-	-	-	13,135,000
Licenses and Permits	-	-	-	-	1,325,000
Intergovernmental Revenue	-	-	-	-	697,226
Charges for Services	-	-	2,575,200	425,000	7,545,200
Fines and Forfeitures	-	-	-	-	3,300,000
Interest Earnings	-	-	12,152	-	555,575
Other/Miscellaneous	512,500	-	-	-	651,822
<i>subtotal</i>	\$ 512,500	\$ -	\$ 2,587,352	\$ 425,000	\$ 63,641,550
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ 6,634,830	\$ 275,000	\$ -	\$ 1,249,386	\$ 8,159,216
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,230,000
Interfund Transfer from Impact Fee Fund	-	-	-	-	220,750
Budgeted Fund Balance	754,960	-	-	-	10,166,853
<i>subtotal</i>	\$ 7,389,790	\$ 275,000	\$ -	\$ 1,249,386	\$ 19,776,819
<b>Total Revenues</b>	<b>\$ 7,902,290</b>	<b>\$ 275,000</b>	<b>\$ 2,587,352</b>	<b>\$ 1,674,386</b>	<b>\$ 83,418,369</b>
<b>EXPENDITURES:</b>					
Personnel Services	\$ -	\$ -	\$ 53,352	\$ -	\$ 35,650,466
Maintenance and Operations	-	-	2,534,000	1,674,386	16,673,131
Capital	3,389,790	275,000	-	-	4,682,790
<b>Other</b>					
Contingency	-	-	-	-	500,000
Reserve for Future Capital/One-time Initiatives	4,000,000	-	-	-	4,000,000
Alpharetta Business Community (Sidewalks)	512,500	-	-	-	1,025,000
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,332,500
Debt Service/Capital Lease (OSSI)	-	-	-	-	9,899,516
Donations/Contributions	-	-	-	-	45,000
<i>subtotal</i>	\$ 7,902,290	\$ 275,000	\$ 2,587,352	\$ 1,674,386	\$ 73,808,403
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,230,000
Interfund Transfer to Capital Project Funds	-	-	-	-	6,909,830
Interfund Transfer to Debt Service Fund	-	-	-	-	220,750
Interfund Transfer to Risk Management Fund	-	-	-	-	1,249,386
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,609,966
<b>Total Expenditures</b>	<b>\$ 7,902,290</b>	<b>\$ 275,000</b>	<b>\$ 2,587,352</b>	<b>\$ 1,674,386</b>	<b>\$ 83,418,369</b>

# Citywide Statement of Revenues, Expenditures and Changes in Fund Balance (all Funds)

	FY 2006 Actual	FY 2007 Actual
<b>Beginning Fund Balance: (1)</b>	\$ 32,667,856	\$ 59,141,043
<b>Revenues:</b>		
Property Taxes	\$ 20,918,071	\$ 22,498,377
Local Option Sales Taxes	8,838,133	9,992,908
Other Taxes	12,023,499	13,536,410
Licenses and Permits	2,428,720	2,650,990
Intergovernmental	416,456	190,137
Charges for Services	6,174,842	7,520,709
Fines and Forfeitures	2,820,273	3,477,753
Interest	1,132,964	3,221,276
Other Revenue	1,291,076	3,517,125
	<b>\$ 56,044,034</b>	<b>\$ 66,605,685</b>
<b>Expenditures:</b>		
Mayor and City Council	\$ 184,650	\$ 226,085
City Administration	952,664	1,059,649
Legal Services	557,167	412,633
City Clerk	277,350	168,996
Community Development	3,557,433	3,890,550
Engineering and Public Works	5,168,540	5,762,199
Finance (3)	3,919,645	4,444,518
Public Safety	16,924,195	19,858,875
Human Resources	777,154	662,029
Municipal Court	612,836	697,326
Internal Audit	60,838	121,506
Recreation and Parks	5,466,088	6,043,546
Information Technology	1,000,805	1,003,629
Capital Outlay	9,274,131	16,189,652
Non-Departmental:	-	-
Contingency	-	-
Reserve for Future Capital	-	-
Debt Service	7,034,953	9,152,362
Other	103,905	134,915
	<b>\$ 55,872,354</b>	<b>\$ 69,828,470</b>
<b>Other Financing Sources (Uses):</b>		
Proceeds from the sale of Capital Assets	\$ 6,500	\$ 219,529
Proceeds from Bond/Capital Lease	26,810,136	-
Transfers In	8,235,382	13,195,113
Transfers Out	(8,750,511)	(13,987,592)
	<b>\$ 26,301,507</b>	<b>\$ (572,950)</b>
<b>Ending Fund Balance: (2)</b>	<b>\$ 59,141,043</b>	<b>\$ 55,345,308</b>
<b>Changes in Fund Balance (actual/est.)</b>	<b>\$ 26,473,187</b>	<b>\$ (3,795,735)</b>

(1) This schedule includes two distinct presentations of financial data. FYs 2006-2008 include actual financial activity for all City Funds. FYs 2009-2010 include budgeted appropriations for those City Funds that experienced new appropriations in the given year.

(2) Pursuant to the City's financial management policies, fund balance in excess of the City's 18% Fund Balance Reserve can be used for one-time capital initiatives. The majority of fund balance utilized for the fiscal year 2009 and 2010 budgets represent amounts in excess of the City's 18% Fund Balance Reserve (General Fund). Additionally, the budgetary presentation for fiscal year 2009-2010 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented above).

	FY 2008 Actual		FY 2009 Amended Budget		FY 2010 Adopted Budget
<b>Beginning Fund Balance: (1)</b>	\$	55,345,308	\$	55,442,097	\$ 45,992,281
<b>Revenues:</b>					
Property Taxes	\$	25,276,979	\$	25,025,126	\$ 25,331,727
Local Option Sales Taxes		11,263,805		10,950,000	11,100,000
Other Taxes		14,033,302		13,536,336	13,135,000
Licenses and Permits		2,241,052		1,997,500	1,325,000
Intergovernmental		4,789,371		76,252	697,226
Charges for Services		7,506,513		7,554,032	7,545,200
Fines and Forfeitures		3,936,673		3,596,125	3,300,000
Interest		2,422,210		1,161,921	555,575
Other Revenue		2,175,139		111,611	651,822
	\$	73,645,044	\$	64,008,903	\$ 63,641,550
<b>Expenditures:</b>					
Mayor and City Council	\$	237,623	\$	268,037	\$ 286,597
City Administration		1,125,997		1,465,559	1,326,076
Legal Services		482,040		400,000	400,000
City Clerk		309,806		313,162	423,018
Community Development		4,083,613		4,188,286	3,963,403
Engineering and Public Works		6,929,946		7,936,459	7,542,377
Finance (3)		4,490,014		5,374,085	7,121,732
Public Safety		21,584,771		24,734,842	24,507,001
Human Resources		723,575		432,120	402,174
Municipal Court		857,517		948,404	964,790
Internal Audit		136,794		147,554	150,044
Recreation and Parks		6,453,642		6,996,125	6,759,012
Information Technology		1,259,184		1,504,549	1,318,623
Capital Outlay		16,246,727		6,423,912	8,177,290
Non-Departmental:		-		-	-
Contingency		22,749		558,270	500,000
Reserve for Future Capital		-		388,869	-
Debt Service		10,062,466		10,063,668	9,899,516
Other		80,971		66,000	66,750
	\$	75,087,435	\$	72,209,901	\$ 73,808,403
<b>Other Financing Sources (Uses):</b>					
Proceeds from the sale of Capital Assets	\$	53,396	\$	-	\$ -
Proceeds from Bond/Capital Lease		2,427,366		-	-
Transfers In		8,532,651		8,017,912	9,609,966
Transfers Out		(9,474,233)		(9,266,730)	(9,609,966)
	\$	1,539,180	\$	(1,248,818)	\$ -
<b>Ending Fund Balance: (2)</b>	\$	55,442,097	\$	45,992,281	\$ 35,825,428
<i>Changes in Fund Balance (actual/est.)</i>	\$	96,789	\$	(9,449,816)	\$ (10,166,853)

(3) The Finance Department figure for FY 2010 is larger due to the creation of the Risk Management Fund. Prior risk management activity is included as a transfer-out for presentation purposes with FY 2010 also including the activity within the newly created Risk Management Fund (thereby grossing-up the total). Upon adjusting for the grossing-up effect of the new fund, the Finance Department "net" total for FY 2010 would equal \$5,997,346.

## Personnel Listing by Department

City of Alpharetta Positions by Department					
	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual (1) FY 2009	Adopted (2) FY 2010
<b>Detail by Department:</b>					
<b>General Fund</b>					
City Administration	7.5	6.5	6.5	7.0	7.0
City Clerk	2.0	2.0	2.0	2.0	2.0
Community Development	20.0	22.0	21.0	21.0	21.0
Engineering/Public Works	57.0	57.0	60.0	62.0	62.0
Finance Department	21.0	21.0	21.0	24.0	25.0
Human Resources	7.0	7.0	6.0	3.0	3.0
Internal Audit	1.0	1.0	1.0	1.0	1.0
Mayor & Council	7.0	7.0	7.0	7.0	7.0
Municipal Court	7.5	7.5	9.0	9.0	9.0
Public Safety Department	195.0	215.0	217.0	218.0	218.0
Recreation & Parks	49.0	51.0	51.0	51.0	51.0
Information Technology	8.0	9.0	12.0	13.0	11.0
<b>subtotal</b>	<b>382.0</b>	<b>406.0</b>	<b>413.5</b>	<b>418.0</b>	<b>417.0</b>
<b>E-911 Fund (Special Revenue Fund)</b>					
Public Safety	20.0	20.0	20.0	20.0	20.0
Information Technology	-	-	-	-	1.0
<b>subtotal</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>21.0</b>
<b>Solid Waste Fund (Enterprise Fund)</b>					
Finance	1.0	1.0	1.0	1.0	1.0
<b>Full-Time-Equivalent (FTE) Positions</b>	<b>403.0</b>	<b>427.0</b>	<b>434.5</b>	<b>439.0</b>	<b>439.0</b>
<b>City of Alpharetta Population</b>					
	<b>48,240</b>	<b>51,243</b>	<b>52,282</b>	<b>52,282</b>	<b>52,282</b>

### Notes

- (1) FY 2009 included the addition of 4.0 full-time-equivalent ("FTE") positions to the City's personnel count pending funding availability. Funded positions include 1.0 FTE for a Civil Engineer (Engineering/Public Works Department) and 0.5 FTE for a Logistic Officer (Public Safety Department; part-time to full-time). Unfunded positions include 1.0 FTE for a GIS Specialist (Engineering/Public Works Department), 0.5 FTE for a part-time Administrative Assistant I (Public Safety Department), and 1.0 FTE for a Network Analyst II (Information Technology Department). Unfunded positions are included in the City's personnel authorization but will not be hired unless a funding source is identified. Additionally, City Administration includes the reclassification of a part-time seasonal position to a part-time Special Events Coordinator (no fiscal impact).

- (2) Total FTE authorization includes the unfunded 2.5 FTE discussed in footnote #1.

The chart to the right provides an illustration of the number of employees per 1,000 residents. During this time frame, the City has increased its service delivery capabilities and has managed to maintain the ratio through effective and efficient management practices.





# *General Fund Summary*

# Fiscal Year 2010 Operating & Capital Budget Narrative

# General Fund Summary

## Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the City's fiscal year 2010 General Fund budget. The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **General Fund Summary**

This section provides a brief description of the General Fund as well as charts segmenting revenues by source (e.g. Property Taxes, Licenses & Permits, etc.) and expenditures by department (e.g. City Administration, Public Safety, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2009 and 2010. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Revenues, Expenditures, and changes in Fund Balance**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2010 as well as a forecast for fiscal years 2011-2012. Also included are changes in the City's fund balance. As previously noted, fund balance in excess of the City's 18% emergency reserve is used to fund non-recurring capital expenditures.

The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council (e.g. spending growth in line with a reasonable CPI factor, increase in capital funding through the operating budget, etc.).

- **Budget Narrative**

This section provides a narrative of General Fund revenue and expenditure trends including historical information.

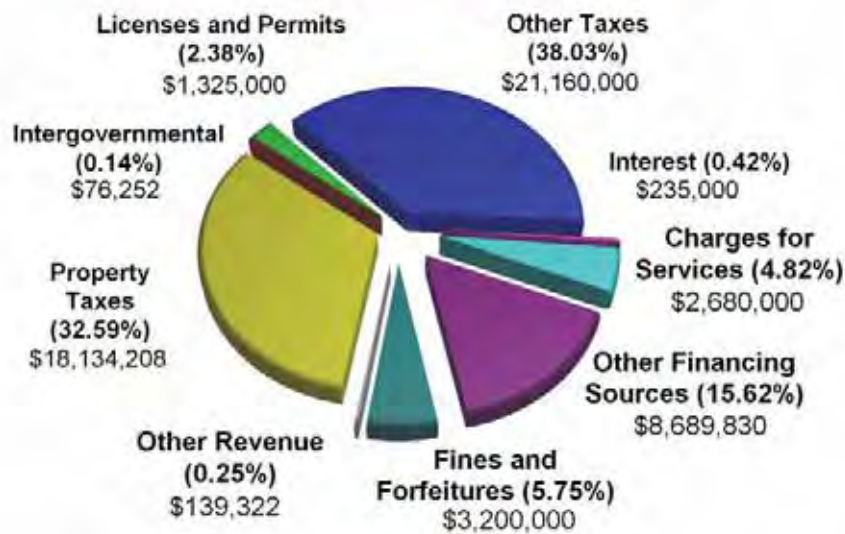


## General Fund Summary

The General Fund is the City's largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation program fees.

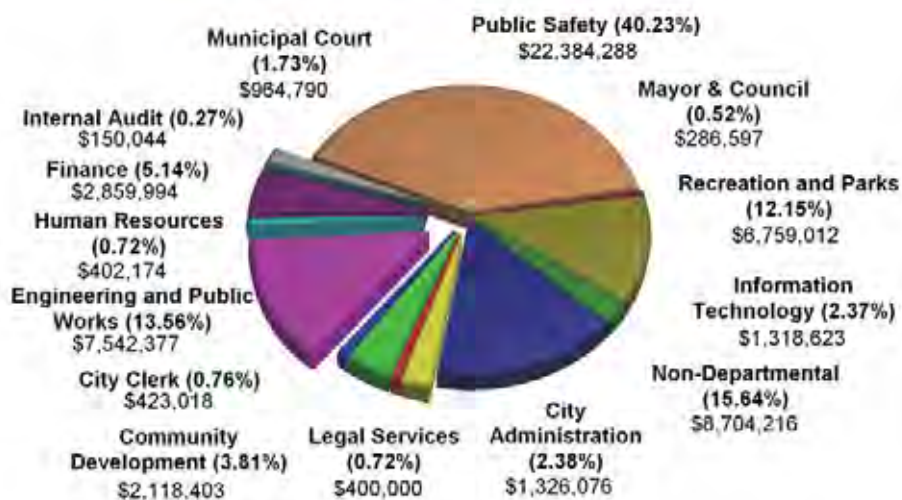
### Revenues by Source

**FY 2010 General Fund Budget = \$55,639,612**



### Expenditures by Department

**FY 2010 General Fund Budget = \$55,639,612**



# City of Alpharetta General Fund Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Property Taxes:				
Current Year	\$ 16,620,000	\$ 17,100,000	\$ 480,000	2.89%
Motor Vehicle	1,003,285	800,000	(203,285)	-20.26%
Prior Year/Delinquent	-	234,208	234,208	100.00%
Local Option Sales Taxes:	10,950,000	11,100,000	150,000	1.37%
Other Taxes:	1,725,000	1,430,000	(295,000)	-17.10%
Franchise Taxes	5,173,836	5,480,000	306,164	5.92%
Insurance Premium Taxes	1,950,000	1,950,000	-	0.00%
Alcohol Beverage Taxes	1,250,000	1,200,000	(50,000)	-4.00%
Licenses and Permits:	1,997,500	1,325,000	(672,500)	-33.67%
Intergovernmental	76,252	76,252	-	0.00%
Charges for Services	3,145,057	2,680,000	(465,057)	-14.79%
Fines and Forfeitures:	3,536,500	3,200,000	(336,500)	-9.52%
Interest	710,000	235,000	(475,000)	-66.90%
Other Revenue:	111,611	139,322	27,711	24.83%
<i>subtotal</i>	<b>\$ 48,249,041</b>	<b>\$ 46,949,782</b>	<b>(1,299,259)</b>	<b>-2.69%</b>
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	\$ 1,375,000	\$ 1,230,000	\$ (145,000)	-10.55%
<b>Total Operating Revenues</b>	<b>\$ 49,624,041</b>	<b>\$ 48,179,782</b>	<b>\$ (1,444,259)</b>	<b>-2.91%</b>
Budgeted Fund Balance	6,923,912	7,459,830		
<b>Total Revenues</b>	<b>\$ 56,547,953</b>	<b>\$ 55,639,612</b>		
Personnel Services:				
Salaries and Wages	\$ 23,423,885	\$ 23,461,572	\$ 37,687	0.16%
Group Insurance	4,605,572	4,768,942	163,370	3.55%
Pension	2,427,058	2,724,185	297,127	12.24%
Pension (Deferred Compensation)	688,126	748,420	60,294	8.76%
FICA	1,780,664	1,786,173	5,509	0.31%
Miscellaneous	549,839	519,358	(30,481)	-5.54%
<i>subtotal</i>	<b>\$ 33,475,144</b>	<b>\$ 34,008,650</b>	<b>533,506</b>	<b>1.59%</b>
Maintenance and Operations:				
Professional Fees	\$ 2,139,905	\$ 2,079,839	\$ (60,066)	-2.81%
Maintenance Contracts	2,524,037	2,892,213	368,176	14.59%
Utilities	1,891,074	1,894,149	3,075	0.16%
Miscellaneous	6,086,393	4,773,361	(1,313,032)	-21.57%
<i>subtotal</i>	<b>\$ 12,641,409</b>	<b>\$ 11,639,562</b>	<b>(1,001,847)</b>	<b>-7.93%</b>
Capital:				
Milling & Resurfacing	\$ 1,200,000	\$ 900,000	\$ (300,000)	-25.00%
Miscellaneous	197,346	18,000	(179,346)	-90.88%
<i>subtotal</i>	<b>\$ 1,397,346</b>	<b>\$ 918,000</b>	<b>(479,346)</b>	<b>-34.30%</b>
Other Uses: (1)				
Contingency	\$ 558,270	\$ 500,000	\$ (58,270)	-10.44%
Reserve for Operating Initiatives	388,869	-	(388,869)	-100.00%
OSSI Capital Lease (Principal/Interest)	369,184	369,184	(0)	0.00%
Donations/Contributions	45,000	45,000	(0)	0.00%
Interfund Transfer (Capital/One-time)	6,423,912	6,909,830	485,918	7.56%
Interfund Transfer (Risk Management)	1,248,818	1,249,386	568	0.05%
<i>subtotal</i>	<b>\$ 9,034,054</b>	<b>\$ 9,073,400</b>	<b>39,346</b>	<b>0.44%</b>
<b>Total Expenditures</b>	<b>\$ 56,547,953</b>	<b>\$ 55,639,612</b>		
<i>Personnel (full-time-equivalent) (2)</i>	418.0	417.0		

**Notes:**

(1) The Risk Management Fund was initially created in fiscal year 2010. Prior activity was recorded within the General Fund. For presentation purposes, all Risk Management activity has been included together.

(2) Personnel count for fiscal year 2010 includes the transfer of one IT Systems Administrator position to the E-911 Fund to better reflect job responsibilities. Additionally, the personnel count for both years includes 2.5 full-time-equivalent positions authorized but not funded (GIS Specialist - Engineering and Public Works; part-time Administrative Assistant I - Public Safety; and a Network Analyst II - Information Technology).



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# City of Alpharetta General Fund Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 20,946,358	\$ 22,405,741	\$ 19,846,379	\$ 22,883,208	\$ 15,959,296	\$ 8,499,466	\$ 8,499,466
<b>Revenues:</b>							
Property Taxes	\$ 14,096,517	\$ 14,124,495	\$ 18,214,162	\$ 17,623,285	\$ 18,134,208	\$ 18,134,208	\$ 18,134,208
Local Option Sales Taxes	8,838,133	9,992,908	11,263,805	10,950,000	11,100,000	11,211,000	11,323,110
Other Taxes	8,892,759	10,057,247	10,359,126	10,098,836	10,060,000	10,210,900	10,364,064
Licenses and Permits	2,428,720	2,650,990	2,241,052	1,997,500	1,325,000	1,326,318	1,327,636
Intergovernmental	24,398	12,152	91,447	76,252	76,252	76,252	76,252
Charges for Services	2,964,285	3,395,473	2,998,867	3,145,057	2,680,000	2,682,180	2,684,862
Fines and Forfeitures	2,720,371	3,250,607	3,733,499	3,536,500	3,200,000	3,677,900	3,824,956
Interest	591,631	1,231,512	749,391	710,000	235,000	235,470	235,941
Other Revenue	244,829	723,647	350,321	111,611	139,322	139,322	139,322
	<b>\$ 40,801,643</b>	<b>\$ 45,439,031</b>	<b>\$ 50,001,670</b>	<b>\$ 48,249,041</b>	<b>\$ 46,949,782</b>	<b>\$ 47,554,227</b>	<b>\$ 47,971,028</b>
<b>Expenditures:</b>							
Mayor and City Council	\$ 184,650	\$ 226,085	\$ 237,623	\$ 268,037	\$ 286,597	\$ 290,516	\$ 294,579
City Administration	952,664	1,059,649	1,125,997	1,465,559	1,326,076	1,321,984	1,318,148
Legal Services	557,167	412,633	482,040	400,000	400,000	400,000	400,000
City Clerk	277,350	168,996	309,806	313,162	423,018	348,233	348,189
Community Development	1,678,989	1,803,052	1,879,108	2,125,786	2,118,403	2,133,426	2,149,056
Engineering and Public Works	5,130,903	5,762,199	6,854,946	7,936,459	7,542,377	7,595,277	7,649,915
Finance	1,687,985	1,944,524	2,000,280	2,801,064	2,859,994	2,867,417	2,875,417
Public Safety	15,415,801	18,203,890	20,214,681	22,544,265	22,384,288	22,529,067	22,679,450
Human Resources	777,154	662,029	723,575	432,120	402,174	401,979	401,847
Municipal Court	612,836	697,326	857,517	948,404	964,790	967,286	970,023
Internal Audit	60,838	121,506	136,794	147,554	150,044	151,034	152,060
Recreation and Parks	5,454,734	6,002,740	6,353,547	6,996,125	6,759,012	6,786,748	6,816,071
Information Technology	1,000,805	1,003,629	1,259,184	1,504,549	1,318,623	1,322,154	1,325,930
Non-Departmental:	-	-	22,749	-	-	-	-
Contingency	-	-	-	558,270	500,000	500,000	500,000
Operational Initiative Reserve	-	-	-	388,869	-	-	-
Donations/Contributions	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	<b>\$ 33,836,876</b>	<b>\$ 38,113,258</b>	<b>\$ 42,502,847</b>	<b>\$ 48,875,223</b>	<b>\$ 47,480,396</b>	<b>\$ 47,660,121</b>	<b>\$ 47,925,685</b>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
E-911 Fund	\$ (451,163)	\$ (484,321)	\$ (340,344)	\$ -	\$ -	\$ -	\$ -
Hotel/Motel Fund	1,252,296	1,391,665	1,469,671	1,375,000	1,230,000	1,230,000	1,230,000
Operating Grant Fund	-	-	(42,950)	(25,450)	-	-	-
Capital Grant Fund	-	-	(20,000)	(184,575)	(275,000)	-	-
Capital Project Fund	(3,010,710)	(7,000,000)	(4,586,184)	(6,213,887)	(6,634,830)	(424,106)	(575,343)
Debt Service Fund	(2,525,000)	(3,000,000)	-	-	-	-	-
Solid Waste Fund	(255,678)	-	(605)	-	-	-	-
(1) Risk Management Fund	(515,129)	(792,479)	(941,582)	(1,248,818)	(1,249,386)	(700,000)	(700,000)
	<b>\$ (5,505,384)</b>	<b>\$ (9,885,135)</b>	<b>\$ (4,461,994)</b>	<b>\$ (6,297,730)</b>	<b>\$ (6,929,216)</b>	<b>\$ 105,894</b>	<b>\$ (45,343)</b>
<b>Ending Fund Balance: (2)</b>	<b>\$ 22,405,741</b>	<b>\$ 19,846,379</b>	<b>\$ 22,883,208</b>	<b>\$ 15,959,296</b>	<b>\$ 8,499,466</b>	<b>\$ 8,499,466</b>	<b>\$ 8,499,466</b>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 1,459,383</i>	<i>\$ (2,559,362)</i>	<i>\$ 3,036,829</i>	<i>\$ (6,923,912)</i>	<i>\$ (7,459,830)</i>	<i>\$ -</i>	<i>\$ 0</i>
<i>Personnel (full-time-equivalent) (3)</i>	<i>382.0</i>	<i>406.0</i>	<i>413.5</i>	<i>418.0</i>	<i>417.0</i>		

**Notes:**

- (1) The Risk Management Fund was initially created in fiscal year 2010. Prior activity was recorded within the General Fund. For presentation purposes, all Risk Management activity has been included together.
- (2) Pursuant to the City's financial management policies, fund balance in excess of the City's 18% Fund Balance Reserve can be used for one-time capital initiatives. Fund balance utilized for the fiscal year 2009 and 2010 budgets represent amounts in excess of the City's 18% Fund Balance Reserve.
- (3) Personnel count for fiscal year 2010 includes the transfer of one IT Systems Administrator position to the E-911 Fund to better reflect job responsibilities. Additionally, the personnel count for both years includes 2.5 full-time-equivalent positions authorized but not funded (GIS Specialist - Engineering and Public Works; part-time Administrative Assistant I - Public Safety; and a Network Analyst II - Information Technology).

## Budget Narrative

**Revenues:** FY 2010 General Fund revenues are forecasted to contract by -2.9%, or \$1.4 million, compared to Amended FY 2009. The following table compares major revenue categories within the General Fund:

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Revenues (by Source):				
Property Taxes:				
Current Year	\$ 16,620,000	\$ 17,100,000	\$ 480,000	2.89%
Motor Vehicle	1,003,285	800,000	(203,285)	-20.26%
Prior Year/Delinquent	-	234,208	234,208	100.00%
Local Option Sales Taxes:	10,950,000	11,100,000	150,000	1.37%
Other Taxes:	1,725,000	1,430,000	(295,000)	-17.10%
Franchise Taxes	5,173,836	5,480,000	306,164	5.92%
Insurance Premium Taxes	1,950,000	1,950,000	-	0.00%
Alcohol Beverage Taxes	1,250,000	1,200,000	(50,000)	-4.00%
Licenses and Permits:	1,997,500	1,325,000	(672,500)	-33.67%
Intergovernmental	76,252	76,252	-	0.00%
Charges for Services	3,145,057	2,680,000	(465,057)	-14.79%
Fines and Forfeitures:	3,536,500	3,200,000	(336,500)	-9.52%
Interest	710,000	235,000	(475,000)	-66.90%
Other Revenue:	111,611	139,322	27,711	24.83%
<i>subtotal</i>	\$ 48,249,041	\$ 46,949,782	(1,299,259)	-2.69%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	\$ 1,375,000	\$ 1,230,000	\$ (145,000)	-10.55%
<b>Total Operating Revenues</b>	<b>\$ 49,624,041</b>	<b>\$ 48,179,782</b>	<b>\$ (1,444,259)</b>	<b>-2.91%</b>
Budgeted Fund Balance	6,923,912	7,459,830		
<b>Total Revenues</b>	<b>\$ 56,547,953</b>	<b>\$ 55,639,612</b>		

## Revenue Forecasting Process

The Finance Department analyzes revenue collections by source on a monthly basis and compares to the prior three fiscal years to determine the trend and adjust for seasonal fluctuations. A current year revenue estimate is derived from the trend data and is included in the City's monthly financial management report<sup>10</sup>.

Trend data also includes non-financial data as applicable (e.g. building permits, solid waste accounts, etc.). The current year estimate, in conjunction with the trend data, is used to formulate the upcoming budget and future forecast values.

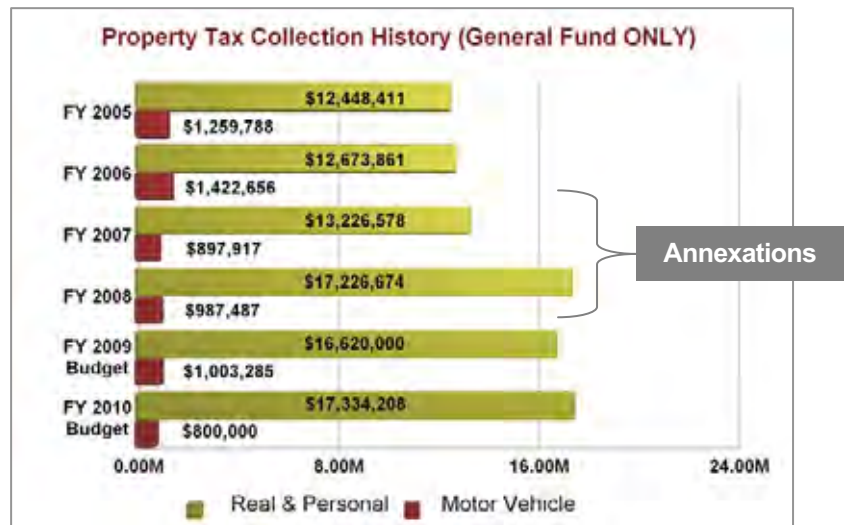
Revenue Analysis of FY 2006 - FY 2009											
Account Name:	Plan & Dev Fees / Charges			Fees developed by the Alpharetta Planning Commission to guide and accomplish a coordinated and harmonious development of the municipality which will, in accordance with existing and future needs, best promote the public health, safety, morals, order, convenience, prosperity, and the general welfare, as well as efficiency and economy in the process of development... fees vary...							
Account Number:	100-7410-341-3000										
Revenue Category:	Charges for Service										
Date:	9.3.2009 sac										
MONTH	FY 2006 Actual	FY 2007 Actual	% Change	FY 2008 Actual	% Change	FY 2009 Actual	% Change				
July	11,175	6,181	-44.7%	10,725	73.5%	5,875	-45.2%				
August	15,062	12,498	-17.0%	20,280	62.3%	11,125	-45.1%				
September	10,300	8,127	-21.1%	16,618	104.5%	11,309	-31.9%				
October	14,497	9,475	-34.6%	10,500	10.8%	6,175	-41.2%				
November	9,906	11,275	13.8%	11,620	3.1%	6,225	-46.4%				
December	16,864	91,062	440.0%	15,575	-82.9%	8,324	-46.6%				
January	10,475	13,140	25.4%	11,150	-15.1%	5,625	-49.6%				
February	18,545	31,570	70.2%	10,817	-65.7%	2,325	-78.5%				
March	22,328	11,300	-49.4%	8,576	-24.1%	3,146	-63.3%				
April	7,575	15,957	110.6%	15,230	-4.6%	5,264	-65.4%				
May	13,400	8,350	-37.7%	7,525	-9.9%	4,725	-37.2%				
June	31,916	10,500	-67.1%	7,000	-33.3%	6,463	-7.7%				
SUB-TOTAL	\$ 182,043	\$ 229,435	26.0%	\$ 145,616	-36.5%	\$ 76,581	-47.4%				
Adj. Period (July)	-	-	-	-	-	-	-				
SUB-TOTAL	\$ -	\$ -	-	\$ -	-	\$ -	-				
TOTAL	\$ 182,043	\$ 229,435	26.0%	\$ 145,616	-36.5%	\$ 76,581	-47.4%				
REVISED PROJECTION											

<sup>10</sup> Please refer to the Financial Management Policies (Section III: Financial Reporting).

## **Property Taxes**

Property taxes represent approximately 32.6% of General Fund revenues. FY 2010 Property Taxes are estimated at \$25.3 million citywide with the breakdown as follows: General Fund (\$18.1 million); and Debt Service Fund (\$7.2 million). The chart to the right depicts a 6-year history of General Fund property tax collections by type.

The FY 2010 Budget is based on a revenue neutral property tax levy that assumes continuation of the FY 2009 millage levy (5.750 mills) and no growth in property assessments. Actual FY 2009 property tax collections are estimated at \$18.1 million and represent the basis for the revenue-neutral property tax figure for FY 2010.



Property taxes are calculated based on an assessed millage rate on real and personal property owned within the City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, furniture, motor vehicles, boats, etc.

The Fulton County Board of Assessors determines the fair market value of property (i.e. tax digest) utilizing numerous analytical methods including comparative sales data.

The 2009 Legislative Session produced several laws that will influence the City's 2009 Tax Digest which is the basis for FY 2010 tax revenue:

- ✓ House Bill 233 - prohibits increases in property assessments through January 2011. Property must be reassessed at least once during this period and will be allowed to decrease in value, if applicable. Property that is sold during this period will not be reassessed. Property improvements and rezoning (at owner's request) will trigger reassessment at fair market value.
- ✓ Senate Bill 55 – requires assessors to consider bank sales and foreclosures when determining the fair market value of property.

Early communication with the Fulton County Board of Assessors (the "BOA") indicates that digest values for North Fulton, including the City of Alpharetta, will be flat for 2009. However, a large number of appeals (25,000 in North Fulton) coupled with the effects of SB 55 could result in a reduction in the 2009 Digest. As of the date



of this publication, the City has not received the 2009 Digest from the BOA as the digest cannot be submitted until the 2008 Digest is approved by the Revenue Commissioner and the Temporary Collection Order is lifted. BOA estimates indicate receipt of the 2009 Digest in September.

The chart below illustrates the tax base growth within the City for the last 5 years.

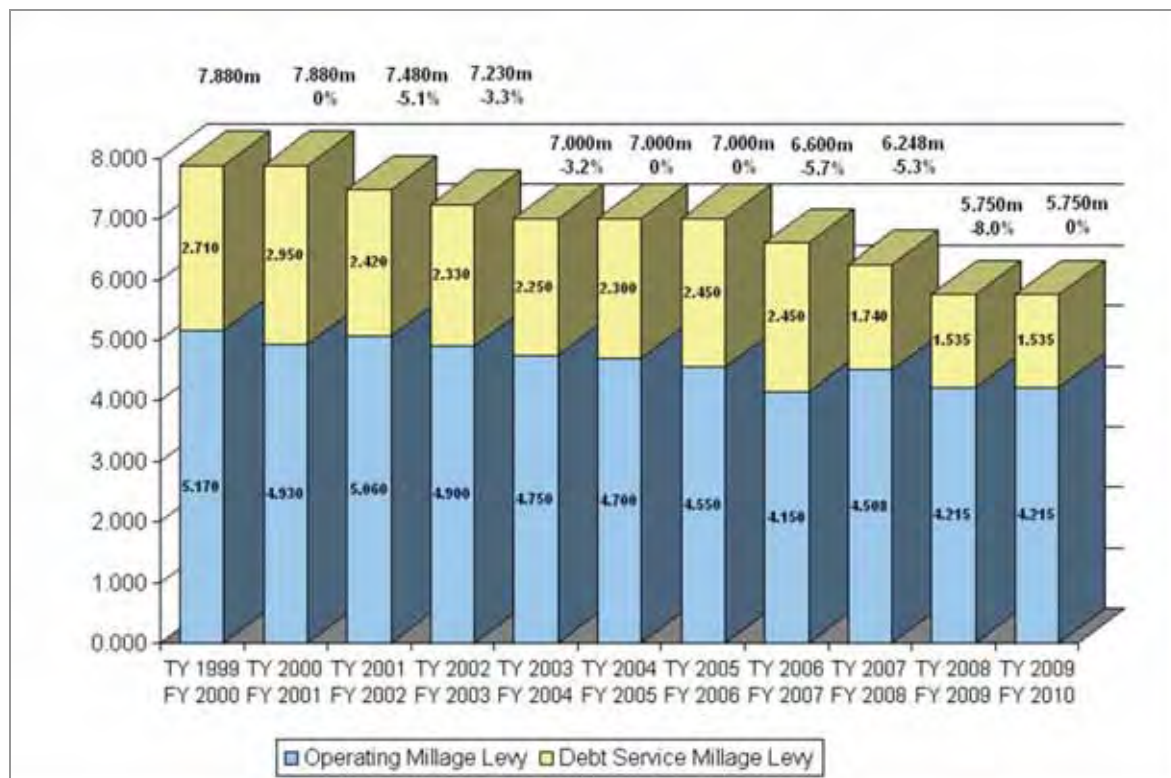
	FY 2005 TY 2004	FY 2006 TY 2005	FY 2007 TY 2006	FY 2008 TY 2007	FY 2009* TY 2008	FY 2010** TY 2009
<b>Tax Digest (Gross):</b>						
Real & Personal	\$ 2,953,977,007	\$ 3,065,827,832	\$ 3,559,452,332	\$ 4,237,643,785	\$ 4,499,691,898	\$ 4,499,691,898
Motor Vehicle	166,615,420	180,951,120	191,384,580	208,677,560	209,980,220	209,980,220
	\$ 3,120,592,427	\$ 3,246,778,952	\$ 3,750,836,912	\$ 4,446,321,345	\$ 4,709,672,118	\$ 4,709,672,118
<b>Exemptions:</b>						
Debt Service	\$ 229,770,785	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 122,903,790	\$ 122,903,790
Operating	\$ 229,770,785	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 479,617,470	\$ 479,617,470
<b>Tax Digest (Net):</b>						
<b>Debt Service</b>	<b>\$ 2,890,821,642</b>	<b>\$ 3,009,430,822</b>	<b>\$ 3,493,975,392</b>	<b>\$ 4,010,269,327</b>	<b>\$ 4,586,768,328</b>	<b>\$ 4,586,768,328</b>
<b>Operating</b>	<b>\$ 2,890,821,642</b>	<b>\$ 3,009,430,822</b>	<b>\$ 3,493,975,392</b>	<b>\$ 4,010,269,327</b>	<b>\$ 4,230,054,648</b>	<b>\$ 4,230,054,648</b>

\* Estimated Digest for Tax Year 2008

\*\* Estimated Digest for Tax Year 2009

In conjunction with the annual budget process, the City adopts a millage rate to be applied to the tax digest in order to determine the taxroll value and, consequently, the property tax billings.

The City has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The table below illustrates the annual millage rates levied by the City for the last 10 years.



The operating millage levy for FY 2010 totals 4.215 mills and proceeds are recognized within the General Fund to be used for general City operations such as public safety, engineering & public works, etc. The debt service millage levy for FY 2010 totals 1.535 mills and proceeds are recognized within the Debt Service Fund to be used for repayment of voter approved general obligation bonds.

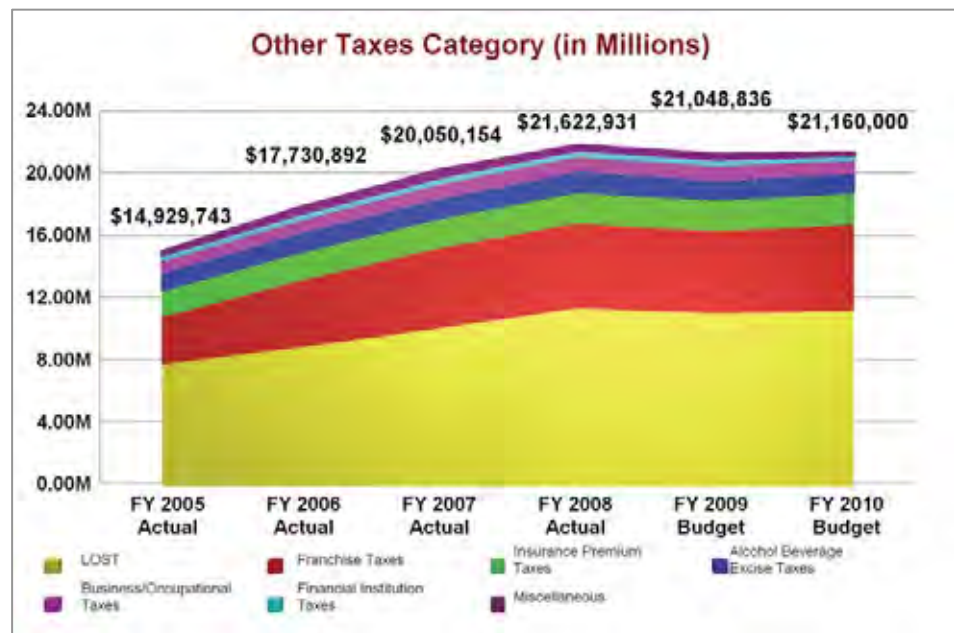
The millage rate estimated for FY 2010, coupled with the City's substantial Homestead Exemption of \$30,000 goes great lengths in keeping Alpharetta not only an affordable place to live, but also strategically positions us relative to neighboring areas. It should be noted that the \$30,000 Homestead Exemption our City offers is equivalent to a 1.0 mill reduction for the average homeowner.

In an effort to further reduce the tax burden on homeowners, the Mayor and City Council have acted to provide voters the option of increasing the homestead exemption to \$40,000 starting in FY 2011. Voters will have the option of approving the homestead exemption increase in the November 3, 2009 general election.

The increased homestead exemption will be phased in over a 2-year period. The exemption will increase to \$35,000 effective FY 2011 with the remaining increase to \$40,000 effective FY 2012. Additional tax savings for our homeowners from this measure is estimated at \$250,000 in FY 2011 and increasing to an annual savings of over \$500,000 by FY 2012

### **Other Taxes**

Other taxes account for 38.0%, or \$21.2 million, of total General Fund revenue for FY 2010. Specifically, revenue sources within the Other Taxes category include Local Option Sales Taxes ("LOST"), Franchise Taxes, Insurance Premium Taxes, Alcohol Beverage Excise Taxes, etc. The chart to the right provides a 5-year history of Other Tax collections by type.





- **Local Option Sales Taxes (“LOST”):** This revenue source represents the City’s portion of the 7% sales and use tax collected in Fulton County and totals \$11.1 million for FY 2010. The LOST is distributed to municipalities within Fulton County based on population. The rate of distribution is negotiated every 10 years after the decennial U.S. Census. Due to recent annexation growth, the City received an increase in its proportionate distribution to 5.2% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy). On a pure dollar basis, the City’s increased distribution would equate to a 17% increase in LOST revenue collections (all things equal). Actual increases in LOST revenue totaled approximately 7% which indicate a contraction of over -8% in consumer and business spending which is forecasted to continue through FY 2010.

Sales and use tax is collected by the retailer making sales of tangible personal property in Fulton County. LOST is reported and remitted to the Georgia Department of revenue each month for the previous month’s sales. The DOR calculates the distribution and remits the revenue to the City monthly.

- **Franchise Taxes:** All entities that provide electric, gas, cable, and/or telecommunications service within the City are required to have a franchise agreement for the use of public right-of-ways. Estimated revenue for FY 2010 totals \$5.5 million and represents growth of 5.9% over the FY 2009 budget. However, actual collections are estimated at \$5.7 million in FY 2009. The City has included a -4.0% reduction in the FY 2010 budget to insulate from reduced franchise revenues (e.g. reduced electricity and gas usage) during the recession. Franchise revenue in the short-term (1-2 years) is expected to remain flat until economic growth renews and the real estate/construction sector strengthens.

Several of the larger franchise agreements include the following: Georgia Power (electric/4% of taxable gross sales); Comcast (cable and communications/3% of gross receipts); BellSouth (communications/3% of gross receipts); etc.

- **Insurance Premium Taxes:** This revenue source represents a percentage of insurers’ gross direct premiums on life, accident, and sickness insurance policies written within the State and totals \$2.0 million in FY 2010 (flat with FY 2009 with no growth forecasted over the short-term).

Insurance premium tax is due on the first day of the calendar year and is collected directly by the City.

- **Alcohol Beverage Excise Taxes:** This revenue source represents taxes levied on dealers and wholesalers of alcoholic beverages within the City and totals \$1.2 million in FY 2010. The FY 2010 figure represents a reduction of -4.0% compared to FY 2009 and is due primarily to the economic recession and slowdown in consumer spending.

### **Licenses & Permits**

Licenses & permits account for 2.4%, or \$1.3 million, of total General Fund revenue for FY 2009. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc. The FY 2010 budget figure represents a reduction of -33.7% compared to the FY 2009 budget due primarily to declining collection patterns reflecting the slowdown within the construction economy (i.e. primarily residential construction) and consumer spending. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that the slowdown is continuing and revenues will continue to be constrained in the short-term.

### **Intergovernmental**

Intergovernmental sources account for 0.1%, or \$76,252, of total General Fund revenue for FY 2010. The revenue for FY 2010 is generated from an Intergovernmental Agreement with the City of Milton related to the sharing of public safety capabilities.

### **Charges for Services**

Charges for services account for 4.8%, or \$2.7 million, of total General Fund revenue. The FY 2010 budget represents a reduction of -14.8% compared to the FY 2009 budget due primarily to reduced collections from plan review fees and special event program fees which is symptomatic of the recession and declining real estate activity/weakened consumer spending.



Charges for services include user fees for community development (plan review, planning and development fees, etc.), public safety (plan review, police reports and services, etc.), recreation and parks (program and activity fees, etc.), and special events (Taste of Alpharetta event fees, etc.).

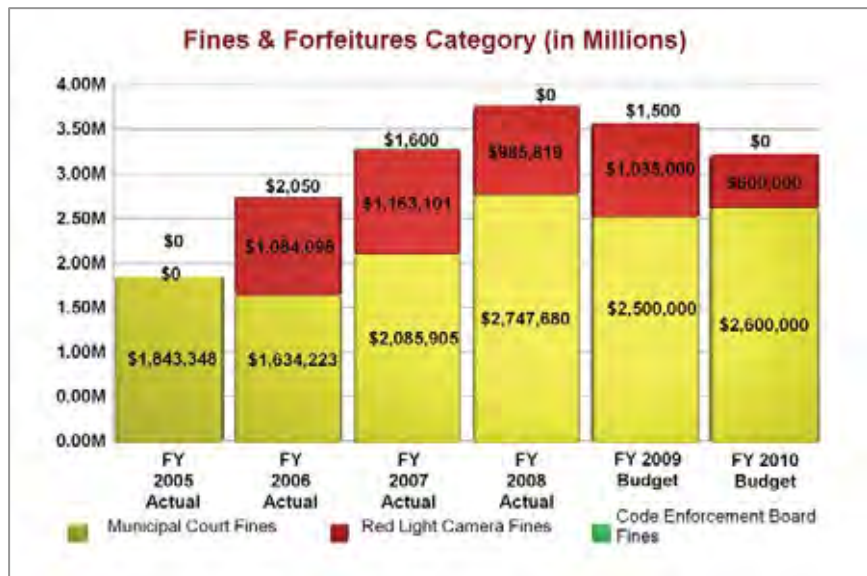
## **Fines & Forfeitures**

Fines & forfeitures account for 5.8%, or \$3.2 million, of total General Fund revenue for FY 2009. The FY 2010 budget represents a reduction of -9.5% due primarily to reduced Red Light Camera Fines resulting from recent state law changes affecting the timing of traffic lights as well as the underlying success of the system at deterring the running of red lights.

Specifically, Red Light Camera Fines are forecasted at \$600,000 for FY 2010 and represent a reduction of -\$435,000 compared to the FY 2009

budget. It should be noted that the City anticipates a likewise reduction in Red Light lease costs due to a revised agreement that provides for revenue neutral operations. Offsetting the decline in Red Light Camera Fines is increased collections for Municipal Court Fines (increase of \$100,000 to \$2.6 million).

Fines & Forfeitures include municipal court fines, code enforcement and red light camera violations (starting FY 2006), etc.



## **Interest**

Interest earnings account for 0.4%, or \$235,000, of total General Fund revenue for FY 2010. Reduction of -66.9% is forecasted to more accurately reflect the earnings the City is currently receiving on its investments as governed by the City's investment management policy. Economic instability including deterioration of the financial sectors has resulted in a flow of investment funds into the safety of U.S. Treasury securities which has significantly lowered yields and negatively affected the City's investment return.

## **Other Financing Sources**

Other Financing Sources account for 15.6%, or \$8.7 million, of total General Fund revenue for FY 2010. The primary sources include the City's share (40%) of the Hotel/Motel Tax as well as Carryforward Fund Balance which represents available cash in excess of the City's 18% emergency reserve. The excess fund balance is used to fund non-recurring capital expenditures as detailed in the transmittal letter as well as the *Capital Project Fund Summaries* section of this document.

**Expenditures:** FY 2010 General Fund expenditures have been reduced by -2.8%, or -\$1.4 million, compared to Amended FY 2009. The following table compares departmental appropriations within the General Fund (please refer to the departmental summaries included herein for detailed budgetary analysis).

	<b>FY 2009 Amended Budget</b>	<b>FY 2010 Adopted Budget</b>	<b>\$ Variance</b>	<b>% Variance</b>
Expenditures (by Department):				
Mayor and Council	\$ 268,037	\$ 286,597	\$ 18,560	6.92%
City Administration	1,465,559	1,326,076	(139,483)	-9.52%
Legal Services	400,000	400,000	-	0.00%
City Clerk	313,162	423,018	109,856	35.08%
Community Development	2,125,786	2,118,403	(7,383)	-0.35%
Engineering and Public Works	7,936,459	7,542,377	(394,082)	-4.97%
Finance	2,801,064	2,859,994	58,930	2.10%
Public Safety	22,544,265	22,384,288	(159,977)	-0.71%
Human Resources	432,120	402,174	(29,946)	-6.93%
Municipal Court	948,404	964,790	16,386	1.73%
Internal Audit	147,554	150,044	2,490	1.69%
Recreation and Parks	6,996,125	6,759,012	(237,113)	-3.39%
Information Technology	1,504,549	1,318,623	(185,926)	-12.36%
Non-Departmental:				
Contingency	558,270	500,000	(58,270)	-10.44%
Operational Initiatives Reserve	388,869	-	(388,869)	-100.00%
Donations/Contributions	45,000	45,000	-	0.00%
Interfund Transfer:				
(1) Risk Management Fund	1,248,818	1,249,386	568	0.05%
<b>Total Operating Expenditures</b>	<b>\$ 50,124,041</b>	<b>\$ 48,729,782</b>	<b>\$ (1,394,259)</b>	<b>-2.8%</b>
Interfund Transfer:				
(2) Capital Project Fund	6,213,887	6,634,830		
Grant Funds	210,025	275,000		
<b>Total Expenditures</b>	<b>\$ 56,547,953</b>	<b>\$ 55,639,612</b>		

**Notes:**

- (1) The Risk Management Fund is being created in FY 2010. FY 2009 activity is recorded within the General Fund. For presentation purposes, all Risk Management activity has been included together.
- (2) Capital Project Fund transfer includes a \$4 million reserve for future capital/one-time initiatives.

### ***Meeting the Internal Needs of Operating Departments***

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends and indicated that spending would need to be reduced for FY 2010 to compensate for slowing/reduced revenue collections. Accordingly, the Finance Department analyzed departmental spending needs and calculated target budget reductions for each department.

City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) in line with current revenue estimates.

Several of the major points of the FY 2010 Budget are as follows:

- Alignment of revenue estimates with short-term collection trends (\$1.4 million reduction in General Fund revenues compared with FY 2009 Budget);
- A continuation of the FY 2009 base personnel level of 439 full-time equivalent positions;
- Suspension of the performance-based pay raise benefit;
- Coverage of major growth drivers including pension (12% increase Citywide or \$318,000) and healthcare costs (4% increase Citywide or \$170,000). Healthcare costs increased at a rate lower than the national average due to successful negotiations between the Finance Department and our insurance carrier Aetna;
- Significant reduction (-10.4% or -\$1.4 million) in departmental operating budgets, including controls on non-essential spending;
- Continuation of prior-year funding initiatives including:
  - Rural Metro: \$138,300;
  - Milling & Resurfacing: \$900,000;
  - *Police Athletic League* contribution: \$35,000;
  - *Friends of the Library* contribution: \$10,000;
- Findings of a review of the E-911 Fund resulted in the transfer of one IT Systems Administrator position from the General Fund to the E-911 Fund as well as the implementation of a lease payment to the City for the call center space which effectively allows for the reallocation of General Fund resources.

The departmental budgets are detailed under the respective departmental section of this document.



# *Special Revenue Fund Summaries*

Fiscal Year 2010 Operating & Capital Budget Narrative

# Special Revenue Fund Summaries

## Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2010 budgets for the City's Special Revenue Funds.

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. All special revenue funds utilize the modified accrual basis of budgeting and accounting.

The following schedules are set forth by Fund and provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Licenses & Permits, etc.) and expenditures by department (e.g. Community Development, Public Safety, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2009 and 2010. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Revenues, Expenditures, and changes in Fund Balance**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2010 as well as a forecast for fiscal years 2011-2012. Also included are changes in fund balance.

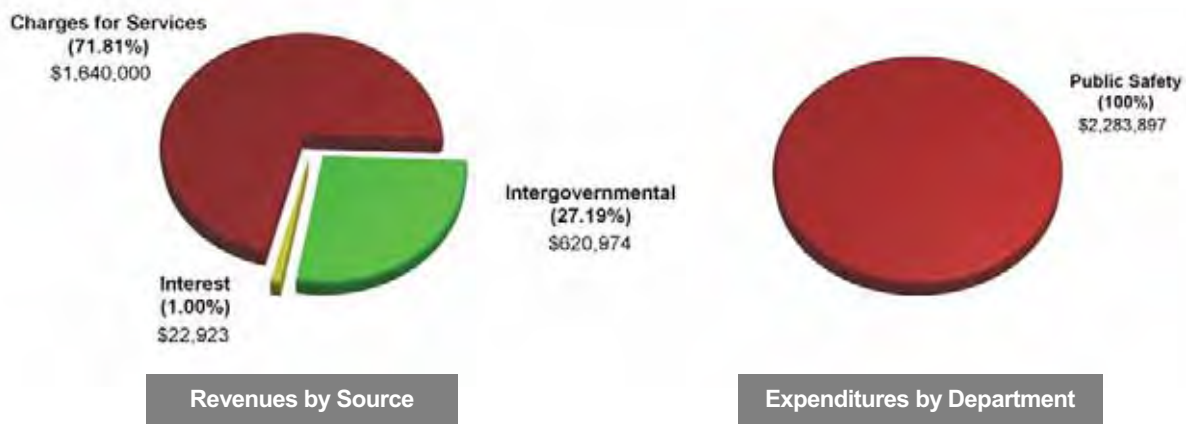
The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council.

## **Emergency 911 Fund Summary**

The E-911 Fund accounts for fees received from users, or potential users, of the City's Emergency 911 System. The fee equals \$1.50 monthly and is paid directly from wired and wireless telecommunication providers as well as Voice over Internet Protocol ("VOIP") providers, with expenditures occurring to maintain and run the system within the government. The Public Safety Department manages the E-911 Program.

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**FY 2010 Budget = \$2,283,897**



### **Trends**

The FY 2010 Budget for the E-911 Fund totals \$2,283,987 and represents a decrease of -3.9%, or -\$93,364, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 13.9%, or \$193,560, due primarily to the transfer-in of one (1) position (i.e. IT Systems Administrator) from the Information Technology Department coupled with increases in pension and group insurance costs. The IT Systems Administrator works solely on E-911 activities.

Base level personnel for FY 2010 total 21.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Communications Officer	12.0	12.0	-
Communications Shift Supervisor	4.0	4.0	-
Sr. Communications Officer	4.0	4.0	-
IT Systems Administrator	-	1.0	1.0
	20.0	21.0	1.0



The Maintenance & Operations category decreased -29.2%, or -\$286,924, due primarily to the following activity:

- reduction in forecasted professional development and travel of -47.6% (-\$6,800) and -50.0% (-\$4,000), respectively, due to control measures that limit travel/training to essential requirements only;
- increase in forecasted communications of \$119,080 primarily due to the change in wireless subscriptions (phase II);
- reallocation of a portion of communications, maintenance contracts, and equipment repair and maintenance to the newly created IT professional services to allow for more efficient tracking of technology related expenses. IT professional services totals \$96,104 in FY 2010; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For Fiscal Year 2010, the forecasted IT computer refresh includes the replacement of (8) workstations and VM Ware.

The City has entered into an Intergovernmental Agreement with the City of Milton for the provision of Call Center services. Under the Agreement, the City of Milton is obligated to fund a share of the E-911 Fund budget as well as associated indirect costs. The share is based upon relative population (currently 25%) and will be amended upon receipt of the final 2010 census data. The FY 2010 Budget for the Intergovernmental Agreement is estimated at \$620,974 for FY 2010.

# City of Alpharetta

## E-911 Fund

### Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 425,000	\$ 540,000	\$ 115,000	27.06%
E-911 Service Fees (cell phones)	1,250,000	1,100,000	(150,000)	-12.00%
Intergovernmental:				
City of Milton	-	620,974	620,974	100.00%
Interest	80,000	22,923	(57,077)	-71.35%
Other Financing Sources:				
Budgeted Fund Balance ("FB")	122,261	-	(122,261)	-100.00%
Budgeted FB (E-911 System)	500,000	-	(500,000)	-100.00%
<b>Total Revenues (All Sources) (1)</b>	<b>\$ 2,377,261</b>	<b>\$ 2,283,897</b>	<b>\$ (93,364)</b>	<b>-3.93%</b>
Personnel Services:				
Salaries and Wages	\$ 940,097	\$ 1,027,987	\$ 87,890	9.35%
Overtime	46,845	100,000	53,155	113.47%
Group Insurance	180,478	197,784	17,306	9.59%
FICA	83,322	85,939	2,617	3.14%
Pension (Defined Benefit)	98,865	120,920	22,055	22.31%
Miscellaneous	45,297	55,834	10,537	23.26%
<i>subtotal</i>	<i>\$ 1,394,904</i>	<i>\$ 1,588,464</i>	<i>\$ 193,560</i>	<i>13.88%</i>
Maintenance and Operations:				
Communications	\$ 240,000	\$ 359,080	\$ 119,080	49.62%
Maintenance Contracts	105,348	75,180	(30,168)	-28.64%
Professional Services (IT)	-	96,104	96,104	100.00%
Utilities	45,850	49,386	3,536	7.71%
Miscellaneous	76,709	115,683	38,974	50.81%
Capital:				
E-911 Phone System Replacement	500,000	-	(500,000)	-100.00%
Miscellaneous	14,450	-	(14,450)	-100.00%
<i>subtotal</i>	<i>\$ 982,357</i>	<i>\$ 695,433</i>	<i>\$ (286,924)</i>	<i>-29.21%</i>
<b>Total Expenditures (All Uses) (1)</b>	<b>\$ 2,377,261</b>	<b>\$ 2,283,897</b>	<b>\$ 100,196</b>	<b>4.21%</b>
<i>Personnel (full-time-equivalent) (2)</i>	<i>20.0</i>	<i>21.0</i>		

**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance. The true operational budget growth after adjusting for non-operating items approximates 21.6%.

(2) FY 2010 Budget includes the transfer to the E-911 Fund of 1.0 FTE (IT Systems Administrator) from the General Fund. This position is solely responsible for E-911 related work and activities.

# City of Alpharetta

## E-911 Fund

### Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 806,225	\$ 1,139,317	\$ 1,618,430	\$ 2,280,173	\$ 1,657,912	\$ 1,657,912	\$ 1,657,912
<b>Revenues:</b>							
Charges for Services	\$ 1,225,202	\$ 1,503,831	\$ 1,864,279	\$ 1,675,000	\$ 1,640,000	\$ 1,656,400	\$ 1,672,964
Interest	28,454	61,395	93,277	80,000	22,923	23,152	23,384
City of Milton Agreement	-	-	-	-	620,974	627,184	633,456
Other	-	12,191	-	-	-	-	-
	<u>\$ 1,253,656</u>	<u>\$ 1,577,417</u>	<u>\$ 1,957,556</u>	<u>\$ 1,755,000</u>	<u>\$ 2,283,897</u>	<u>\$ 2,306,736</u>	<u>\$ 2,329,803</u>
<b>Expenditures:</b>							
Public Safety	\$ 1,371,727	\$ 1,582,625	\$ 1,636,157	\$ 2,377,261	\$ 2,283,897	\$ 2,306,736	\$ 2,329,803
	<u>\$ 1,371,727</u>	<u>\$ 1,582,625</u>	<u>\$ 1,636,157</u>	<u>\$ 2,377,261</u>	<u>\$ 2,283,897</u>	<u>\$ 2,306,736</u>	<u>\$ 2,329,803</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer							
General Fund (subsidy)	\$ 451,163	\$ 484,321	\$ 340,344	\$ -	\$ -	\$ -	\$ -
	<u>\$ 451,163</u>	<u>\$ 484,321</u>	<u>\$ 340,344</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 1,139,317</b></u>	<u><b>\$ 1,618,430</b></u>	<u><b>\$ 2,280,173</b></u>	<u><b>\$ 1,657,912</b></u>	<u><b>\$ 1,657,912</b></u>	<u><b>\$ 1,657,912</b></u>	<u><b>\$ 1,657,912</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 333,092	\$ 479,113	\$ 661,743	\$ (622,261)	\$ -	\$ -	\$ -
<i>Personnel (full-time-equivalent) (2)</i>	20.0	20.0	20.0	20.0	21.0		

**Notes:**

- (1) FY 2009 fund balance was used to offset costs for the acquisition of a new E-911 Phone System.
- (2) FY 2010 Budget includes the transfer to the E-911 Fund of 1.0 FTE (IT Systems Administrator) from the General Fund. This position is solely responsible for E-911 related work and activities.

## **Impact Fee Fund Summary**

The Impact Fee Fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the City's impact fee ordinance. Specifically, impact fee monies are transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund the improvements discussed above. The Community Development Department manages the Impact Fee Program.

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**FY 2010 Budget = \$227,500**



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### **Trends**

Impact Fee revenues are declining due to the recession and growth is not forecasted to renew until the construction and real estate markets strengthen.



# City of Alpharetta Impact Fee Fund Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 100,000	\$ 165,000	\$ 65,000	65.00%
Impact Fees (recreation/parks)	50,000	10,000	(40,000)	-80.00%
Impact Fees (public safety)	50,000	50,000	-	0.00%
Interest	25,000	2,500	(22,500)	-90.00%
Other Financing Sources:				
Budgeted Fund Balance	325,000	-	(325,000)	-100.00%
<b>Total Revenues (All Sources):</b>	<b>\$ 550,000</b>	<b>\$ 227,500</b>	<b>\$ (322,500)</b>	<b>-58.64%</b>
Non-Departmental/Other Uses:				
Impact Fee Administration	6,000	6,750	750	12.50%
Interfund Transfer (Debt Svc Fund)	219,000	220,750	1,750	0.80%
Non-Allocated/Reserve	325,000	-	(325,000)	-100.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ 550,000</b>	<b>\$ 227,500</b>	<b>\$ (322,500)</b>	<b>-58.64%</b>

# City of Alpharetta Impact Fee Fund Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 1,409,594	\$ 1,638,704	\$ 1,845,310	\$ 341,180	\$ 341,180	\$ 341,180	\$ 341,180
<b>Revenues:</b>							
Charges for Services	\$ 724,847	\$ 1,115,178	\$ 455,355	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000
Interest	50,596	104,884	55,239	25,000	2,500	2,500	2,500
	<b>\$ 775,443</b>	<b>\$ 1,220,062</b>	<b>\$ 510,593</b>	<b>\$ 225,000</b>	<b>\$ 227,500</b>	<b>\$ 227,500</b>	<b>\$ 227,500</b>
<b>Expenditures:</b>							
Non-Departmental	\$ 21,333	\$ 33,455	\$ 14,723	\$ 6,000	\$ 6,750	\$ 6,750	\$ 6,750
	<b>\$ 21,333</b>	<b>\$ 33,455</b>	<b>\$ 14,723</b>	<b>\$ 6,000</b>	<b>\$ 6,750</b>	<b>\$ 6,750</b>	<b>\$ 6,750</b>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
Debt Service Fund	\$ (525,000)	\$ (980,000)	\$ (2,000,000)	\$ (219,000)	\$ (220,750)	\$ (220,750)	\$ (220,750)
	<b>\$ (525,000)</b>	<b>\$ (980,000)</b>	<b>\$ (2,000,000)</b>	<b>\$ (219,000)</b>	<b>\$ (220,750)</b>	<b>\$ (220,750)</b>	<b>\$ (220,750)</b>
<b>Ending Fund Balance: (1)</b>	<b>\$ 1,638,704</b>	<b>\$ 1,845,310</b>	<b>\$ 341,180</b>	<b>\$ 341,180</b>	<b>\$ 341,180</b>	<b>\$ 341,180</b>	<b>\$ 341,180</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 229,110	\$ 206,606	\$ (1,504,130)	\$ -	\$ -	\$ -	\$ -

**Notes:**

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.  
(2) FY 2008 fund balance was transferred to the City's Debt Service Fund to offset debt service costs.

## **Drug Enforcement Agency (“DEA”) Fund Summary**

The DEA Fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offender’s arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department’s normal operational budget. The Public Safety Department manages the DEA Program.

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**FY 2010 Budget = \$208,000**

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Other Financing Sources (48.08%)  
\$100,000



Revenues by Source

Interest (3.84%)  
\$8,000

Fines & Forfeitures  
(48.08%)  
\$100,000



Public Safety  
(100%)  
\$208,000

Expenditures by Department

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### **Trends**

Forfeiture revenues are non-standard and not predictable. As such, revenue forecasts are conservative with expenditures funded through a combination of sources including fund balance (i.e. actual revenue collections from prior years).



K-9 Officer



SWAT

**City of Alpharetta**  
**Drug Enforcement Agency Fund**  
**Statement of Budgetary Comparisons (FY 2009-2010)**

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Fines and Forfeitures	\$ 59,625	\$ 100,000	\$ 40,375	67.71%
Interest	7,875	8,000	125	1.59%
Other Financing Sources:				
Budgeted Fund Balance	375,000	100,000	(275,000)	-73.33%
<b>Total Revenues (All Sources):</b>	<b>\$ 442,500</b>	<b>\$ 208,000</b>	<b>\$ (234,500)</b>	<b>-52.99%</b>
Maintenance and Operations:	\$ 65,978	\$ 108,000	\$ 42,022	63.69%
Capital:				
Command & Control Center	115,000	-	(115,000)	-100.00%
Electronic Fingerprinting Equipment	-	65,000	65,000	100.00%
(1) Tasers	-	35,000	35,000	100.00%
Miscellaneous	1,522	-	(1,522)	-100.00%
Other Uses:				
Non-Allocated/Reserve	260,000	-	(260,000)	-100.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ 442,500</b>	<b>\$ 208,000</b>	<b>\$ (234,500)</b>	<b>-52.99%</b>

**Notes:**

(1) Taser initiative includes the acquisition of approximately 100 tasers with an estimated total cost of \$83,000. Funding is split between the DEA Fund (\$35,000) and Grant Funding (\$48,000).

**City of Alpharetta**  
**Drug Enforcement Agency Fund**  
**Statement of Revenues, Expenditures, and changes in Fund Balance**

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 121,308	\$ 112,309	\$ 305,866	\$ 433,413	\$ 318,413	\$ 218,413	\$ 221,413
<b>Revenues:</b>							
Fines and Forfeitures	\$ 99,902	\$ 227,146	\$ 203,174	\$ 59,625	\$ 100,000	\$ 95,000	\$ 90,250
Interest	2,939	5,211	11,595	7,875	8,000	8,000	8,000
	<b>\$ 102,841</b>	<b>\$ 232,357</b>	<b>\$ 214,769</b>	<b>\$ 67,500</b>	<b>\$ 108,000</b>	<b>\$ 103,000</b>	<b>\$ 98,250</b>
<b>Expenditures:</b>							
Public Safety	\$ 111,840	\$ 38,800	\$ 87,222	\$ 182,500	\$ 208,000	\$ 100,000	\$ 95,000
	<b>\$ 111,840</b>	<b>\$ 38,800</b>	<b>\$ 87,222</b>	<b>\$ 182,500</b>	<b>\$ 208,000</b>	<b>\$ 100,000</b>	<b>\$ 95,000</b>
<b>Ending Fund Balance: (1),(2)</b>	<b>\$ 112,309</b>	<b>\$ 305,866</b>	<b>\$ 433,413</b>	<b>\$ 318,413</b>	<b>\$ 218,413</b>	<b>\$ 221,413</b>	<b>\$ 224,663</b>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (8,999)</i>	<i>\$ 193,557</i>	<i>\$ 127,547</i>	<i>\$ (115,000)</i>	<i>\$ (100,000)</i>	<i>\$ 3,000</i>	<i>\$ 3,250</i>

**Notes:**

(1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.

(2) FY 2009 fund balance was utilized for allowable expenses within the Command and Control Center project.

FY 2010 fund balance is proposed to be used for capital initiatives (Electronic Fingerprinting Equipment and Taser acquisition program).

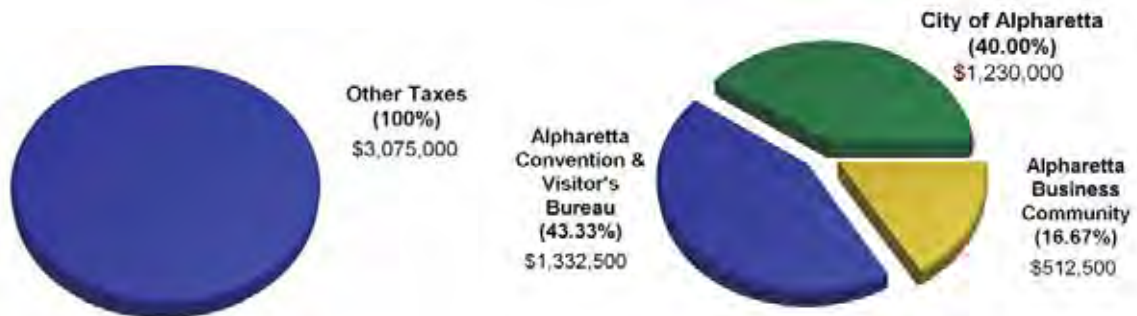


## Hotel/Motel Fund Summary

The Hotel/Motel Fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the City levies a hotel/motel occupancy tax of 6% on total rental charges. The resulting revenue is distributed as follows: City of Alpharetta (40.00%); Alpharetta Convention & Visitor's Bureau (43.33%); and the Alpharetta Business Community (16.67%).

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**FY 2010 Budget = \$3,075,000**

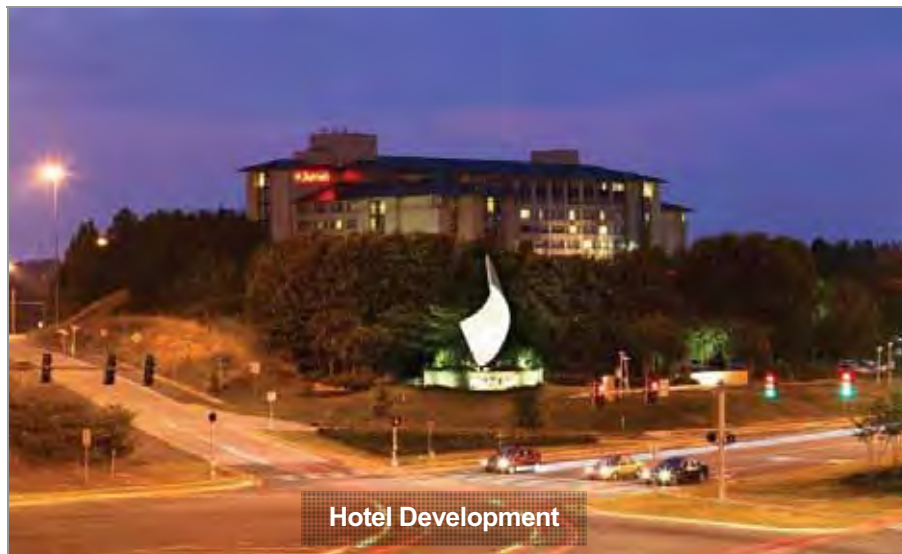


Revenues by Source

Expenditures by Use

## **Trends**

Hotel/Motel tax revenues are trailing prior year collections due primarily to the recession and its detrimental impact on corporate travel spending. Fiscal year 2009 collections were down 20% compared to fiscal year 2008. Hotel/Motel tax revenue for fiscal year 2010 is estimated to decrease by \$362,500 to a total of \$3,075,000.





# City of Alpharetta Hotel/Motel Fund Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 3,437,500	\$ 3,075,000	\$ (362,500)	-10.55%
<b>Total Revenues (All Sources):</b>	<b>\$ 3,437,500</b>	<b>\$ 3,075,000</b>	<b>\$ (362,500)</b>	<b>-10.55%</b>
Other Uses:				
Alpharetta Business Community	\$ 572,928	\$ 512,500	\$ (60,428)	100.00%
Alpharetta Convention & Visitor's Bureau	1,489,572	1,332,500	(157,072)	100.00%
City of Alpharetta	1,375,000	1,230,000	(145,000)	-10.55%
<b>Total Expenditures (All Uses):</b>	<b>\$ 3,437,500</b>	<b>\$ 3,075,000</b>	<b>\$ (362,500)</b>	<b>-10.55%</b>

# City of Alpharetta Hotel/Motel Fund Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 10,722	\$ 10,722	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947
<b>Revenues:</b>							
Other Taxes	\$ 3,130,740	\$ 3,479,388	\$ 3,674,176	\$ 3,437,500	\$ 3,075,000	\$ 3,013,500	\$ 2,953,230
	\$ 3,130,740	\$ 3,479,388	\$ 3,674,176	\$ 3,437,500	\$ 3,075,000	\$ 3,013,500	\$ 2,953,230
<b>Expenditures:</b>							
Alpharetta Business Community	\$ 521,790	\$ 579,977	\$ 612,484	\$ 572,928	\$ 512,500	\$ 502,250	\$ 492,205
Alpharetta Convention & Visitor's Bureau	1,356,654	1,507,521	1,592,021	1,489,572	1,332,500	1,305,850	1,279,733
City of Alpharetta	1,252,296	1,391,665	1,469,671	1,375,000	1,230,000	1,205,400	1,181,292
	\$ 3,130,740	\$ 3,479,163	\$ 3,674,176	\$ 3,437,500	\$ 3,075,000	\$ 3,013,500	\$ 2,953,230
<b>Ending Fund Balance: (1)</b>	<b>\$ 10,722</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ 225	\$ -	\$ -	\$ -	\$ -	\$ -

**Notes:**

(1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.



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# *Debt Service Fund Summary*

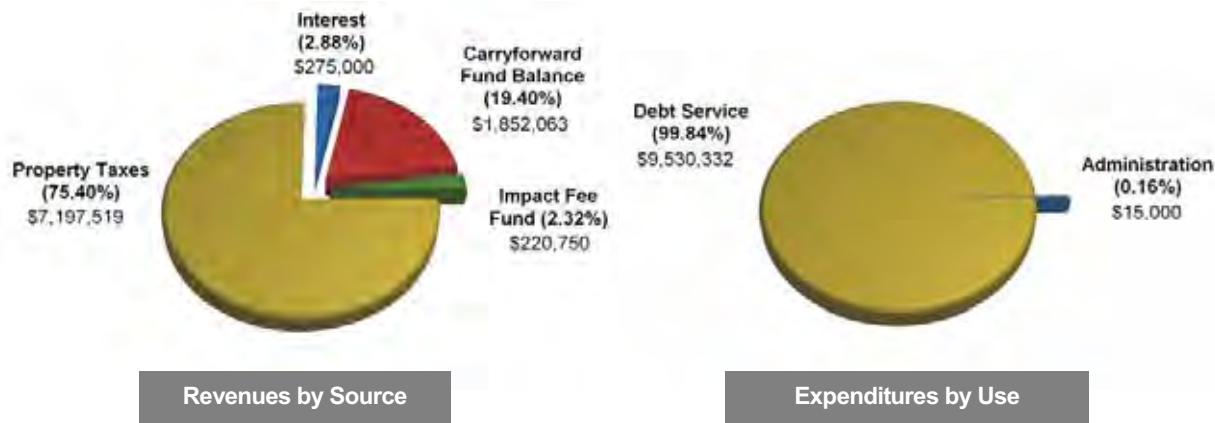
# Fiscal Year 2010 Operating & Capital Budget Narrative

# Debt Service Fund Summary

## Overview

Pursuant to the Governmental Accounting Standards Board's Codification, Section 1300.107, debt service funds are used to account for the accumulation of resources for the payment of principal and interest on general long-term debt.

**FY 2010 Budget = \$9,545,332**



The City has one (1) debt service fund that accounts for debt service on the following obligations (along with the principal amounts outstanding as of June 30, 2009):

• General Obligation Bonds, Series 1992	\$ 2,105,000
• General Obligation Refunding Bonds, Series 2003	7,920,000
• General Obligation Bonds, Series 2006	23,405,000
• General Obligation Refunding Bonds, Series 2009	8,620,000
• Development Authority Revenue Refunding Bonds, Series 2009 <sup>11</sup>	<u>971,850</u>
<b>Total</b>	<b>\$ 43,021,850</b>

<sup>11</sup> The City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation.

## **Refunding Activity**

Due to favorable market conditions for AAA rated municipal bonds, the City issued the following refunding bonds during the 2<sup>nd</sup> qtr of 2009:

- General Obligations Refunding Bonds, Series 2009 – the Series 2009 GO bonds were issued in a par amount of \$8.6 million with the proceeds utilized to refund the Series 1998 General Obligation Bonds which were issued to pay for certain parks (Wills, North Park, Webb), roads (Westside pkwy), and public facilities (police headquarters). The Series 2009 GO bonds have the same maturity date (2012) and lower interest rates that provide net present value savings (after issuance costs) of approximately \$360,000 (average of \$120,000 annually); and
- Development Authority Revenue Refunding Bonds, Series 2009 - the Series 2009 bonds were issued in a par amount of \$5.9 million with the proceeds utilized to refund the Series 1998 Development Authority Revenue Bonds which were issued for the purpose of constructing an educational facility to be used (leased) by Georgia State University Foundation, Inc (“GSU”). The Series 2009 bonds have the same maturity date (2018) and lower interest rates that providing net present value savings (after issuance costs) of approximately \$560,000 (average of \$66,000 annually). GSU is obligated under the lease to pay 83.5% of the payments with the City obligated for the remainder. Therefore the City will realize 16.5% of the savings or \$92,400 (\$10,980 annually over the remaining life).

## **Debt Issuance Methodology**

The City’s preferred method for funding the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities shall be through current revenue when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid.

General obligation bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live.

The City issues general obligation bonds to provide capital improvement funding when the project(s) are of sufficiently large scale and it is appropriate to achieve a fair allocation of costs between current and future beneficiaries.

## **Bond Smoothing**

The Debt Service Fund currently includes a fund balance reserve that when augmented with a base level of property tax revenues, investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt service on the underlying bonds through maturity. Principal and interest payments for fiscal year 2010 are budgeted at \$9,530,332 with the following five-year forecast:

2011: \$9,588,815

2012: \$7,215,044

2013: \$2,164,026

2014: \$2,164,465

2015: \$2,157,586

Property tax revenues (as adjusted for full rollback) combined with fund balance reserve (Debt Service Fund), investment earnings, and impact fees are anticipated to generate sufficient funding for the debt service requirements identified above. Beginning in FY 2013, property tax revenues will decline significantly in accordance with the underlying debt service requirements.

Real estate values are forecasted to erode in the short-term but the fund balance reserve will enable the City to continue to lower its debt service millage over the next several years. The table below illustrates the annual millage rates levied by the City for the last 10 years.

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	

## **General Obligation Bond Debt**

General obligation (“GO”) bonds are direct obligations and pledge the full faith and credit of the City. Original issue GO bonds are generally issued as 25-year serial bonds with equal amounts of principal maturing each year. Refunding GO bonds are issued in a maturity not exceeding the maturity of the refunded bonds. The following schedule provides a detailed listing of total debt service requirements of the City’s GO bonds through maturity.

### **General Obligation Bonds (All Series)**

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2010	\$ 7,780,000.00	\$ 1,666,483.48	\$ 9,446,483.48
FY 2011	8,050,000.00	1,413,006.26	\$ 9,463,006.26
FY 2012	5,940,000.00	1,149,281.26	\$ 7,089,281.26
FY 2013	1,100,000.00	937,850.00	\$ 2,037,850.00
FY 2014	1,145,000.00	893,850.00	\$ 2,038,850.00
FY 2015	1,195,000.00	836,600.00	\$ 2,031,600.00
FY 2016	1,240,000.00	776,850.00	\$ 2,016,850.00
FY 2017	1,285,000.00	727,250.00	\$ 2,012,250.00
FY 2018	1,335,000.00	675,850.00	\$ 2,010,850.00
FY 2019	1,390,000.00	621,115.00	\$ 2,011,115.00
FY 2020	1,450,000.00	560,650.00	\$ 2,010,650.00
FY 2021	1,510,000.00	497,575.00	\$ 2,007,575.00
FY 2022	1,575,000.00	422,075.00	\$ 1,997,075.00
FY 2023	1,645,000.00	343,325.00	\$ 1,988,325.00
FY 2024	1,725,000.00	261,075.00	\$ 1,986,075.00
FY 2025	1,800,000.00	174,825.00	\$ 1,974,825.00
FY 2026	1,885,000.00	84,825.00	\$ 1,969,825.00
	<b>\$ 42,050,000.00</b>	<b>\$ 12,042,486.00</b>	<b>\$ 54,092,486.00</b>

## **Development Authority Revenue Bond Debt**

During fiscal year 1999, the Development Authority of Alpharetta entered into an agreement with Georgia State University Foundation to construct an educational facility. As a result, 20-year revenue bonds were issued by the Authority in the original amount of \$10,600,000 and refunded during 2009 through the issuance of Development Authority Revenue Refunding Bonds, Series 2009<sup>12</sup>.

The City has a contract with the Development Authority in which it is obligated to pay 16.5% of the total principal and interest payments on the bonds. In conjunction with this agreement, the Foundation entered into a direct financing lease in which the Foundation's lease payments cover the remaining 83.5% of the total principal and interest payments on the bonds. The bonds are payable on May 1<sup>st</sup> and November 1<sup>st</sup>, serially to fiscal year 2019. The following schedule provides a detailed listing of total debt service requirements of the City's allocable portion through maturity.

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### **Development Authority Revenue Bonds (City Portion)**

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	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2010	\$ 44,550.00	\$ 39,297.34	\$ 83,847.34
FY 2011	87,450.00	38,358.38	\$ 125,808.38
FY 2012	90,750.00	35,013.00	\$ 125,763.00
FY 2013	94,875.00	31,300.50	\$ 126,175.50
FY 2014	98,175.00	27,439.50	\$ 125,614.50
FY 2015	102,300.00	23,685.75	\$ 125,985.75
FY 2016	105,600.00	19,651.50	\$ 125,251.50
FY 2017	110,550.00	14,643.75	\$ 125,193.75
FY 2018	115,500.00	8,992.50	\$ 124,492.50
FY 2019	122,100.00	3,052.50	\$ 125,152.50
	<b>\$ 971,850.00</b>	<b>\$ 241,434.71</b>	<b>\$ 1,213,284.71</b>

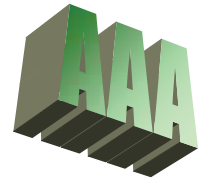
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<sup>12</sup> Please refer to the section entitled *Refunding Activity* for more detailed information.



## **Bond Ratings**

The City's AAA bond rating was reaffirmed by Moody's and Standard & Poor's during April 2009 in conjunction with the sale of \$8.6 million (par) of General Obligation Revenue Refunding Bonds, Series 2009, and \$5.9 million (par) of Development Authority Revenue Refunding Bonds, Series 2009.



Alpharetta is one of only 83 cities in the United States (and one of two in Georgia) to earn an AAA bond rating. The AAA bond rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. The refundings identified above will save taxpayers over \$130,000 annually in reduced interest costs.

These ratings reflect the City's sound financial position and the strong financial management practices which guide our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2010 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

## **Legal Debt Margin**

The legal debt limit for the City is equal to 10% of the assessed value of the tax digest. For fiscal year 2010, the debt limit is estimated at \$470 million with currently outstanding general obligation debt representing 7% of capacity.

<b>City Of Alpharetta</b>					
<b>Legal Debt Margin (last five fiscal years)</b>					
	2009	2008	2007	2006	2005
Debt limit	\$ 470,967,212	\$ 444,632,135	\$ 375,083,691	\$ 324,677,897	\$ 312,059,243
Total net debt applicable to limit	34,091,095	38,571,506	45,435,910	55,542,002	37,264,279
<b>Legal Debt Margin</b>	<b>\$ 436,876,117</b>	<b>\$ 406,060,629</b>	<b>\$ 329,647,781</b>	<b>\$ 269,135,895</b>	<b>\$ 274,794,964</b>
Total net debt applicable to the limit as a percentage of debt limit	7%	9%	12%	17%	12%
<b>Legal Debt Margin Calculation for Fiscal Year 2009</b>					
Taxable Assessed Value	\$ 4,586,768,328				
Add back: Exemptions	122,903,790				
Total assessed value	4,709,672,118				
Debt limit (10% of total assessed value)	\$ 470,967,212				
Debt applicable to limit:					
General obligation bonds	43,021,850				
Less: Amount set aside for repayment of general obligation debt	(8,930,755)				
Total net debt applicable to limit	\$ 34,091,095				
<b>Legal Debt Margin</b>	<b>\$ 436,876,117</b>				

Source: City of Alpharetta Finance Department

\* FY 2009 data represents estimates.

# City of Alpharetta

## Debt Service Fund

### Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 3,635,721	\$ 6,867,998	\$ 10,709,090	\$ 10,648,494	\$ 8,859,851	\$ 7,007,788	\$ 4,884,473
<b>Revenues:</b>							
Property Taxes	\$ 6,821,554	\$ 8,373,882	\$ 7,062,817	\$ 7,401,841	\$ 7,197,519	\$ 7,000,000	\$ 7,000,000
Interest	238,976	633,311	565,381	300,000	275,000	280,500	286,110
Other	-	10,465	-	-	-	-	-
	<u>\$ 7,060,530</u>	<u>\$ 9,017,658</u>	<u>\$ 7,628,198</u>	<u>\$ 7,701,841</u>	<u>\$ 7,472,519</u>	<u>\$ 7,280,500</u>	<u>\$ 7,286,110</u>
<b>Expenditures:</b>							
Professional Services	\$ 15,000	\$ 4,204	\$ 3,175	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Non-Departmental:							
Debt Service	6,863,253	9,152,362	9,685,619	9,694,484	9,530,332	9,588,815	7,215,044
	<u>\$ 6,878,253</u>	<u>\$ 9,156,566</u>	<u>\$ 9,688,794</u>	<u>\$ 9,709,484</u>	<u>\$ 9,545,332</u>	<u>\$ 9,603,815</u>	<u>\$ 7,230,044</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund	\$ 2,525,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	525,000	980,000	2,000,000	219,000	220,750	200,000	200,000
	<u>\$ 3,050,000</u>	<u>\$ 3,980,000</u>	<u>\$ 2,000,000</u>	<u>\$ 219,000</u>	<u>\$ 220,750</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 6,867,998</b></u>	<u><b>\$ 10,709,090</b></u>	<u><b>\$ 10,648,494</b></u>	<u><b>\$ 8,859,851</b></u>	<u><b>\$ 7,007,788</b></u>	<u><b>\$ 4,884,473</b></u>	<u><b>\$ 5,140,539</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 3,232,277	\$ 3,841,092	\$ (60,596)	\$ (1,788,643)	\$ (1,852,063)	\$ (2,123,315)	\$ 256,066

**Notes:**

(1) The Debt Service Fund includes a fund balance reserve that when augmented with a base level of property tax revenues, investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt services on the underlying bonds through maturity.



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# *Capital Project Fund Summaries*

# Capital Project Fund Summaries

## Overview

Pursuant to the Governmental Accounting Standards Board's ("GASB") Codification, Section 1300.106, capital project funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities.

The City's capital program has the most visible and long-term effect on the quality of life for our stakeholders. Through an aggressive capital program, improvements to transportation, access to quality cultural and recreational opportunities, partnering with local businesses for continued economic development, and providing infrastructure and assets for public safety are afforded. The foundation of the City's capital program is the five-year capital project improvement plan ("CIP") which is updated annually. The CIP assists in the planning, acquisition, and financing of capital projects.



**Big Creek Greenway**



**Wills Park**

infrastructure construction, park improvements, streetscapes, land acquisitions,

A capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/

vehicles, etc. Capital projects are budgeted primarily in the City's capital project funds with the main exception being those capital renewal & replacement projects that are



Street lighting

funded annually in the General Fund (discussed below). Please refer to the *Financial Management Policies* section of this document for more information on the City's Capital Improvement Plan.

The City has three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and Bond IV Fund (account for bond proceeds). For the purposes of this budget document, only the Capital Project Fund and the Capital Grant Fund are presented as new appropriation activity was approved for FY 2010. All capital project funds follow the life-to-date budgeting process whereby budget is carried

forward annually to cover Council approved projects and remains in full-effect until project completion or re-allocation by City Council. As such, these appropriations are not reflected in this budget document but are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

The following section provides a brief narrative of the City's capital project funds:

- **Capital Project Fund:** This fund accounts for the renewal and replacement of fleet and the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000<sup>13</sup>. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.



Police Motorcycles

<sup>13</sup> Additional capital improvement funding for annual recurring items (e.g. milling and resurfacing) is included within the General Fund.

- **Capital Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
- **Bond IV Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2006. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

## **Funding Methodology**

The City's preferred method for funding capital projects within the CIP shall be through current revenue when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid. Debt obligations may be issued for capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries. Funding for the CIP is provided as follows:

- **Use of Available Fund Balance (General Fund):** Based on audited financial statements for the year ended June 30, 2008, the City's unreserved fund balance was \$22.8 million. Of this amount, approximately \$6.9 million was appropriated in the FY 2009 Budget for capital initiatives and \$9.0 million has been designated as an emergency account based on a conservative policy of 18% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the City's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital initiative funding for FY 2010 totals \$6,909,830 and has been allocated as follows:

✓ FY 2010 Capital:	\$2,909,830
✓ Reserve for Future Capital:	<u>4,000,000</u>
	\$6,909,830

As revenues continue to erode during the recession, excess fund balance available for capital will decline as well. The \$4 million reserve for capital is intended to provide added flexibility for responding to capital needs over the next several years while the economy recovers.



- **Annual Renewal & Replacement Funding from the Operating Budget (All Funds)**: The City Council views capital renewal & replacement as a priority and has directed staff to augment the programming of appropriations in the operating budget. Programming appropriations within the operating budget signals to our citizenry and stakeholders that capital renewal & replacement is a priority and that the City will ensure its service delivery capabilities remain at the high level our customers expect for years to come.

The FY 2010 Budget builds on this practice through annual operational funding of \$900,000 within the General Fund for milling & resurfacing. Current goals include increasing annual funding to fully cover the City's fleet and technology replacement programs.

- **Debt Funding**: Debt obligations are primarily reserved for large scale capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries.

## **Capital Improvement Plan**

A consolidated version of the City's five-year capital project improvement plan ("CIP") is included below. The CIP forecasts the City's capital investment over the next five-year period and consolidates the projects by Department.

	Fiscal Year					Total
	2010	2011	2012	2013	2014	
<b><u>Investment by Department/Entity</u></b>						
General Government	\$ -	\$ 21,950	\$ 21,950	\$ 5,488	\$ 5,488	\$ 54,876
Information Technology	30,000	205,764	205,764	51,441	51,441	544,409
Public Safety	539,790	70,432	63,039	15,144	15,144	703,548
Engineering & Public Works	2,870,000	5,333,017	2,409,683	358,810	358,810	11,330,319
Recreation & Parks	225,000	1,305,391	410,097	27,916	27,916	1,996,320
Community Development	-	446,948	446,948	111,737	111,737	1,117,370
Alpharetta Business Community	512,500	1,090,617	1,090,617	272,654	272,654	3,239,043
	<b>\$ 4,177,290</b>	<b>\$ 8,474,119</b>	<b>\$ 4,648,097</b>	<b>\$ 843,189</b>	<b>\$ 843,189</b>	<b>\$ 18,985,885</b>
Reserve for Future Capital	4,000,000					
<b>Fiscal Year 2010 Capital Appropriations</b>	<b>\$ 8,177,290</b>					



## **FY 2010 Capital Project Listing**

The following section provides both a (1) summary list of FY 2010 capital investment and (2) a detailed narrative of each capital project. Please note: this listing represents the \$8.2 million in capital funding provided through the use of available fund balance. Additional capital renewal & replacement funding is reflected in the General Fund as discussed under the *Funding Methodology* section above.

	Capital Project Funds		
	Capital Projects Fund	Capital Grants Fund	FY 2010 Appropriations
Engineering & Public Works			
Recurring Traffic Signal System Maintenance	\$ 75,000	\$ -	\$ 75,000
Recurring Traffic Control Equipment	150,000	-	150,000
Recurring Traffic Striping and Signage	150,000	-	150,000
Recurring Traffic Calming & Intersection Safety Improvements	75,000	-	75,000
Recurring Design Services	50,000	-	50,000
Recurring Storm/Drainage Repair	175,000	-	175,000
Ranger Super Cab 4x2	23,000	-	23,000
North Point Parkway Median Improvement	60,000	-	60,000
Windward Parkway Median Improvement	60,000	-	60,000
Douglas Road at South Lake Drive Roundabout	300,000	-	300,000
Westside Parkway Project	-	275,000	275,000
Mid-Broadwell Road Sidewalk Phase III	350,000	-	350,000
Mid-Broadwell Road Sidewalk Phase IV	230,000	-	230,000
Webb Bridge Road Sidewalk	400,000	-	400,000
North Park Drainage - Water quality enhancement	465,000	-	465,000
F-150 4x2 Super Cab	32,000	-	32,000
	\$ 2,595,000	\$ 275,000	\$ 2,870,000
Public Safety			
Cascade System	\$ 50,000	\$ -	\$ 50,000
Automobile Replacement	379,790	-	379,790
Off-Road Medical Response Vehicle	30,000	-	30,000
Radio Replacement	80,000	-	80,000
	\$ 539,790	\$ -	\$ 539,790
Recreation & Parks			
Expansion of Alpharetta Adult Activity Center	\$ 100,000	\$ -	\$ 100,000
Greenway Expansion	35,000	-	35,000
North Park Playground Replacement	50,000	-	50,000
Wills Park Picnic Shelter Replacement	40,000	-	40,000
	\$ 225,000	\$ -	\$ 225,000
Information Technology			
GIS Aerial Mapping	\$ 30,000	\$ -	\$ 30,000
	\$ 30,000	\$ -	\$ 30,000
Alpharetta Business Community (contribution)			
Sidewalk Improvements	\$ 512,500	\$ -	\$ 512,500
	\$ 512,500	\$ -	\$ 512,500
Subtotal	\$ 3,902,290	\$ 275,000	\$ 4,177,290
Reserve for Future Capital	\$ 4,000,000	\$ -	\$ 4,000,000
Total	\$ 7,902,290	\$ 275,000	\$ 8,177,290

The capital projects include direct linkages with the City's strategic priorities. As previously discussed, when capital project initiatives are brought before the City Council for consideration, discussion is centered on how the initiatives link with the strategic priorities and by extension, the City's vision for the future.

## Capital Project Narratives

**Project:** Recurring Traffic Signal System Maintenance  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



<i>Scope</i>	
<b>Description:</b>	This expenditure is for the continual maintenance and repair of vehicle detectors and traffic signal communications throughout the City. Vehicle detectors are required to be repaired and/or replaced in order to maintain traffic signal responsiveness.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<i>Financial Status</i>	
<b>Funding Source:</b>	
Local:	\$ 75,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 75,000</b>

**Project:** Recurring Traffic Control Equipment  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



<i>Scope</i>	
<b>Description:</b>	Expenditure is for the replacement and repair of traffic signal parts and supplies. Purchase of this necessary equipment will provide ongoing maintenance to the City's existing traffic system.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<i>Financial Status</i>	
<b>Funding Source:</b>	
Local:	\$ 150,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 150,000</b>

**Project:** Recurring Traffic Striping and Signage  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



<b>Scope</b>	
<b>Description:</b>	Expenditure is for the replacement and repair of traffic striping and traffic control signs. Purchase of this necessary equipment will provide ongoing maintenance to the City's existing traffic system.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 150,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 150,000</b>

**Project:** Recurring Traffic Calming & Intersection Safety Improvements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



<b>Scope</b>	
<b>Description:</b>	Identify and implement safety improvements in neighborhoods at high crash rate intersections. Additionally, funds will enable staff to implement necessary traffic calming measures within the City. Projects will consist of roadway striping, signage, channelization, and minor widening to mitigate existing safety deficiencies. Program will enhance public health and safety for users of the City's transportation system.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 75,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 75,000</b>

**Project:** Design Services  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This initiative is for various design services associated with minor projects unable to be completed by City staff. Such services include structural designs and or evaluations, sub-surface geotechnical investigations, miscellaneous right-of-way/easement research. Utilizing experts in various fields enables City staff to make the appropriate decisions related to resolving construction issues. Additionally, the information gathered by the design professionals allows staff to properly design or fix issues in the field.

**\$ Impact on Operations:** N/A

#### Financial Status

<b>Funding Source:</b>	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>50,000</b>

**Project:** Recurring Storm/Drainage Repair  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive Community with a focus on our Future



#### Scope

**Description:** This expenditure is for the continual maintenance and repair of small drainage work within the City. We are required by the state to maintain our existing storm sewer system. The stormwater inspections have shown approximately 15% of structures to be in need of repair (estimating 300 structures per year in need of repair). Smaller repairs such as grouting, paving inverts, and replacing tops will be handled through this account. Large projects will be submitted as separate capital initiative projects in future years. Additionally, the City provides annual maintenance as required by EPD on our 10 stormceptor units, our 8 oil/water separators and our City-owned detention ponds. With the completion of Westside Parkway at Prospect Park, the City will add 2 more stormceptors to the maintenance program. Additionally, funds in this account will go towards maintaining the City's detention ponds.

**\$ Impact on Operations:** Routine capital - maintenance is negligible and included in base operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	175,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>175,000</b>

**Project:** Ranger Super Cab 4x2  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This is the purchase of one replacement vehicle. The new vehicle will replace a 1993 Ford Ranger two wheel drive truck. This truck is 16 years old, and has 76,611 miles on it. The cost of the vehicle was \$8,407.00 when new, and to date has had repairs made in the cost of \$3,774.20. It currently needs the transmission repaired or replaced plus additional minor repairs estimated at approximately \$2,000.

**\$ Impact on Operations:** Routine replacement capital - operating costs to decrease due to decline in repairs.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	23,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>23,000</b>

**Project:** North Point Parkway Median Improvement  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This expenditure is for the removal of approximately 34 Bradford Pear trees in medians along North Point Parkway between Kimball Bridge Road and Windward Parkway. These islands will be re-worked and planted with GDOT approved species. Design of the landscape plan will be accomplished by City staff. The existing trees are known to be susceptible to breakage in storms and they grow to a size that is outside of the safe limits dictated by GDOT for objects within the right-of-way. There exists a potential hazard along Windward Parkway if these trees are not removed in a timely manner. Tree planting costs totaling an additional \$25,000 will be funded through the City's Tree Replacement Fund.

**\$ Impact on Operations:** \$2,500 annually for landscape maintenance - added to operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	60,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>60,000</b>

**Project:** Woodward Parkway Median Improvement  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This expenditure is for the removal of approximately 36 Bradford Pear trees in medians along Woodward Parkway between Westside Parkway and Westfield Drive. These islands will be re-worked and planted with GDOT approved species. Design of the landscape plan will be accomplished by City staff. The existing trees are known to be susceptible to breakage in storms and they grow to a size that is outside of the safe limits dictated by GDOT for objects within the right-of-way. There exists a potential hazard along Woodward Parkway if these trees are not removed in a timely manner. Tree planting costs totaling an additional \$25,000 will be funded through the City's Tree Replacement Fund.

**\$ Impact on Operations:** \$2,500 annually for landscape maintenance - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	60,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>60,000</b>

**Project:** Douglas Road at South Lake Drive - Roundabout  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** The current vehicles traveling through this intersection on Douglas Road are exceeding the speed limit by approximately 15 mph, thus creating a dangerous situation. Installation of a roundabout will slow down the vehicles enabling the homeowners in the adjacent subdivisions an opportunity to safely exit their subdivision.

**\$ Impact on Operations:** \$500 annually for landscape maintenance - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	300,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>300,000</b>

**Project:** Westside Parkway Project  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** Additional funding for the Westside Parkway Project is required due to a reduction in GDOT funding for ROW parcel condemnation costs.

**\$ Impact on Operations:** N/A

**Financial Status**

<b>Funding Source:</b>	Local:	\$	275,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>275,000</b>

**Project:** Mid-Broadwell Road Sidewalk Phase III  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** The proposed sidewalk is along the north side of Mid-Broadwell Road from Fire Station No. 5 to the Wieland property. This project consists of approximately 1,100 linear feet of sidewalk. A challenge to this phase is constructing the sidewalk in such a fashion not to impact the existing wetlands. In some areas of the project there are only a few feet for the contractor to work to construct the sidewalk without impacting the wetlands. Additionally, a 54" concrete pipe will have to be extended as part of this project to install the sidewalk. Construction of the sidewalk is a continuation of the Mid-Broadwell Road Sidewalk Phase II project approved in the FY 2009 budget.

**\$ Impact on Operations:** \$1,000 annually for landscape maintenance - added to operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	350,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>350,000</b>

**Project:** Mid-Broadwell Road Sidewalk Phase IV  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** The proposed sidewalk is along the north side of Mid-Broadwell Road from the Wieland property to Bethany Road. This project consists of approximately 600 linear feet of sidewalk. Included within the scope of work is the installation of reinforced sidewalk and driveway aprons to enable utility companies to access their utilities without damaging the sidewalk. Construction of the sidewalk would be a continuation of the Mid-Broadwell Road Sidewalk Phase III project. This section is the final phase of the Mid-Broadwell Road sidewalk project.

**\$ Impact on Operations:** \$600 annually for landscape maintenance - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	230,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>230,000</b>

**Project:** Webb Bridge Road Sidewalk  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** The proposed sidewalk is along the north side of Webb Bridge Road from the Westwind Subdivision to Lake Windward Drive and along the north side of Webb Bridge Road from Parkside Avenue to Webb Bridge Way (missing gap across the street from the Post Office). This section of sidewalk would provide connectivity for neighborhoods along Webb Bridge Road to Creekview Elementary School and Webb Bridge Middle School. Additionally, the sidewalk would help to minimize, if not eliminate, an existing erosion problem along the shoulder of the roadway. This project consists of approximately 1,750 linear feet of sidewalk.

**\$ Impact on Operations:** \$1,400 annually for landscape maintenance - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	400,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>400,000</b>



**Project:** North Park Drainage - Water quality enhancement & fore bay  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive  
 Community with a focus on our Future



#### Scope

**Description:** This is for the construction of additional enhanced swales along the drainage path to the pond in North Park and the construction of the off line fore bay to prevent/control further siltation in the pond. A separate account with approximately \$175,000 remaining dollars will be used for the pond dredging. The pond at North Park has been accumulating silt over the years which have decreased the capacity of the pond. Dredging the pond will provide a short term solution, however to ensure excessive amounts of silt and sediment does not reach the pond water quality devices need to be installed to protect the pond and downstream waterways.

**\$ Impact on Operations:** Will reduce maintenance costs - not quantifiable at this stage.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	465,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>465,000</b>

**Project:** F-150 4x2 Super Cab  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our  
 Residents, Businesses and Visitors



#### Scope

**Description:** This is the purchase of one replacement vehicle. The new vehicle will replace a 2001 Ford F-150 Extended Cab four wheel drive truck. This truck has 132,760 miles on it. The cost of the vehicle was \$22,201.00 when new, and to date has had repairs made in the cost of \$8,743.29. We are requesting replacement of this vehicle due to its mileage. This is the only vehicle Engineering / Public Works Department has assigned full time for clean up and maintenance of City right of ways, and therefore accumulates an average of 300 to 400 miles weekly. Switching from a four wheel drive vehicle to a two wheel drive will also save the City fuel and operating costs while still performing its daily functions. Maintenance costs on the current vehicle are escalating due to its age and mileage.

**\$ Impact on Operations:** Routine replacement capital - operating costs to decrease due to decline in repairs.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	32,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>32,000</b>

**Project:** Cascade System  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** The request is for funds to replace the air compressor and filtration system that recharges the Self-Contained Breathing Apparatus (SCBA) bottles used by Fire. Use of SCBA is mandatory on fire scenes, certain hazardous material scenes and other incidents. The air bottles must be recharged. The current equipment has reached the end of its service life and become expensive to maintain, and must be replaced as soon as possible.

**\$ Impact on Operations:** Replacement capital - maintenance included in base operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>50,000</b>

**Project:** Automobile Replacement  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This is the scheduled replacement of police and fire cars. The cost includes up fitting the vehicles (installing emergency equipment such as lights, siren radio and camera). It does not include fire apparatus. The replacement need is driven by the age and mileage of the vehicles. Emergency response vehicles are replaced at approximately 100,000 miles; administrative vehicles are often run somewhat longer. The forecast need is 12 vehicles in FY10 and 26 in subsequent years.  
 The FY10 request consists of 12 Impalas @ a state contract price of \$21,012, 10 upfittings @ an estimated \$5,510 each, 8 mobile radios @ a state contract price of \$3,927, and 8 cameras at \$4,766 each. The vehicle contract price will be valid for model year 2010. The upfitting cost is current but will be bid for FY10. The radio and camera prices may not be valid into FY10, and \$3,000 was added to the total for price increases.

**\$ Impact on Operations:** Routine replacement capital - operating costs to decrease due to decline in repairs.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	379,790
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>379,790</b>

**Project:** Radio Replacement  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This is the completion of the portable radio replacement/upgrade project begun in FY07. One year remains for the Police Department. The Fire Department was able to complete its purchases in FY09 with a grant. The replacement need is driven by the age of the radios in service today. The upgrade to digital is driven by the migration of interoperability from analog to digital. Without these radios, Alpharetta police and fire personnel cannot talk with personnel from other agencies in some situations. The request is for 21 portable radios, currently on state contract for \$3,657.43 each. The requested amount is intended to cover any increase in contract price, with the balance to be used for spare antennae and batteries.

**\$ Impact on Operations:** Replacement capital - maintenance included in base operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	80,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>80,000</b>

**Project:** Off-Road Medical Response Vehicle  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** The request is for a gasoline-powered, off-road vehicle (such as a Gator) capable of carrying two EMT/Paramedics with Advanced Life Support equipment to a patient who cannot be easily accessed by a conventional vehicle, and is further capable of transporting the patient to a rendezvous point with an ambulance. Locations where this vehicle would be employed include the Greenway, other City parks and crowded areas during special events. Currently the Fire Department has no vehicle capable of meeting this need. Sending an ambulance driven by a Rural Metro employee who is unfamiliar with the Greenway down the path multiplies this hazard. At other Parks and off-road sites, access to a patient by any conventional vehicle may not be possible at all. The relatively small investment requested would allow existing medical personnel and equipment to reach a patient nearly anywhere, and to expediently transport the patient to an ambulance staged on a nearby street.

**\$ Impact on Operations:** \$1,200 annually for fuel and supplies - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	30,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>30,000</b>

**Project:** Expansion of Alpharetta Adult Activity Center  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### **Scope**

**Description:** The FY2009 budget included \$25,000 for a conceptual design of future expansion. We are now requesting \$100,000 to cover the storage expansion for tables and chairs and parking expansion for 15-17 spaces. Possible future expansion would include expanded meeting/program space, additional restrooms and kitchen renovation. This request is generated from citizen input and meetings with members of the Alpharetta Golden Age Club. The R&P Master Plan indicated the need to expand the programs and services for those ages 50 and older. The center as it is today does not have adequate storage space (chairs, tables, service carts, books, etc. are stacked against walls taking up much needed program space). With the new addition, fitness and wellness activities could be programmed as noted in the master plan. These programs would generate revenue to offset expenses. Possible funding from CDBG Funds.

**\$ Impact on Operations:** \$5,000 annually for utilities and supplies - offset through \$5,000 in estimated user fees.

#### **Financial Status**

<b>Funding Source:</b>	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>100,000</b>

**Project:** Greenway Expansion  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### **Scope**

**Description:** This request represents funding for design/studies relating to the Greenway Expansion project. Connecting the Greenway from Windward Parkway to Union Hill Road will greatly enhance the value of the Greenway. This addition will expand the area used by the public for both recreational use and alternative transportation by approximately 1.75 miles. According to the citizen's survey: 66% of the respondents noted they would like an expansion of places to walk, bike or jog; 63% of the respondents noted they would like an expansion of visual green spaces; 47% of the respondents noted they would like an expansion of natural open lands and wildlife habitat. This project overwhelmingly supports the citizens' survey. The Recreation and Parks Master Plan recommends walk-ability and connectivity as a major goal for the city. Future plans would be to work closely with Forsyth County for a connection to their greenway system.

**\$ Impact on Operations:** N/A

#### **Financial Status**

<b>Funding Source:</b>	Local:	\$	35,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>35,000</b>

**Project:** North Park Playground Replacement  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** The playground at North Park Softball Fields is over 14 years old and it is hard to get replacement parts for the equipment. This playground no longer meets standards set by the Consumer Product Safety Commission and National Playground Safety Institute. Replacement would be similar to the playground installed at Cogburn Road Park and there could also be a water fountain installed at the playground.

**\$ Impact on Operations:** Routine replacement capital - operating costs to decrease due to decline in repairs.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>50,000</b>

**Project:** Wills Park Picnic Shelter Replacement  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** Replacement of one picnic shelter at Wills Park. While much of the park was updated 5-10 years ago, its shelters were not and are now in need of replacement. An additional shelter replacement will be requested in FY2011.

**\$ Impact on Operations:** Routine replacement capital - operating costs to decrease due to decline in repairs.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	40,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>40,000</b>

**Project:** GIS Aerial Mapping  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** Aerial Mapping Project Including Planimetrics (required every 3 years). Planimetrics are features such as building footprints, parking lots, road edges, sidewalks, water bodies, tree canopies, etc. that are digitized using the aerial photography as the backdrop. This provides critical updates to the GIS basemap. The figures above are based on a partnership/joint project with the ARC. Should the joint project not move forward, the City's costs would total \$200,000 in FY 2011 and FY 2014.

**\$ Impact on Operations:** N/A

**Financial Status**

<b>Funding Source:</b>	Local:	\$	30,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>30,000</b>

**Project:** Sidewalk Improvements  
**Department:** Alpharetta Business Community (ABC)  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** Pursuant to the Agreement for the Distribution of Certain Municipal Hotel Excise Taxes, the City of Alpharetta distributes a portion of Hotel/Motel Tax collections to the Alpharetta Business Community (ABC), Inc. ABC is obligated to utilize said funds to construct a system of bicycle or pedestrian greenways, trails, walkways or any combination thereof connecting historic or business districts to surrounding areas within the City.

**\$ Impact on Operations:** Costs to be determined as projects are approved.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	512,500
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>512,500</b>



# *Enterprise Fund Summary*

Fiscal Year 2010 Operating & Capital Budget Narrative

# Enterprise Fund Summary

## Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2010 budget for the City's Solid Waste Fund.

Enterprise Funds are used to account for business-type activities whose operations are primarily funded by customer fees. The enterprise fund utilizes the accrual basis of budgeting and accounting.

The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Solid Waste Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by department (i.e. Finance).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2009 and 2010. Revenues are presented by source and expenditures are presented by category (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Revenues, Expenditures, and changes in Fund Balance**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2010 as well as a forecast for fiscal years 2011-2012. Also included are changes in fund balance.

The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council.



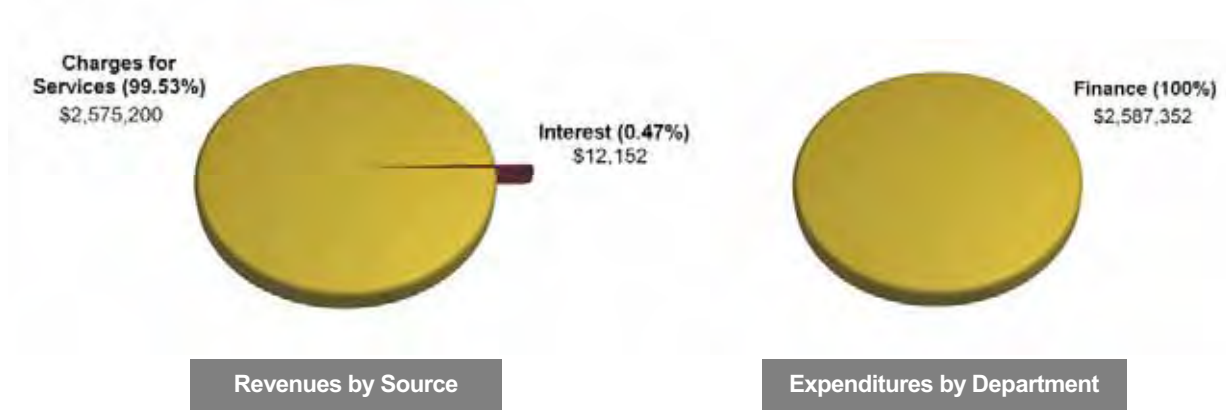
## **Solid Waste Fund Summary**

The Solid Waste Fund accounts for fees received from users of the City's residential solid waste program (i.e. garbage, yard waste, and recycling collection). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions.

Commercial solid waste customers are authorized to contract for commercial solid waste collection and disposal services from any contractor that has obtained a solid waste collection permit from the City.

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### **FY 2010 Budget = \$2,587,352**



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### **Trends**

The FY 2010 Budget for the Solid Waste Fund totals \$2,587,352 and represents an increase of 0.6%, or \$14,331, compared to the FY 2009 budget. Specifically, the Salary & Benefits category decreased -26.9%, or -\$19,669, due to employee turnover and varying group health coverage estimates (position has been filled since establishment of the FY 2009 budget and resulted in reduced costs).

Base level personnel for FY 2010 total 1.0 FTE and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Financial Services Representative	1.0	1.0	-

The Maintenance & Operations category increased 1.4%, or \$34,000, due to an increase in forecasted printing and general supplies costs related to sanitation billing.

# City of Alpharetta

## Solid Waste Fund

### Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009 Amended Budget	FY 2010 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Refuse Collection Fees	\$ 2,135,000	\$ 2,200,000	\$ 65,000	3.04%
TAG Fees	50	100	50	100.00%
Commercial Hauler Fees	48,000	25,000	(23,000)	-47.92%
Environmental Fees	330,000	330,000	-	0.00%
Penalties and Fees	20,500	20,000	(500)	-2.44%
Bad Check Fees	425	100	(325)	-76.47%
Interest	39,046	12,152	(26,894)	-68.88%
Other Financing Sources:				
Budgeted Fund Balance	200,000	-	(200,000)	-100.00%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ 2,773,021</b>	<b>\$ 2,587,352</b>	<b>\$ (185,669)</b>	<b>-6.70%</b>
Personnel Services:				
Salaries	\$ 48,061	\$ 37,422	\$ (10,639)	-22.14%
Group Insurance	15,709	5,627	(10,082)	-64.18%
FICA	3,649	2,841	(808)	-22.14%
Pension (Defined Benefit)	5,602	4,900	(702)	-12.53%
Pension (Defined Contribution)	-	1,857	1,857	100.00%
Workers Compensation	-	705	705	100.00%
Maintenance & Operations:				
Professional Fees	2,500,000	2,500,000	-	0.00%
Miscellaneous	-	34,000	34,000	100.00%
Other Uses:				
Non-Allocated/Reserve	200,000	-	(200,000)	-100.00%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ 2,773,021</b>	<b>\$ 2,587,352</b>	<b>\$ (185,669)</b>	<b>-6.70%</b>

Personnel (full-time-equivalent)	1.0	1.0
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**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget growth after adjusting for non-operating items approximates 0.6%.

# City of Alpharetta

## Solid Waste Fund

### Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>Beginning Fund Balance:</b>	\$ 435,139	\$ 467,185	\$ 630,455	\$ 843,883	\$ 843,883	\$ 843,883	\$ 843,397
<b>Revenues:</b>							
Charges for Services	\$ 1,985,355	\$ 2,621,405	\$ 2,653,117	\$ 2,533,975	\$ 2,575,200	\$ 2,703,960	\$ 2,839,158
Interest	27,483	41,859	59,190	39,046	12,152	12,274	12,396
	<u>\$ 2,012,838</u>	<u>\$ 2,663,264</u>	<u>\$ 2,712,308</u>	<u>\$ 2,573,021</u>	<u>\$ 2,587,352</u>	<u>\$ 2,716,234</u>	<u>\$ 2,851,554</u>
<b>Expenditures:</b>							
Solid Waste Operations	\$ 2,231,660	\$ 2,499,994	\$ 2,499,485	\$ 2,573,021	\$ 2,587,352	\$ 2,716,720	\$ 2,852,556
	<u>\$ 2,231,660</u>	<u>\$ 2,499,994</u>	<u>\$ 2,499,485</u>	<u>\$ 2,573,021</u>	<u>\$ 2,587,352</u>	<u>\$ 2,716,720</u>	<u>\$ 2,852,556</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund (subsidy/other)	\$ 250,868	\$ -	\$ 605	\$ -	\$ -	\$ -	\$ -
	<u>\$ 250,868</u>	<u>\$ -</u>	<u>\$ 605</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 467,185</b></u>	<u><b>\$ 630,455</b></u>	<u><b>\$ 843,883</b></u>	<u><b>\$ 843,883</b></u>	<u><b>\$ 843,883</b></u>	<u><b>\$ 843,397</b></u>	<u><b>\$ 842,395</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 32,046	\$ 163,270	\$ 213,428	\$ -	\$ -	\$ (486)	\$ (1,001)
<i>Personnel (full-time-equivalent)</i>	1.0	1.0	1.0	1.0	1.0		

**Notes:**

(1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.



# *Internal Service Fund Summary*

Fiscal Year 2010 Operating & Capital Budget Narrative

# Internal Service Fund Summary

## Overview

The *Internal Service Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2010 budget for the City's Risk Management Fund. The Risk Management Fund was established in fiscal year 2010 to allow for the effective and efficient tracking of Risk Management activities.

Internal Service Funds are used to accumulate and allocate costs internally among the City's various functions and utilizes the accrual basis of budgeting and accounting.

The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Internal Service Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by department (i.e. Finance).

- **Statement of Budgetary Comparisons**

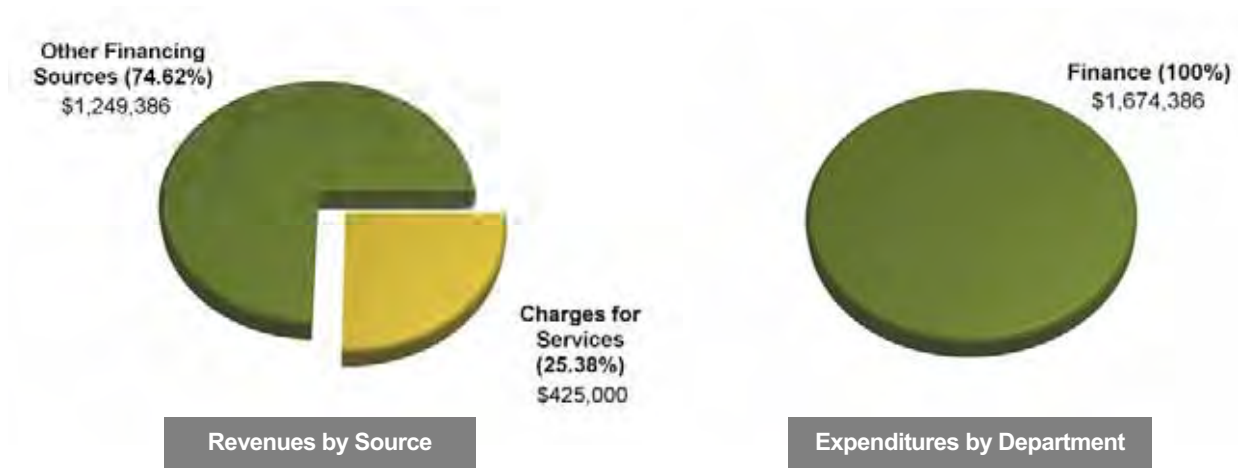
This statement provides a detailed listing of revenues and expenditures for fiscal year 2010. Revenues are presented by source and expenditures are presented by category (e.g. Maintenance & Operations, Other, etc.).

## **Risk Management Fund Summary**

The Risk Management Fund accounts for expenses related to providing and administering the general liability, automotive liability, workers' compensation and property insurance coverage for the City. Funding is provided through a 2% charge per employee (based on salary) for workers compensation coupled with an interfund transfer from the General Fund for insurance premiums. The Finance Department manages the Risk Management Program including all workers compensation, general liability, and other insurance claims.

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### **FY 2010 Budget = \$1,674,386**



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### **Trends**

The FY 2010 Budget for Risk Management totals \$1,674,386. The Risk Management Fund is being created in FY 2010 to allow for the effective and efficient tracking of Risk Management activities.

The City is committed to reducing future claims and liability insurance premiums through effective management practices including: wellness training and incentives, safety training and enforcement of procedures, regular vehicle maintenance, etc.

# City of Alpharetta

## Risk Management Fund

### Statement of Budgetary Comparisons (FY 2009-2010)

	FY 2009	FY 2010	\$	%
	Amended Budget	Adopted Budget	Variance	Variance
Charges for Services	\$ -	\$ 425,000	\$ 425,000	100.00%
Other Financing Sources:				
General Fund Transfer	-	1,249,386	1,249,386	100.00%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ -</b>	<b>\$ 1,674,386</b>	<b>\$ 1,674,386</b>	<b>100.00%</b>
Maintenance & Operations:				
Claims & Judgments (CY Reserve)	\$ -	\$ 425,000	\$ 425,000	100.00%
Claims & Judgments (PY Reserve)	-	550,000	550,000	100.00%
Vehicle Liability	-	145,349	145,349	100.00%
Property and Equipment Liability	-	40,260	40,260	100.00%
General Liability	-	88,837	88,837	100.00%
Law Enforcement Liability	-	130,015	130,015	100.00%
Public Entity Liability	-	45,854	45,854	100.00%
Workers Comp. Excess Liability	-	64,583	64,583	100.00%
Umbrella and Excess Liability	-	127,594	127,594	100.00%
Miscellaneous	-	56,894	56,894	100.00%
Other Uses:				
Non-Allocated/Reserve	-	-	-	0.00%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ -</b>	<b>\$ 1,674,386</b>	<b>\$ 1,674,386</b>	<b>100.00%</b>

**Notes:**

(1) The Risk Management Fund is being established in FY 2010 to allow for the effective and efficient tracking of Risk Management activities.

*Previous financial activity was recorded within the General Fund.*



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# *Department Summaries*

# Department Summaries

## Overview

The *Department Summaries* section is intended to provide detailed financial and non-financial information of the departmental operations funded within the General Fund.

This section segments departmental budgets into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the City’s overall mission.
- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART (Specific, Measurable, Achievable, Relevant, and Timed).

Direct linkages are identified between the City’s strategic priorities and departmental goals & objectives.

- *Revenue/Expenditure Summary* – the budget for the department summarized by expenditure category:
  - Personal Services: salaries, overtime, and other compensation related expenditures.
  - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
  - Capital: departmental machinery & equipment expenses.
- *New Initiatives* – new services and/or capital investment.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

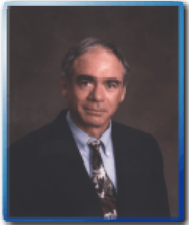
The City views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. The City’s performance measurement team is implementing a proprietary software application to assist in the tracking, analysis and reporting of performance measurement data and the comparison of core measures from ICMA consortium members. As you review the departmental sections of this document, you will notice refined measures for our Public Safety Department that follow the City’s updated model



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# Mayor and City Council



**Arthur Letchas**



**Doug DeRito**



**Jim Paine**



**John Monson**



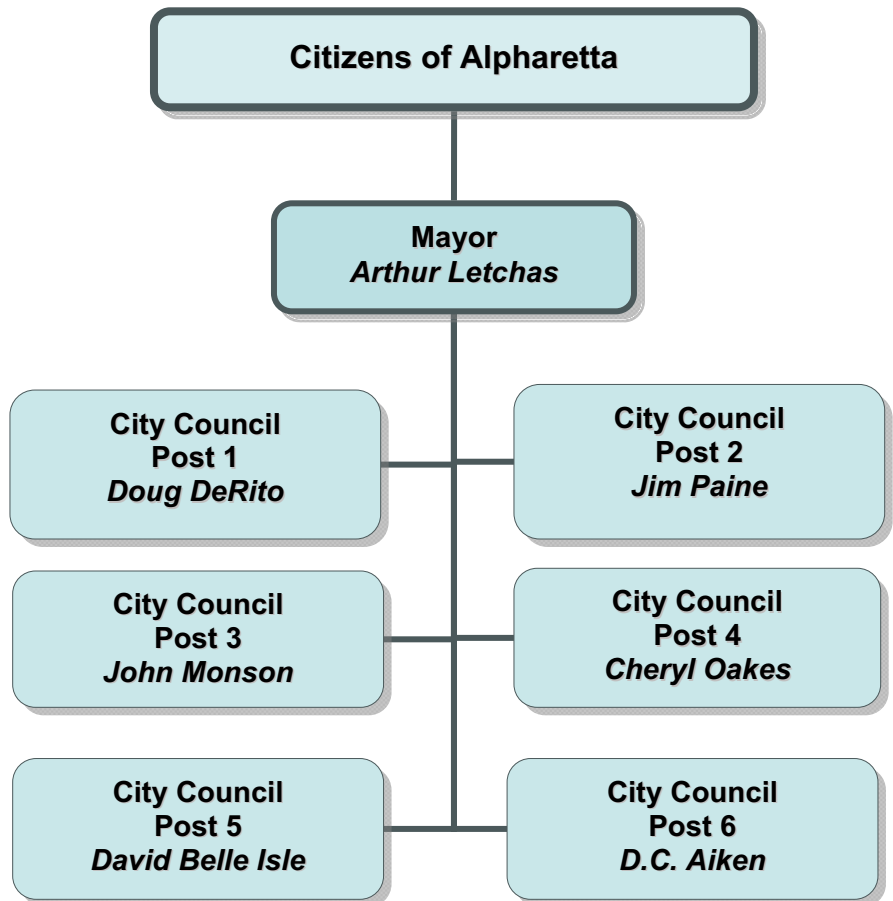
**Cheryl Oakes**



**David Belle Isle**



**D. C. Aiken**





## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Mayor and City Council**

## **Mission Statement**

To provide all Citizens of the City of Alpharetta with quality, cost-effective services and leadership delivered by highly competent professionals in a manner consistent with planned growth and future economic development.



## **Goals and Objectives**

Alpharetta is the Signature City in the Region, distinguished by the following characteristics:



- ✓ Safe, Secure and Livable City for our Residents, Businesses and Visitors;



- ✓ Recreational, Educational and Cultural Opportunities for All Ages;



- ✓ Proactive, Environmentally Sensitive Community with a Focus on our Future;



- ✓ Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders;



- ✓ Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families;



- ✓ Small Town Feel with a Historic Past;



- ✓ Strong Business Partnerships in a Corporate Campus Environment; and



- ✓ Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail.

# Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 111,017	\$ 118,832	\$ 120,489	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	42,161	64,775	65,297	67,780	81,432	84,689	88,077
FICA	7,878	8,282	8,406	9,455	9,455	9,455	9,455
Pension	7,623	11,521	13,572	14,095	15,833	16,150	16,473
Pension (Deferred Compensation)	1,087	1,570	1,951	1,407	6,000	6,120	6,242
Workers Compensation	3,374	1,595	829	2,400	2,277	2,323	2,369
Miscellaneous	900	3,600	3,600	3,600	3,600	3,600	3,600
<i>subtotal</i>	\$ 174,039	\$ 210,175	\$ 214,145	\$ 218,737	\$ 238,597	\$ 242,336	\$ 246,216
<b>Maintenance &amp; Operations:</b>							
Mayor - Arthur Letchas	\$ 5,373	\$ 3,068	\$ 2,053	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* Post 1 - Doug DeRito	712	2,003	4,152	5,000	5,000	5,000	5,000
* Post 2 - Jim Paine	1,492	2,046	4,418	5,000	5,000	5,000	5,000
* Post 3 - John Monson	1,692	2,150	3,345	5,000	5,000	5,000	5,000
* Post 4 - Cheryl Oakes	432	2,095	2,376	5,000	5,000	5,000	5,000
* Post 5 - David Belle Isle	-	4,002	2,709	5,000	5,000	5,000	5,000
* Post 6 - D.C. Aiken	414	250	721	5,000	5,000	5,000	5,000
Miscellaneous	495	708	3,705	9,000	9,000	9,180	9,364
<i>subtotal</i>	\$ 10,611	\$ 16,323	\$ 23,479	\$ 48,000	\$ 48,000	\$ 48,180	\$ 48,364
<b>Capital</b>	\$ -	\$ 1,287	\$ -	\$ 1,300	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ (1,700)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 184,650	\$ 226,085	\$ 237,623	\$ 268,037	\$ 286,597	\$ 290,516	\$ 294,579
<b>PERSONNEL</b>							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
<b>TOTAL</b>	7.0	7.0	7.0	7.0	7.0		

\* Financial activity is tied to the City Council Post and not the necessarily the current incumbent.

## FY 2010 Budget Narrative

The Fiscal Year 2010 Budget for Mayor and City Council totals \$286,597 and represents an increase of 6.9%, or \$18,560, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 9.1%, or \$19,860, due primarily to increases in pension and group insurance costs. The Maintenance & Operations category decreased -2.6% due to the absence of computer replacements for the upcoming year. The annual discretionary expense appropriation will remain at \$5,000 for Council Members and \$9,000 for the Mayor.

Base level personnel for FY 2010 total 7.0 full-time-equivalents (“FTE”) and represent the following.

	FTEs		
	FY 2009	FY 2010	Variance
Mayor	1.0	1.0	-
Councilperson Post 1	1.0	1.0	-
Councilperson Post 2	1.0	1.0	-
Councilperson Post 3	1.0	1.0	-
Councilperson Post 4	1.0	1.0	-
Councilperson Post 5	1.0	1.0	-
Councilperson Post 6	1.0	1.0	-
	7.0	7.0	-



The City of Alpharetta is one of the first communities in the region to qualify for the Green Community Certification by the Atlanta Regional Commission. Certification is earned by implementing environmental sustainability practices and policies in 10 categories, ranging from energy efficiency and green building to transportation and water efficiency.

The City Council adopted the Alpharetta Green City Program in early 2009 as a comprehensive document for all the City's sustainable policies and practices. A variety of measures are incorporated in the Green City Program, including LEED or EnergyStar certification for all new local government buildings, a green fleet policy, "green" purchasing policies and more. The City received points for its water conservation requirement for new construction, which mandates that any project within the City limits demonstrate how the project will reduce water consumption by at least 10 percent to receive a permit. Other measures implemented by the City of Alpharetta are community incentives for green building and WaterSense homes, a commercial recycling requirement, installation of LED bulbs in all traffic signals and a no-idling policy for government





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# City Administration



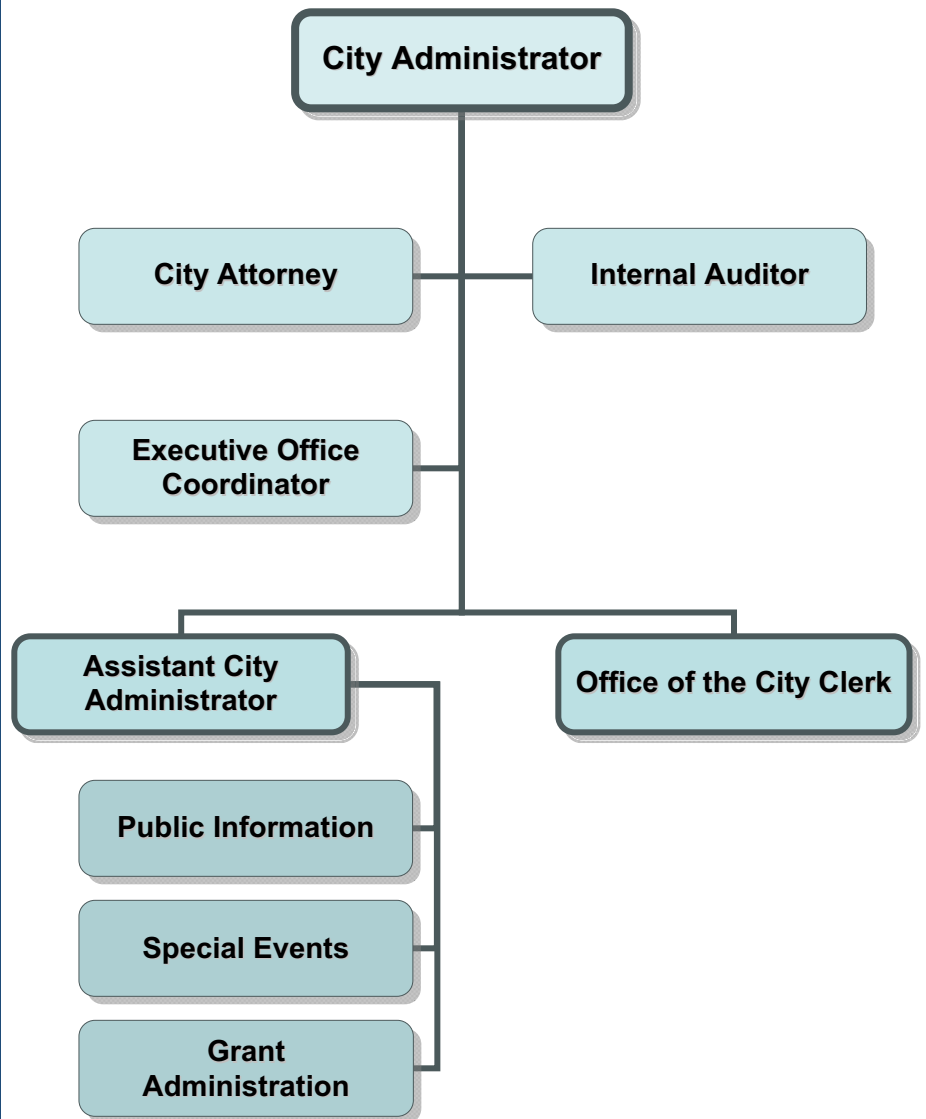
**Bob Regus**  
City Administrator



**James Drinkard**  
Assistant  
City Administrator



**Sue Rainwater**  
City Clerk





## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



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Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# City Administration

*Administration, Internal Audit, City Attorney, City Clerk, Public Information, Special Events, and Grants Administration*

## Mission Statement

The mission of the City Administrator's Office is to carry out the policies and implement the goals established by the City Council in providing services to the citizens in the most effective and economical manner while promoting awareness and understanding of services, policies, information, programs, and priorities that results in an informed and participative community.



## Goals and Objectives



- ✓ To improve quality of service to citizens of the City of Alpharetta;



- ✓ To improve morale and promote teamwork among all employees;



- ✓ To improve coordination and administration of interdepartmental activities;



- ✓ To promote better communication between all levels of government and the citizens;



- ✓ To use technology to improve processes for citizen input into facets of governance;



- ✓ To expand funding opportunities through grant resources;



- ✓ To selectively create new events while sustaining existing events and promotions that draws the community closer together and maintains our distinctive character; and



- ✓ To increase the public/government interaction through the City's web site.

## Key Issues

- ✓ Continue the development of a “customer-driven” organizational culture among the staff;
- ✓ Strengthen the relationship between the City Council and staff - building bridges in communication to facilitate the relationship;
- ✓ Continue the informative, cooperative endeavor of providing the best available information for the City Council to remain effective and successful in their offices;
- ✓ Meet the service provision and service level demand of the citizens while ensuring the most cost effective delivery of those services;
- ✓ Continue efforts toward more effective communication strategies with citizens through enhanced public awareness and public education programs;
- ✓ Seek to work with the local legislative delegation on the introduction or support of legislation that benefits the City of Alpharetta and its citizens;
- ✓ Anticipate the future population and area growth of the City as a result of continued development and annexations, ensuring staff meets the expectations of existing and new residents;
- ✓ Continue efforts toward enhancing the compensation and benefits package to attract and retain the very best employees; and
- ✓ Continue to seek alternative private and public funding sources to procure equipment, improve internal operations, enhance service delivery, and accomplish municipal projects.



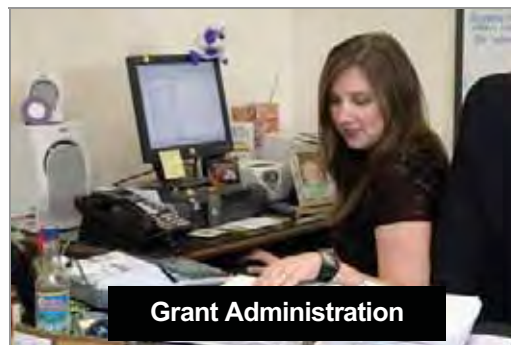
The City of Alpharetta has been awarded the *Certified City of Ethics* designation from the Georgia Municipal Association (“GMA”). This program was created to recognize cities that have adopted principles and procedures that offer guidance on ethical issues, along with a mechanism to resolve complaints at the local level.

The City has also been awarded the *City of Excellence* designation from the GMA in conjunction with Georgia Trend Magazine. This program was created to recognize Georgia’s best managed and most livable cities.



# Statement of Revenues, Expenditures, and changes in Personnel (City Administration/Public Information/Special Events/Grants Administration)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Taste of Alpharetta	\$ 168,813	\$ 209,407	\$ 83,632	\$ 216,000	\$ 161,000	\$ 161,161	\$ 161,322
Other	72,987	105,003	106,199	254,557	82,500	82,583	82,665
<b>Other Revenue</b>	750	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 242,549</b>	<b>\$ 314,410</b>	<b>\$ 189,832</b>	<b>\$ 470,557</b>	<b>\$ 243,500</b>	<b>\$ 243,744</b>	<b>\$ 243,987</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 456,876	\$ 504,756	\$ 567,370	\$ 606,706	\$ 585,152	\$ 585,152	\$ 585,152
Overtime	648	700	3,378	142,516	150,000	150,000	150,000
Group Insurance	61,740	62,090	58,926	69,343	41,566	43,229	44,958
FICA	30,999	33,603	39,022	55,155	56,790	56,790	56,790
Pension	26,235	42,757	52,160	57,379	64,337	65,624	66,936
Pension (Deferred Compensation)	14,859	20,514	23,449	18,799	28,806	29,382	29,970
Workers Compensation	8,410	4,707	3,871	11,225	10,297	10,297	10,297
Miscellaneous	7,200	7,200	7,200	8,363	8,250	8,250	8,250
<i>subtotal</i>	<b>\$ 606,968</b>	<b>\$ 676,325</b>	<b>\$ 755,375</b>	<b>\$ 969,486</b>	<b>\$ 945,198</b>	<b>\$ 948,724</b>	<b>\$ 952,353</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 194,372	\$ 209,885	\$ 140,001	\$ 244,475	\$ 227,485	\$ 222,935	\$ 218,477
Repair & Maintenance (Equipment)	17,989	16,969	30,715	35,538	28,670	28,097	27,535
Advertising	13,471	23,184	26,314	23,409	21,546	21,115	20,693
Printing	41,981	45,208	69,672	88,336	27,903	27,345	26,798
General Supplies	21,630	25,450	41,287	33,431	18,642	18,269	17,904
Utilities	13,976	14,429	8,802	9,674	9,567	9,376	9,188
Promotions	11,906	10,995	11,679	13,212	5,552	5,441	5,332
Miscellaneous	29,850	32,269	29,912	46,242	41,513	40,683	39,869
<i>subtotal</i>	<b>\$ 345,175</b>	<b>\$ 378,388</b>	<b>\$ 358,382</b>	<b>\$ 494,317</b>	<b>\$ 380,878</b>	<b>\$ 373,260</b>	<b>\$ 365,795</b>
<b>Capital</b>	<b>\$ 300</b>	<b>\$ 3,235</b>	<b>\$ 12,240</b>	<b>\$ 1,756</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ 221</b>	<b>\$ 1,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 952,664</b>	<b>\$ 1,059,649</b>	<b>\$ 1,125,997</b>	<b>\$ 1,465,559</b>	<b>\$ 1,326,076</b>	<b>\$ 1,321,984</b>	<b>\$ 1,318,148</b>
<b>PERSONNEL</b>							
	7.5	6.5	6.5	7.0	7.0		



## FY 2010 Budget Narrative

The FY 2010 Budget for City Administration totals \$1,326,076 and represents a decrease of -9.5%, or -\$139,482, compared to the FY 2009 budget. Specifically, the Salary & Benefits category decreased -3.5%, or -\$34,288, primarily due to more accurate budgeting of salary and benefits.

Base level personnel for FY 2010 total 7.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
City Administrator	1.0	1.0	-
Assistant City Administrator	1.0	1.0	-
Executive Assistant	1.0	-	(1.0)
Executive Office Coordinator	-	1.0	1.0
Grants Administrator	1.0	1.0	-
Special Events Coordinator	1.0	1.0	-
Special Events Manager	1.0	1.0	-
Web Administrator	1.0	1.0	-
	7.0	7.0	-

The Maintenance & Operations category decreased approximately -21.6%, or -\$105,194, due primarily to the following activity:

- reduction in forecasted printing cost of -\$14,500 due to the online posting of the future editions of the City Speaker;
- reduction in forecasted professional development and travel costs of -33.4% (-\$3,463) and -80% (-\$10,869) respectively, due to control measures that limit travel/training to essential requirements only;
- reduction of -\$58,552 due to completion of the 150<sup>th</sup> Sesquicentennial Celebration and elimination of related costs;
- reductions in equipment rental, advertising, general supplies, food/meals and promotions of -\$34,424 collectively;
- reduction in forecasted maintenance contracts due to the creation of an Information Technology ("IT") professional services account to more efficiently track technology related expenditures; and
- reallocation of computer replacements to the newly created IT computer refresh account to more efficiently track annual computer replacements. For FY 2010, the IT computer refresh includes the replacement of (1) workstation, (1) laptop, and VM Ware.

## Statement of Revenues, Expenditures, and changes in Personnel (City Attorney)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
Maintenance & Operations:							
Professional Fees	\$ 537,149	\$ 408,586	\$ 436,454	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Miscellaneous	20,018	4,047	45,586	-	-	-	-
Adjustments/Reconciliation	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 557,167</b>	<b>\$ 412,633</b>	<b>\$ 482,040</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>PERSONNEL*</b>	-	-	-	-	-		

\* City Attorney services are provided through a contractual arrangement with a private law firm.

## Statement of Revenues, Expenditures, and changes in Personnel (Internal Audit)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 37,593	\$ 83,923	\$ 92,081	\$ 98,540	\$ 100,020	\$ 100,020	\$ 100,020
Group Insurance	7,629	14,884	17,258	16,524	17,152	17,838	18,552
FICA	2,835	6,358	7,257	7,424	7,652	7,652	7,652
Pension	3,511	8,449	10,246	11,399	12,997	13,257	13,522
Pension (Deferred Compensation)	560	3,352	3,985	4,555	4,925	5,024	5,124
Workers Compensation	1,127	947	643	1,941	1,869	1,869	1,869
Miscellaneous	-	-	-	82	-	-	-
<i>subtotal</i>	<b>\$ 53,254</b>	<b>\$ 117,913</b>	<b>\$ 131,471</b>	<b>\$ 140,465</b>	<b>\$ 144,615</b>	<b>\$ 145,660</b>	<b>\$ 146,739</b>
Maintenance & Operations:							
Professional Development	\$ 3,233	\$ 1,730	\$ 1,900	\$ 2,856	\$ 2,098	\$ 2,077	\$ 2,056
Travel	4,014	1,663	3,242	3,162	3,000	2,970	2,940
Miscellaneous	323	200	180	1,071	331	328	324
<i>subtotal</i>	<b>\$ 7,571</b>	<b>\$ 3,593</b>	<b>\$ 5,323</b>	<b>\$ 7,089</b>	<b>\$ 5,429</b>	<b>\$ 5,375</b>	<b>\$ 5,321</b>
Capital	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 60,838</b>	<b>\$ 121,506</b>	<b>\$ 136,794</b>	<b>\$ 147,554</b>	<b>\$ 150,044</b>	<b>\$ 151,034</b>	<b>\$ 152,060</b>
<b>PERSONNEL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>		



## FY 2010 Budget Narrative

The FY 2010 Budget for Internal Audit totals \$150,044 and represents an increase of 1.7%, or \$2,490, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 3.0%, or \$4,150, due primarily to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 1.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Internal Auditor	1.0	1.0	-

The Maintenance & Operations category decreased -23.4%, or -\$1,660, due to a reduction in anticipated expenses for the upcoming year.



## Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### City Administration

**Statement of Service:** Serves as the administrative head of the municipal government, coordinating municipal functions in order to provide effective, efficient, and responsive services. This office also ensures that ordinances, resolutions and regulations of the City Council and laws of the State of Georgia are enforced and is responsible for public relations activities. Through the grants administrator, the City's Administrator's office identifies revenue sources for the City via grant funding.

City Administration Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
City Administration Department					
annual turnover percentage	0.0%	10.0%	0.0%	10.0%	0.0%
# of Public meetings held	50	50	50	52	42
Number of website hits	3,937,311	4,693,023	3,220,000	4,800,962	4,911,384
Number of newsletters distributed	55,000	54,000	54,000	52,000	52,000
# of Grant applications prepared	19	15	15	15	15
# of Grants received	10	6	8	7	10
% of successful grant applications	53%	40%	53%	47%	67%
Total value of grants received	\$624,599	\$120,516	\$500,000	\$60,000	\$750,000
# of Grants managed	34	34	30	28	30
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
Asst City Admin.	Asst City Admin.	Asst City Admin.	Asst City Admin.	Assistant City Administrator	Assistant City Administrator
Executive Assistant	Executive Assistant	Executive Assistant	Executive Assistant	Executive Assistant	Executive Office Coordinator
Grants Manager	Grants Manager	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator
Webmaster	Webmaster	Web Administrator	Web Administrator	Web Administrator	Web Administrator

## Special Events

**Statement of Service:** To enhance the quality of life and reputation of the City of Alpharetta by providing special event opportunities for citizens and visitors of Alpharetta.

<b>Special Events Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Projected FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Total approved events:					
Exclusive City Events	35	37	36	38	36
City Partnered Events	13	12	13	12	10
Other	15	13	16	43	35
Approximate attendance for:					
Alpharetta Marathon	3,000	3,000	n/a	300	N/A
Taste of Alpharetta	65,000	85,000	75,000	60,000	60,000
Mayor's Challenge	950	1,000	1,000	150	N/A
Old Soldier's Day Parade	8,000	10,000	9,000	1,000	1,200
Annual Tree Lighting	4,500	4,500	5,000	9,500	9,000
Alpharetta Arts Street Fest Spring	12,500	15,000	17,000	4,500	4,500
Alpharetta Arts Street Fest Fall	7,000	N/A	N/A	15,000	16,000
Scarecrow Harvest	N/A		3,500	3,000	3,500
Old Milton Country Fair	5,000	5,000	5,000	4,000	5,500
# of Special events applications processed	1,950	2,100	2,600	2,250	2,400
# of Volunteers recruited	350	375	375	420	350
# of Special event sponsors	20	25	25	32	15
# of Event vendors managed	255	260	200	240	250
<b>Personnel Assigned:</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Special Events Manager		Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager
Special Events Coordinator (.5)		Special Events Coordinator (.5)	Special Events Coordinator (.5)	Special Events Coordinator (1)	Special Events Coordinator (1)



## City Clerk

### Mission Statement

The City Clerk's Office pledges to be the professional link between the citizens and city government. The City Clerk's office is ever mindful of neutrality and impartiality, rendering equal service to everyone. In addition, the City Clerk's office is committed to maintaining accurate records and quality record retention.

### Goals and Objectives



- ✓ Continued efforts to improve records retention processes through document imaging;



- ✓ Continue to improve meeting agenda reports and updates, using Internet and document imaging technology; and



- ✓ Encourage improved efficiency on consent agenda items to allow adequate time on primary agenda items.

### Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Alcohol Beverage Permit Fees	\$ 422,814	\$ 412,977	\$ 436,115	\$ 420,000	\$ 400,000	\$ 400,400	\$ 400,800
Other	12,094	13,360	18,197	5,000	7,000	7,007	7,014
<b>TOTAL</b>	<b>\$ 434,908</b>	<b>\$ 426,336</b>	<b>\$ 454,311</b>	<b>\$ 425,000</b>	<b>\$ 407,000</b>	<b>\$ 407,407</b>	<b>\$ 407,814</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 138,591	\$ 142,202	\$ 150,717	\$ 162,884	\$ 170,465	\$ 170,465	\$ 170,465
Group Insurance	9,416	10,393	10,676	10,920	11,487	11,946	12,424
FICA	10,215	10,862	12,089	11,912	12,461	12,461	12,461
Pension	8,339	13,241	15,558	17,069	19,274	19,659	20,053
Pension (Deferred Compensation)	3,765	4,626	5,485	5,851	7,304	7,450	7,599
Workers Compensation	3,422	547	954	3,114	3,048	3,048	3,048
Miscellaneous	-	-	-	163	-	-	-
<i>subtotal</i>	<b>\$ 173,749</b>	<b>\$ 181,872</b>	<b>\$ 195,480</b>	<b>\$ 211,913</b>	<b>\$ 224,039</b>	<b>\$ 225,030</b>	<b>\$ 226,050</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 74,890	\$ (50,195)	\$ 75,608	\$ 45,543	\$ 144,690	\$ 70,000	\$ 70,000
Advertising	10,998	4,407	6,503	10,766	11,856	11,619	11,387
Maintenance Contracts	5,667	7,762	8,150	10,766	14,399	14,111	13,829
General Supplies	(237)	12,839	2,288	14,790	13,465	13,196	12,932
Utilities	6,922	6,761	7,366	7,150	7,150	7,007	6,867
Miscellaneous	4,889	3,855	5,220	12,234	7,419	7,271	7,125
<i>subtotal</i>	<b>\$ 103,129</b>	<b>\$ (14,571)</b>	<b>\$ 105,135</b>	<b>\$ 101,249</b>	<b>\$ 198,979</b>	<b>\$ 123,203</b>	<b>\$ 122,139</b>
<b>Capital</b>	<b>\$ 474</b>	<b>\$ 1,695</b>	<b>\$ 9,192</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ (2)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 277,350</b>	<b>\$ 168,996</b>	<b>\$ 309,806</b>	<b>\$ 313,162</b>	<b>\$ 423,018</b>	<b>\$ 348,233</b>	<b>\$ 348,189</b>
<b>PERSONNEL</b>							
	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		

## FY 2010 Budget Narrative

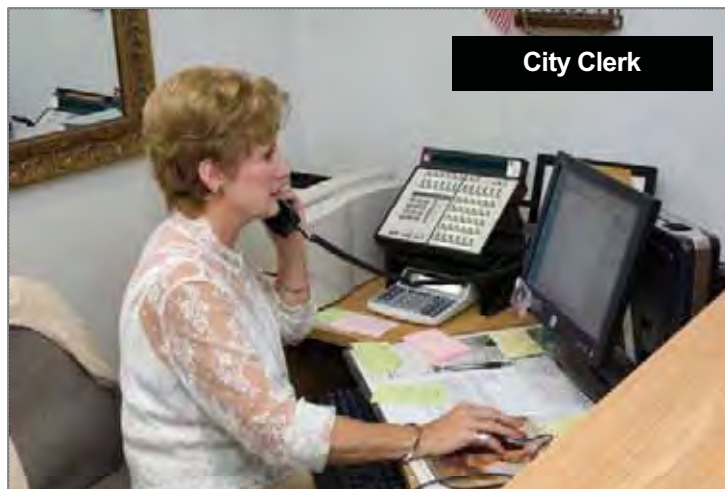
The FY 2010 Budget for the City Clerk totals \$423,018 and represents an increase of 35.1%, or \$109,856, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 5.7%, or \$12,126, primarily due to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 2.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
City Clerk	1.0	1.0	-
Administrative Assistant I	1.0	-	(1.0)
Assistant City Clerk	-	1.0	1.0
	2.0	2.0	-

The Maintenance & Operations category increased approximately 96.5%, or \$97,730, due primarily to the following activity:

- increase in professional fees of 223.8% (+\$100,000) for the upcoming city election; and
- elimination of forecasted professional development and travel, totaling -\$2,550, due to control measures that limit travel/training to essential requirements only.



## Performance Measurement

The following section provides detailed information on City Clerk programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Legislative Support

**Statement of Service:** To serve the citizens and employee of the City of Alpharetta by effectively and efficiently maintaining accurate and accessible records and responding to requests for records. Additionally, the City Clerk issues and collects alcohol beverage licenses and revenues.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
City Clerk annual turnover percentage	0.0%	0.0%	0.00%	0.00%	0.00%
# of Ordinances prepared	30	35	35	35	40
# of Open records requests processed	30	30	30	30	30
# of New alcohol license applications	25	25	30	15	20
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
	City Clerk Admin Asst. I	City Clerk Admin Asst. I	City Clerk Admin Asst. I	City Clerk Admin Asst. I	City Clerk Asst. City Clerk





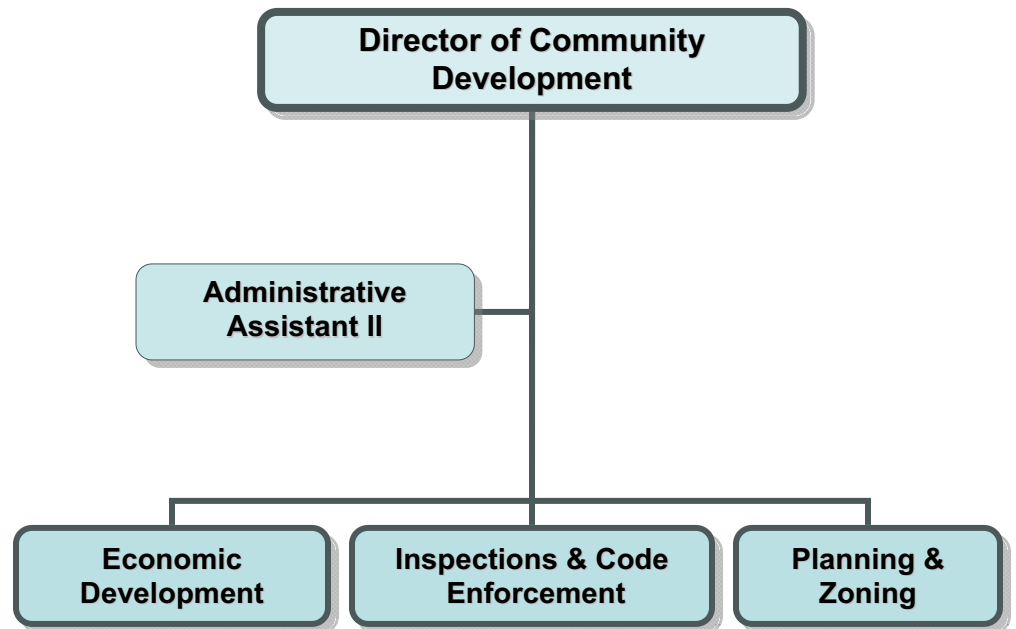
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# Community Development



***Diana Wheeler***  
Director of Community  
Development







## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Community Development











*Administration, Planning & Zoning, Economic Development, and Code Enforcement*

## Mission Statement

To protect and enhance the lives of Alpharetta citizens, guiding the City's growth and safeguarding the built environment.



## Goals and Objectives

-  ✓ Enforce the standard building code and zoning code;
-  ✓ Provide building inspections within 48 hours of request;
-  ✓ Provide efficient plans processing and permitting;
-  ✓ Provide quality support to boards and commissions staffed by Community Development;
-  ✓ Maintain and update demographic, statistical and other data, maps and materials;
-  ✓ Process all public hearings in the most efficient manner possible;
-   ✓ Oversee the Economic Development efforts for the City; and
-   ✓ Maintain and process business licenses for the City.



# Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Development Permits & related Fees	\$ 347,329	\$ 297,803	\$ 328,903	\$ 290,000	\$ 120,000	\$ 120,120	\$ 120,240
Building Permit Fees	1,342,767	1,629,011	1,138,439	1,000,000	615,000	615,615	616,231
Occupancy Permit Fees	191,169	182,188	190,004	170,000	104,000	104,104	104,208
Other	34,433	41,020	53,252	45,000	34,000	34,034	34,068
<b>Charges for Services:</b>							
Planning and Development Fees	182,043	229,435	145,616	130,000	68,500	68,569	68,637
Fire Plan Review Fees	313,744	429,527	327,112	300,000	148,500	148,649	148,797
Other	21,333	33,455	14,723	35,000	15,000	15,015	15,030
<b>Fines &amp; Forfeitures</b>							
	2,050	1,600	-	1,500	-	-	-
<b>TOTAL</b>	<b>\$ 2,434,868</b>	<b>\$ 2,844,038</b>	<b>\$ 2,198,050</b>	<b>\$ 1,971,500</b>	<b>\$ 1,105,000</b>	<b>\$ 1,106,105</b>	<b>\$ 1,107,211</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,015,035	\$ 1,047,645	\$ 1,125,073	\$ 1,241,553	\$ 1,241,932	\$ 1,241,932	\$ 1,241,932
Overtime	334	-	-	-	-	-	-
Group Insurance	219,145	204,568	189,492	219,244	212,012	220,492	229,312
FICA	69,895	75,013	84,298	94,074	95,008	98,808	102,761
Pension	66,455	101,086	130,093	144,444	161,910	165,148	168,451
Pension (Deferred Compensation)	28,827	34,011	38,315	42,298	42,950	43,809	44,685
Workers Compensation	23,342	9,541	7,927	24,594	23,282	23,282	23,282
Miscellaneous	250	-	-	3,490	3,150	3,150	3,150
<i>subtotal</i>	<b>\$ 1,423,283</b>	<b>\$ 1,471,863</b>	<b>\$ 1,575,199</b>	<b>\$ 1,769,697</b>	<b>\$ 1,780,244</b>	<b>\$ 1,796,622</b>	<b>\$ 1,813,573</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 20,934	\$ 57,036	\$ 49,008	\$ 69,496	\$ 39,936	\$ 39,537	\$ 39,141
Board Member Fees	12,325	10,300	14,359	11,250	11,250	11,138	11,026
Repair & Maintenance (Vehicles)	11,492	17,167	20,584	17,936	17,936	17,757	17,579
Building Lease	74,191	77,139	79,862	81,500	81,500	80,685	79,878
Advertising	11,222	16,564	12,599	11,240	12,200	12,078	11,957
Printing	12,906	7,880	14,396	12,095	9,030	8,940	8,850
Maintenance Contracts	31,416	31,712	31,354	51,004	88,342	89,225	90,118
General Supplies	34,432	29,109	25,999	40,673	34,964	34,614	34,268
Utilities	12,349	11,015	12,662	13,000	13,000	13,130	13,261
Miscellaneous	28,682	32,213	35,041	47,895	30,001	29,701	29,404
<i>subtotal</i>	<b>\$ 249,948</b>	<b>\$ 290,136</b>	<b>\$ 295,864</b>	<b>\$ 356,089</b>	<b>\$ 338,159</b>	<b>\$ 336,804</b>	<b>\$ 335,483</b>
<b>Capital</b>	<b>\$ 5,762</b>	<b>\$ 41,053</b>	<b>\$ 8,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,678,989</b>	<b>\$ 1,803,052</b>	<b>\$ 1,879,108</b>	<b>\$ 2,125,786</b>	<b>\$ 2,118,403</b>	<b>\$ 2,133,426</b>	<b>\$ 2,149,056</b>
<b>PERSONNEL</b>							
	<b>20.0</b>	<b>22.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>		



## FY 2010 Budget Narrative

The FY 2010 Budget for Community Development totals \$2,118,403 and represents a decrease of -0.3%, or -\$7,383 compared to FY 2009. Specifically, the Salary & Benefits category increased 0.6%, or \$10,547, primarily due to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 21.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Administrative Assistant II	3.0	3.0	-
Boards Administrator	1.0	1.0	-
Building Inspector	5.0	5.0	-
Building Official	1.0	1.0	-
Building Plans Examiner	2.0	2.0	-
Code Enforcement Officer	4.0	4.0	-
Director	1.0	1.0	-
Economic Development Coordinator	1.0	1.0	-
GIS Specialist	-	1.0	1.0
Planning Technician	1.0	-	(1.0)
Recording Secretary	1.0	1.0	-
Zoning & Plans Administrator	1.0	1.0	-
	21.0	21.0	-

The Maintenance & Operations category decreased -5.0%, or -\$17,930, due primarily to the following activity:

- recent conversion from portable radios to cell phones resulted in an \$8,300 increase in cell phone costs with a corresponding reduction in maintenance costs of -\$2,628 (net increase of \$5,672). The projected cell phone costs are reflected in the IT professional services account;
- reduction in forecasted professional development of -32.1%, or -\$4,580, due to control measures that limit travel/training to essential requirements only;
- reduction in forecasted uniform costs of -58.0%, or -\$4,140, based on current year to date expenditures at the time of the budget preparation;
- reduction in professional fees of -39.7%, or -\$26,249, including the reallocation of approximately \$15,000 in record processing and storage costs to the newly created IT professional services account; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For FY 2010, the forecasted IT computer refresh includes the replacement of (1) workstation, (1) laptop, and VM Ware.

## Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Community Development Administration

**Statement of Service:** The purpose of Community Development Administration is to provide effective, efficient and responsive services to account for the resources allocated to the Planning & Zoning and Code Enforcement division of the department.

### Planning and Zoning

**Statement of Service:** The Planning and Zoning division guides the growth and development of the City in a manner that enhances the quality of life and recognizes the City's historic & natural features.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Community Development annual turnover percentage	5%	5%	0%	5%	0%
# of Special projects managed	4	4	4	3	3
# of Community image enhancement projects	2	2	3	2	2
# of New public hearings filed	71	64	68	56	58
Total # of public hearings processed	146	135	140	112	115
# of parcels annexed	36	1	0	1	0
<b>Personnel Assigned:</b>	<b>7.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
Plans Technician	Plans Technician	Plans Technician	Plans Technician	Planning Technician	GIS Specialist
Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator
Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary
Zoning Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator
Plans Administrator					

## **Code Enforcement**

**Statement of Service:** To protect the public health, safety, and welfare by ensuring compliance with City building and land-use codes and ordinances.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of New building permits issued	4,821	3,456	4,000	3,478	3500
# of Building inspections completed	20,094	15,249	15,500	13,505	14000
# of Code enforcement inspections completed	2,874	3,622	3,650	2,707	3500
<b>Personnel Assigned:</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>
	Building Official	Building Official	Building Official	Building Official	Building Official
	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)
	Plans Inspector(2)	Plans Inspector(2)	Building Plans Examiner (2)	Building Plans Examiner (2)	Building Plans Examiner (2)
	Building Inspector(5)	Building Inspector(5)	Building Inspector (5)	Building Inspector (5)	Building Inspector (5)
	Code Enforcement Officer(4)	Code Enforcement Officer(4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)

## **Economic Development**

**Statement of Service:** To promote the economic growth of Alpharetta.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Existing business contacts	228	225	225	208	215
# of New projects	5	5	5	4	4
# of Major business prospects recruited	3	5	1	3	3
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator



**Code Enforcement/Inspections**

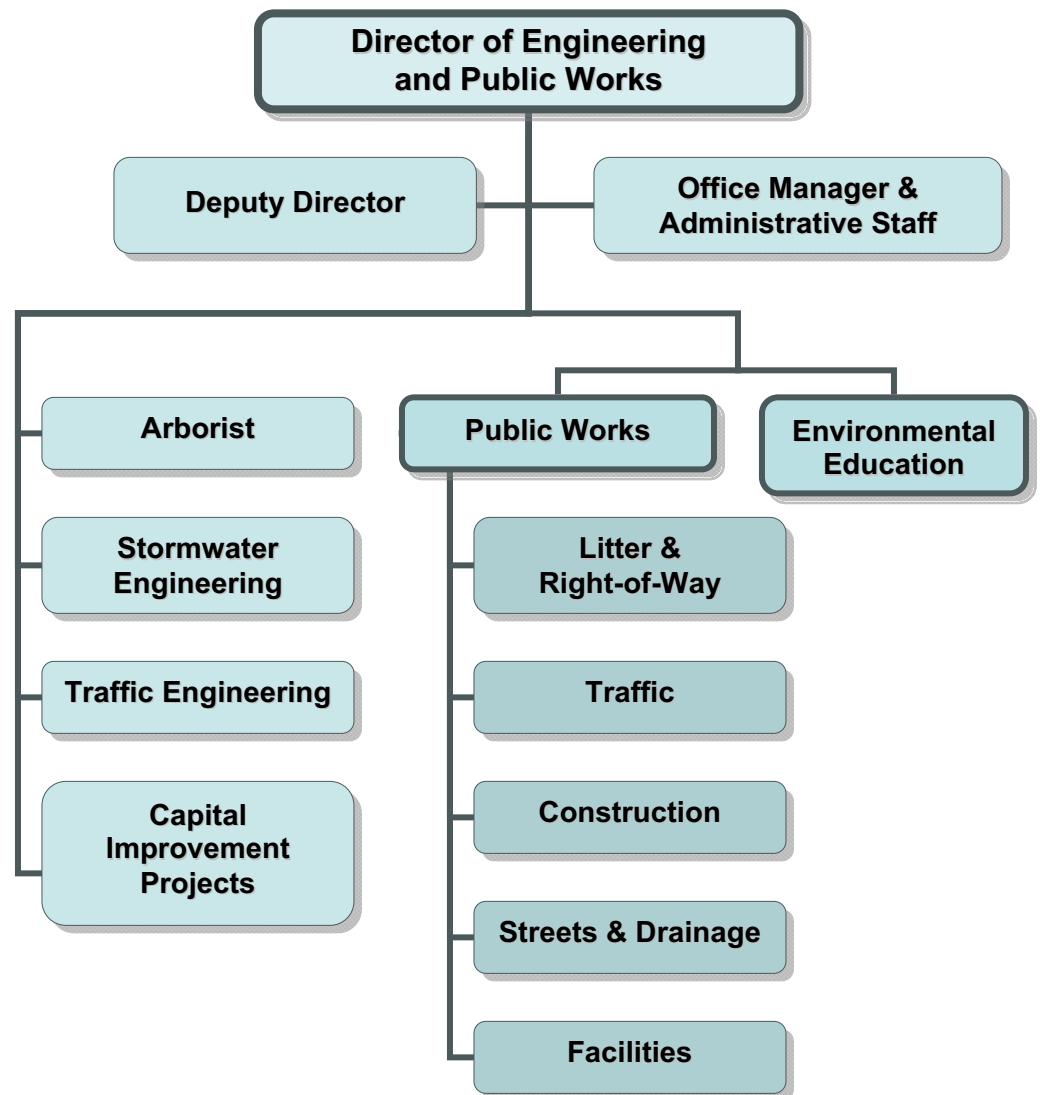


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# Engineering and Public Works

*Pete Sewczwicz*  
Director of Engineering  
and Public Works







## City of Alpharetta Mayor and City Council Strategic Priorities

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Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Engineering and Public Works

*Administration, Conservation, Engineering, and Public Works*

## Mission Statement

The Department of Engineering and Public Works is committed to providing cost effective engineering, maintenance and design solutions through the highest possible professionalism which protects, preserves and improves the City of Alpharetta's infrastructure. Our focus shall include traffic, streets, stormwater, conservation, protection of trees and records management.

## Goals and Objectives



- ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;



- ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;



- ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;



- ✓ Improve intergovernmental relations;



- ✓ Provide more efficient support and response for the citizens of Alpharetta;



- ✓ Develop strategic, long-range plans for the future; and



- ✓ Ensure timely completion of repairs on work projects; so the disruption of customer's service is minimal.



## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Tree Removal Permit	\$ 13,271	\$ 9,004	\$ 9,290	\$ 7,500	\$ 7,500	\$ 7,508	\$ 7,515
Soil Erosion Permit	59,609	47,832	54,085	45,000	30,000	30,030	30,060
<b>Charges for Services:</b>							
Tree Replacement Fund	37,577	171,200	1,500	-	-	-	-
<b>TOTAL</b>	<b>\$ 110,456</b>	<b>\$ 228,036</b>	<b>\$ 64,875</b>	<b>\$ 52,500</b>	<b>\$ 37,500</b>	<b>\$ 37,538</b>	<b>\$ 37,575</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,386,748	\$ 2,543,830	\$ 2,750,700	\$ 2,993,253	\$ 2,950,766	\$ 2,950,766	\$ 2,950,766
Overtime	34,333	48,603	57,565	62,055	50,000	50,000	50,000
Group Insurance	436,477	451,506	514,890	542,557	594,787	618,578	643,322
FICA	169,505	189,115	213,432	229,956	228,115	237,240	246,729
Pension	153,140	251,147	327,784	338,813	382,298	389,944	397,743
Pension (Deferred Compensation)	52,317	66,866	77,870	84,632	101,413	103,441	105,510
Workers Compensation	85,737	17,313	19,651	58,878	54,972	54,972	54,972
Miscellaneous	716	1,489	2,630	7,876	6,750	6,750	6,750
<i>subtotal</i>	<i>\$ 3,318,972</i>	<i>\$ 3,569,868</i>	<i>\$ 3,964,522</i>	<i>\$ 4,318,020</i>	<i>\$ 4,369,101</i>	<i>\$ 4,411,691</i>	<i>\$ 4,455,792</i>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 68,022	\$ 61,148	\$ 59,836	\$ 75,308	\$ 47,900	\$ 47,421	\$ 46,947
Repair & Maintenance (Vehicles)	118,290	133,682	159,501	133,700	120,000	118,800	117,612
Repair & Maintenance (Facilities)	123,355	317,413	126,209	145,900	123,000	121,770	120,552
Communications	20,924	19,041	20,944	27,197	-	-	-
Maintenance Contracts	298,085	359,425	393,774	552,827	573,606	579,342	585,135
General Supplies	141,910	174,760	206,005	214,200	166,900	165,231	163,579
Utilities	889,474	971,018	1,077,666	1,078,340	1,078,525	1,089,310	1,100,203
Miscellaneous	91,141	100,989	102,453	187,217	163,345	161,712	160,094
<i>subtotal</i>	<i>\$ 1,751,201</i>	<i>\$ 2,137,477</i>	<i>\$ 2,146,389</i>	<i>\$ 2,414,689</i>	<i>\$ 2,273,276</i>	<i>\$ 2,283,586</i>	<i>\$ 2,294,123</i>
<b>Capital</b>							
Milling & Resurfacing	\$ -	\$ -	\$ 710,188	\$ 1,200,000	\$ 900,000	\$ 900,000	\$ 900,000
Miscellaneous	60,730	54,855	33,848	3,750	-	-	-
<i>subtotal</i>	<i>\$ 60,730</i>	<i>\$ 54,855</i>	<i>\$ 744,036</i>	<i>\$ 1,203,750</i>	<i>\$ 900,000</i>	<i>\$ 900,000</i>	<i>\$ 900,000</i>
<b>Adjustments/Reconciliation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 5,130,903</b>	<b>\$ 5,762,199</b>	<b>\$ 6,854,946</b>	<b>\$ 7,936,459</b>	<b>\$ 7,542,377</b>	<b>\$ 7,595,277</b>	<b>\$ 7,649,915</b>
<b>PERSONNEL</b>							
	<b>57.0</b>	<b>57.0</b>	<b>60.0</b>	<b>62.0</b>	<b>62.0</b>		

## FY 2010 Budget Narrative

The FY 2010 Budget for Engineering and Public Works totals \$7,542,377 and represents a decrease of -5.0%, or -\$394,082, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 1.2%, or \$51,081, primarily due to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 62.0 FTEs and represent the following:

	FTEs		Variance
	FY 2009	FY 2010	
Administrative Assistant I	1.0	1.0	-
Administrative Assistant II	1.0	1.0	-
Arborist	1.0	1.0	-
Civil Engineer	4.0	3.0	(1.0)
Construction Inspector	2.0	2.0	-
Construction Manager	1.0	1.0	-
Deputy Director of Engineering/PW	1.0	1.0	-
Director of Engineering/PW	1.0	1.0	-
Engineering Technician	5.0	5.0	-
Environmental Education Coordinator	1.0	1.0	-
Fleet Coordinator	1.0	1.0	-
GIS Specialist	1.0	1.0	-
Land Disturbance Activity Inspector	3.0	3.0	-
Office Manager	1.0	1.0	-
Public Works Crew Leader	7.0	7.0	-
Public Works Supervisor	3.0	3.0	-
Public Works Technician	7.0	7.0	-
Public Works Technician I	7.0	7.0	-
Public Works Technician II	9.0	9.0	-
Senior Engineer	2.0	3.0	1.0
Senior Operations Manager-PW	1.0	1.0	-
Senior Engineering Technician	1.0	1.0	-
Water Resources Technician	1.0	1.0	-
	62.0	62.0	-

The Maintenance & Operations category decreased -12.3%, or -\$445,163, due primarily to the following activity:

- reduction in forecasted professional development and travel of -47.4% (-\$11,266) and -73.9% (-\$7,088), respectively, due to control measures that limit travel/training to essential requirements only;
- reduction of forecasted milling and resurfacing of -25.0%, or -\$300,000;
- reduction in equipment rental, advertising, general supplies, food/meals and promotions of -\$60,146 collectively; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For FY 2010, the forecasted IT computer refresh includes the replacement of (8) workstations, (9) laptops, and VM Ware.

## Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Engineering and Public Works Administration

**Statement of Service:** Engineering/Public Works Administration provides oversight and guidance to all public works operating functions in order to provide the citizens and visitors of Alpharetta skillful, courteous, and prompt stormwater, traffic, and construction services.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Engineering/PW Department annual turnover percentage	20%	10%	10%	10%	10%
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>
	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW
		Deputy Director	Deputy Director	Deputy Director	Deputy Director
	PW Sr. Operations Manager	PW Sr. Operations Manager	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW
	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager
	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
	Engineering Tech	Engineering Tech	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator



**Traffic Control**

## Conservation

**Statement of Service:** Conservation provides education and community activism strategies to address environmental and aesthetic issues in the City of Alpharetta, through clean-up campaigns, seminars, literature, and other beautification efforts.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
# of Events coordinated	17	26	12	18	16
# of Students reached	1696	1230	1,000	343	500
# of Volunteers	706	811	700	885	800
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.



The Tree City USA® program, sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters, provides direction, technical assistance, public attention, and national recognition for urban and community forestry programs in thousands of towns and cities that more than 120 million Americans call home. The many benefits of being a Tree City include creating a framework for action, education, a positive public image, and citizen pride.

The City of Alpharetta has been designated as a Tree City USA Community. Tree City USA Designation has four (4) major components: (1) A Tree Board or Department; (2) A Community Tree Ordinance; (3) A Community Forestry Program with an Annual Budget of at Least \$2 Per Capita; and (4) an Arbor Day Observance and Proclamation.

The City has also been awarded the Tree City USA Growth Award which recognizes environmental improvement and encourages higher levels of tree care throughout America. This award is designed not only to recognize achievement, but also to communicate new ideas and help the leaders of all Tree City USA's plan for improving community tree care.



## Engineering

**Statement of Service:** Engineering administration provides for the administration and technical review of public and private improvements in the City of Alpharetta by managing all projects skillfully, efficiently and professionally.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
# of Stormwater plans reviewed	224	258	150	198	150
% of Stormwater plans reviewed within 10 calendar days	90%	90%	70%	88%	70%
# of capital/bond contracts managed	61	58	45	36	30
Total amount of capital/bond projects under contract	\$19,014,733	\$20,858,539	\$19,520,342	\$10,506,285	\$12,794,050
Contract expenditures on capital/bond projects *	\$13,051,957	\$6,685,959	\$12,000,000	\$4,306,522	\$800,000
% of contracts completed within 10% of original budget contract	90%	97%	90%	85%	90%
% of contracts completed within 10% of original contract time	78%	83%	80%	62%	75%
# of Water quality samples analyzed	9	122	150	330	368
# of Land disturbance inspections	6216	6995	5500	5856	5500
# of traffic/signal projects inspected	16	96	40	40	90
# of traffic signals timed	82	89	80	60	90
# of Traffic complaint responses	412	225	300	250	250
* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.					
<b>Personnel Assigned:</b>	<b>20.0 FTE</b>	<b>21.0 FTE</b>	<b>19.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>
Arborist	Arborist	Arborist	Arborist	Arborist	Arborist
Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)
Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (2)	Sr. Engineer (3)	Sr. Engineer (3)
Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.
Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)
Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician
Engineering Technician (4)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)
Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)
Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator		GIS Specialist	GIS Specialist





## **Public Works**

**Statement of Service:** Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and city facilities. Public Works also provides construction services in support of the engineering division and other city departments.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
Average # of days to complete sidewalk work order	20.0	6.3	18.0	10.0	12.0
Average # of days to complete pothole & curb/gutter work order	2.4	1.1	1.0	1.0	1.0
Average # of days to complete curb and gutter work order	44.0	7.0	8.0	2.5	3.0
Average # of days to complete ROW., mowing, limb work order	6.0	6.0	3.0	2.7	3.0
Average # of days to complete drainage sink hole work order	10.0	5.0	7.0	6.5	7.0
Average # of days to complete sign replacement/upgrade work order	4.4	3.6	5.0	4.0	5.0
Average # of days to complete signal light maintenance work order	4.6	1.5	2.0	2.2	3.0
Average # of days to complete striping work order	3.0	3.6	5.0	3.6	4.0
Average # of days to complete catch basin work order	7.3	6.6	6.0	8.4	8.0
Average # of days to complete storm drain work order	15.3	13.2	7.0	10.2	12.0
Average # of days to complete facilities work order	7.4	3.3	4.0	3.2	4.0
<b>Personnel Assigned:</b>	<b>30.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)
PW Crew Leader (6)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)
PW Tech II (8)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)
PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)
PW Tech (6)	PW Tech (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)



**Public Works**







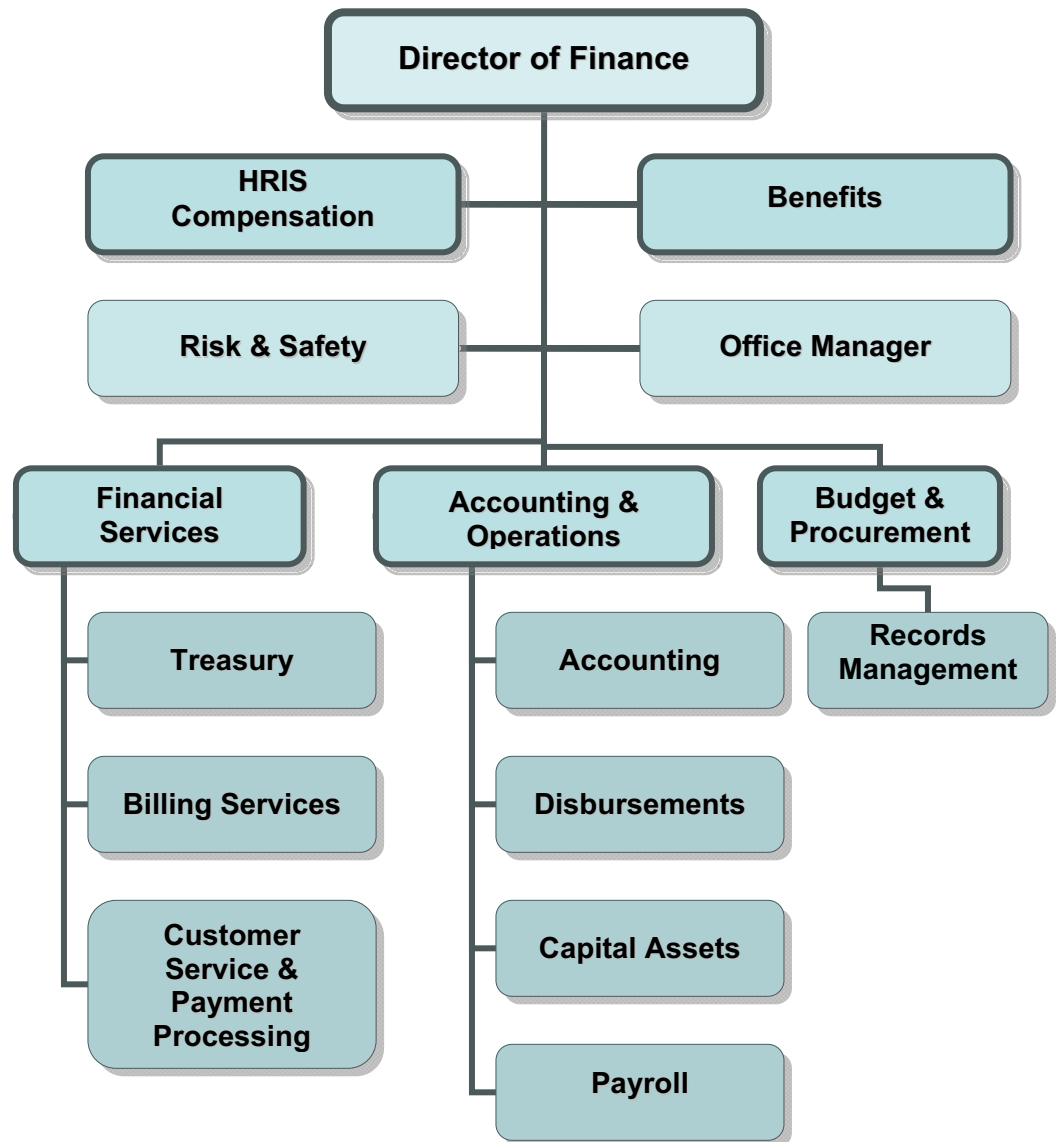
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# Finance



**Thomas G. Harris**  
Director of Finance





## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Finance**

*Administration, Accounting, Budgeting, Employee Benefits and Compensation, Procurement, Risk Management, Treasury, Internal and External Service*

## **Mission Statement**

The mission of the Finance Department is to plan, receive, monitor, safeguard, invest, account, and expend the financial resources of the City of Alpharetta in the highest legal, ethical, moral, and professional standard practical, and to respond to the service needs of our internal and external customers in a timely, courteous and accurate manner.

## **Goals and Objectives**



- ✓ Expansion of the financial planning process – continue the development of a comprehensive, progressively managed long-term capital improvement program and multi-year budgeting, forecasting, and planning in order to more accurately predict our financial position in future years, and the impact current year decisions have on the City's long-range financial position;



- ✓ Process and Procedure Documentation Program - conduct a comprehensive review of team processes, procedures, and practices, revising as needed for efficiency and effectiveness with thorough documentation of each;



- ✓ Implementation of technology to automate the billing function, collection function, and the payroll function;



- ✓ Update to Financial Management Program – Procurement Policy Revisions;



- ✓ Design and administer innovative and cost-effective benefit programs that meet the needs of today's diverse workforce and enhance the City's ability to attract, retain and reward employees; and





- ✓ Facilitate a comprehensive Risk Management Program designed to protect City assets and ensure a safe and healthy workplace and facilities for employees and the community.

## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
Other Revenue:							
Rent from Suite 675 Sublease	\$ -	\$ -	\$ 28,254	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 850,054	\$ 995,401	\$ 993,766	\$ 1,385,249	\$ 1,477,617	\$ 1,477,617	\$ 1,477,617
Overtime	3,004	386	1,736	-	-	-	-
Group Insurance	127,398	182,127	178,995	263,689	255,678	265,905	276,541
FICA	58,425	72,896	75,003	105,102	112,183	112,183	112,183
Pension	50,872	96,475	126,893	161,047	184,206	187,890	191,648
Pension (Deferred Compensation)	17,824	21,593	26,419	39,923	49,166	50,149	51,152
Workers Compensation	16,015	10,453	6,912	27,421	27,553	27,553	27,553
Miscellaneous	150	825	915	7,134	6,450	6,450	6,450
<b>subtotal</b>	<b>\$ 1,123,741</b>	<b>\$ 1,380,156</b>	<b>\$ 1,410,640</b>	<b>\$ 1,989,565</b>	<b>\$ 2,112,853</b>	<b>\$ 2,127,748</b>	<b>\$ 2,143,145</b>
Maintenance & Operations:							
Professional Development	\$ 40,363	\$ 31,093	\$ 17,202	\$ 66,275	\$ 30,559	\$ 30,253	\$ 29,951
Professional Fees	192,911	189,267	190,892	256,247	243,110	240,679	238,272
Building Lease	96,662	97,326	129,139	101,643	100,000	99,000	98,010
Printing	41,303	46,113	51,070	64,336	67,900	67,221	66,549
Maintenance Contracts	77,828	83,867	78,007	131,935	149,858	148,359	146,876
General Supplies	52,856	65,212	72,107	92,106	96,700	95,733	94,776
Miscellaneous	40,550	37,241	29,780	98,957	56,014	55,454	54,899
<b>subtotal</b>	<b>\$ 542,474</b>	<b>\$ 550,120</b>	<b>\$ 568,198</b>	<b>\$ 811,499</b>	<b>\$ 744,141</b>	<b>\$ 736,700</b>	<b>\$ 729,333</b>
<b>Capital</b>	<b>\$ 21,769</b>	<b>\$ 14,249</b>	<b>\$ 21,441</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 2,970</b>	<b>\$ 2,940</b>
<b>Adjustments/Reconciliation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,687,985</b>	<b>\$ 1,944,524</b>	<b>\$ 2,000,280</b>	<b>\$ 2,801,064</b>	<b>\$ 2,859,994</b>	<b>\$ 2,867,417</b>	<b>\$ 2,875,417</b>
<b>PERSONNEL</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>24.0</b>	<b>25.0</b>		

## FY 2010 Budget Narrative

The FY 2010 Budget for Finance totals \$2,859,994 and represents an increase of 2.1%, or \$58,930, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 6.2%, or \$123,288, due primarily to the transfer-in of one (1) position (i.e. Records Manager) from the Information Technology Department coupled with increases in pension and group insurance costs.

Base level personnel for FY 2010 total 25.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Accountant	4.0	4.0	-
Accounting & Operations Manager	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	-
Accounts Rec./Collections Rep.	1.0	1.0	-
Administrative Assistant II	1.0	-	(1.0)
Budget & Procurement Analyst	1.0	1.0	-
Budget & Procurement Manager	1.0	1.0	-
Chief Accountant	1.0	1.0	-
Controller	1.0	1.0	-
Customer Service Coordinator	1.0	1.0	-
Director of Finance	1.0	1.0	-
Financial Services Manager	1.0	1.0	-
Financial Services Representative	1.0	1.0	-
Office Manager	-	1.0	1.0
Payroll Coordinator	1.0	1.0	-
Records Manager	-	1.0	1.0
Senior Budget & Procurement Analyst	2.0	2.0	-
Tax Billing Coordinator	1.0	1.0	-
Treasury/Deposit Program Coordinator	1.0	1.0	-
HRIS/Compensation Administrator	1.0	1.0	-
Safety/Risk Administrator	1.0	1.0	-
Benefits Manager	1.0	1.0	-
	24.0	25.0	1.0

The Maintenance & Operations category decreased -7.9%, or -64,358, due primarily to the following activity:

- reduction in forecasted professional development and travel of -41.6% (-\$21,731) and -48.3% (-\$10,847), respectively, due to control measures that limit travel/training to essential requirements only;
- reduction in professional fees, vehicle repair and maintenance, building rental, advertising, and food/meals of -\$21,975 collectively;
- reallocation of equipment repair/maintenance and communications costs to the newly created IT professional services account to more efficiently track technology related expenditures. IT professional services totals \$138,108 for FY 2010; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For FY 2010, the forecasted IT computer refresh includes the replacement of (3) workstations, (2) laptops, and VM Ware.



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## Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Finance Administration

**Statement of Service:** The purpose of the administrative arm of the Department of Finance is to facilitate the success of the operating divisions of the department through the provision of oversight, staff support, and internal and public advocacy. Finance administration provides fiduciary oversight and support to the various departments of the City and communicates the financial health of the City to the Mayor, City Council, and stakeholders. Administration is also responsible for cash and debt management.

Finance Admin Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Finance annual turnover percent	33.8%	5.0%	5.0%	5.0%	5.0%
# of New GAAP/GASB financial requirements implemented	0	2	2	2	0
Bond rating maintained or upgraded	Upgraded Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program maximizing interest returns (all funds)					
	\$3,221,276	\$2,422,210	\$1,078,236	\$1,078,236	\$555,575
<b>Personnel Assigned:</b>	<b>2.5 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>
	Director of Finance Treasury Coord. Admin. Assist. II (.5)	Director of Finance Treasury Coord. Admin. Assist. II	Director of Finance Treasury Coord. Admin. Assist. II	Director of Finance Controller Admin. Assist. II	Director of Finance Controller Office Manager
				<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>
				Safety/Risk Administrator	Safety/Risk Administrator
<b>Total Personnel Assigned</b>					
<b>Finance Administration:</b>	<b>2.5 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>



### **Internal Services**

**Statement of Service:** The internal services arm of the Department of Finance includes Accounting & Operations along with Budgeting & Procurement Services, each further defined as:

- *Budget & Procurement:* The purpose of the budget/procurement division is to facilitate the financial planning process. This is accomplished through the budgeting and expenditure monitoring process in order to effectively distribute available resources consistent with City objectives and priorities. Responsibilities also include supporting all City departments with financial information, activities, transactions, and administration of their annual financial plan.
- *Accounting & Operations:* Accounting services records the City's financial transactions. Responsibilities include financial reporting and disbursement activities. The accounting function also provides financial data for the purpose of compiling management and public reports which reflect the financial condition of the City in accordance with Generally Accepted Accounting Principles.



Accounting, Budget, Procurement Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Audited CAFR to be published within 180 days of fiscal year end	Undetermined	11/15/2007	11/15/2008	12/28/2008	12/28/2009
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
Percentage of departments within appropriated salary & benefit budget	93%	100%	100%	100%	100%
Percentage of departments within appropriated maintenance & operating budget	87%	100%	100%	100%	100%
% of Budgeted employees participating in direct deposit	91%	93%	93%	93%	93%
Average # of vendor responses to Bids/Requests for Proposals	5	6	6	5	5
Percentage of re-bids	3.40%	3%	3%	8.8%	3%
Average # of days from Council approval to notice to proceed	45	30	30	33	30
Percentage increase in # of contracts managed	10%	10%	10%	100%	10%
	<b>Accounting Services 5 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>
	Chief Accountant	Acct/Ops Manager Chief Accountant	Acct/Ops Manager Chief Accountant	Accounting & Op. Mgr Chief Accountant	Accounting & Op. Mgr Chief Accountant
	Accountant II (3)	Accountant II (3)	Accountant II (3)	Accountant (4)	Accountant (4)
	GIS Tech	GIS Tech	GIS Tech	Payroll Coordinator	Payroll Coordinator
		Payroll Coordinator	Payroll Coordinator	Accounts Payable	Accounts Payable
		Capital Assets	Capital Assets	Technician	Technician
	<b>Budget/Ops 7 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 5 FTE</b>
	Budget & Ops Mgr.	Sr. Budget Analyst (2)	Sr. Budget Analyst (2)	Budget & Procurement Mgr.	Budget & Procurement Mgr.
	Sr. Budget Analyst	Budget Analyst (2)	Budget Analyst (2)	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (2)
	Budget Analyst (3)			Budget & Procurement Analyst	Budget & Procurement Analyst
	Payroll Coordinator				Records Manager
	Accts Payable Tech				
<b>Total Personnel Assigned Internal Services:</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>	<b>13.0 FTE</b>



## External Services

**Statement of Service:** The purpose of the external services team is to provide accurate and efficient services to City of Alpharetta residents, businesses, and stakeholders through timely and accurate billing and collections processes and outstanding customer service.

Financial Services Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	15,356	16,500	16,500	16,500	16,500
# of Personal property tax bills	2,558	2,700	2,700	2,700	2,700
# of Liens processed	0	80	80	80	120
# of Sanitation customers	12,836	13,300	13,300	13,300	13,300
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%
<b>Personnel Assigned:</b>	<b>6.5 FTE</b>	<b>6.5 FTE</b>	<b>6.5 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Financial Services Manager	Financial Services Manager	Financial Services Manager	Financial Services Manager	Financial Services Manager	Financial Services Manager
Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord
Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Service Coord
				Treasury/ Deposit Project Coord.	Treasury/ Deposit Project Coord.
				Accounts Rec/ Collections Rep.	Accounts Rec/ Collections Rep.
Financial Services Rep (3)	Financial Services Rep (3)	Financial Services Rep (3)	Financial Services Rep (3)	Financial Services Rep	Financial Services Rep

\*\*One (1) Financial Services Representative position is assigned to the Solid Waste Fund.

## Benefits/Compensation

**Statement of Service:** The benefits and compensation function provides for a competitive pay and benefits package to help attract and retain the best employees.

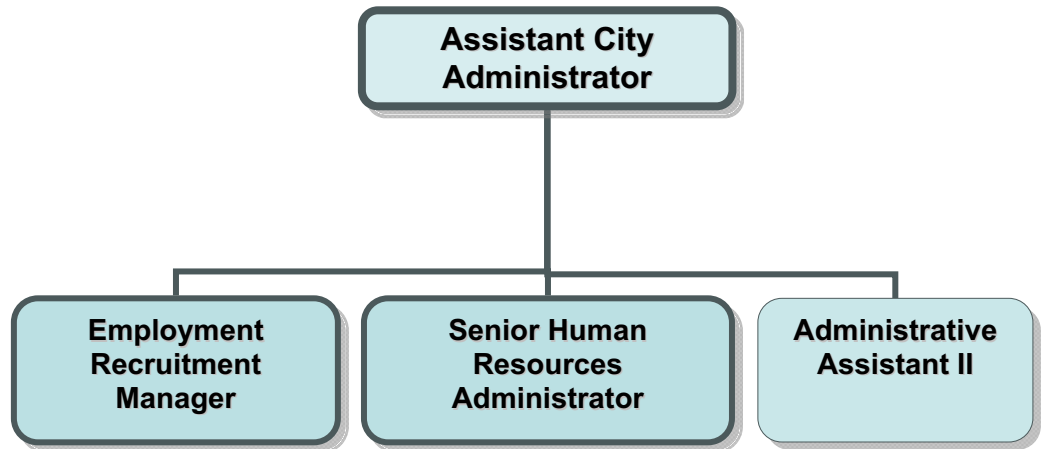
Benefits & Compensation Performance Measurements	Actual FY 2007	Actual FY 2008	Feb 2008 YTD Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Annual City Paygrade review conducted	N/A	1/1/08	1/1/2008	1/1/2009	9/1/2008	1/1/2010
% of Employees enrolled in group insurance	99%	96%	98%	99%	93%	95%
% of Employees enrolled in deferred compensation	68%	74%	78%	81%	72%	80%
% of Health Fair/ Health Screening Attendance	30%	No Health Fair	55%	60%	60%	60%
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Benefits Coord	Benefits Coord	Benefits Coord	Benefits Coord	Benefits Manager	Benefits Manager	Benefits Manager
Comp Specialist	Comp Specialist	Comp Specialist	Comp Specialist	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator



# *Human Resources*



*James Drinkard*  
**Assistant  
City Administrator**





## City of Alpharetta Mayor and City Council Strategic Priorities

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# Human Resources

*Administration, Employee Recruitment and Retention*

## Mission Statement

The mission of the Department of Human Resources is to guide, facilitate, and coordinate City-wide efforts to provide innovative, cost-effective human resource programs with measurable outcomes in support of the strategic goals of the City to recruit, retain, develop, and reward staff, our most valuable resource.

The Human Resources Department approaches their mission, using the following guiding principles:



**Assistant City Administrator**

- ✓ Offer a work atmosphere that is healthy and safe and one that is also conscious of long-term family and community goals;
- ✓ Provide opportunities for personal and professional growth and career development to reach each employee's full potential;
- ✓ Understand, set and consistently deliver superior customer service;
- ✓ Continue to lead and improve the quality of the work culture;
- ✓ Attract highly qualified and diverse candidates;
- ✓ Align the best management and total compensation philosophy to attract and retain the most qualified employees;
- ✓ Develop continuous effective professional relationships;
- ✓ Inspire and encourage a high level of employee morale through recognition, effective communication and positive interaction; and
- ✓ Establish, administer and effectively communicate sound policies, rules, and practices that treat employees with dignity, equity and respect while maintaining compliance with employment and labor laws.

## Goals and Objectives



- ✓ Assist departments in their efforts to recruit, retain, and develop a diverse staff that possess the core competencies needed for personal and City success;



- ✓ Continue to promote and improve efficiencies between HR and payroll departments by periodic assessments of each department processes and systems;



- ✓ Provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with city goals and objectives;



- ✓ Design and administer performance management systems that better link rewards and recognition to performance and the acquisition of skills and competencies necessary for job success; and



- ✓ Conduct periodic salary and benefits cost analysis to provide up to date trends on comparisons to other cities/counties.

## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 381,599	\$ 326,390	\$ 341,772	\$ 167,426	\$ 166,419	\$ 166,419	\$ 166,419
Group Insurance	49,784	49,638	57,313	19,460	22,101	22,985	23,904
FICA	27,211	24,192	25,615	12,670	12,731	12,731	12,731
Pension	24,234	32,697	39,832	19,454	21,719	22,153	22,596
Pension (Deferred Compensation)	9,478	9,618	11,705	5,882	8,231	8,396	8,564
Workers Compensation	7,825	2,835	2,363	3,312	3,123	3,123	3,123
Miscellaneous	50	6,000	893	1,000	-	-	-
<i>subtotal</i>	\$ 500,180	\$ 451,371	\$ 479,492	\$ 229,204	\$ 234,324	\$ 235,807	\$ 237,337
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 12,324	\$ 19,364	\$ 24,050	\$ 16,694	\$ 5,260	\$ 5,207	\$ 5,155
Professional Fees	100,635	62,926	75,615	45,682	43,000	42,570	42,144
Advertising	28,731	16,534	3,338	17,000	10,000	9,900	9,801
General Supplies	10,997	9,050	13,832	11,925	8,875	8,786	8,698
Employee Recognition	49,628	63,438	67,858	75,310	72,450	71,726	71,008
Wellness Program	25,448	16,010	14,078	-	-	-	-
Miscellaneous	37,741	22,619	42,122	36,305	28,265	27,982	27,703
<i>subtotal</i>	\$ 265,504	\$ 209,943	\$ 240,893	\$ 202,916	\$ 167,850	\$ 166,172	\$ 164,510
<b>Capital</b>	\$ 11,468	\$ 716	\$ 3,190	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 777,154	\$ 662,029	\$ 723,575	\$ 432,120	\$ 402,174	\$ 401,979	\$ 401,847
<b>PERSONNEL</b>	7.0	7.0	6.0	3.0	3.0		

Note: 3.0 FTE were reallocated to the Finance Department for fiscal year 2009.

## FY 2010 Budget Narrative

The FY 2010 Budget for Human Resources totals \$402,174 and represents a decrease of -6.9%, or -\$29,946, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 2.2% due primarily to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 3.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Administrative Assistant II	1.0	1.0	-
Employment/Recruitment Manager	1.0	1.0	-
Senior HR Administrator	1.0	1.0	-
	3.0	3.0	-

The Maintenance & Operations category decreased -17.3%, or -\$35,066, due to the following activity:

- reduction in forecasted professional development and travel of -68.5% (-\$11,434) and -81.2% (-\$5,175), respectively, due to control measures that limit travel/training to essential requirements only;
- reduction in employee recruitment, advertising, general supplies, food/meals, and non-recurring costs of -\$16,938 collectively;
- reallocation of equipment repair and maintenance, communications, and a portion of maintenance contracts to the newly created IT professional services to allow for more efficient tracking of technology related expenditures. IT professional services totals \$10,514 in FY 2010; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For Fiscal Year 2010, the forecasted IT computer refresh includes the replacement of (1) workstations, (1) laptops, and VM Ware.

## Performance Measurement

The following section provides detailed information on Human Resources programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.



## **Human Resources Administration**

**Statement of Service:** The administrative function monitors legal compliance and employee relations in order to effectively administer sound policies, and practices that will treat all employees equally while maintaining compliance with employment and labor laws.

Administration Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	YTD Actual FY 2009	Forecasted FY 2010
Human Resources annual turnover percentage	17.1%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	13.92%	7.88%	10.00%	3.81%	5.00%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	535	491	575	493	553
HR staff to total full-time equivalent employee ratio	1 to 89	1 to 81	1 to 95	1 to 164	1 to 184
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE *</b>	<b>1.0 FTE *</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Director of HR Risk Manager	Admin Assistant II Risk Manager	Admin Assistant II	Admin Assistant II	Admin Assistant II
*The Human Resources Department is directed by the Assistant City Administrator.					
**Risk/Safety Manager, HRIS/Comp. Administrator and Benefits Manager will not be included the HR Department for FY09.					

## **Recruitment & Retention**

**Statement of Service:** The recruitment and retention function facilitates programs to continually increase the quality of the workforce through placing, training, and retaining highly qualified individuals who have the educational background, knowledge, and competencies to perform at above average levels.

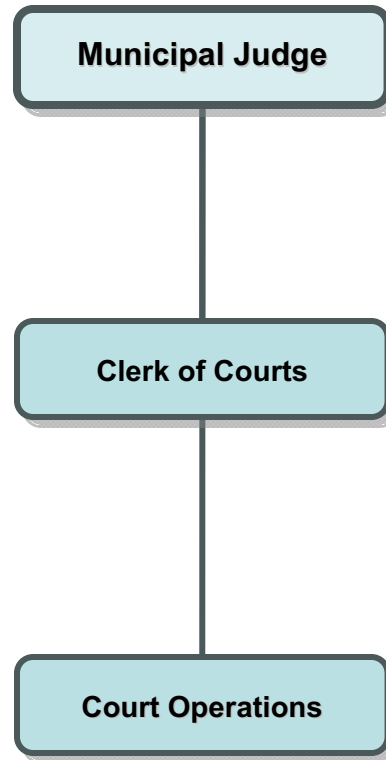
Employment & Retention Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	YTD Actual FY 2009	Forecasted FY 2010
Average cost per hire - Permanent	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
# of Resumes reviewed & logged	2100	1100	1500	900	800
# of Qualified applications processed	660	325	450	270	240
# of New hires - Permanent	81	28	50	17	20
# of New hires - Seasonal	76	32	90	16	75
# of Internal promotions	21	31	25	9	5
# of separations	121	94	110	78	80
% of Employees rated "Outstanding" on annual merit review	26%	42%	40%	11.9%	15%
% of Employees rated "Exceeds" on annual merit review	65%	55%	58%	83.2%	80%
% of Employees rated "Meets" on annual performance review	8%	2%	1%	5%	5%
% of Employees on "Performance Improvement Plan"	1%	0%	1%	0%	0%
Total # of employees enrolled in Education Programs					
Master's Degree	8	7	8	11	12
Bachelor's Degree	11	10	11	13	14
Associate's Degree	5	7	7	10	10
Certificate Programs	8	9	10	5	7
Total # of employees receiving tuition reimbursement	32	33	36	39	43
Total dollar amount of reimbursement	\$45,000	\$46,935	\$60,000	\$62,000	\$75,000
* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.					
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
	Employment Specialist Train/Dev Supervisor	Employment Specialist Train/Dev Supervisor	Employment Specialist Train/Dev Supervisor	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator Employment/Recruitment Manager



# *Municipal Court*



*Elizabeth Sahlin*  
Clerk of Courts





## City of Alpharetta Mayor and City Council Strategic Priorities

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# **Municipal Court**

## *Administration and Court Services*

### **Mission Statement**

To grow and maintain sufficient staffing, infrastructure and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

### **Goals and Objectives**



- ✓ Continue to provide professional, quality service;



- ✓ Continue efforts of positive communication;



- ✓ With effective usage of the GBS Court Software accomplish the following;

- Improve revenue collection and reporting;
- Enhance document imaging;
- Continue to improve the flow of information from Public Safety to Court and from Court to Finance;
- Enhance State reporting and calculations;
- Start collecting online payment of fines; and
- Enhance reporting to Department of Driver Service.



- ✓ Continue to develop the court's website; and



- ✓ Review current Fine Schedule.

## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 290,122	\$ 331,978	\$ 387,591	\$ 428,531	\$ 420,098	\$ 420,098	\$ 420,098
Seasonal	-	1,800	-	-	12,480	12,480	12,480
Overtime	83	800	4,579	-	-	-	-
Group Insurance	58,880	51,692	61,398	60,254	79,039	82,201	85,489
FICA	20,455	24,280	29,352	32,296	32,882	34,197	35,565
Pension	16,851	32,193	44,285	48,122	54,191	55,275	56,380
Pension (Deferred Compensation)	7,582	10,643	13,371	13,674	16,429	16,758	17,093
Workers Compensation	6,741	3,166	2,723	8,443	8,029	8,029	8,029
Miscellaneous	-	-	-	2,871	2,300	2,300	2,300
<i>subtotal</i>	\$ 400,714	\$ 456,552	\$ 543,299	\$ 594,191	\$ 625,448	\$ 631,337	\$ 637,434
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 151,784	\$ 177,598	\$ 213,533	\$ 238,626	\$ 228,400	\$ 226,116	\$ 223,855
Maintenance Contracts	2,845	2,910	6,764	25,475	44,952	44,502	44,057
General Supplies	10,521	12,450	19,945	16,883	12,883	12,754	12,627
Utilities	14,920	20,549	23,235	22,675	23,450	23,216	22,983
Miscellaneous	24,403	24,693	38,407	50,554	29,657	29,360	29,067
<i>subtotal</i>	\$ 204,473	\$ 238,200	\$ 301,884	\$ 354,213	\$ 339,342	\$ 335,949	\$ 332,589
<b>Capital</b>	\$ 7,650	\$ 2,574	\$ 12,334	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 612,836	\$ 697,326	\$ 857,517	\$ 948,404	\$ 964,790	\$ 967,286	\$ 970,023
<b>PERSONNEL</b>	7.5	7.5	9.0	9.0	9.0		

### FY 2010 Budget Narrative

The FY 2010 Budget for Municipal Court totals \$964,790 and represents an increase of 1.7%, or \$16,386, compared to FY 2009. Specifically, the Salary & Benefits category increased 5.3%, or \$31,257, due primarily to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 9.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Court Clerk/Dir. of Court Services	1.0	1.0	-
Deputy Clerk I	2.0	1.0	(1.0)
Deputy Clerk II	4.0	5.0	1.0
Deputy Clerk III	1.0	1.0	-
Judge	1.0	1.0	-
	9.0	9.0	-

The Maintenance & Operations category decreased approximately -4.2%, or -\$14,871, due primarily to the following activity:

- reduction in forecasted professional development and travel of -73.9% (-\$5,650) and -69.0%(-\$6,690), respectively, due to control measures that limit travel/training to essential requirements only;
- reduction in printing, general supplies, and food/meals of -\$7,454;
- reallocation of computer replacements to the newly created IT computer refresh account to allow for more efficient tracking. For FY 2010, the forecasted IT computer refresh includes the replacement of (8) workstations and VM Ware.

## Performance Measurement

The following section provides detailed information on Municipal Court programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Violations Bureau

**Statement of Service:** The purpose of the Municipal Court is to process all alleged violations of City Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds and manages all Court records.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Municipal Court annual turnover percentage	12.12%	1.00%	1.00%	1.00%	1.00%
# of Citations received to process	18,800	19,500	17,200	18,000	18,500
Total # of cases disposed	15,000	17,000	17,500	17,500	17,500
# of Court sessions	212	224	204	256	256
Annual deposits (Fines & Forfeitures)	\$1,634,223	\$1,800,000	\$2,347,000	\$2,735,193	\$2,600,000
<b>Personnel Assigned:</b>	<b>7.5 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>
Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
Court Clerk/ Director of Court Services	Court Clerk/ Director of Court Services	Court Clerk/ Director of Court Services	Court Clerk/ Director of Court Services	Court Clerk / Director of Court Services	Court Clerk / Director of Court Services
		Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (3)	Deputy Clerk II (3)	Deputy Clerk II (3)	Deputy Clerk II (3)	Deputy Clerk II (4)	Deputy Clerk II (5)
Deputy Clerk I (2.5)	Deputy Clerk I (3)	Deputy Clerk I (3)	Deputy Clerk I (3)	Deputy Clerk I (2)	Deputy Clerk I (1)



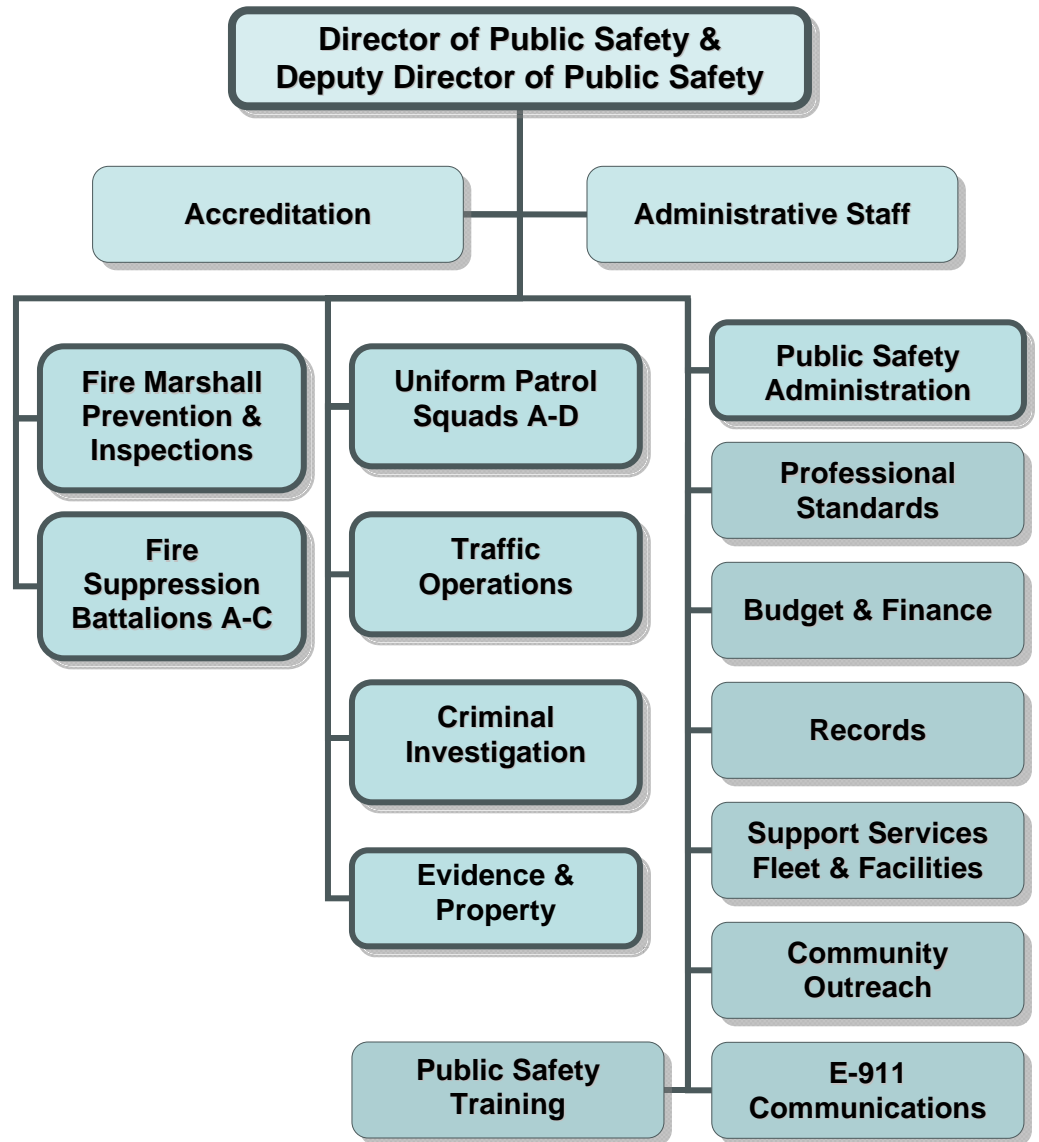
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# Public Safety



**Gary George**  
Director of Public Safety







## City of Alpharetta Mayor and City Council Strategic Priorities

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# Public Safety

*Administration, Police, Fire, and Emergency 911*

## Mission Statement

*Public Safety:* Expand joint efforts between Police and Fire, particularly in the area of training, emergency management, and community outreach.

*Police Services* strives to ensure the highest quality of life for its citizens through developing and maintaining partnerships with the community. We take pride in the fact that all contacts with the public are professional and at all times personify the highest levels of honor, integrity, ethics and justice, entrusted to us by those we are sworn to serve.

*Fire and Emergency Services* is a proactive, customer oriented emergency services provider. Our objective is to provide the best possible fire and emergency medical services. Our goal is to maximize the saving of lives, minimize the loss of property and avoid loss whenever possible through prevention and education.



## Goals and Objectives

### Police Services

- 🌱 ✓ Traffic Safety - Identify and address traffic concerns through engineering, education, and enforcement. Build the effectiveness of specialty teams including DUI enforcement, bicycle and commercial vehicle inspection;
- 🌱 ✓ Crime Prevention - Reach out to the community through the Police Athletic League (PAL), Police And Citizens Together (PACT), and Business Watch programs, building partnerships and mitigating problems through education and enforcement;
- 🌱 ✓ Uniform Patrol - Increase visible presence in the community with an emphasis on residential neighborhoods; and

- ✓ Criminal Investigation - Maintain a case clearance rate above national averages through strong local investigative efforts and appropriate partnerships with other federal, state and local law enforcement agencies.

### Fire Services

- ✓ To maintain a minimum on duty staffing level of not less than 25 firefighters at all times;
- ✓ Assure all firefighters are certified at the National Professional Qualifications Firefighter II Level;
- ✓ Maintain a minimum of 240 hours of annual training and career development for each career firefighter;
- ✓ Place the first fire apparatus on the scene of an emergency within five minutes of dispatch at least 90% of the time;
- ✓ Place a minimum of 15 firefighters on the scene of a structure fire within seven minutes of dispatch at least 90% of the time;
- ✓ Place an advance life support paramedic on the scene of a medical emergency within five minutes of dispatch at least 90% of the time;
- ✓ Present programs of fire safety education to 80% of all preschool children and 95% of all first and fourth grade students who reside within the City; and
- ✓ Conduct a fire safety inspection and/or design a pre-fire plan for every non-residential occupancy annually.



# Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
Licenses & Permits	\$ 5,234	\$ 17,797	\$ 12,741	\$ 15,000	\$ 7,500	7,500	7,500
Intergovernmental:							
City of Milton	-	-	91,447	76,252	76,252	76,252	76,252
Charges for Services:							
Reports	47,482	50,622	47,054	40,000	40,000	40,040	40,080
Services	39,706	70,029	70,915	45,000	40,000	40,040	40,080
False Alarms	52,670	55,492	28,056	35,000	15,000	15,015	15,030
Plan Review	89,628	65,066	59,827	75,000	40,000	40,040	40,080
Other	24,362	48,371	49,039	20,000	15,000	15,015	15,030
Fines & Forfeitures:							
Municipal Court Fines	1,634,223	2,085,905	2,747,680	2,500,000	2,600,000	2,602,600	2,605,203
Red Light Camera Fines	1,084,098	1,163,101	985,951	1,035,000	600,000	600,600	601,201
Other Revenue	8,797	7,913	3,869	20,100	-		
<b>TOTAL</b>	<b>\$ 2,986,199</b>	<b>\$ 3,564,296</b>	<b>\$ 4,096,579</b>	<b>\$ 3,861,352</b>	<b>\$ 3,433,752</b>	<b>\$ 3,437,102</b>	<b>\$ 3,440,455</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 8,675,991	\$ 10,608,263	\$ 10,915,332	\$ 11,908,636	\$ 11,977,068	\$ 11,977,068	\$ 11,977,068
Overtime	488,386	250,363	810,388	612,374	700,000	700,000	700,000
Group Insurance	1,945,578	2,318,333	2,559,552	2,738,923	2,834,637	2,948,022	3,065,943
FICA	643,219	790,861	892,296	959,571	964,673	964,673	964,673
Pension	526,625	1,034,204	1,135,426	1,270,660	1,432,579	1,461,231	1,490,455
Pension (Deferred Compensation)	189,187	272,281	352,254	382,740	380,252	387,857	395,614
Workers Compensation	244,746	94,155	78,909	221,303	210,088	210,088	210,088
Miscellaneous	38,520	20,131	26,894	74,543	72,150	72,150	72,150
<i>subtotal</i>	<b>\$ 12,752,252</b>	<b>\$ 15,388,590</b>	<b>\$ 16,771,051</b>	<b>\$ 18,168,750</b>	<b>\$ 18,571,447</b>	<b>\$ 18,721,089</b>	<b>\$ 18,875,992</b>
Maintenance & Operations:							
Professional Development	\$ 110,083	\$ 144,662	\$ 126,758	\$ 99,649	\$ 87,300	\$ 86,427	\$ 85,563
Professional Fees	81,044	97,846	96,669	286,700	241,850	239,432	237,037
Repair & Maintenance (Vehicles)	569,402	632,496	752,404	755,000	740,000	732,600	725,274
Communications	132,362	161,771	195,074	227,225	1,400	1,386	1,372
Travel	59,408	62,280	38,810	81,342	61,000	60,390	59,786
Maintenance Contracts	622,692	719,788	869,517	1,182,013	1,292,190	1,305,112	1,318,163
General Supplies	193,319	187,347	177,346	300,437	224,050	221,810	219,591
Uniforms	305,817	297,941	257,731	395,296	281,862	279,043	276,253
Utilities	158,826	162,892	181,678	185,800	186,450	188,315	190,198
Miscellaneous	112,394	93,560	88,071	388,600	312,555	309,429	306,335
<i>subtotal</i>	<b>\$ 2,345,348</b>	<b>\$ 2,560,583</b>	<b>\$ 2,784,059</b>	<b>\$ 3,902,062</b>	<b>\$ 3,428,657</b>	<b>\$ 3,423,943</b>	<b>\$ 3,419,572</b>
Capital:	\$ 318,196	\$ 254,718	\$ 290,386	\$ 104,268	\$ 15,000	\$ 14,850	\$ 14,702
Other:							
Capital Lease (Principal)	\$ -	\$ -	\$ 308,493	\$ 273,312	\$ 346,806	\$ 290,807	\$ 297,877
Capital Lease (Interest)	-	-	60,692	95,873	22,378	78,377	71,308
<i>subtotal</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>
Adjustments/Reconciliation	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 15,415,801</b>	<b>\$ 18,203,890</b>	<b>\$ 20,214,681</b>	<b>\$ 22,544,265</b>	<b>\$ 22,384,288</b>	<b>\$ 22,529,067</b>	<b>\$ 22,679,450</b>
<b>PERSONNEL*</b>	<b>195.0</b>	<b>215.0</b>	<b>217.0</b>	<b>218.0</b>	<b>218.0</b>		

## FY 2010 Budget Narrative

The FY 2010 Budget for Public Safety totals \$22,384,288 and represents a decrease of -0.6%, or -\$139,877, compared to the FY 2009 budget. Specifically, the Salary & Benefits category increased 2.2%, or \$402,697, due primarily to increases in pension and group insurance costs.

Base level personnel for FY 2010 total 218.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Accreditation Manager	1.0	1.0	-
Administrative Assistant I	2.5	2.5	-
Administrative Assistant II	2.5	2.5	-
Battalion Chief	4.0	4.0	-
Captain	32.0	32.0	-
CERT Program Manager	1.0	1.0	-
Data Entry Clerk	0.5	0.5	-
Deputy Director of Public Safety	1.0	1.0	-
Director of Public Safety	1.0	1.0	-
Emergency Mgmt Program Coord (Lt.)	1.0	1.0	-
Evidence Technician	2.0	2.0	-
Firefighter/Paramedic	17.0	17.0	-
Field Training Officer	10.0	10.0	-
Fingerprint Technician	0.5	0.5	-
Fire Apparatus Engineer	23.0	23.0	-
Fire Logistics Officer	1.0	1.0	-
Fire Marshal (Battalion Chief)	1.0	1.0	-
Fire Prevention Officer	3.0	3.0	-
Firefighter II	19.0	19.0	-
Jail/Court Liaison	1.0	1.0	-
Lieutenant	14.0	14.0	-
Officer	70.0	70.0	-
Public Information Officer	1.0	1.0	-
Public Safety Admin. (Battalion Chief)	-	1.0	1.0
Public Safety Deputy Administrator	1.0	-	(1.0)
Records Clerk	1.0	1.0	-
Records Supervisor	1.0	1.0	-
Research Analyst	1.0	1.0	-
School Crossing Guard (8 PT)	4.0	4.0	-
Training Coordinator (Captain)	1.0	1.0	-
	218.0	218.0	-

The Maintenance & Operations category decreased -12.5%, or -\$542,574, due primarily to the following activity:

- reduction in forecasted professional development and travel of -11.1% (-\$10,849) and -25.0% (-\$20,342), respectively, due to control measures that limit travel/training to essential requirements only;

- reduction in advertising, printing, general supplies, food/meals, and non-recurring of -\$108,879 collectively;
- reduction in forecasted machinery investment of -88.9% (-\$120,018) and small equipment of -67.5% (-\$127,594);
- reallocation of maintenance contracts and communications costs to the newly created IT professional services account to allow for more efficient tracking of technology related expenditures. IT professional services totals \$481,740 in FY 2010; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For FY 2010, the forecasted IT computer refresh includes the replacement of (73) workstations/laptops as well as VM Ware.

## Performance Measurement

The following section provides detailed information on Public Safety programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Public Safety Administration

**Statement of Service:** Public Safety Administration ensures effective, efficient and responsive services by planning and administering the resources allocated to the various divisions of the department, ensuring activities are managed in a manner which produces a safe and secure City.



## **Police Services**

**Statement of Service:** Alpharetta's Police Services include criminal investigations, uniform patrol, traffic patrol, and training activities.

	<b>Actual 2009</b>	<b>ICMA/ Department Target</b>	<b>Results</b>
<b>FTEs</b>			
No. Police FTE per 1,000 population	2.53	2.13	A
No. Sworn Police FTE per 1,000 population	1.96	-	-
<b>Calls</b>			
No. Top Priority calls	2,917	-	-
No. Top Priority calls per 1,000 population	56.10	21.84	C
Top Priority calls - Avg. Total Customer Time in minutes	6.92	6.00	C
% of times Police arrives on a scene before Fire	53.92%	-	-
<b>Uniform Crime Reports - Part 1</b>			
Reported			
No.	2,039	-	-
No. reported per 1,000 population	39.21	39.29	A
Arrests			
No. (total)	346	-	-
% arrested of Part 1 Crimes	16.97%	-	-
No. (juvenile only)	23	-	-
% juvenile arrests per total UCR Part 1 arrests	6.65%	20.02%	A
No. arrests per 1,000 population	6.61	9.72	A
No. arrests per sworn FTE	3.39	5.16	A
Assigned			
No.	212	-	-
% assigned	10.40%	-	-
Cleared			
No.	517	-	-
% assigned	25.36%	-	-
No. cleared per sworn FTE	5.12	-	-
<b>Uniform Crime Reports - Part 2</b>			
No. drug arrests	145	-	-
No. drug arrests per 1,000 population	2.77	5.88	A
No. juvenile drug arrests	13	-	-
% juvenile drug arrests	8.97%	13.00%	A
<b>Arrests - General</b>			
No. total arrests	3,419	-	-
No. total arrests per 1,000 population	65.36	68.52	A
No. DUI arrests	392	-	-
No. DUI arrests per 1,000 population	7.54	6.96	A
<b>Traffic Accidents</b>			
No. fatal traffic accidents	5	-	-
No. fatal traffic accidents per 1,000 population	0.10	-	-
<b>Reports</b>			
No. days from report to assignment	3.20	-	-
No. Incident Reports per Officer (avg. for period)	9.51	-	-

Alpharetta is a member of ICMA's (International City/County Management Association) performance measurement consortium which tracks data from various service units (e.g. police, fire, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide. Many of the Targets included above represent ICMA averages.

### **LEGEND**

A = met or exceeded target  
 B = within 15% of target  
 C = missed target by more than 15%



## Fire and Emergency Services

**Statement of Service:** Alpharetta's Fire and Emergency Services division includes fire suppression, fire prevention, and training activities.

	Actual 2009	ICMA/ Department Target	Results
<b>FTEs</b>			
No. Fire FTE per 1,000 population	1.85	2.40	C
<b>Fires</b>			
Residential			
No. structure fires	17	-	-
Structure fires per 1,000 structures	0.81	3.36	A
Structure fires per 1,000 population	0.32	1.08	A
1&2 family structure fires	7	-	-
1&2 family structure fires contained to room of origin	4	-	-
1&2 family fires contained per total 1&2 family fires	57.14%	56.00%	A
Commercial/Industrial			
No. structure fires	1	-	-
Structure fires per 1,000 Comm./Ind. structures	0.56	9.24	A
Non-Structure			
No. non-structure fires	48	-	-
No. non-structure fires per 1,000 population	0.92	2.76	A
Totals			
Total fire incidents	133	-	-
Total fire incidents per 1,000 population	2.54	4.08	A
Response Time			
Fire Total Customer Time in minutes	6.40	6	B
<b>Non-Fires</b>			
No. non-fire incidents	4,171	-	-
No. non-fire incidents per 1,000 population	79.70	101.28	A
<b>False Alarms</b>			
No. false alarms & good intent calls	1,465	-	-
False alarms & good intent calls per total calls	25.00%	18.69%	C
<b>Arson</b>			
No. residential arson incidents	0	-	-
No. residential arson incidents per 10,000 population	0.00	0.60	A
Total arson incidents	0	-	-
Total arson incidents per 10,000 population	0.00	2.76	A
Total arson cases cleared	N/A	-	-
Arson case clearance rate	N/A	18.58%	N/A
<b>Rescue/Recovery</b>			
No. rescue/recovery incidents	73	-	-
No. rescue/recovery incidents per 10,000 population	13.95	6.00	C
<b>EMS</b>			
No. EMS responses	2,960	-	-
No. EMS responses per 1,000 population	56.56	103.20	A
No. patients with cardiac arrest/defib.	25	-	-
<b>Hazmat</b>			
No. Hazmat incidents	50	-	-
No. Hazmat incidents per 10,000 population	9.55	10.68	A

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### LEGEND

A = met or exceeded target  
 B = within 15% of target  
 C = missed target by more than 15%





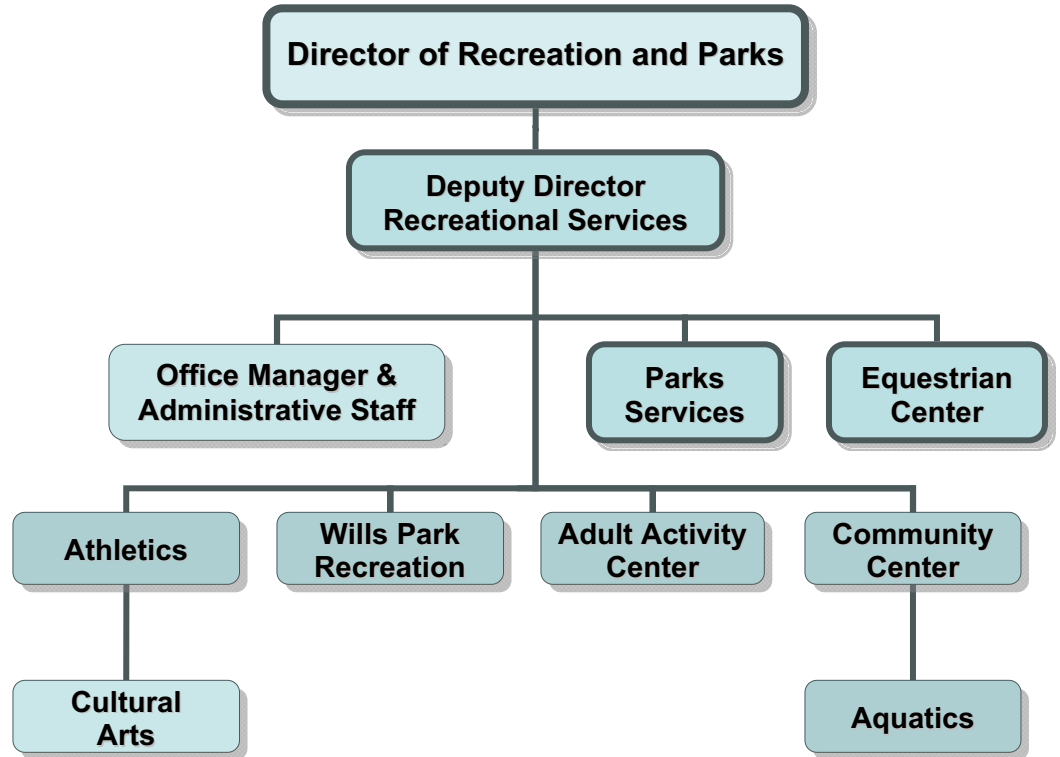
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# Recreation & Parks



**Mike Perry**  
Director of  
Recreation and Parks





## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Recreation and Parks

*Administration, Adult Activity Center, Aquatics, Athletics, Community Center, Cultural Arts, Equestrian Center, Wills Park Recreation Center, and Parks Maintenance*

## Mission Statement

The Alpharetta Recreation and Parks Department is dedicated to providing the highest quality recreational opportunities through the development of both active and passive programs and facilities to promote the physical, social and mental wellness of its citizens.



## Goals and Objectives



- ✓ Offer a wider variety of programs to citizens; athletic, art and general programs;



- ✓ Improve the amenities to the Greenway system;



- ✓ Expand Cultural Arts programming;



- ✓ Hire and retain the highest quality staff to serve the public;



- ✓ Provide the safest grounds and facilities possible;



- ✓ Provide the highest quality of play surfaces and playgrounds;



- ✓ Provide each staff person with Professional growth and training;



- ✓ Identify and design additional park sites;



- ✓ Review and improve accreditation standards; and



- ✓ Work with Council and Recreation Commission to identify program deficiencies.

## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
Intergovernmental	\$ 21,700	\$ 12,152	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services:							
Aquatics Activity Fees	116,105	122,617	121,318	132,000	129,000	129,129	129,258
Athletics Activity Fees	388,347	409,836	463,827	394,600	425,000	425,425	425,850
Fulton County Arts	107,152	84,126	81,715	83,500	74,500	74,575	74,649
Community Center Activity Fees	438,235	443,946	476,456	464,000	508,000	508,508	509,017
Senior Center Activity Fees	44,961	129,633	115,734	92,000	82,500	82,583	82,665
Equestrian Center Activity Fees	255,078	240,581	290,410	270,000	270,000	270,270	270,540
Wills Park Rec. Center Activity Fees	257,548	233,277	256,665	256,800	230,000	230,230	230,460
Non-Resident Fees	258,686	259,305	253,927	220,100	335,000	335,335	335,670
Other	44,997	3,082	1,138	81,000	-	-	-
Other Revenue	2,674	10,950	7,300	13,250	-	-	-
<b>TOTAL</b>	<b>\$ 1,935,482</b>	<b>\$ 1,949,504</b>	<b>\$ 2,068,488</b>	<b>\$ 2,007,250</b>	<b>\$ 2,054,000</b>	<b>\$ 2,056,054</b>	<b>\$ 2,058,110</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 1,894,174	\$ 1,943,239	\$ 2,018,037	\$ 2,168,888	\$ 2,178,394	\$ 2,178,394	\$ 2,178,394
Seasonal	243,844	367,810	403,347	479,150	446,440	446,440	446,440
Overtime	20,283	11,290	7,305	29,222	-	-	-
Group Insurance	444,198	508,634	496,965	496,355	514,869	535,464	556,882
FICA	149,903	170,419	187,245	201,541	199,980	207,979	216,298
Pension	113,694	188,995	225,847	250,135	282,207	287,851	293,608
Pension (Deferred Compensation)	42,412	56,798	62,533	65,149	74,860	76,357	77,884
Workers Compensation	46,274	16,636	14,142	52,107	49,050	49,050	49,050
Miscellaneous	100	-	-	3,653	3,450	3,450	3,450
subtotal	\$ 2,954,882	\$ 3,263,821	\$ 3,415,421	\$ 3,746,200	\$ 3,749,250	\$ 3,784,985	\$ 3,822,007
Maintenance & Operations:							
Professional Fees	\$ 741,187	\$ 807,787	\$ 832,816	\$ 862,578	\$ 857,368	\$ 848,794	\$ 840,306
Repair & Maintenance (Grounds)	242,752	219,554	271,094	304,300	288,150	285,269	282,416
Repair & Maintenance (Facilities)	118,244	141,189	167,158	182,186	119,460	118,265	117,083
Maintenance Contracts	272,789	365,869	341,143	449,797	543,565	549,001	554,491
General Supplies	216,207	238,926	257,009	292,794	244,318	241,875	239,456
Uniforms	82,940	89,022	88,403	97,478	99,344	98,351	97,367
Utilities	484,049	490,838	523,880	559,810	561,340	566,953	572,623
Miscellaneous	264,506	293,426	328,543	474,022	296,217	293,255	290,322
subtotal	\$ 2,422,674	\$ 2,646,610	\$ 2,810,047	\$ 3,222,965	\$ 3,009,762	\$ 3,001,762	\$ 2,994,064
Capital	\$ 77,178	\$ 92,308	\$ 128,079	\$ 26,960	\$ -	\$ -	\$ -
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 5,454,734</b>	<b>\$ 6,002,740</b>	<b>\$ 6,353,547</b>	<b>\$ 6,996,125</b>	<b>\$ 6,759,012</b>	<b>\$ 6,786,748</b>	<b>\$ 6,816,071</b>
<b>PERSONNEL</b>	<b>49.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>		

## FY 2010 Budget Narrative

The FY 2010 Budget for Recreation and Parks totals \$6,759,012 and represents a decreased of -3.4%, or -\$237,113, compared to the FY 2009 budget. Specifically, the Salary & Benefits category remained relatively flat at 0.1%, or \$3,050, with reductions in seasonal salaries offsetting pension and group insurance cost increases.

Base level personnel for FY 2010 total 51.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Administrative Assistant I	2.0	2.0	-
Administrative Assistant II	1.0	1.0	-
Athletic Coordinator	4.0	4.0	-
Arts Coordinator	1.0	1.0	-
Customer Service Representative	5.0	5.0	-
Deputy Director of Recreation/Parks	1.0	1.0	-
Director	1.0	1.0	-
Equestrian Center Manager	1.0	1.0	-
Facility Technician	3.0	3.0	-
Office Manager	1.0	1.0	-
Park Services Manager	1.0	1.0	-
Parks Maintenance Technician	11.0	11.0	-
Parks Maintenance Technician I	2.0	2.0	-
Parks Maintenance Technician II	5.0	5.0	-
Parks Supervisor II	4.0	4.0	-
Program Coordinator	4.0	4.0	-
Recreation Supervisor II	4.0	4.0	-
	51.0	51.0	-

The Maintenance & Operations category decreased -7.4%, or -\$240,163, due primarily to the following activity:

- reduction in forecasted professional development and travel costs of -43.4% (-\$11,181) and -34.1% (-\$20,182), respectively, due to control measures that limit travel/training to essential requirements only;
- recent conversion from portable radios to cell phones resulted in an \$17,951 increase in cell phone costs with a corresponding reduction in maintenance costs of -\$4,766 (net increase of \$13,185). The projected cell phone costs are reflected in the IT professional services account
- reallocation of communications, and a portion of maintenance contracts as well as equipment repair and maintenance to the newly created IT professional services account to allow for more efficient tracking in the future. IT professional services totals \$96,787 in FY 2010; and
- reduction in advertising, general supplies, food/meals, and promotions of -\$72,710 collectively;

- reduction in forecasted printing cost of -\$11,000 due to the online posting of the future editions of the Leisure Guide as part of the overall printing reduction of -\$40,047; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For Fiscal Year 2010, the forecasted IT computer refresh includes the replacement of (1) workstations, (2) laptops, and VM Ware.



## Performance Measurement

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Recreation Administration

**Statement of Service:** The administrative arm of the Recreation & Parks Department provides short & long term capital projects planning, oversees the effective distribution of the department's resources, and provides professional guidance to each division.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Recreation & Parks turnover percentage	2.0%	1.53%	2.00%	2.00%	2%
Maintain CAPRA accreditation *	Yes	Yes	Yes	yes	Yes
Semi-Annual Leisure Guide distribution (per season)	18,000	20,000	20,000	20,000	5,000
Annual total registration transactions	27,631	30,000	31,000	25,000	29,000
# of purchase orders managed	160	165	165	185	160
* CAPRA = Commission for Accreditation of Parks and Recreation					
<b>Personnel Assigned:</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>
Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director
Office Manager	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager
Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)
Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
Facility Tech	Facility Tech	Facility Tech	Facility Tech	Facility Tech	Facility Tech



## **Adult Activity Center**

**Statement of Service:** To meet the needs of Alpharetta's adult and senior citizens through facilitating convenient, affordable, and accessible recreation activities and services.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
Total # of Participants per year	30,000	35,000	40,000	36,000	37,000
# of Computer classes offered	5	12	20	20	14
Total # of Building rentals	40	78	75	75	95
Total # of Day trips taken	315	359	365	325	300
Total # of Overnight trips taken using City buses	7	11	12	12	12
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord	Program Coord	Program Coord	Program Coord	Program Coord
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

## **Aquatics**

**Statement of Service:** Aquatics provides accessible and safe recreation opportunities through water-related training, events, and facilities.

	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
<b>Performance Measurements</b>					
% of Days pool facilities were open during pool season (89 days)	98%	98%	98%	100%	98%
Average daily attendance at City pool	225	230	230	230	230
Hours of lifeguard training per person	20	20	20	20	20
# of Swim lessons held	100	90	120	118	120
# of Swim lessons participants	666	595	700	733	700
(resident / non-resident)	337 / 329	376 / 219	400 / 300	543 / 190	500 / 200
Swim teams participants	295	295	300	274	275
(resident / non-resident)	190 / 105	190 / 105	200 / 100	183 / 91	190 / 90
# of Non-competitive special events held	4	3	3	3	2
# of Swim competitions hosted at City pool	3	3	3	3	3
Total attendance at non-competitive special events	975	825	825	651	500
# of Pool passes sold	245	241	250	226	250
(resident / non-resident)	96 / 149	115 / 126	125 / 125	123 / 103	125 / 125
<i>* Pool season spans two fiscal years</i>					
<b>Personnel Assigned:</b>					
Employees are hired seasonally. Aquatics is overseen by Recreation Administration					



## Athletics

**Statement of Service:** Athletics provides accessible and safe recreation opportunities through athletic-related training and events.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Athletic camps held	15	15	15	15	15
# of Coaches who attended clinics	325	325	325	325	325
# of Participants - Adult Basketball					
2 Seasons-25 teams	250	185	225	230	215
(resident / non-resident)	85/165	69 / 116	78 / 147	140/89	75/130
# of Participants - Adult Roller Hockey					
2 Seasons-10 teams	200	251	300	323	300
(resident / non-resident)	60/140	86 / 165	110 / 190	92/231	110/190
# of Participants - Adult Softball					
3 Seasons-170 teams	2400	2848	3000	2874	2750
(resident / non-resident)	425/1975	562 / 2286	625 /2375	572/2302	600/2150
# of Participants - Teen Basketball					
2 Season-12 teams	150	187	136	197	132
(resident / non-resident)	100/50	90 / 97	65 /71	101/97	60/72
# of Participants - Youth Baseball					
2 Seasons-70 teams	425	319	350	320	325
(resident / non-resident)	250/175	193 / 126	200 / 150	243/77	195/130
# of Participants - Youth Travel Baseball					
7 Teams	120	58	60	66	60
(resident / non-resident)	60/60	32 / 26	35 / 25	40/26	35/25
# of Participants - Youth Basketball					
75 Teams	550	545	550	503	550
(resident / non-resident)	370/180	369 / 176	370 / 180	325/178	370/180
# of Participants - Youth Lacrosse					
4 Teams	85	100	120	142	145
(resident / non-resident)	30/55	46 / 54	55 / 65	73/69	70/75
# of Participants - Youth Roller Hockey					
40 Teams	250	280	380	285	300
(resident / non-resident)	140/110	118 / 162	175 /205	109/176	140/160
# of Participants - Youth Soccer					
70 Teams	750	871	800	637	750
(resident / non-resident)	475/275	590 / 281	550 / 250	491/146	485/265
# of Participants - Youth Travel Soccer					
40 Teams	650	605	600	486	550
(resident / non-resident)	300/350	242 / 363	240 / 360	221/265	250/300
# of Participants - Adult Volleyball					
(resident / non-resident)	80	130	130	120	130
(resident / non-resident)	20/60	45 / 85	45 / 85	45/75	45/85
# of Participants - Adult Flag Football					
(resident / non-resident)	90	51	50	0	
(resident / non-resident)	40/50	25 / 26	25 / 25	0	
# of Participants - Adult Soccer					
(resident / non-resident) - NEW	N/A	N/A	N/A	0	
(resident / non-resident)	0			0	
Adult Programs - % of City resident participation *	23%	23%	25%	24%	
Youth Programs - % of City resident participation	60%	70%	70%	61%	
# of Part-time hours used	11,000	10,500	11,000	11,000	
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)

## **Community Center**

**Statement of Service:** The Alpharetta Community Center provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Participants in dance (resident / non-resident)	787 557/230	700 515 / 185	750 550 / 200	787 570 / 217	750 550 / 200
# of Participants in gymnastics (resident / non-resident)	2,061 1353/708	2119 1,437 / 682	2200 1,500 / 700	2321 1,648 / 673	2300 1650/650
# of Participants in instructional sports, including camps (resident / non-resident)	1,163 714/449	940 620 / 320	1000 650 / 350	1215 841 / 374	1000 700/300
# of Special events	7	7	6	5	5
Total attendance at special events	5,000	3,100	2,500	2,015	2,050
# of Part-time hours used	3,414	3,000	3,600	3,720	3,720
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)
	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)
	Facilities Technician	Facilities Technician	Facility Technician	Facility Technician	Facility Technician



## Cultural Arts

**Statement of Service:** Cultural Arts facilitates programs that educate and expose citizens and visitors to a rich and diverse range of cultural expressions, through both education and special events.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Participants in youth art classes (resident / non-resident)	262 202/60	175 114 / 61	225 150 / 75	145 99/46	190 120/70
# of Participants in adult art classes (resident / non-resident)	206 106/100	150 75 / 75	175 90 / 85	142 79/63	150 75/75
# of Participants in summer camp (resident / non-resident)	317 158/159	345 180 / 165	370 195 / 175	est 282 est 185/97	340 175/165
# of Cultural arts special events	4	6	6	6	6
Total attendance at special events	6,000	42,000	42,000	42,000	45000
<b>Personnel Assigned:</b>	<b>1.0 FTE</b> Arts Coordinator	<b>1.0 FTE</b> Arts Coordinator	<b>1.0 FTE</b> Arts Coordinator	<b>1.0 FTE</b> Arts Coordinator	<b>1.0 FTE</b> Arts Coordinator

## Equestrian Center

**Statement of Service:** The equestrian center provides an accessible and safe venue for hosting local and national equestrian events as well as other outdoor events.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
Total # of Equestrian event dates	64	80	90	83	85
Total # dog show events	28	38	35	36	36
Total # other event dates hosted at equestrian center	15	24	25	16	25
Total attendance at events	65,000	75,000	75,000	75,000	75,000
# of Arenas/rings maintained	6	7	7	6	7
<b>Personnel Assigned:</b>	<b>4.0 FTE</b> Equestrian Mgr	<b>4.0 FTE</b> Equestrian Mgr	<b>4.0 FTE</b> Equestrian Mgr	<b>4.0 FTE</b> Equestrian Mgr	<b>4.0 FTE</b> Equestrian Ctr Mgr
	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II
	Parks Maintenance Tech (2)	Parks Maintenance Tech (2)	Parks Maintenance Tech (2)	Parks Maintenance Tech (2)	Parks Maintenance Tech (2)



## **Parks Maintenance**

**Statement of Service:** Parks maintenance provides for the development and maintenance of the City's parks, greenway space, recreation facility grounds, athletic fields, and other City owned property in order to aesthetically reflect community identity, enrich the quality of life, and provide accessible and safe open space for leisure time activities.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Athletic fields maintained	28	28	28	29	29
# of Park acres maintained	306	311	313	313	318
# of Greenway acres maintained	200	250	250	250	250
# of Playground inspections	72	84	93	84	84
# of Park/playground injuries	0	2	0	1	0
# of Athletic field preparations	7,094	7,094	7,100	7,100	7,100
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	80	70	80	80	80
# of Buildings maintained	30	34	35	35	35
# of Restrooms maintained	41	48	50	50	50
# of Pavilions maintained	7	11	12	4	4
# of Hours utilized for trash pickup	4,987	9,360	8,840	9,760	8,760
# of Part-time hours used	1,000	3,180	6,000	5,984	6,000
# of Vehicles maintained	13	14	16	16	16
# of Vehicle-related accidents	2	0	0	0	0
# of Work days missed due to accidents	0	0	0	0	0
<b>Personnel Assigned:</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II	Park Supervisor II	Park Supervisor II	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)
Park Supervisor	Park Supervisor	Park Supervisor	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)
Park Maintenance Tech II (3)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)
Park Maintenance Tech I (4)	Park Maintenance Tech I (3)	Park Maintenance Tech I (2)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)
Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Admin Asst. II	Admin Asst. II	Admin Asst. II
Admin Asst. II	Admin Asst. II	Admin Asst. II			

## **Wills Park Recreation Center**

**Statement of Service:** Wills Park provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

<b>Performance Measurements</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>
# of Participants in aerobics (resident / non-resident)	530 450/80	586 442 / 144	615 465 / 150	500 360/140	500 360/140
# of Participants in summer camp (resident / non-resident)	1,200 766/395	1191 1,102 / 89	1200 1,110 / 90	960 890/70	1185 1100/85
# of Participants in Extreme camp (resident / non-resident)	120 76/44	118 101 / 17	120 105 / 15	72 65/7	110 100/10
# of Participants in tennis (resident / non-resident)	645 600/45	637 537 / 100	655 550 / 105	520 400/120	520 400/120
# of Participants in karate (resident / non-resident)	375 350/25	322 216 / 106	335 225 / 110	270 200/70	270 200/70
# of Wills Park special events	4	3	3	4	4
Total attendance at special events	35,000	6,610	6,675	6,825	7,000
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>
	Recreation Center Supervisor II	Recreation Center Supervisor II	Recreation Center Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord	Program Coord	Program Coord	Program Coord	Program Coord
	Customer Service Rep	Customer Service Rep	Customer Service Rep	Customer Service Representative	Customer Service Representative





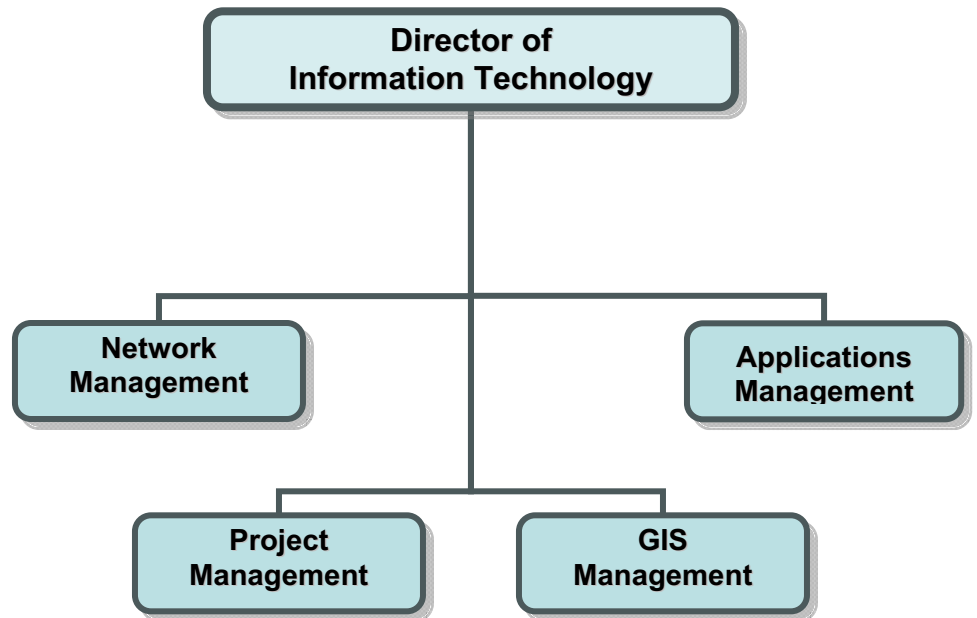
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# *Information Technology*



***Randy Bundy***  
**Director of Information  
Technology**







## City of Alpharetta Mayor and City Council Strategic Priorities

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To maintain Alpharetta's Signature City reputation in the region, the Mayor and City Council have established the following strategic priorities to guide the long-term planning of our City. The City of Alpharetta is distinguished by the following characteristics.



Safe, Secure and Livable City for our Residents, Businesses and Visitors



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail

The icons set forth above are used throughout the Fiscal Year 2010 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Information Technology**

*Administration, Network, and Systems*





## **Mission Statement**

Information Technology's mission is to provide high quality technology products, services and human resources to City departments that enable them to accomplish their goals and objectives. The Information Technology Department strives to continuously improve the delivery of services and minimize costs while accommodating future City growth.

## **Goals and Objectives**

As we accomplish our mission, the City of Alpharetta Information Technology Department will be known to provide high quality services by:



-  ✓ Being recognized by City departments as having a high level of skill and knowledge;
-  ✓ Providing excellent serves to all City departments as measured by the City's performance standards;
-  ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and
-  ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.

## Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Amended Budget	FY 2010 Adopted Budget	FY 2011 Forecast	FY 2012 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 520,895	\$ 531,336	\$ 662,373	\$ 816,902	\$ 714,721	\$ 714,721	\$ 714,721
Group Insurance	61,655	69,087	87,820	100,523	104,182	108,349	112,683
FICA	36,773	41,775	50,387	61,508	54,243	54,243	54,243
Pension	33,600	51,436	65,792	94,441	92,634	94,487	96,376
Pension (Deferred Compensation)	13,678	15,636	16,887	23,216	28,084	28,646	29,219
Workers Compensation	10,415	4,924	4,400	16,081	13,320	13,320	13,320
Miscellaneous	306	-	6,000	6,245	6,350	6,350	6,350
<i>subtotal</i>	<b>\$ 677,323</b>	<b>\$ 714,194</b>	<b>\$ 893,659</b>	<b>\$ 1,118,916</b>	<b>\$ 1,013,534</b>	<b>\$ 1,020,116</b>	<b>\$ 1,026,912</b>
<b>Maintenance &amp; Operations:</b>							
Communications	\$ 79,052	\$ 58,691	\$ 82,284	\$ 87,110	\$ 100	\$ 99	\$ 98
Maintenance Contracts	141,399	123,325	130,165	100,632	154,210	152,668	151,141
General Supplies	22,230	16,106	6,997	19,427	24,100	23,859	23,620
Small Equipment	-	-	-	44,638	77,854	77,075	76,305
Miscellaneous	46,999	65,941	63,962	74,514	48,825	48,337	47,853
<i>subtotal</i>	<b>\$ 289,680</b>	<b>\$ 264,063</b>	<b>\$ 283,408</b>	<b>\$ 326,321</b>	<b>\$ 305,089</b>	<b>\$ 302,038</b>	<b>\$ 299,018</b>
<b>Capital</b>	<b>\$ 33,802</b>	<b>\$ 25,373</b>	<b>\$ 82,117</b>	<b>\$ 59,312</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,000,805</b>	<b>\$ 1,003,629</b>	<b>\$ 1,259,184</b>	<b>\$ 1,504,549</b>	<b>\$ 1,318,623</b>	<b>\$ 1,322,154</b>	<b>\$ 1,325,930</b>
<b>PERSONNEL*</b>	<b>9.0</b>	<b>9.0</b>	<b>12.0</b>	<b>13.0</b>	<b>11.0</b>		



## FY 2010 Budget Narrative

The FY 2010 Budget for Information Technology totals \$1,318,623 and represents a decrease of -12.4%, or -\$185,926, compared to the FY 2009 budget. Specifically, the Salary & Benefits category decreased -9.4%, or -\$105,382, due primarily to the transfer-out of one (1) position (i.e. Records Manager) to Finance and one (1) position (i.e. IT Systems Administrator) to the E-911 Fund.

Base level personnel for FY 2010 total 11.0 FTEs and represent the following:

	FTEs		
	FY 2009	FY 2010	Variance
Director	1.0	1.0	-
GIS Coordinator	1.0	1.0	-
GIS Manager	1.0	1.0	-
IT Project Manager	1.0	1.0	-
Network Analyst I	1.0	1.0	-
Network Analyst II	2.0	1.0	(1.0)
IT Systems Administrator	-	1.0	1.0
Network Manager	1.0	1.0	-
Records Manager	1.0	-	(1.0)
Systems Analyst II	3.0	2.0	(1.0)
Systems Manager	1.0	1.0	-
	13.0	11.0	(2.0)

The Maintenance & Operations category decreased -20.9%, or -\$80,544, due primarily to the following activity:

- reduction in forecasted professional development and travel of -25.6% (-\$8,600) and -69.2% (-\$6,750), respectively, due to control measures that limit travel/training to essential requirements only;
- reduction in printing, general supplies, uniforms, and food/meals of -\$2,296 collectively;
- reallocation of communications, and a portion of maintenance contracts as well as equipment repair and maintenance to the newly created IT professional services to allow for more efficient tracking of technology related expenses. IT professional services totals \$149,260 in FY 2010;
- Allocation of additional maintenance contract costs across appropriate departmental budgets throughout the General Fund; and
- reallocation of computer replacements to the newly created IT computer refresh account to better track annual computer replacements. For FY 2010, the forecasted IT computer refresh includes the replacement of (2) workstations for \$2,600, \$22,000 in servers, and \$827 for VM Ware.

## Performance Measurement

The following section provides detailed information on Information Technology programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Information Technology

**Statement of Service:** Information Technology provides hardware, software and support services to all departments in technology related areas.

Performance Measurements	Actual FY 2007	Actual FY 2008	Forecasted FY 2009	Actual FY 2009	Forecasted FY 2010
Information Technology Department annual turnover percentage	55.6%	8.3%	8.3%	8.3%	8.3%
# of Workstations supported	438	420	435	445	445
# of Major applications supported	70	70	78	82	85
# of Helpdesk calls logged	3,800	3,800	4,000	3,600	3,800
% of Server uptime (based on server hours of 1888 hr/week)	99.90%	99.90%	99.90%	99.00%	99.40%
Overall service rating - Annual Information Technology Survey (scale of 10)	8	8	8.25	8.25	8.5
<b>Personnel Assigned:</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>
Director of Technology	Director of Technology	Director of Technology	Director of Technology	Director of Technology	Director of Technology
Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.
Network Analyst II	Network Analyst II	Network Analyst II	Network Analyst II	Network Analyst II	Network Analyst I
Network Analyst I	Network Analyst I	Network Analyst I	Network Analyst I	Network Analyst I	Network Analyst II
Systems Mgr.	Systems Mgr.	Systems Mgr.	Systems Mgr.	Systems Mgr.	Systems Mgr.
Systems Analyst II (3)	Systems Analyst II (3)	Systems Analyst II (3)	Systems Analyst II (3)	Systems Analyst II (3)	Systems Analyst II (2)
GIS Coordinator	GIS Coordinator	GIS Coordinator	GIS Coordinator	GIS Coordinator	GIS Coordinator
			GIS Manager	GIS Manager	GIS Manager
			Performance Mgr.	Performance Mgr.	IT Project Manager
			Records Manager	Records Manager	IT Systems Admin (2)*
					* 1 position dedicated to the E-911 Fund



# *Glossary of Terms*

## Fiscal Year 2010 Operating & Capital Budget Narrative

# Glossary of Terms

The Glossary section is included to assist readers with understanding the many terms used in City government (general) as well as the City's budget process (specific). Please refer to the *Reader's Guide* section for a complete listing of the acronyms used throughout this document.

Account Number:	A system of numbering used to categorize a "group" of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g. 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically an annual period within governmental finance. The City's fiscal year reporting period begins on July 1 <sup>st</sup> and ends of June 30 <sup>th</sup> .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Acronyms:	Please see the section entitled <i>Acronyms/Abbreviations</i> for a complete listing of the acronyms used throughout this document.
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.

Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in mills (1/100 <sup>th</sup> of a dollar or \$1.00 per \$1,000 of taxable property value).
Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
Balanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e. principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.



Budget:	A statement of financial position of an entity for a definite period of time based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.

Budget Transfer:	A procedure utilized by city departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
CAFR:	The Comprehensive Annual Financial Report summarizes financial data for the previous fiscal year in a standardized format.
Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.

Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs ("DCA").
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. inflation).
Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
Debt:	An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts. Examples include: General Obligation Bonds and Revenue Bonds.
Debt Service:	The payment of principal and interest on borrowed funds such as bonds.
Debt Service Fund:	A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.

Deficit:	The excess of an entity's liabilities over its assets or the excess of expenditure or expenses over revenues during a single accounting period.
Department:	A major administrative division of the City with indicated overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	(1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of said asset, and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Effectiveness:	Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.
Efficiency:	Reflects the relationship between work performed and the resources required performing it. Compares outputs to inputs.
Encumbrance:	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
Enterprise Fund:	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.

Expenditures:	The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.
Fiduciary Fund:	A fund used to account for assets held by the City in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City has specified July 1 <sup>st</sup> to June 30 <sup>th</sup> as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.
GASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.

GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation (“GO”) Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years, and is Citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.
Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.
Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the City for the acquisition of goods, services, or land. The grant award agreement defines the city’s responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.

Infrastructure:	The basic installation and facilities on which the continuance and growth of the City depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held for the production of revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.
Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.

Millage Rate:	The amount of property tax stated in terms of a unit of the tax base; for example each mill generates \$1.00 of tax for every \$1000 of taxable assessed valuation on real or personal property. The millage rate is the total number of mills assessed against this value.
Mission:	The reason or purpose for the organizational unit's existence.
Modified Accrual Basis of Accounting:	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.
Objectives:	Unambiguous statements of performance intentions expressed in measurable terms.
Operating Budget:	The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
Proprietary Fund:	These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector.
Retained Earnings:	A fund equity account that reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.



Reserve:	An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.
Revenue:	Additions to assets which (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities or decrease in assets; and (d) do not represent contributions of fund capital in enterprise and internal service funds.
Rolled-Back Millage Rate:	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new growth.
Sinking Fund:	A reserve fund accumulated over a period of time for retirement of a debt.
Special Revenue Fund:	A fund in which the revenues are designated for use for specific purposes or activities.
Tax Digest:	Official list of all property owners, the assessed value, and the tax due on their property.
Taxes:	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Alpharetta are approved by the City Council and are within limits determined by the State.
User Fee:	Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.





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