

# Alpharetta

GEORGIA ♦ USA

## Annual Operating & Capital Budget Budget Narrative

**Fiscal Year 2013**

(July 1, 2012 through  
June 30, 2013)



*City of Alpharetta, GA*

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# Annual Operating & Capital Budget

## Budget Narrative

for Fiscal Year 2013

(July 1, 2012 through June 30, 2013)

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**Alpharetta**  
G E O R G I A • U S A



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# City Council



**Donald Mitchell,  
City Council (Post 1)**  
[dmitchell@alpharetta.ga.us](mailto:dmitchell@alpharetta.ga.us)



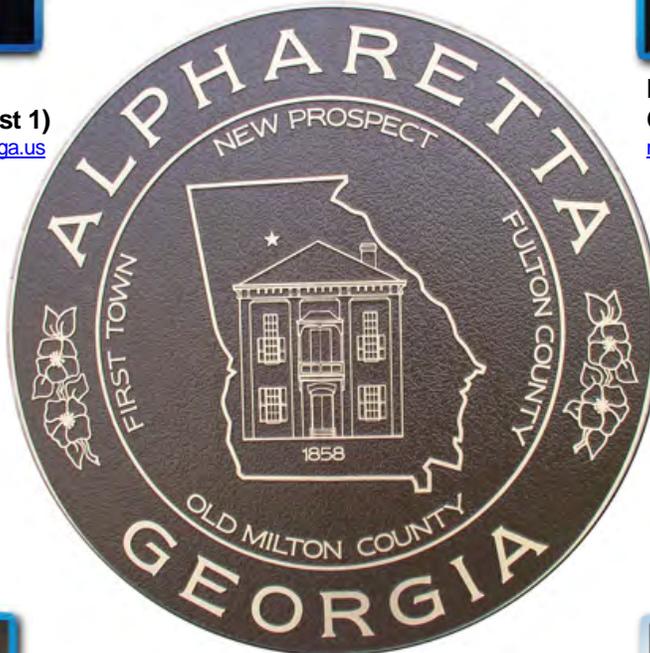
**David Belle Isle,  
Mayor**  
[dbelleisle@alpharetta.ga.us](mailto:dbelleisle@alpharetta.ga.us)



**Mike Kennedy,  
City Council (Post 2)**  
[mkenedy@alpharetta.ga.us](mailto:mkenedy@alpharetta.ga.us)



**Chris Owens,  
City Council (Post 3)**  
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**Jim Gilvin,  
City Council (Post 4)**  
[jgilvin@alpharetta.ga.us](mailto:jgilvin@alpharetta.ga.us)



**Michael Cross,  
City Council (Post 5)**  
[mcross@alpharetta.ga.us](mailto:mcross@alpharetta.ga.us)

## **MISSION STATEMENT**

To make a positive difference in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.



**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



Creative, Cost Efficient and Effective Solutions for our Transportation Needs

The icons set forth above are used throughout the Fiscal Year 2013 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 and Acting Director of Human Resources

Gary George

Director of Public Safety

Thomas G. Harris

Director of Finance

Carl S. Mays

Internal Auditor

Mike Perry

Director of Recreation and Parks

Coty Ervin

City Clerk

Elizabeth Sahlin

Clerk of Courts

Pete Sewczwicz

Director of Engineering & Public Works

Sam Thomas

City Attorney

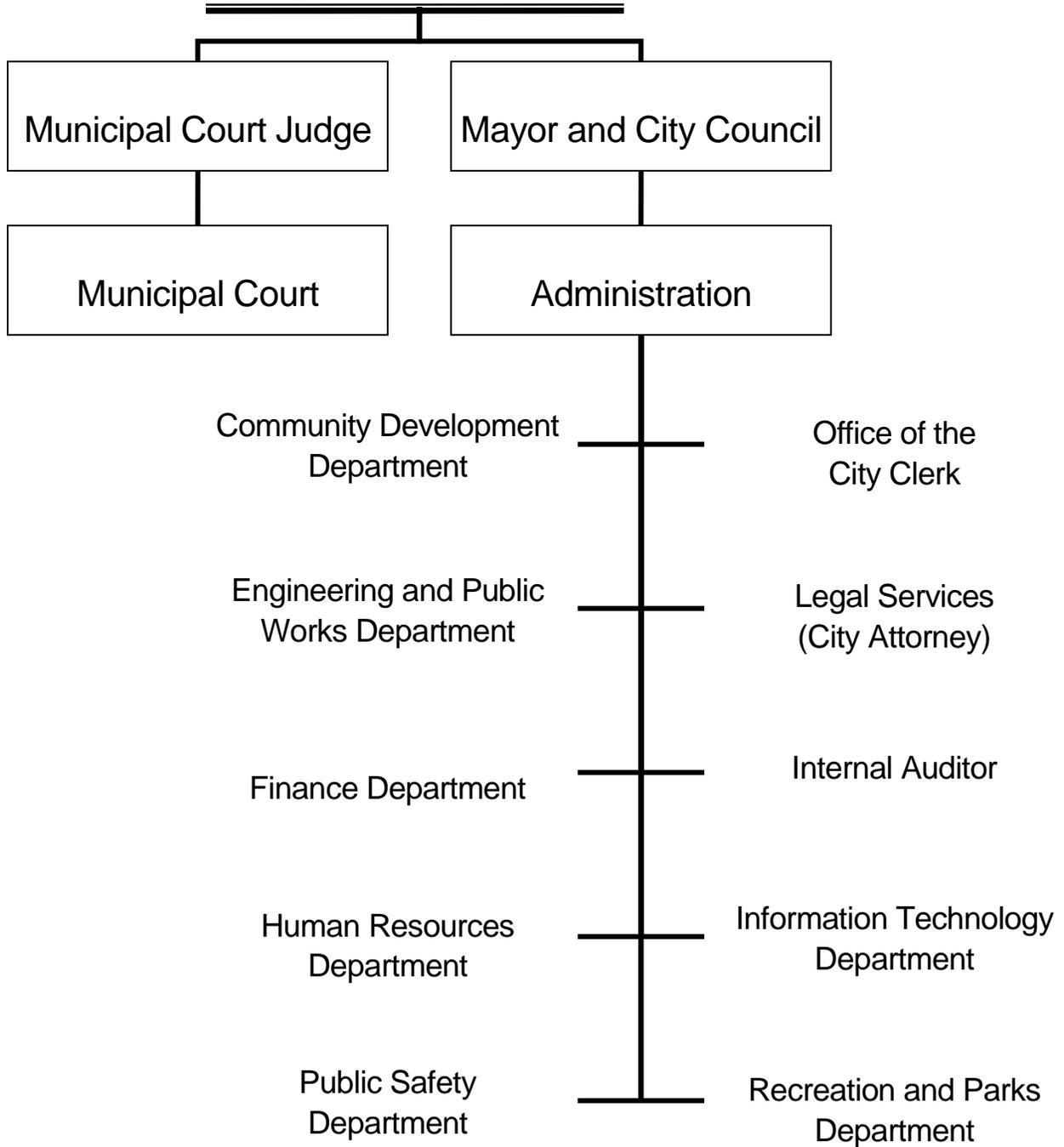
Vacant

Director of Community Development

# Organizational Structure



**Citizens  
of Alpharetta**



# 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 and Overview**

### **Transmittal Letter**

Comprehensive introduction to the city's fiscal year 2013 budget.

### **About Alpharetta**

Brief history of our city and detail of our government structure, Mission, Vision, Core Values, and Strategic Priorities.

## **Financial Structure, Policy, and Process**

### **Financial Accounting Structure**

Information on our financial accounting structure including classification (e.g. Governmental vs. Proprietary), descriptions, and a graph of all city funds.

### **Financial Reporting**

Comprehensive listing of our financial reporting products aimed at ensuring the information needs of the government, authorities, regulatory agencies, and citizens/stakeholders are met.

### **Budget Process**

Information on our budget basis and structure, budget process, and performance measurement program.

### **Financial Management Policies**

Excerpts of our financial management policies including: budgeting, capital improvement plan, revenue, capital asset, inventory, accounting, auditing, financial reporting, debt management, grant management, etc.

## **Financial Summaries**

### **Citywide Budget Summaries**

Information on the overall (i.e. all appropriated funds) fiscal year 2013 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including fund, revenue source, expenditure category, and expenditures by department. A detailed multi-year

personnel listing by department is also provided.

### **General Fund Summary**

Information on the fiscal year 2013 budget for the 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 2012 and FY 2013); statement of revenues, expenditures, and changes in fund balance (FY 2009 through the FY 2015 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

### **Special Revenue/Enterprise/Internal Service Fund Summaries**

Information on the fiscal year 2013 budget for the Special Revenue/Enterprise/Internal Service 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 2012 and FY 2013); and statements of revenues, expenditures, and changes in fund balance (FY 2009 through the FY 2015 forecast period).

## **Capital and Debt**

### **Capital Project Fund Summaries**

Information on our capital budgeting process and capital funding methodology as well as a detailed capital improvement listing.

### **Debt Service Fund Summary**

Listing and description of the city's outstanding debt obligations (including debt schedules) and the debt service requirements.

## **Departmental Information**

### **Department Summaries**

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 2013 budget narrative; changes in personnel; and performance measurement.

## **Appendix**

### **Community Profile**

Demographic, economic, and statistical data of our city.

### **Glossary**

Definition of the many terms used in city government/budget process.

## 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
EPD	Georgia Environmental Protection Division
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
GDOT	Georgia Department of Transportation
GF	General Fund
GFOA	Government Finance Officers Association
GO Bonds	General Obligation Bonds
HX	Homestead Exemption
ICMA	International City/County Management Association
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&M	Repair and Maintenance
R&R	Renewal & Replacement
SEC	Securities and Exchange Commission (Federal)
SWAT	Special Weapons and Tactics (team)
TV	Taxable Value



**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 the City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2011. 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.



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# *Introduction and Overview*



MAYOR

David Belle Isle

COUNCIL

D.C. Aiken

Michael Cross

Jim Gilvin

Mike Kennedy

Donald F. Mitchell

Chris Owens

CITY ADMINISTRATOR

Robert J. Regus

CITY HALL

Two South Main Street

Alpharetta, Georgia 30009

Tel: 678.297.6000

Fax: 678.297.6001

24-HOUR INFORMATION

[www.alpharetta.ga.us](http://www.alpharetta.ga.us)

Our Mission

*To make a positive difference in the community by efficiently managing public resources and providing effective services that exceed the expectations of our citizens.*

Our Core Values

Excellence  
Stewardship  
Integrity  
Service  
Loyalty

June 18, 2012

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget (narrative) for Fiscal Year 2013 (the "Budget") of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at the City 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 facing fiscal challenges as a result of the recent national and global recession. The economic downturn includes challenges in the form of falling real estate values, reductions in investment values, limited consumer/business credit availability, job losses, etc.

All of these factors have combined to limit revenue growth and in some cases reduce revenues below prior year levels (e.g. property taxes, investment earnings, etc.). In addition to stagnant or falling revenues, certain costs such as fuel, utilities, and healthcare are rising significantly - for the most part outside of our control (see section entitled *Sustainability of Existing Services* for information on healthcare cost mitigation).

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:

- ✓ Tax-burden reductions for our homeowners and business owners including:

- Maintenance of the city's millage rate at 5.750 mills (flat with FY 2012) even after funding debt service on the voter approved City Center<sup>1</sup> bonds and \$2.4 million for a recurring capital program (discussed further below). This will represent a tax reduction for many property owners as the value of property within the city has declined. Homeowners will also see a reduction due to a shift in the components of the millage rate<sup>2</sup> (discussed below) that will subject more of their tax bill to the city's homestead exemption.
  - Maintenance of the city's \$40,000 homestead exemption which saves our homeowners over \$2.6 million annually. This savings equates to a 1.8 mill reduction for the average homeowner (see section entitled *Taxpayer Savings* for more information).
  - ✓ Additional funding for economic development initiatives citywide (e.g. Technology Commission, Progress Partners, business recruitment, branding/marketing, etc.) including a focus on downtown revitalization through additional/expanded special events and projects such as City Center.
  - ✓ Prioritization of capital initiatives within the budget through implementation of a recurring capital program (financial best practice). The city's proposed budget funds \$2.4 million (\$2.18 million through property taxes and an additional \$250,000 through general revenue) annually for recurring capital improvements (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.).
  - ✓ Coverage of estimated revenue impacts resulting from passage of House Bill 386 (taxation reform) which eliminates motor vehicle taxes on all vehicles titled after March 1, 2013. The city is forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020. HB 386 created a Motor Vehicle Title Fee that is intended to offset the reduction in motor vehicle taxes. The FY 2013 budget includes a reduction in motor vehicle taxes that is partially offset through a conservative estimate of title fee collections.
- HB 386 included additional provisions relating to sales tax exemptions aimed at making our community more competitive for industry/business retention and recruitment. The city is currently in negotiation with its companion governmental entities within Fulton County over redistribution of LOST proceeds based on the 2010 Census findings. It is anticipated that the redistribution will fully offset the impacts from HB 386 and result in additional revenue above what is forecasted in the FY 2013 budget.
- ✓ Alignment of departmental operating budgets to the city's short-term revenue outlook while also covering the primary cost drivers (e.g. healthcare, fuel, and utilities).

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<sup>1</sup> City Center represents the redevelopment of 22-acres downtown and includes a large 5-acre passive park, 1-acre town green fronting Main Street, a new Alpharetta City Hall, a new County Library (managed/funded through Fulton County), structured parking which takes advantage of the topography of the land, and realignment of Haynes Bridge Road.

<sup>2</sup> The homestead exemption offsets the tax burden on the operating portion of the millage rate only. As such, the millage shift from debt to operating subjects more of a homeowner's tax bill to the homestead exemption.

## **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 has the City of Alpharetta.

The city has been proactive in realigning its spending to match the current economic reality. Spending during FY 2012 has been managed 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 2013 budget.

The Fiscal Year 2013 Budget process began with an update of the city's financial condition, which was presented during the City Council retreat (January 15-16, 2012). 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, indicating spending would continue to be closely managed for FY 2013 to compensate for reduced property tax collections and expenditure increases (e.g. healthcare, fuel, and utilities). Accordingly, the Finance Department analyzed departmental spending needs and calculated target budgets for each department.

City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) for each activity and program in line with current revenue estimates that cover the city's primary cost drivers (e.g. healthcare, fuel, and utilities).

The FY 2013 Budget is balanced for all funds and totals \$78.4 million with the breakdown by fund type as follows:

- General Fund:	\$ 56,220,788	
- Special Revenue Funds:	6,615,972	(1)
- Debt Service Fund:	3,781,000	
- Capital Project Fund:	7,436,795	(1)
- Solid Waste Fund:	3,160,933	
- Risk Management Fund:	<u>1,169,500</u>	
Total	\$78,384,988	

(1) Amounts contained herein represent new appropriations for FY 2013. Unexpended FY 2012 appropriations for Council approved projects are re-appropriated annually pursuant to city policy.

Several of the major points of the FY 2013 Budget are as follows:

Property Tax Rates	
FY 2012	FY 2013
4.215 mills Operations	4.215 mills Operations
	+
	0.605 mills Recurring Capital
	+
1.535 mills Debt Service	0.930 mills Debt Service
<b>5.750 mills Total Levy</b>	<b>5.750 mills Total Levy</b>

✓ Property Taxes: The FY 2013 Budget is based on maintenance of the city's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the city has declined over the last several years and is anticipated to decline further in FY 2013.

– The portion of the millage rate funding operations (General Fund) will remain flat with FY 2012 at 4.215 mills. Revenue estimates for FY 2013 total \$14.5 million (excluding motor vehicle taxes) and reflect a -6% decline in existing property values.

– The portion of the millage rate funding debt service (Debt Service Fund) will decline from 1.535 mills in FY 2012 to 0.930 mills in FY 2013 (0.605 mill reduction). The millage rate for FY 2013 is sufficient to fund existing debt service as well as debt service on

the City Center bond approved by voters in November 2011. The primary reason for the lower property tax revenue estimates is a reduction in the underlying debt service requirements (i.e. bonds have been paid off) even after funding the City Center bond.

- The FY 2013 Budget proposes to program the millage savings from the debt reductions (i.e. 0.605 mills) into the General Fund for the funding of recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.). This funding is estimated at \$2.18 million in FY 2013 and will be transferred to the Capital Project Fund to properly account for the acquisition/construction of the recurring capital initiatives.
- The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners over \$2.6 million annually (e.g. equates to a 1.8 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

- ✓ Operating expenditures of the General Fund are up 2% over FY 2012 (including new operating initiatives of \$404,160<sup>3</sup>). After adjusting for the operating initiatives, base operational budget growth totals 1.2%, which is well below CPI of 2.4%.
- ✓ Management of personnel and compensation program to align with current market environment:
  - Base Budget
    - Continuation of a reduced workforce:
      - 428.5 full-time equivalents (funded; includes one part-time Special Events Coordinator added in FY 2013 and the funding of a previously unfunded Network Analyst II position for the Information Technology Department); and
      - 13 full-time equivalents (un-funded; budgetary savings of \$700,000) – positions to remain vacant pending a workload justification and identified funding source.
    - Implementation of a performance-based merit program of 2.5% on April 1, 2013, per authorized/funded position (estimated FY 2013 cost of \$167,500 citywide<sup>4</sup>). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 2.5% rate is a responsible average (i.e. not among the highest or the lowest).
    - Coverage of group insurance costs (a.k.a. healthcare; 13% increase citywide or \$704,539). The premium growth is due to claims patterns that are trending at over 100% of premiums (industry standard is 80-85%) and general medical cost inflation. The Finance Department, in conjunction with Bryant Wharton (insurance advisor), is negotiating with our current vendor to lower premium growth while still ensuring a competitive insurance package for our employees.
    - Decrease in the actuarially determined defined benefit pension contribution of -10% (-\$300,000), compared to FY 2012.
  - ✓ Targeted growth (5% or \$602,950) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to the following:
    - Increase in vehicle repair and maintenance of \$248,534 due primarily to rising fuel costs and general fleet maintenance requirements.

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<sup>3</sup> Please refer to the section within this Transmittal Letter entitled *Expansion of Departmental Service Levels (Operating Initiatives)* for detailed descriptions of the initiatives.

<sup>4</sup> This represents the financial impact in FY 2013 (i.e. April-June 2013). The annualized cost of the 2.5% merit program totals \$670,000.

- Increase in professional services (Information Technology "IT") of \$145,650 due primarily to general cost increases in multiple software related categories (e.g. virtual server licensing, Microsoft licensing, GIS mobile licensing, etc.), additional funding for cell phone and data card service, operating initiative funding for remote archiving of city data, and additional funding for Enterprise Resource Planning<sup>5</sup> system software maintenance during the implementation period (January 2012 through December 2013).
- Increase in utilities of \$282,402, based on current year-to-date expenditures, GA Power rate increases<sup>6</sup> (electricity costs are estimated at \$2.0 million in FY 2013), and a streetlight audit by GA Power that identified an additional 363 light poles that the city should be funding but has not been billed for in the past<sup>7</sup> (\$100,000 annual impact).
- Decrease in professional fees of -\$93,628 due to a reduction in election related costs (\$138,000; FY 2013 will not incur any election related expenses), operational initiative funding for Special Events totaling \$106,145 (Please refer to the section entitled *Expansion of Departmental Service Levels* for detailed descriptions), and general cost decreases citywide.
- Increase of \$19,992 (total) in all other departmental maintenance and operations accounts.
- ✓ Continuation of prior-year funding initiatives including:
  - *Police Athletic League* contribution: \$35,000; and
  - *Friends of the Library* contribution: \$10,000.

Please refer to the *Financial Summaries* tab for (1) multi-year revenue/expense statements on both a citywide and individual fund (e.g. Special Revenue Fund, Enterprise Fund, etc.) basis as well as (2) a personnel listing by department. Also, the *Departmental Information* tab contains multi-year revenue/expense statements by department (e.g. Finance, Public Safety, etc.) within the General Fund along with a listing of personnel by position as well as any changes from FY 2012.

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<sup>5</sup> The City is currently implementing a new Enterprise Resource Planning system which has been structured over multiple phases (years). During the implementation period, the city is funding maintenance on the new Tyler ERP system as well as the HTE system that is being phased out. Upon completion of implementation, HTE maintenance will be discontinued resulting in a decline of approximately \$41,000 annually.

<sup>6</sup> GA Power obtained approval from the Georgia Public Service Commission for three incremental rate increases that began in calendar year 2011 (8-10%) and will occur annually thereafter through 2013 (1-3%).

<sup>7</sup> GA Power has stated that they will not back bill the city.

## **BUDGET AND MILLAGE RATE HEARINGS**

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 4, 2012: Distribute 2013 Recommended Budget
- May 14, 2012: Council Meeting
- May 21, 2012: Council Meeting
- June 4, 2012: Public Hearing and Council Meeting  
*1<sup>st</sup> reading of Budget Ordinance*  
*1<sup>st</sup> reading of Millage Rate Ordinance*  
*E-911 Resolution*
- June 11, 2012: Public Hearing and Council Meeting
- June 18, 2012: Public Hearing and Council Meeting  
*2<sup>nd</sup> reading of Budget Ordinance*  
*2<sup>nd</sup> reading of Millage Rate Ordinance*

## **BUDGET ISSUES AND PRIORITIES**

The FY 2013 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;
- ✓ Expansion of departmental service levels;
- ✓ Maintaining an effective capital improvement program;
- ✓ Proper use of fund balance; and
- ✓ Funding recurring capital from operating budget.

### **Bond Ratings**

The city's AAA bond rating was reaffirmed by *Moody's* and *Standard & Poor's* during March 2012 in conjunction with the sale of \$29 million (par) of General Obligation Bonds, Series 2012, for the City Center project.

Alpharetta is one of only 199 cities in the United States (and one of two in Georgia) to earn a AAA bond rating (*Moody's*). The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. Case in point, the true-interest cost of the Series 2012 Bonds approximates 2.98% which is among the lowest our financing team has witnessed for bonds carrying a 20-year term.

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 2013 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 stagnating economy 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 the 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 revenue trends. City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) for each activity and program in-line with current revenue estimates that cover the city's primary cost drivers (e.g. healthcare, fuel, and utilities).

As with many employers, one item that is affecting the sustainability of services is healthcare costs. To mitigate the rising costs of healthcare, the city is focused on the following initiatives:

- Continuation with our consumer driven HRA (Health Reimbursement Account) and HSA (Health Savings Account) healthcare plans supplemented with a wellness program. Together these programs engage the employee and his/her family into making more informed decisions about their medical care and their overall health.
- Incentivizing our wellness program for all employees who elect city health coverage. This will include the completion of a health risk assessment questionnaire, biometric screening, and in-person meetings with a trained wellness coach. Failure to enroll will result in the application of a material surcharge to the medical premium paid by the employee.
- Amending our surcharge for tobacco use to include employees identified as high risk for chronic disease via the biometric screening. The employee can avoid the surcharge by actively meeting with a wellness coach throughout the year or by enrolling in a tobacco cessation program.

## Cost of Government

The city has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The FY 2013 Budget is based on maintenance of the city's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the city has declined over the last several years and is anticipated to decline further in FY 2013.

The following table provides a 10-year history of millage rate levies:

Fiscal Year	Operating Millage Levy	Capital Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2013	4.215	0.605	0.930	5.750	0.0%
2012	4.215	-	1.535	5.750	0.0%
2011	4.215	-	1.535	5.750	0.0%
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%

The portion of the millage rate funding operations (General Fund) will remain flat with FY 2012 at 4.215 mills while the portion funding debt service (Debt Service Fund) will decline from 1.535 mills to 0.930 mills in FY 2013 (0.605 mill reduction). The FY 2013 Budget proposes to program the millage savings from the debt reductions (i.e. 0.605 mills) into the General Fund for funding of recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.).

The Fulton County Board of Assessors (the "BOA") has indicated that digest values for the City of Alpharetta may experience declines totaling 6-8% in 2012 (FY 2013). The FY 2013 Budget has adjusted its property tax revenues to reflect the anticipated decline in digest values.

## Taxpayer Savings

The FY 2013 millage rate, coupled with the city's substantial Homestead Exemption, goes great lengths in keeping Alpharetta an affordable place to live and also strategically positions us relative to neighboring areas.

The city's homestead exemption totals \$40,000 and saves our homeowners over \$2.6 million annually (e.g. equates to a 1.8 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

## **Debt Service Payments**

The city's primary method of funding large scale capital projects is through the issuance of general obligation bonds ("GO Bonds") upon referendum approval by our voters. 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 to work and live. Principal and interest payments for fiscal year 2013 are budgeted at \$3,681,976 (including the newly issued City Center bonds) with the following forecast: 2014 - 2032<sup>8</sup>: \$3,570,399 (annual average).

## **Expansion of Departmental Service Levels (Operating Initiatives)**

Recommended operating initiative funding for FY 2013 totals \$404,160 and has been programmed into the General Fund budget. Initiatives include the following:

City Administration Request: \$126,160

- Movies on Milton Event (Fri.) July 20, 2012: \$15,065

The movie night would be combined with the existing Alpharetta Mayor's Challenge 5K Race. The Rotary Club of Alpharetta's yearly Mayor's Challenge Race (new name is Midsummer Night's Mayor's Challenge 5K Race) would complement the city's movie night. As partners on the event, the city would attract runners and families to Downtown Alpharetta on a Friday evening in the summer. The Rotary Club of Alpharetta would pay for the 5K Race and the city would pay for the movie night. The city has paid for the police, fire, public works, and equipment for 15 years. We would also work along with the Alpharetta Business Association (ABA). The evening would be a fun family night that supports healthy living and businesses throughout all of Alpharetta. Major cost components include: advertising; staff time for setup/breakdown/safety (e.g. cones, barricades, message boards, etc.); and rental/setup/breakdown of the movie screen, sound equipment, tables, chairs, tents, dumpsters, trashcans, port-o-potties, etc.

- Movies on Milton Event (Fri.) August 17, 2012: \$15,065

The community would gather on Milton Avenue to view a nighttime show on a large movie screen. This event would be a back-to-school themed movie night. The Alpharetta Youth Baseball and Football Associations would like to be involved with the event by selling popcorn, candy and drinks. In addition there has been discussion for a possible 5K event to occur prior to this movie night. A local race director is meeting with Alpharetta Youth Baseball and Football Associations to discuss possibilities. In addition, the associations would solicit participation from downtown restaurants and businesses. The Alpharetta Youth Baseball and

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<sup>8</sup> Represents final maturity of the city's existing debt (General Obligation Bonds, Series 2012).

Football Associations would pay for the 5K Race and the city would pay for the movie night. Major cost components include: advertising; staff time for setup/breakdown/safety (e.g. cones, barricades, message boards, etc.); and rental/setup/breakdown of the movie screen, sound equipment, tables, chairs, tents, dumpsters, trashcans, port-o-potties, etc.

- Art in the Park (April through October): \$2,200

Art in the Park is held April through October (last weekend of each month) and is sponsored/organized by Gallery 35/Buddy Gash (ABA board member). As many as 35 local artists offer artwork for sale and some artists may be exhibiting their talent as well. The event takes place on the corner park across from City Hall. The event is bringing the community downtown each month. In efforts to support the seven events in 2011, the city provided road blocks, electricity, and consulting. In 2012/2013 the event is expanding, and we want to offer the same services along with city website calendar listing and entertainment for the community.

- Fall Brew Moon Fest (Sat.) October 6, 2012: \$9,545

The Brew Moon Fest was a 2011 Alpharetta Business Association (ABA) sponsored event with the city providing support through event consulting and logistics. The ABA has requested that the city support two Brew Moon Fest events a year (Spring & Fall) beginning this year. The event contains live music, dancing and dining that all take place on Milton Avenue. The initiative request for 2012 reflects the same support that the city gave ABA during the October 2011 Brew Moon Fest but allows for those expenses to be budgeted for.

Major cost components include staff time for setup/breakdown/safety (e.g. cones, barricades, message boards, stage, etc.). As this event is done in partnership with the ABA, pre-event staff time for planning is not included in this initiative nor are certain other expenses such as band, beverages, food vendors, additional tents, tickets, arm bands, signage, etc. These expenses were funded by ABA in the past and are not included in this initiative (i.e. initiative request does not reflect the full cost of the event). In 2011 the Brew Moon Fest was held following the Scarecrow Harvest (city sponsored event). Since some expenses were common to both events, the cost of supporting the Brew Moon Fest was able to be reduced to \$9,545 (a savings of \$6,920 from what would otherwise have been experienced).

- Spring Brew Moon Fest (Sat.) June 2013: \$16,465

The Brew Moon Fest was a 2011 Alpharetta Business Association (ABA) sponsored event with the city providing support through event consulting and logistics. The ABA has requested that the city support two Brew Moon Fest events a year (Spring & Fall). The event contains live music, dancing and dining

that all take place on Milton Avenue. The initiative request for 2012 reflects the similar support that the city gave ABA during the October 2011 Brew Moon Fest.

Major cost components include staff time for setup/breakdown/safety (e.g. cones, barricades, message boards, stage, etc.). As this event is done in partnership with the ABA, pre-event staff time for planning is not included in this initiative nor are certain other expenses such as band, beverages, food vendors, additional tents, tickets, arm bands, signage, etc. These expenses were funded by ABA in the past and are not included in this initiative (i.e. initiative request does not reflect the full cost of the event). The 2013 Spring Brew Moon Fest would not be held on the same day as a city event, therefore the event expenses increase.

- Downtown European Market - (Sat./Sun.) September 2012 \$13,215

The European Market would be held in Downtown Alpharetta. The Market would consist of vendors/gatherers in the following categories; vintage home furnishings & decor, art, handmade jewelry, fashion clothing & accessories, garden, objects d'art artisan foods & produce. There would be one large tent along with pop-up tents. The event would take place in September 2012 on a Saturday & Sunday with set up on Friday.

The City of Alpharetta would contract with Tina Soucie Cantillo of TS Design Services to coordinate with her vendors and plan the event. The requested funding would pay for coordinator fees, labor, tent, banners/signage, front signage, some advertising, website, admin, and some misc. expenses. The city would provide basic city services such as road closures, advertising, dumpsters, trash cans, street sweeper, port-o-potties, etc. This would be similar support as the October 2011 Brew Moon Fest.

- Vintage Corks & Gourmet Food Trucks (Spring or Fall 2013 ): \$20,960

Vintage Corks and Gourmet Trucks is a Wine and Food Event in downtown Alpharetta. A wine event was requested by the Alpharetta Business Association. The fall 2013 date is preferred to give time to research, find partners, and create a plan. The actual event concept would hopefully bring together Georgia Wine Growers and Gourmet Food Trucks. The community would come out on a spring or fall evening to enjoy wine pairing with food prepared by mobile gourmet food chefs. Included in the event would be live acoustic music tucked around downtown. The festival could also feature a renowned local chef, local farmers and artisans, exclusive GA wines and local musical artists. With the correct wine partner, they could offer wine classes leading up to the event or during the event.

Major cost components include: advertising; staff time for setup/breakdown/safety (e.g. cones, barricades, message boards, etc.); and rental/setup/breakdown of the sound equipment, tables, chairs, tents, dumpsters, trashcans, port-o-potties, etc.

- Alpharetta Farmers Market (April through October): \$2,750

Alpharetta Farmers Market is sponsored and organized by the Alpharetta Business Association and is located in the City Hall parking lot. You will find farmers with fruits and vegetables, gardeners with fresh flowers and plants, and makers of all sorts of edible home goods from yummy desserts to local raw honey and homemade sauces and jellies. The event creates community and a reason for people to come downtown each month. In efforts to support the 30 events in 2011, the city provided road blocks, electricity, consulting, public works services, and more. In 2012 we want to offer the same services along with city website calendar listing and entertainment for the community.

- Resthaven Cemetery Tours (Spring or Fall 2013): \$10,880

This would be a tour of Old Milton County's four acre cemetery in Historic Downtown Alpharetta. Hopefully partnering with the Alpharetta Historical Society and a local acting guild, we would organize a cemetery walking tour. It could begin at Smoke Jacks restaurant (which was the funeral home) walk through a few of the downtown historical markers; then into the cemetery; and finally end at the Future Farmers of America Log Cabin. Actors would dress up as local historical figures and wait by their grave site. Different members of the Alpharetta Historical Society would describe the local history and then introduce the historical actor in costume. The entrance and pathways in the graveyard could be lighted to illuminate the entire graveyard. The earliest recorded grave in the cemetery is that of Susan K. Camp Garrison born in September 1822. Susan was the daughter of Arthur Camp, who sold property, Land Lot 1269, to Milton County in 1858 for the creation of Alpharetta. Major cost components include advertising, prop acquisition (e.g. period clothing), and professional services (e.g. tour guides). This initiative request would require more research to accurately reflect the expenses.

- Special Events Coordinator (part-time; 0.5 FTE): \$20,015

The Special Events Division currently consists of a Special Events Manager (full-time), and two part-time Special Events Coordinators. Special Events staff has experienced an increased workload associated with its current event lineup (e.g. moving the Taste of Alpharetta to the downtown) and does not have sufficient staff resources to fully manage and implement the additional events set forth within the FY 2013 Budget.

This request is for an additional part-time Special Events Coordinator (0.5 Full-Time Equivalent position) to assist the Special Events Manager in implementing and running the additional special events recommended for the FY 2013 Budget.

## Public Safety Department Request

- Air & Light/Rehab Truck Lease: \$60,000 (lease pmt.)

This request is for the funding of an annual lease payment for the purchase of an Air & Light/Rehab truck to replace two vehicles that currently perform similar functions but are not meeting the department's needs.

The current vehicle performing the Air & Light functions is a 1995 E1 with 54,000 miles that was purchased as a rescue vehicle. Several years ago it was retrofitted for air and light by shoe-horning a portable air compressor into it and hanging lights on it. However, the weight of the generator pushed it over the manufacturer's recommended weight rating and, combined with the lighting, taxed the electrical system. It will run either the generator or the lights but not both, and mechanically it's racking up maintenance expense (over \$20,000 since mid-2007).

The current vehicle performing the Rehab function (e.g. carries food, water, Gatorade, etc. for major and/or extended incidents) is a 1997 Ford with 27,000 miles.

The new vehicle will allow for the surplus of both pieces of the current fleet. The new Air & Light/Rehab truck is estimated to cost \$500,000. The lease has a 10-year term with estimated annual payments of \$60,000.

## Engineering & Public Works/Community Development Departments Request

- Enterprise Permitting/Work Order Software: \$133,000 (lease pmt.)

This request is for the procurement of an enterprise management system for the city's permitting, code enforcement, and work-order functions (Engineering and Public Works/Community Development/Recreation and Parks/General Administrative) that represents a replacement/upgrade to existing legacy systems that are not integrated.

The Community Development system is still supported by the vendor but no longer sold (Permits Plus). Staff anticipates that the vendor will eliminate support in the short-term (next several years) which will necessitate an upgrade/replacement. Engineering and Public Works (EPW) is using a FileMaker Pro system that was designed and instituted to manage and capture requests-for-services and work orders as an interim solution until a commercially acceptable solution could be procured. Currently there are duplication of entry and effort between EPW and Community Development. These systems are not integrated and do not directly provide GIS integration. The enterprise management system is needed in order to support both internal and external functions in order for the city to provide modern and efficient services to its customers. Cost estimates for the software are from

the Information Technology Department (based on preliminary discussions with vendors).

*One-time Costs*

Software/Equipment/Conversion/Implementation	\$850,000
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*Lease Financing*

The lease terms include:

- 7-year term;
- 3.0% fixed int. rate (est.);
- No closing costs; and
- \$133,000 annual pmt.

*Annual Maintenance*

Annual maintenance costs include programming, system maintenance, etc. and are estimated at \$40,000 annually. This figure will be partially offset through elimination of the current system's maintenance costs (approx. \$21,000 for Permits Plus and that does not include staff time invested in FileMaker application). However, this savings will not be realized until completion of the implementation period.

Information Technology Department Requests: \$85,000

- Remote Archiving of City Data: \$15,000

With the implementation of enterprise data management for the city, it is now possible to provide off-site management of archived city data through the internet (Cloud Technologies). This data will be planned to be updated monthly with a year's set of data maintained. This will be a service provided by a facility located geographically remote from the North Georgia area so as to minimize the possibility of catastrophic events jeopardizing the security and reliability of city data. Currently, full data backups are completed and stored locally. This initiative does not fund full Disaster Recovery services.

- Network Analyst II (previously unfunded; 1.0 FTE): \$70,000 (net cost to the City = annual position cost – current seasonal funding)

There is a critical need to address the funding to a full-time employment level the Network Analyst II position that is currently funded as a seasonal/temporary position. This position was originally created and approved by the Mayor and City Council in the 2009 Budget but was left unfunded due to the unknown impacts of the Fulton County property assessment changes during the summer of 2008.

This position has been left to be funded ever since waiting for a time of economic stability. Since that time we have been in a position of a single point of failure for the critical skills needed to maintain our network integrity

and business continuity. We have supplemented our Network Manager with limited consultant support (due to the high costs of private contractors). Last year, we received approval to hire a part-time independent contractor at a reduced hourly rate to help support our network work load and to create a fail-over capability in case something should happen to our Network Manager.

While better than nothing, this is far less than ideal and does not address the need of full-time mirroring of our network support needs. Given the increasing complexity and work demands of supporting our modernized network systems and infrastructure, it is past due time to fund this position to a full-time status.

Over the past four years, the City Information Technology infrastructure and systems have gone through a major evolution (some would say revolution) in modernization and standardization to industry standards: Data Center and remote networking renovations, CISCO networking infrastructure linking City facilities, 911 Data Center, Virtualization of physical servers, enterprise management of City data and SRM between existing data centers, and a CISCO telephony VOIP implementation with unified communications, OSSI Public Safety System, and Tyler/Munis Financial Systems to mention the major implementations. Coming soon is the implementation of appropriate Cloud based technologies such as remote archiving and disaster recovery, virtual desktops and applications, and the world of tablet and mobile technologies that can support such systems as Enterprise Work Order Management, Paperless Agendas, etc.

It is a matter of fact that as you deploy more sophisticated and powerful technologies to serve your needs, you have to pay for the resources including the labor costs to evolve and support these systems.

## Maintaining an Effective Capital Improvement Program (Capital Initiatives)

As part of the capital planning process for FY 2013, departments submitted capital/one-time initiative funding requests totaling \$5.9 million with another \$1.5 million set aside for future capital initiatives.

	General Fund	Alpharetta Youth Baseball Association	Alpharetta Business Community	Total
<b>Sources:</b>				
Available Fund Balance	\$ 4,661,795	\$ -	\$ -	\$ 4,661,795
(1) Recurring Capital Program	2,425,000	-	-	2,425,000
(2) Project Contributions	-	25,000	325,000	350,000
	<b>\$ 7,086,795</b>	<b>\$ 25,000</b>	<b>\$ 325,000</b>	<b>\$ 7,436,795</b>
<b>Uses:</b>				
(3) Capital	\$ 5,559,750	\$ 25,000	\$ 325,000	\$ 5,909,750
	<b>\$ 5,559,750</b>	<b>\$ 25,000</b>	<b>\$ 325,000</b>	<b>\$ 5,909,750</b>
<b>Reserve:</b>				
Future Capital/one-time Initiatives	<b>\$ 1,527,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,527,045</b>

(1) Represents funding programmed within the General fund budget to cover recurring capital needs (e.g. milling & resurfacing of city roadways, fleet replacement, etc.).

(2) Represents contributions for allowable projects (i.e. ABC: North Point Parkway Sidewalk; AYBA: replacement of fencing at Wills Park baseball fields 1-3).

(3) All Capital Initiative funding will be transferred and accounted for within one of the City's capital project funds.

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.

Please refer to the *Capital and Debt* tab for a detailed listing of capital initiatives by funding source.

### Proper Use of Fund Balance

General Fund - Based on audited financial statements for the year ended June 30, 2011, the city's fund balance totaled \$20.6 million. Of this amount, approximately \$4.4 million was appropriated in the FY 2012 Budget for capital/one-time initiatives, \$862,110 was designated for future OPEB<sup>9</sup> costs, and \$10.6 million has been

<sup>9</sup> Other Post-Employment Benefits (OPEB) are benefits that that an employee receives upon retirement. For the city, eligible retirees are offered the same health and prescription drug coverage as active employees. However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. The city's only

designated as an emergency account based on a conservative policy of 21% 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 2013 totals \$4.7 million.

### **Funding Recurring Capital from Operating Budget**

FY 2013 includes appropriations totaling \$2.4 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.). Funding is derived from both general revenue (\$250,000) and millage savings from debt reductions (\$2.18 million).

By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

### **Partner Contributions**

The FY 2013 budget includes \$350,000 in contributions from several strategic city partners including: \$325,000 from the Alpharetta Business Community for construction of a sidewalk<sup>10</sup> along North Point Parkway (Old Milton to Preston Ridge); and \$25,000 from the Alpharetta Youth Baseball Association for replacement of the fencing at Wills Park baseball fields 1-3.

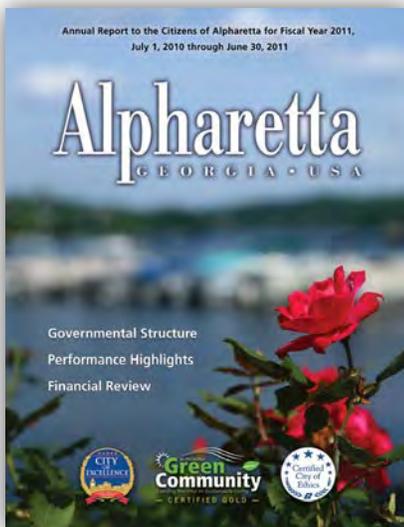
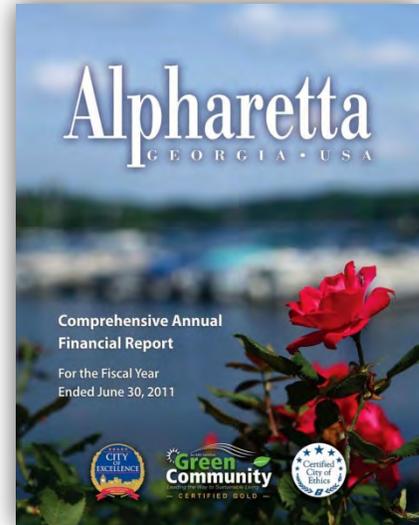
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exposure is the accounting treatment of the implicit rate subsidy (the additional cost of including retired employees in the same healthcare plan used by current employees). The \$862,110 reserve fully funds the OPEB liability at September 30, 2011. The city has established an OPEB trust for these monies.

<sup>10</sup> Eligible projects includes those sidewalk improvements that meet the entity's goals of connecting hotels to historic or business districts within the city through bicycle or pedestrian greenways, trails, walkways, etc.

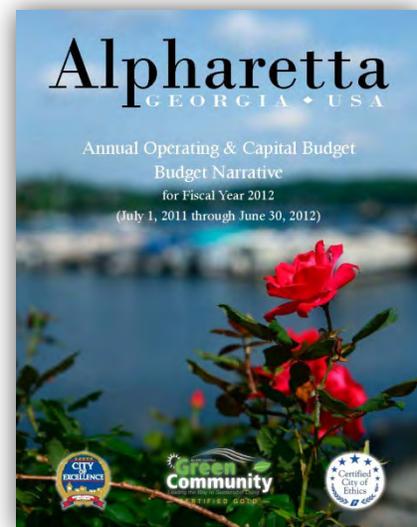
## **Awards and Acknowledgements**

**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, 2011. 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 23<sup>rd</sup> 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, 2011. 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 9<sup>th</sup> 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, 2012. 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 9<sup>th</sup> 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 2013 Budget Narrative:

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

Respectfully Submitted,



David Belle Isle  
Mayor



Robert J. Regus  
City Administrator



Thomas G. Harris  
Finance Director

# About Alpharetta



## History<sup>11</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 landmark for the city limits because, according to the charter, the limits were to extend in a one-half mile

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<sup>11</sup> The information contained within this section is based upon original research by Anne Rogers Ferguson and accessed via the City of Alpharetta website.

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.

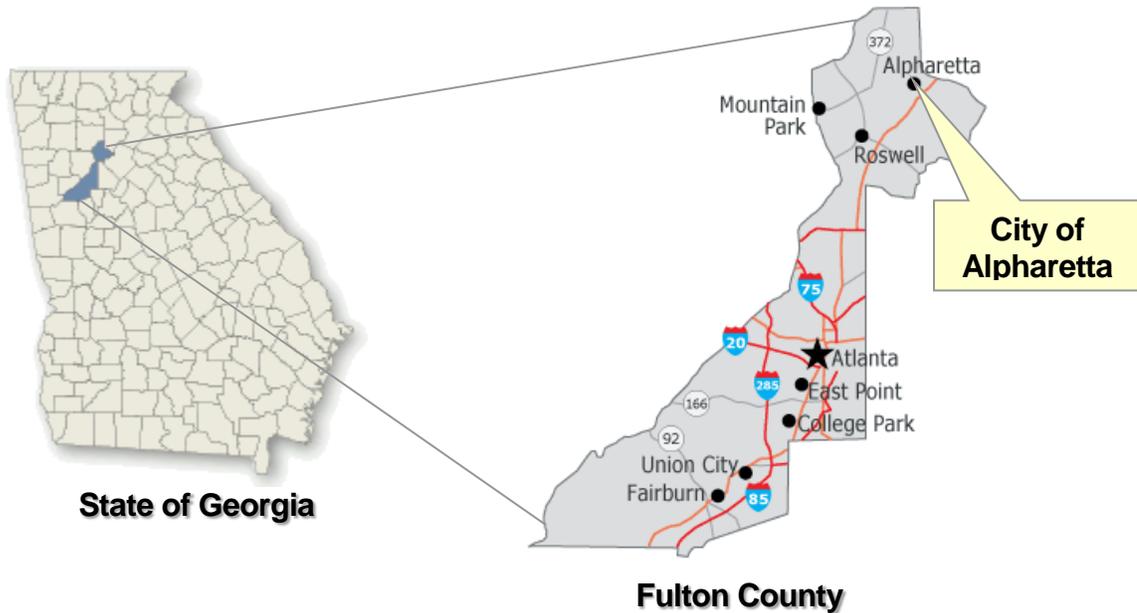
As the Civil War drew to a close, Alpharetta, along with the rest of the South, suffered a period of economic hardship. These "hard times" tended to draw folks together and a sense of community identity began to grow. As hard as these times were, Milton County fared better than many areas. Since the 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 58,975. 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 citywide 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.

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)
- ✓ Natural Resources 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)
  - 2<sup>nd</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 (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)

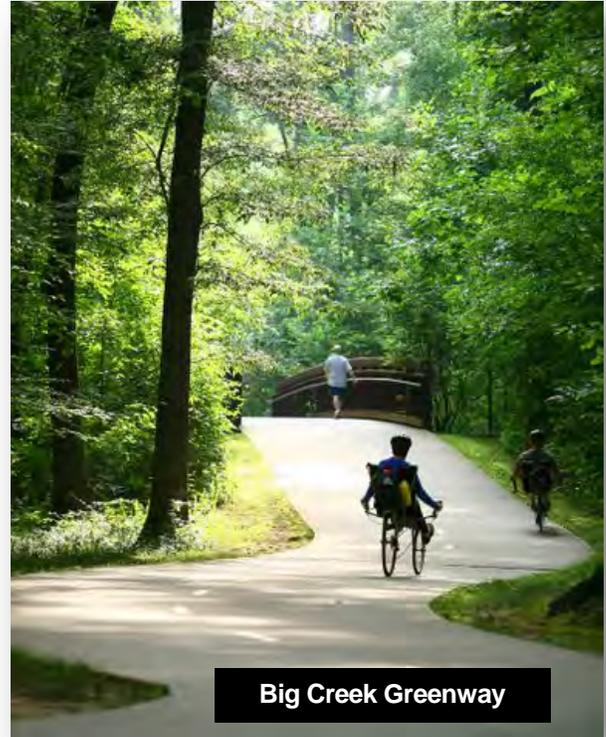
## **Mission**<sup>12</sup>

To make a positive difference in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.

## **Vision**<sup>13</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
- ✓ Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



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>12</sup> The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

<sup>13</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.



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# *Financial Structure and 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 governmental funds 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 proprietary and fiduciary funds are maintained on an accrual basis.

## **Fund Classification**

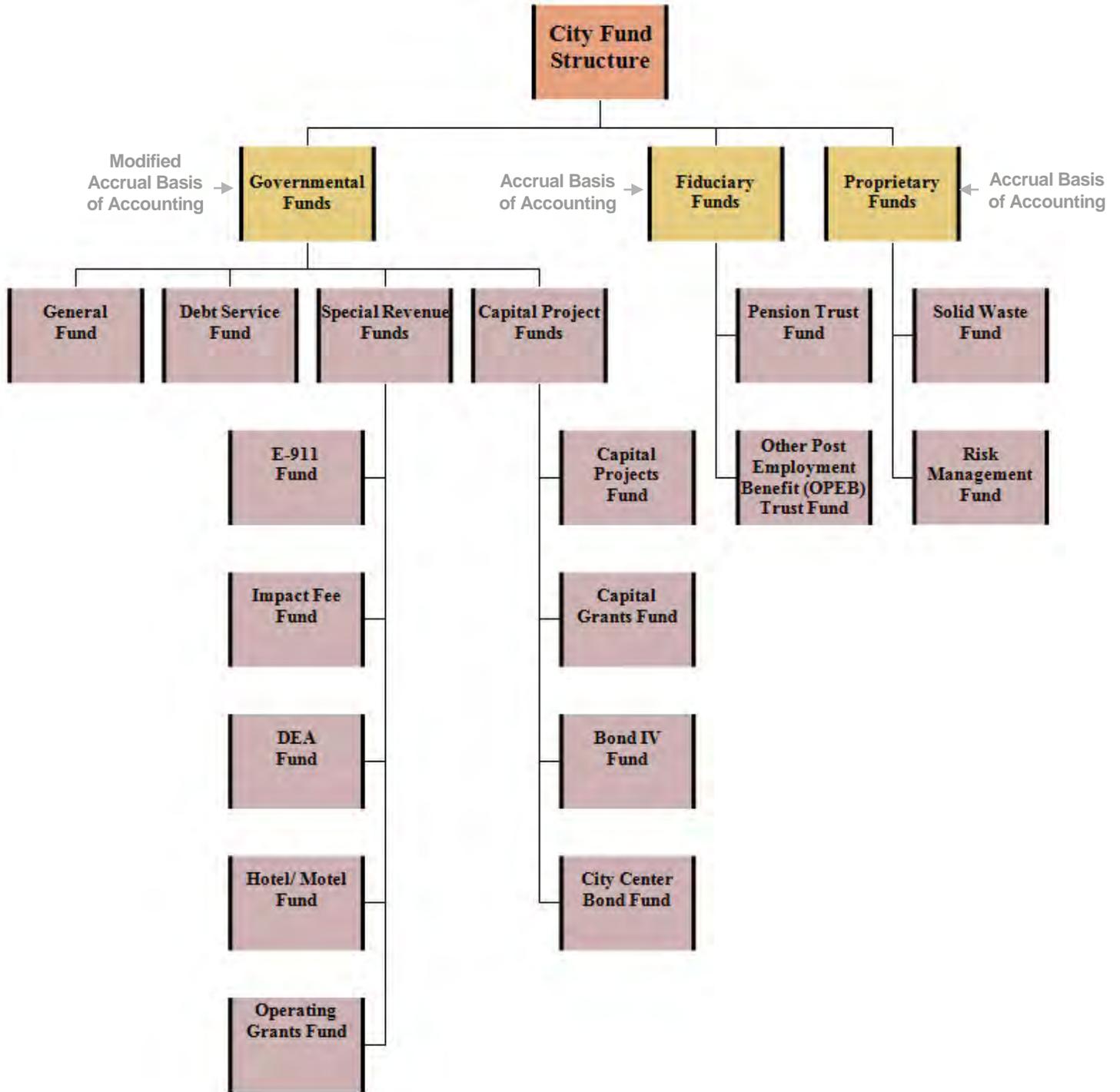
The city’s accounting system is organized and operated on a “fund” basis and each fund is classified in one of three categories:

<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 Other Post Employment Benefit (OPEB) 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.

# Fund Structure

The city uses eleven governmental funds, two proprietary funds, and two fiduciary funds as detailed below:



## **Fund Descriptions**

The following section provides a narrative on each of the city's 15 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.

The General Fund maintains a fund balance reservation of 21% of operating expenditures (approximately \$10.6 million as of audited fiscal-year-ending September 30, 2011). 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 2013 budget includes a carryforward of excess fund balance totaling \$4.7 million for capital investment and other one-time initiatives.

The city understands the importance of programming appropriations in the operating budget for on-going renewal & replacement of capital initiatives. FY 2013 includes appropriations totaling \$2.4 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.). By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated. The recurring capital funding will be transferred from the General Fund into the Capital Project Fund where the projects will be accounted for.

**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, wireless (including prepaid cards), and voice-over-internet-protocol 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. In FY 2013, the revenue collected will be reserved within the Impact Fee Fund for future allowable system improvements. In prior years, the impact fee monies were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund allowable system improvements. 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, only new appropriations are reflected in the annual budget document. Existing appropriations 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 2006;
- General Obligation Bonds, Series 2012; and
- 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 four (4) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); Bond IV Fund (account for proceeds from GO Bonds, Series 2006); and City Center Capital Project Fund (account for proceeds from GO Bonds, Series 2012). All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations 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. 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.
- **City Center Capital Project Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2012. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

**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.

**Fiduciary Fund**: These funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting and are not appropriated in the annual budget 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).

- **Pension Trust Fund**: This fund accounts for assets of the city's defined benefit pension plan. The assets in this fund cannot be used to support government programs or activities.
- **Other Post Employment Benefit (OPEB) Trust Fund**: Other Post Employment Benefits are benefits that an employee receives upon retirement. For the city, eligible retirees are offered the same health and prescription drug coverage as active employees. However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. The city's only exposure is the accounting treatment of the implicit rate subsidy (the additional cost of including retired employees in the same healthcare plan used by current employees). The city has fully funded its OPEB liability as of fiscal year end June 30, 2011. The FY 2012 and 2013 Budgets contain sufficient funding to cover the annual required contributions of the OPEB liability. This fund is used to account for the OPEB assets.



## Fiscal Year 2013 Operating & Capital Budget Narrative

# Financial Reporting

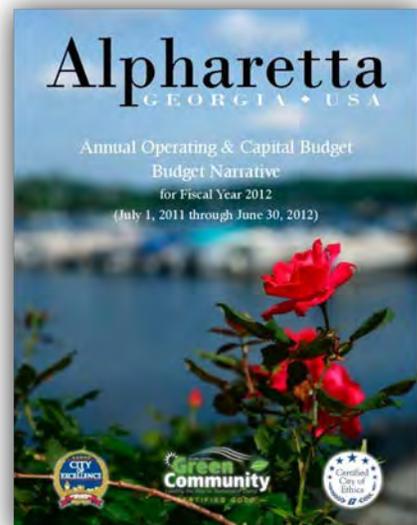
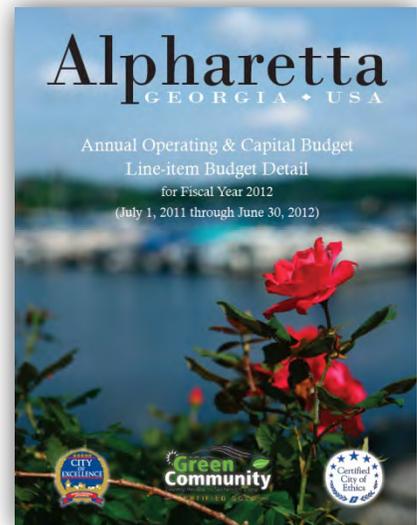
The Finance Department provides detailed financial reporting to meet the information needs of the government, authorities, regulatory agencies, and citizens/ stakeholders. In addition, the City Administrator, Mayor, Council, Department Heads, and the public shall have access to reports to allow them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

### **Operating and Capital Budget Documents**<sup>14</sup> (June - August)

The city annually prepares and publishes two (2) related budget documents.

(1) The *Operating and Capital Budget (line-item budget detail)* is presented to the City Council as part of the budget adoption process. This document includes all specific line-item appropriations that compose the budget and aids in the financial administration of the city.

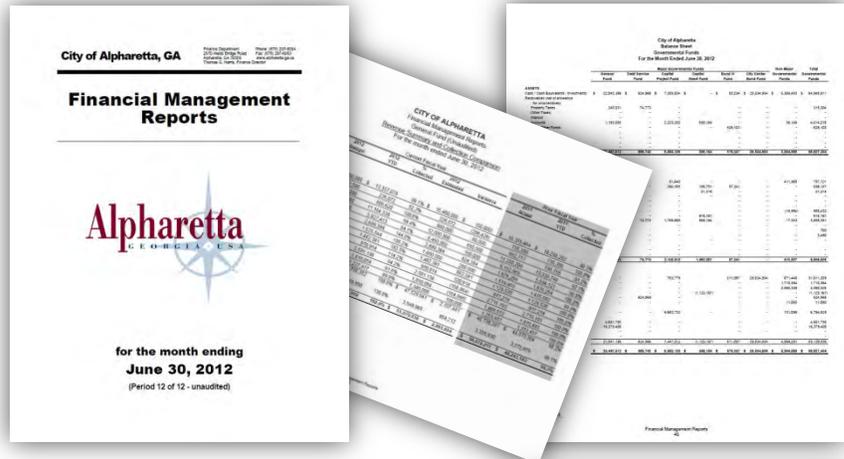
(2) The *Operating and Capital Budget (budget narrative)* is prepared as a companion to the line-item budget and provides our elected officials, citizenry, and stakeholders with a complete, clear, and understandable budget narrative that facilitates the transparency of our budgeting and financial processes.



<sup>14</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

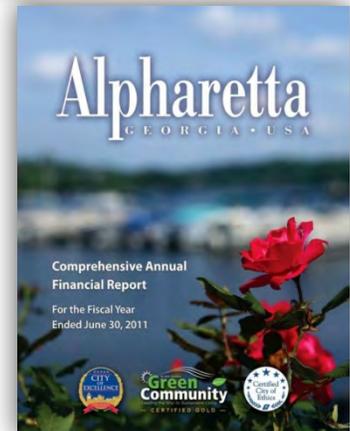
## **Financial Reporting to the City Council<sup>15</sup> (monthly)**

On a monthly basis, the Finance Department prepares and presents detailed revenue and expenditure statements for all city operating funds (including prior year comparisons for the General Fund). In addition, this report shall include: (1) a detailed capital project report including prior-year activity; (2) all checks issued in dollar amounts over \$5,000; (3) all purchase orders with an estimated cost of over \$5,000 but less than \$25,000; (4) status of current year bid/RFP's.



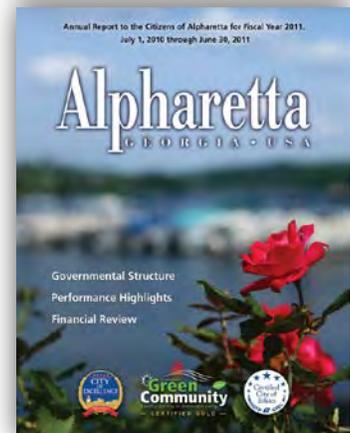
## **Comprehensive Annual Financial Report<sup>8</sup> (November - December)**

In conjunction with the annual independent audit, the city prepares and publishes a Comprehensive Annual Financial Report (CAFR) that effectively communicates the complete financial affairs of the city to all interested readers.



## **Annual Citizens Report<sup>8</sup> (November - December)**

In order to provide citizens with financial information that is easily disseminated, the Finance Department prepares and publishes an annual report to the citizen's. This report is in addition to the CAFR and provides our citizens, businesses and stakeholders with descriptive information about our organizational structure, city departments, service delivery, and financial condition. The focus is on providing information that is readily accessible and easily understandable to the general public and other interested parties.



<sup>15</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

# 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 2013 Budget Narrative is prepared for the fiscal year commencing July 1, 2012 and ending June 30, 2013.

## **Annual Budget Process**

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 (set by Mayor and City Council) 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 April-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, 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.

Departments, in partnership with the Finance Department, then 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.

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 and Information Technology Departments 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 2013 Update*

*General Fund operating expenditures are up 2% over FY 2012 due primarily to salary growth (2.5% performance-based merit program based on revenue availability) and coverage of major growth drives (e.g. healthcare, fuel, and utilities).*

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.

### *Fiscal Year 2013 Update*

*New program requests were limited to those initiatives that improved the safety of our public (fire truck replacement), enhanced economic development and foot traffic downtown (expanded special events offerings), and increased staff efficiency (permitting and work order ERP system).*

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.

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 21% fund balance reserve) available for one-time capital investment.

*Fiscal Year 2013 Update*

*Revenue collections are forecasted to grow by 2.5% (net of millage rate dedicated to capital) due primarily to increases in local option sales taxes, franchise fees, insurance premium taxes, licenses and permits, etc.*

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 (recurring capital which is transferred from the General Fund into the Capital Project Fund) 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.

## FY 2013 Budget Calendar



### City of Alpharetta Fiscal Year 2013 Budget Calendar

<b>January 15-16</b>	City Council Retreat
<b>February 3-6</b>	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 2011 actual</li><li>• FY 2012 year-to-date actual</li><li>• FY 2012 target</li><li>• FY 2013 target</li></ul></li><li>- Departmental organizational charts</li><li>- Departmental goals and objectives</li></ul>
<b>February 27</b>	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>
<b>March-April</b>	Mayor, City Administrator and Finance Director Budget overview meetings
<b>May 4</b>	Distribute Mayor's Recommended FY 2013 Operating and Capital Budget (line-item detail)
<b>May 14</b>	City Council Meeting <ul style="list-style-type: none"><li>- Finance Department presentation<ul style="list-style-type: none"><li>• FY 2013 Budget overview (operating and capital)</li></ul></li></ul>
<b>May 21</b>	City Council Meeting <ul style="list-style-type: none"><li>- Finance Department presentation<ul style="list-style-type: none"><li>• FY 2013 Budget overview (capital)</li></ul></li></ul>
<b>June 4</b>	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>
<b>June 11</b>	Public Hearing #2
<b>June 18</b>	Public Hearing #3 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 Summaries*

# Citywide Budget Summaries

## Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2013 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 2013 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *Financial Accounting Structure* 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 2013 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 2013 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the *Departmental Summaries* tab of this document for more detailed information about each department's expenditures.

- **Citywide Budget Summary by Expenditure Category**

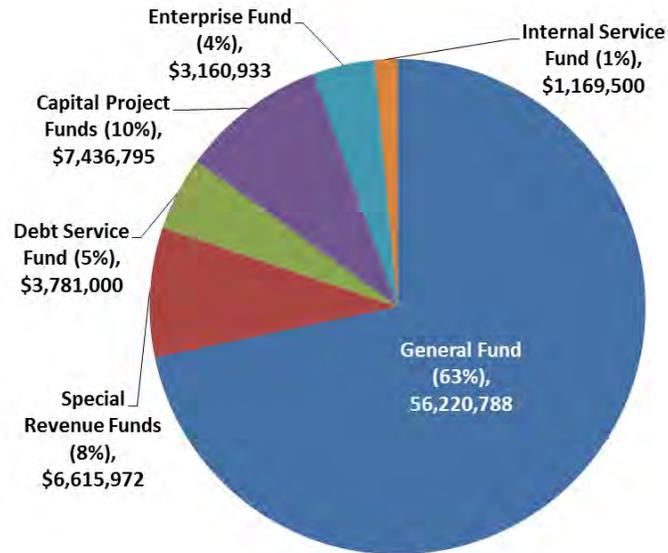
This section provides a summary/narrative of FY 2013 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

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

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2009-2013 including changes in fund balance.

## Citywide Budget Summary by Fund

*FY 2013  
Citywide  
Budget:  
\$78 million*



The Fiscal Year 2013 budget for all funds totals \$78 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 2013 is from fund balance and transfers from other funds. Unspent appropriations from fiscal year 2012 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.

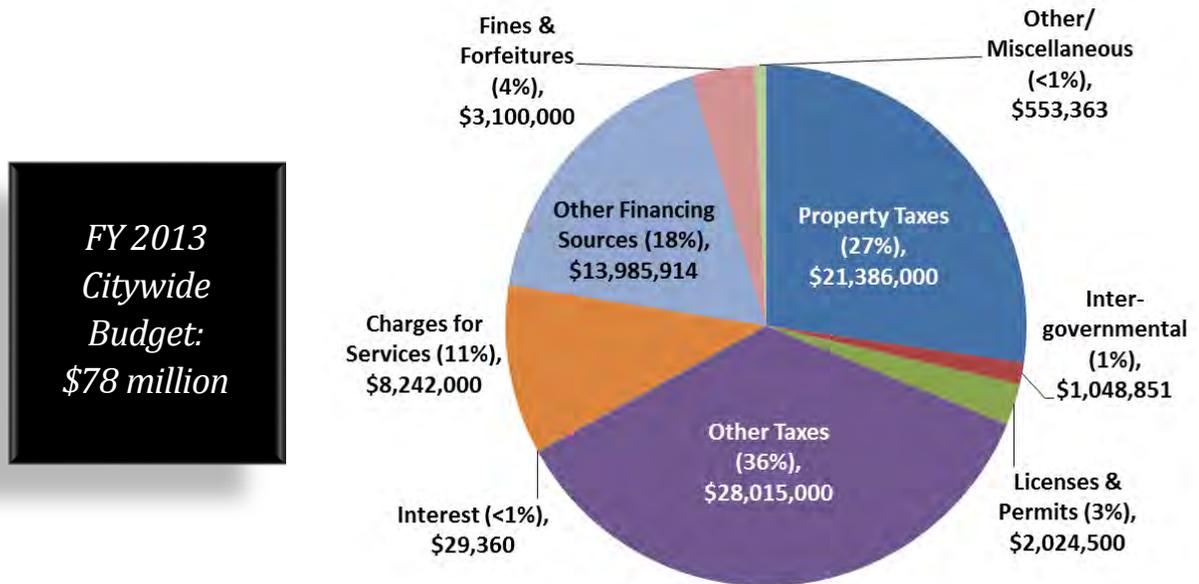
**City of Alpharetta  
FY 2013 Budget  
Citywide Detail Fund Statement**

	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	<b>\$ 56,220,788</b>	<b>\$ 56,220,788</b>	√
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 2,908,676	\$ 2,908,676	√
Impact Fee Fund	46,350	46,350	√
Drug Enforcement Agency Fund	250,000	250,000	√
Hotel/Motel Fund	3,410,946	3,410,946	√
	<b>\$ 6,615,972</b>	<b>\$ 6,615,972</b>	√
<b>Debt Service Fund</b>	<b>\$ 3,781,000</b>	<b>\$ 3,781,000</b>	√
<b>Capital Project Funds:</b>			
Capital Projects Fund	\$ 7,436,795	\$ 7,436,795	√
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 3,160,933	\$ 3,160,933	√
<b>Internal Service Fund:</b>			
Risk Management Fund	\$ 1,169,500	\$ 1,169,500	√
<b>Total</b>	<b>\$ 78,384,988</b>	<b>\$ 78,384,988</b>	√



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## Citywide Budget Summary by Revenue Source



The chart above segments the FY 2013 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 2013 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.820 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.930 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.

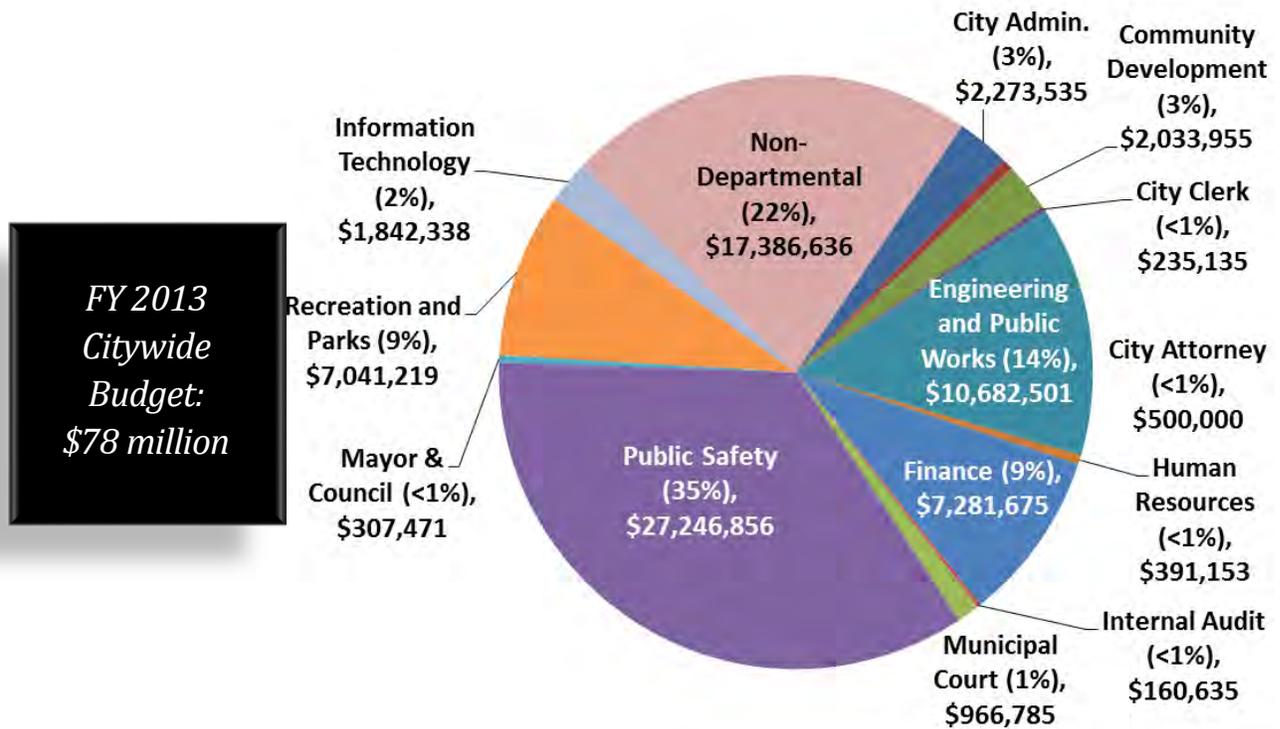
**Fines & Forfeitures** – Includes municipal court fines, red light camera fines, etc.

**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



The chart above segments the FY 2013 budget by department/functional unit and includes the following:

**Mayor and City Council**

**City Administration**

**City Clerk**

**Community Development**

**Engineering and Public Works**

**Finance**

**Human Resources**

**Information Technology**

**Internal Audit**

**Legal Services**

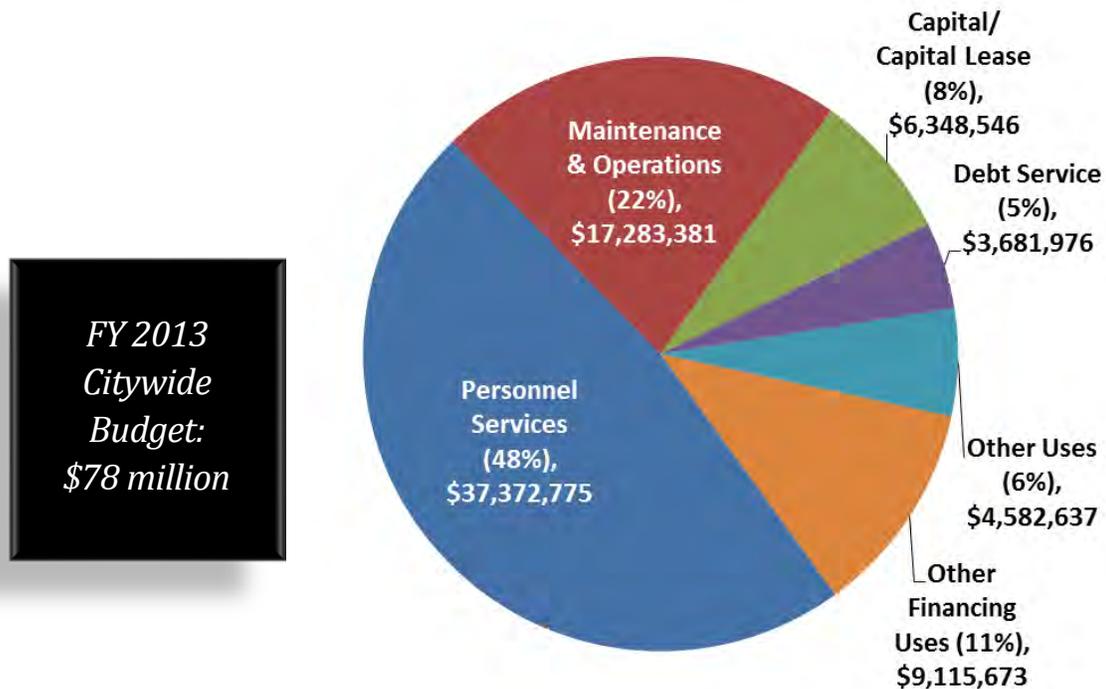
**Municipal Court**

**Public Safety**

**Recreation and Parks**

Please refer to the *Departmental Information* tab 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



The chart above segments the FY 2013 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/reserve appropriations and expenses related to donations/contributions.

**Other Financing Uses** – Includes interfund transfers for items such as grant matches, capital improvements, etc.

# Fiscal Year 2013 - 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
<b>REVENUES:</b>					
<b>Property Taxes</b>	\$ 17,610,000	\$ -	\$ -	\$ -	\$ -
<b>Local Option Sales Taxes</b>	12,070,000	-	-	-	-
<b>Other Taxes</b>	12,545,000	-	-	-	3,400,000
<b>Licenses and Permits</b>	2,024,500	-	-	-	-
<b>Intergovernmental Revenue</b>	76,252	972,599	-	-	-
<b>Charges for Services</b>	2,600,500	1,935,000	45,000	-	-
<b>Fines and Forfeitures</b>	3,050,000	-	-	50,000	-
<b>Interest Earnings</b>	15,000	1,077	1,350	2,500	-
<b>Other/Miscellaneous</b>	203,363	-	-	-	-
<i>subtotal</i>	<b>\$ 50,194,615</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 52,500</b>	<b>\$ 3,400,000</b>
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,364,378	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-
Interfund Transfer from Debt Service Fund	-	-	-	-	-
Budgeted Fund Balance	4,661,795	-	-	197,500	10,946
<i>subtotal</i>	<b>\$ 6,026,173</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 197,500</b>	<b>\$ 10,946</b>
<b>Total Revenues</b>	<b>\$ 56,220,788</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 3,410,946</b>
<b>EXPENDITURES:</b>					
<b>Mayor and City Council</b>	\$ 307,471	\$ -	\$ -	\$ -	\$ -
<b>City Administration</b>	1,832,785	-	-	-	-
<b>Legal Services</b>	500,000	-	-	-	-
<b>City Clerk</b>	235,135	-	-	-	-
<b>Community Development</b>	2,033,955	-	-	-	-
<b>Engineering and Public Works</b>	7,185,001	-	-	-	-
<b>Finance</b>	2,951,242	-	-	-	-
<b>Public Safety</b>	23,258,680	2,908,676	-	250,000	-
<b>Human Resources</b>	396,247	-	-	-	-
<b>Municipal Court</b>	996,785	-	-	-	-
<b>Internal Audit</b>	160,635	-	-	-	-
<b>Recreation and Parks</b>	6,644,219	-	-	-	-
<b>Information Technology</b>	1,422,338	-	-	-	-
<b>Non-Departmental</b>					
Contingency	500,000	-	-	-	-
Reserve for Future Operating/Capital Initiatives	-	-	45,000	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	568,605
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,477,963
Debt Service (Principal and Interest)	-	-	-	-	-
Other	45,000	-	1,350	-	-
<i>subtotal</i>	<b>\$ 48,469,493</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 2,046,568</b>
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,364,378
Interfund Transfer to Special Revenue Funds	-	-	-	-	-
Interfund Transfer to Capital Project Funds	7,086,795	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	-	-	-
Interfund Transfer to Risk Management Fund	664,500	-	-	-	-
<i>subtotal</i>	<b>\$ 7,751,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,364,378</b>
<b>Total Expenditures</b>	<b>\$ 56,220,788</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 3,410,946</b>

			Enterprise Fund	Internal Service Fund	TOTAL
	Debt Service Fund	Capital Projects Fund	Solid Waste Fund	Risk Management Fund	
<b>REVENUES:</b>					
Property Taxes	\$ 3,776,000	\$ -	\$ -	\$ -	\$ 21,386,000
Local Option Sales Taxes	-	-	-	-	12,070,000
Other Taxes	-	-	-	-	15,945,000
Licenses and Permits	-	-	-	-	2,024,500
Intergovernmental Revenue	-	-	-	-	1,048,851
Charges for Services	-	-	3,156,500	505,000	8,242,000
Fines and Forfeitures	-	-	-	-	3,100,000
Interest Earnings	5,000	-	4,433	-	29,360
Other/Miscellaneous	-	350,000	-	-	553,363
<i>subtotal</i>	\$ 3,781,000	\$ 350,000	\$ 3,160,933	\$ 505,000	\$ 64,399,074
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ -	\$ 7,086,795	\$ -	\$ 664,500	\$ 7,751,295
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,364,378
Interfund Transfer from Impact Fee Fund	-	-	-	-	-
Interfund Transfer from Debt Service Fund	-	-	-	-	-
Budgeted Fund Balance	-	-	-	-	4,870,241
<i>subtotal</i>	\$ -	\$ 7,086,795	\$ -	\$ 664,500	\$ 13,985,914
<b>Total Revenues</b>	<b>\$ 3,781,000</b>	<b>\$ 7,436,795</b>	<b>\$ 3,160,933</b>	<b>\$ 1,169,500</b>	<b>\$ 78,384,988</b>
<b>EXPENDITURES:</b>					
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ 307,471
City Administration	-	440,750	-	-	2,273,535
Legal Services	-	-	-	-	500,000
City Clerk	-	-	-	-	235,135
Community Development	-	-	-	-	2,033,955
Engineering and Public Works	-	3,497,500	-	-	10,682,501
Finance	-	-	3,160,933	1,169,500	7,281,675
Public Safety	-	829,500	-	-	27,246,856
Human Resources	-	-	-	-	396,247
Municipal Court	-	-	-	-	996,785
Internal Audit	-	-	-	-	160,635
Recreation and Parks	-	397,000	-	-	7,041,219
Information Technology	-	420,000	-	-	1,842,338
<b>Non-Departmental</b>					
Contingency	-	-	-	-	500,000
Reserve for Future Operating/Capital Initiatives	94,024	1,527,045	-	-	1,666,069
Alpharetta Business Community (Sidewalks)	-	325,000	-	-	893,605
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,477,963
Debt Service (Principal and Interest)	3,681,976	-	-	-	3,681,976
Other	5,000	-	-	-	51,350
<i>subtotal</i>	\$ 3,781,000	\$ 7,436,795	\$ 3,160,933	\$ 1,169,500	\$ 69,269,315
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,364,378
Interfund Transfer to Special Revenue Funds	-	-	-	-	-
Interfund Transfer to Capital Project Funds	-	-	-	-	7,086,795
Interfund Transfer to Debt Service Fund	-	-	-	-	-
Interfund Transfer to Risk Management Fund	-	-	-	-	664,500
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,115,673
<b>Total Expenditures</b>	<b>\$ 3,781,000</b>	<b>\$ 7,436,795</b>	<b>\$ 3,160,933</b>	<b>\$ 1,169,500</b>	<b>\$ 78,384,988</b>

# Fiscal Year 2013 - 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
<b>REVENUES:</b>					
<b>Property Taxes</b>	\$ 17,610,000	\$ -	\$ -	\$ -	\$ -
<b>Local Option Sales Taxes</b>	12,070,000	-	-	-	-
<b>Other Taxes</b>	12,545,000	-	-	-	3,400,000
<b>Licenses and Permits</b>	2,024,500	-	-	-	-
<b>Intergovernmental Revenue</b>	76,252	972,599	-	-	-
<b>Charges for Services</b>	2,600,500	1,935,000	45,000	-	-
<b>Fines and Forfeitures</b>	3,050,000	-	-	50,000	-
<b>Interest Earnings</b>	15,000	1,077	1,350	2,500	-
<b>Other/Miscellaneous</b>	203,363	-	-	-	-
<i>subtotal</i>	<b>\$ 50,194,615</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 52,500</b>	<b>\$ 3,400,000</b>
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,364,378	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-
Interfund Transfer from Debt Service Fund	-	-	-	-	-
Budgeted Fund Balance	4,661,795	-	-	197,500	10,946
<i>subtotal</i>	<b>\$ 6,026,173</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 197,500</b>	<b>\$ 10,946</b>
<b>Total Revenues</b>	<b>\$ 56,220,788</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 3,410,946</b>
<b>EXPENDITURES:</b>					
<b>Personnel Services</b>	\$ 35,416,846	\$ 1,899,456	\$ -	\$ -	\$ -
<b>Maintenance and Operations</b>	11,872,851	971,220	1,350	159,000	-
<b>Capital/Capital Lease</b>	634,796	38,000	-	91,000	-
<b>Other</b>					
Contingency	500,000	-	-	-	-
Reserve for Future Operating/Capital Initiatives	-	-	45,000	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	568,605
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,477,963
Debt Service (Principal and Interest)	-	-	-	-	-
Donations/Contributions	45,000	-	-	-	-
<i>subtotal</i>	<b>\$ 48,469,493</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 2,046,568</b>
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,364,378
Interfund Transfer to Special Revenue Funds	-	-	-	-	-
Interfund Transfer to Capital Project Funds	7,086,795	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	-	-	-
Interfund Transfer to Risk Management Fund	664,500	-	-	-	-
<i>subtotal</i>	<b>\$ 7,751,295</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,364,378</b>
<b>Total Expenditures</b>	<b>\$ 56,220,788</b>	<b>\$ 2,908,676</b>	<b>\$ 46,350</b>	<b>\$ 250,000</b>	<b>\$ 3,410,946</b>

			Enterprise Fund	Internal Service Fund	TOTAL
	Debt Service Fund	Capital Projects Fund	Solid Waste Fund	Risk Management Fund	
<b>REVENUES:</b>					
Property Taxes	\$ 3,776,000	\$ -	\$ -	\$ -	\$ 21,386,000
Local Option Sales Taxes	-	-	-	-	12,070,000
Other Taxes	-	-	-	-	15,945,000
Licenses and Permits	-	-	-	-	2,024,500
Intergovernmental Revenue	-	-	-	-	1,048,851
Charges for Services	-	-	3,156,500	505,000	8,242,000
Fines and Forfeitures	-	-	-	-	3,100,000
Interest Earnings	5,000	-	4,433	-	29,360
Other/Miscellaneous	-	350,000	-	-	553,363
<i>subtotal</i>	\$ 3,781,000	\$ 350,000	\$ 3,160,933	\$ 505,000	\$ 64,399,074
<b>Other Financing Sources</b>					
Interfund Transfer from General Fund	\$ -	\$ 7,086,795	\$ -	\$ 664,500	\$ 7,751,295
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,364,378
Interfund Transfer from Impact Fee Fund	-	-	-	-	-
Interfund Transfer from Debt Service Fund	-	-	-	-	-
Budgeted Fund Balance	-	-	-	-	4,870,241
<i>subtotal</i>	\$ -	\$ 7,086,795	\$ -	\$ 664,500	\$ 13,985,914
<b>Total Revenues</b>	<b>\$ 3,781,000</b>	<b>\$ 7,436,795</b>	<b>\$ 3,160,933</b>	<b>\$ 1,169,500</b>	<b>\$ 78,384,988</b>
<b>EXPENDITURES:</b>					
Personnel Services	\$ -	\$ -	\$ 56,473	\$ -	\$ 37,372,775
Maintenance and Operations	5,000	-	3,104,460	1,169,500	17,283,381
Capital/Capital Lease	-	5,584,750	-	-	6,348,546
<b>Other</b>					
Contingency	-	-	-	-	500,000
Reserve for Future Operating/Capital Initiatives	94,024	1,527,045	-	-	1,666,069
Alpharetta Business Community (Sidewalks)	-	325,000	-	-	893,605
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,477,963
Debt Service (Principal and Interest)	3,681,976	-	-	-	3,681,976
Donations/Contributions	-	-	-	-	45,000
<i>subtotal</i>	\$ 3,781,000	\$ 7,436,795	\$ 3,160,933	\$ 1,169,500	\$ 69,269,315
<b>Other Financing Uses</b>					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,364,378
Interfund Transfer to Special Revenue Funds	-	-	-	-	-
Interfund Transfer to Capital Project Funds	-	-	-	-	7,086,795
Interfund Transfer to Debt Service Fund	-	-	-	-	-
Interfund Transfer to Risk Management Fund	-	-	-	-	664,500
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,115,673
<b>Total Expenditures</b>	<b>\$ 3,781,000</b>	<b>\$ 7,436,795</b>	<b>\$ 3,160,933</b>	<b>\$ 1,169,500</b>	<b>\$ 78,384,988</b>

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

	FY 2009 Actual		FY 2010 Actual
<b>Beginning Fund Balance: (1)</b>	\$ 55,442,097	\$	53,383,994
<b>Revenues:</b>			
Property Taxes	\$ 26,363,736	\$	25,940,049
Local Option Sales Taxes	10,696,787		11,174,798
Other Taxes	13,849,941		13,830,636
Licenses and Permits	1,369,379		1,497,744
Intergovernmental	2,654,411		1,018,726
Charges for Services	7,872,603		7,815,142
Fines and Forfeitures	3,726,714		3,867,865
Interest	1,234,238		357,379
Other Revenue	1,662,098		1,333,340
	<u>\$ 69,429,907</u>	<u>\$</u>	<u>66,835,679</u>
<b>Expenditures:</b>			
Mayor and City Council	\$ 245,974	\$	226,706
City Administration	1,173,318		1,104,657
Legal Services	464,007		392,470
City Clerk	249,190		350,403
Community Development (3)	3,741,557		3,624,923
Engineering and Public Works	7,312,275		7,025,225
Finance (4)	5,038,608		7,033,298
Public Safety	24,026,148		24,260,518
Human Resources	333,715		263,708
Municipal Court	918,427		931,504
Internal Audit	145,657		147,360
Recreation and Parks	6,303,376		6,489,730
Information Technology	1,394,203		1,230,662
Capital Outlay (5)	9,724,389		4,408,372
Non-Departmental:	-		-
Contingency	-		-
Reserve for Future Capital	-		-
Debt Service	9,847,997		9,530,331
Other	65,755		58,532
	<u>\$ 70,984,596</u>	<u>\$</u>	<u>67,078,399</u>
<b>Other Financing Sources (Uses):</b>			
Proceeds from the sale of Capital Assets	\$ 244,000	\$	73,099
Proceeds from Bond/Capital Lease	8,768,326		-
Transfers In	7,867,835		9,393,322
Transfers Out	(17,383,575)		(9,393,322)
	<u>\$ (503,414)</u>	<u>\$</u>	<u>73,099</u>
<b>Ending Fund Balance: (2)</b>	<u>\$ 53,383,994</u>	<u>\$</u>	<u>53,214,373</u>
<i>Changes in Fund Balance (actual/est.)</i>	<u>\$ (2,058,103)</u>	<u>\$</u>	<u>(169,621)</u>

(1) This schedule includes two distinct presentations of financial data. FYs 2009-2011 include actual financial activity for all City Funds. FYs 2012-2013 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 21% Fund Balance Reserve can be used for one-time capital initiatives. The majority of fund balance utilized for the fiscal year 2012 and 2013 budgets represent amounts in excess of the city's 21% Fund Balance Reserve (General Fund). Additionally, the budgetary presentation for fiscal year 2012-2013 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 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget
<b>Beginning Fund Balance: (1)</b>	\$ 53,214,373	\$ 40,034,017	\$ 30,406,944
<b>Revenues:</b>			
Property Taxes	\$ 25,175,624	\$ 23,440,500	\$ 21,386,000
Local Option Sales Taxes	11,230,204	11,350,000	12,070,000
Other Taxes	14,343,669	14,175,000	15,945,000
Licenses and Permits	1,819,139	1,502,000	2,024,500
Intergovernmental	852,331	736,652	1,048,851
Charges for Services	9,009,805	8,432,400	8,242,000
Fines and Forfeitures	4,235,789	3,562,396	3,100,000
Interest	88,026	66,419	29,360
Other Revenue	475,759	808,356	488,466
	\$ 67,230,346	\$ 64,073,723	\$ 64,334,177
<b>Expenditures:</b>			
Mayor and City Council	\$ 210,244	\$ 288,115	\$ 307,471
City Administration	1,167,452	1,391,344	1,832,785
Legal Services	505,862	480,000	500,000
City Clerk	252,606	413,000	235,135
Community Development (3)	3,813,176	3,821,072	4,080,523
Engineering and Public Works	6,343,910	6,760,909	7,185,001
Finance (4)	6,740,017	7,236,569	7,281,675
Public Safety	25,004,377	26,343,667	26,417,356
Human Resources	292,169	391,153	396,247
Municipal Court	928,142	1,024,358	996,785
Internal Audit	153,381	157,359	160,635
Recreation and Parks	6,139,829	6,708,093	6,644,219
Information Technology	1,225,291	1,291,483	1,422,338
Capital Outlay (5)	18,703,196	6,731,500	5,909,750
Non-Departmental:	-	-	-
Contingency	258,891	706,061	500,000
Reserve for Future Capital	-	2,582,297	1,666,069
Debt Service	9,588,815	7,334,236	3,681,976
Other	56,237	100,900	51,350
	\$ 81,383,595	\$ 73,762,116	\$ 69,269,315
<b>Other Financing Sources (Uses):</b>			
Proceeds from the sale of Capital Assets	\$ 247,893	\$ 61,320	\$ 64,897
Proceeds from Bond/Capital Lease	725,000	-	-
Transfers In	7,564,111	10,871,897	9,115,673
Transfers Out	(7,564,111)	(10,871,897)	(9,115,673)
	\$ 972,893	\$ 61,320	\$ 64,897
<b>Ending Fund Balance: (2)</b>	<b>\$ 40,034,017</b>	<b>\$ 30,406,944</b>	<b>\$ 25,536,703</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ (13,180,356)	\$ (9,627,073)	\$ (4,870,241)

(3) This schedule assigns disbursements for Alpharetta Business Community and Alpharetta Convention & Visitor's Bureau to the Community Development Department.

(4) 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).

(5) This schedule assigns all capital outlay for FY's 2012 and 2013 to the Capital Outlay account as opposed to the budgetary schedules within this document that assign said capital outlay to the responsible department (e.g. Public Safety, Engineering and Public Works, etc.).



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# Personnel Listing by Department

## City of Alpharetta Positions by Department

	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Recommended FY 2013*	Variance
<b>Detail by Department:</b>						
<b>General Fund</b>						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	7.0	7.0	7.0	8.0	9.5	1.5
City Clerk	2.0	2.0	2.0	2.0	2.0	-
Community Development	21.0	21.0	21.0	20.0	20.0	-
Engineering/Public Works	62.0	62.0	62.0	62.0	62.0	-
Finance Department	24.0	25.0	25.0	25.0	24.0	(1.0)
Public Safety Department	218.0	218.0	218.0	217.0	217.0	-
Human Resources	3.0	3.0	3.0	3.0	3.0	-
Municipal Court	9.0	9.0	9.0	9.0	9.0	-
Internal Audit	1.0	1.0	1.0	1.0	1.0	-
Recreation & Parks	51.0	51.0	51.0	51.0	51.0	-
Information Technology	13.0	11.0	11.0	11.0	11.0	-
<b>subtotal</b>	<b>418.0</b>	<b>417.0</b>	<b>417.0</b>	<b>416.0</b>	<b>416.5</b>	<b>0.5</b>
<b>E-911 Fund (Special Revenue Fund)</b>						
Public Safety	20.0	20.0	20.0	23.0	23.0	-
Information Technology	-	1.0	1.0	1.0	1.0	-
<b>subtotal</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>	<b>24.0</b>	<b>24.0</b>	<b>-</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>439.0</b>	<b>439.0</b>	<b>439.0</b>	<b>441.0</b>	<b>441.5</b>	<b>0.5</b>

<b>City of Alpharetta Population</b>	<b>52,334</b>	<b>52,508</b>	<b>57,571</b>	<b>58,975</b>	<b>58,975</b>
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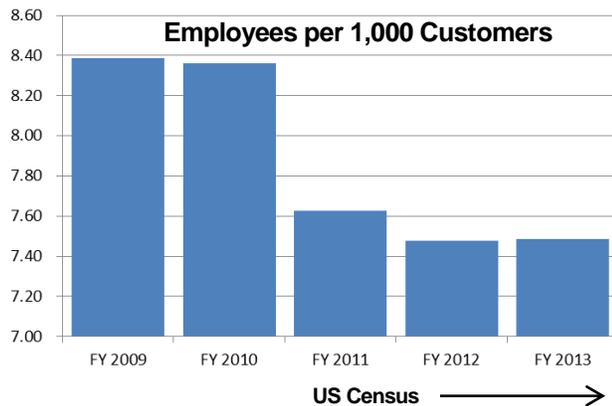
US Census →

**Notes:**

- \* Includes 13.0 full-time equivalent positions that are not funded but are part of the City's authorized work force. These positions will remain vacant pending a (1) justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

Position reallocation activity includes the following: (a) transfer of one Records Manager position from the Finance Department to the City Clerk; and the (b) transfer of one Administrative Assistant position from the City Clerk to City Administration. Position increase activity includes the addition of one part-time Special Events Coordinator for the City Administration Department.

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

## Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2013 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 2012 and 2013. 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 2009-2013 as well as a forecast for fiscal years 2013-2014. Also included are changes in the city's fund balance. As previously noted, fund balance in excess of the city's 21% 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**

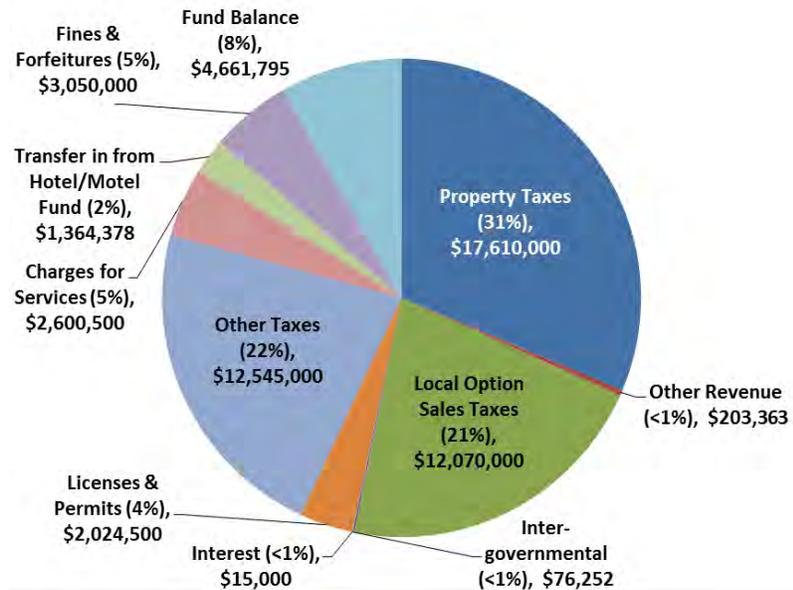
This section provides a narrative of General Fund revenue and expenditure trends including historical information.

## General Fund Summary

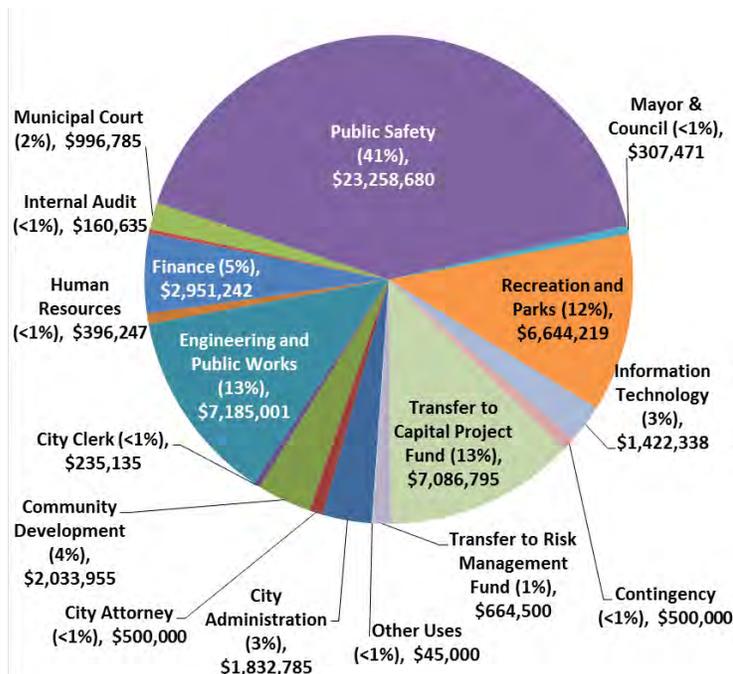
The General Fund is the city's largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation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

### Revenues by Source

*FY 2013  
General  
Fund  
Budget:  
\$56 million*



### Expenditures by Department



*FY 2013  
General  
Fund  
Budget:  
\$56 million*

**City of Alpharetta  
General Fund  
Statement of Budgetary Comparisons (FY 2012-2013)**

	FY 2012 AMENDED BUDGET	FY 2013 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year (operations)	\$ 15,500,000	\$ 14,480,000	\$ (1,020,000)	-6.6%
Current Year (capital)		2,075,000	2,075,000	100.0%
Motor Vehicle (operations)	800,000	700,000	(100,000)	-12.5%
Motor Vehicle (capital)		100,000	100,000	100.0%
Prior Year/Delinquent	432,500	255,000	(177,500)	-41.0%
Local Option Sales Tax	11,350,000	12,070,000	720,000	6.3%
Other Taxes:				
Franchise Fees	6,300,000	6,550,000	250,000	4.0%
Insurance Premium Tax	1,875,000	2,700,000	825,000	44.0%
Alcohol Beverage Excise Tax	1,450,000	1,675,000	225,000	15.5%
Other Taxes	1,450,000	1,620,000	170,000	11.7%
Licenses & Permits	1,502,000	2,024,500	522,500	34.8%
Intergovernmental	76,252	76,252	-	0.0%
Charges for Services	2,705,900	2,600,500	(105,400)	-3.9%
Fines & Forfeitures	3,175,000	3,050,000	(125,000)	-3.9%
Interest	30,000	15,000	(15,000)	-50.0%
Other Revenues	229,676	203,363	(26,313)	-11.5%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,240,000	1,364,378	124,378	10.0%
<b>Total Operating Revenues</b>	<b>\$ 48,116,328</b>	<b>\$ 51,558,993</b>	<b>\$ 3,442,665</b>	<b>7.2%</b>
Fund Balance Carryforward	4,441,836	4,661,795		
<b>Total Revenues</b>	<b>\$ 52,558,164</b>	<b>\$ 56,220,788</b>		
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries and Wages	\$ 23,616,049	\$ 23,637,472	\$ 21,423	0.1%
Group Insurance	5,147,696	5,787,601	639,905	12.4%
Pension (Defined Benefit)	2,866,169	2,587,027	(279,142)	-9.7%
Pension (401A Contribution)	1,002,226	1,008,975	6,749	0.7%
Miscellaneous	2,404,475	2,395,771	(8,704)	-0.4%
<i>sub total</i>	<b>\$ 35,036,615</b>	<b>\$ 35,416,846</b>	<b>\$ 380,231</b>	<b>1.1%</b>
Maintenance and Operations:				
Professional Fees	\$ 1,967,076	\$ 1,873,448	\$ (93,628)	-4.8%
Vehicles (Fuel and Maintenance)	949,916	1,198,450	248,534	26.2%
Maintenance Contracts	1,653,734	1,721,141	67,407	4.1%
Professional Services (IT)	973,984	1,119,634	145,650	15.0%
Utilities	2,175,175	2,457,577	282,402	13.0%
Legal Services	480,000	500,000	20,000	4.2%
Miscellaneous	3,070,016	3,002,601	(67,415)	-2.2%
<i>sub total</i>	<b>\$ 11,269,901</b>	<b>\$ 11,872,851</b>	<b>\$ 602,950</b>	<b>5.4%</b>
Capital/Lease:				
Fire Truck Leases (new lease in 2013)	\$ 277,805	\$ 332,820	\$ 55,015	19.8%
Tyler ERP Lease	125,000	111,976	(13,024)	100.0%
Permitting/Work Order Software Lease	-	133,000	133,000	-
Miscellaneous	37,485	57,000	19,515	52.1%
<i>sub total</i>	<b>\$ 440,290</b>	<b>\$ 634,796</b>	<b>\$ 194,506</b>	<b>44.2%</b>
Other Uses:				
Contingency	\$ 706,061	\$ 500,000	\$ (206,061)	-29.2%
Donations/Contributions	45,000	45,000	-	0.0%
<i>sub total</i>	<b>\$ 751,061</b>	<b>\$ 545,000</b>	<b>\$ (206,061)</b>	<b>-27.4%</b>
<b>Total Operating Expenditures</b>	<b>\$ 47,497,867</b>	<b>\$ 48,469,493</b>	<b>\$ 971,626</b>	<b>2.0%</b>
Interfund Transfer:				
Capital Project Fund	4,373,797	7,086,795		
Grant Funds	50,000	-		
Risk Management	636,500	664,500		
<b>Total Expenditures</b>	<b>\$ 52,558,164</b>	<b>\$ 56,220,788</b>		
<i>Personnel (full-time-equivalent)</i>	416.0	416.5		

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$22,883,207	\$21,295,481	\$18,879,353	\$ 20,565,040	\$ 16,123,204	\$16,123,204	\$16,123,204
<b>Revenues:</b>							
Property Taxes	\$18,914,265	\$18,603,559	\$17,973,531	\$ 16,732,500	\$ 17,610,000	\$17,786,100	\$17,963,961
Local Option Sales Taxes	10,696,787	11,174,798	11,230,204	11,350,000	12,070,000	12,432,100	12,805,063
Other Taxes	10,787,634	10,998,748	11,210,028	11,075,000	12,545,000	12,803,891	13,103,814
Licenses and Permits	1,369,379	1,497,744	1,819,139	1,502,000	2,024,500	2,064,990	2,106,290
Intergovernmental	73,516	76,348	61,294	76,252	76,252	76,252	76,252
Charges for Services	2,660,303	2,638,962	2,913,918	2,705,900	2,600,500	2,650,419	2,709,692
Fines and Forfeitures	3,327,621	3,360,576	3,110,574	3,175,000	3,050,000	3,111,000	3,173,220
Interest	280,382	57,365	36,604	30,000	15,000	15,000	15,000
Other Revenue	487,710	315,562	214,572	168,356	138,466	138,466	138,466
	<u>\$48,597,597</u>	<u>\$48,723,662</u>	<u>\$48,569,864</u>	<u>\$ 46,815,008</u>	<u>\$ 50,129,718</u>	<u>\$51,078,218</u>	<u>\$52,091,758</u>
<b>Expenditures:</b>							
Mayor and City Council	\$ 245,974	\$ 226,706	\$ 210,244	\$ 288,115	\$ 307,471	\$ 315,928	\$ 325,057
City Administration	1,173,318	1,104,657	1,167,452	1,391,344	1,832,785	1,868,221	1,904,863
Legal Services	464,007	392,470	505,862	480,000	500,000	500,000	500,000
City Clerk	249,190	350,403	252,606	413,000	235,135	387,758	247,849
Community Development	1,904,173	1,925,790	1,932,992	1,961,072	2,033,955	2,078,751	2,137,024
Engineering and Public Works	7,294,161	7,025,225	6,343,910	6,760,909	7,185,001	7,212,528	7,379,936
Finance	2,512,964	2,684,236	2,754,804	3,011,909	2,951,242	3,021,175	3,094,074
Public Safety	21,360,612	21,698,836	22,141,259	22,868,011	23,258,680	23,904,718	24,526,547
Human Resources	333,715	263,708	292,169	391,153	396,247	401,469	406,842
Municipal Court	918,427	931,504	928,142	1,024,358	996,785	1,018,272	1,040,609
Internal Audit	145,657	147,360	153,381	157,359	160,635	165,356	170,288
Recreation and Parks	6,298,065	6,159,360	6,137,913	6,708,093	6,644,219	6,772,735	6,906,587
Information Technology	1,394,203	1,230,662	1,225,291	1,291,483	1,422,338	1,449,019	1,488,282
Non-Departmental:							
Contingency	-	-	258,891	706,061	500,000	480,000	490,000
Donations/Contributions	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	<u>\$44,339,466</u>	<u>\$44,185,917</u>	<u>\$44,349,916</u>	<u>\$ 47,497,867</u>	<u>\$ 48,469,493</u>	<u>\$49,620,930</u>	<u>\$50,662,958</u>
<b>Other Financing Sources (Uses):</b>							
Proceeds from the sale of Capital Assets	\$ 244,000	\$ 73,099	\$ 247,893	\$ 61,320	\$ 64,897	\$ 65,546	\$ 66,201
Interfund Transfer:							
E-911 Fund	-	-	-	-	-	-	-
Bond IV Fund	-	-	-	-	-	-	-
Hotel/Motel Fund	1,224,923	1,132,755	1,253,457	1,240,000	1,364,378	1,391,666	1,419,499
Operating Grant Fund	(25,450)	-	(50,000)	(50,000)	-	-	-
Capital Grant Fund	(184,575)	(275,000)	-	-	-	-	-
Capital Project Fund	(6,213,887)	(6,634,830)	(3,259,311)	(4,373,797)	(7,086,795)	(2,250,000)	(2,250,000)
Debt Service Fund	-	-	-	-	-	-	-
Solid Waste Fund	-	-	-	-	-	-	-
(1) Risk Management Fund	(890,868)	(1,249,897)	(726,300)	(636,500)	(664,500)	(664,500)	(664,500)
	<u>\$(5,845,857)</u>	<u>\$(6,953,873)</u>	<u>\$(2,534,261)</u>	<u>\$(3,758,977)</u>	<u>\$(6,322,020)</u>	<u>\$(1,457,288)</u>	<u>\$(1,428,800)</u>
<b>Ending Fund Balance: (2)</b>	<u>\$21,295,481</u>	<u>\$18,879,353</u>	<u>\$20,565,040</u>	<u>\$ 16,123,204</u>	<u>\$ 11,461,409</u>	<u>\$16,123,204</u>	<u>\$16,123,204</u>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (1,587,726)</i>	<i>\$ (2,416,128)</i>	<i>\$ 1,685,687</i>	<i>\$ (4,441,836)</i>	<i>\$ (4,661,795)</i>	<i>\$ (0)</i>	<i>\$ -</i>
<i>Personnel (full-time-equivalent) (3)</i>	<i>418.0</i>	<i>417.0</i>	<i>417.0</i>	<i>416.0</i>	<i>416.5</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 current 21% Fund Balance Reserve can be used for one-time capital initiatives. Additionally, the budgetary presentation for fiscal years 2012 and 2013 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).

## Budget Narrative

**Revenues:** FY 2013 General Fund revenues are forecasted to grow by 7%, or \$3.4 million, compared to Amended FY 2012. The primary driver of this growth is \$2.2 million in property tax revenue dedicated for capital (discussed below). This funding was captured in the Debt Service Fund in FY 2013 and used to fund debt service. After adjusting for the \$2.2 million, the true growth in existing revenues totals 2.5%.

The following table compares major revenue categories within the General Fund:

	FY 2012 AMENDED BUDGET	FY 2013 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year (operations)	\$ 15,500,000	\$ 14,480,000	\$ (1,020,000)	-6.6%
Current Year (capital)	-	2,075,000	2,075,000	100.0%
Motor Vehicle (operations)	800,000	700,000	(100,000)	-12.5%
Motor Vehicle (capital)	-	100,000	100,000	100.0%
Prior Year/Delinquent	432,500	255,000	(177,500)	-41.0%
Local Option Sales Tax	11,350,000	12,070,000	720,000	6.3%
Other Taxes:				
Franchise Fees	6,300,000	6,550,000	250,000	4.0%
Insurance Premium Tax	1,875,000	2,700,000	825,000	44.0%
Alcohol Beverage Excise Tax	1,450,000	1,675,000	225,000	15.5%
Other Taxes	1,450,000	1,620,000	170,000	11.7%
Licenses & Permits	1,502,000	2,024,500	522,500	34.8%
Intergovernmental	76,252	76,252	-	0.0%
Charges for Services	2,705,900	2,600,500	(105,400)	-3.9%
Fines & Forfeitures	3,175,000	3,050,000	(125,000)	-3.9%
Interest	30,000	15,000	(15,000)	-50.0%
Other Revenues	229,676	203,363	(26,313)	-11.5%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,240,000	1,364,378	124,378	10.0%
<b>Total Operating Revenues</b>	<b>\$ 48,116,328</b>	<b>\$ 51,558,993</b>	<b>\$ 3,442,665</b>	<b>7.2%</b>
Fund Balance Carryforward	4,441,836	4,661,795		
<b>Total Revenues</b>	<b>\$ 52,558,164</b>	<b>\$ 56,220,788</b>		

## Revenue Forecasting Process

The Finance Department analyzes revenues by source on a monthly basis and compares to the prior five 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>16</sup>. Trend data also includes non-financial data (e.g. solid waste accounts). The current year estimate, in conjunction with the trend data, is used to formulate the upcoming budget and future forecast values.

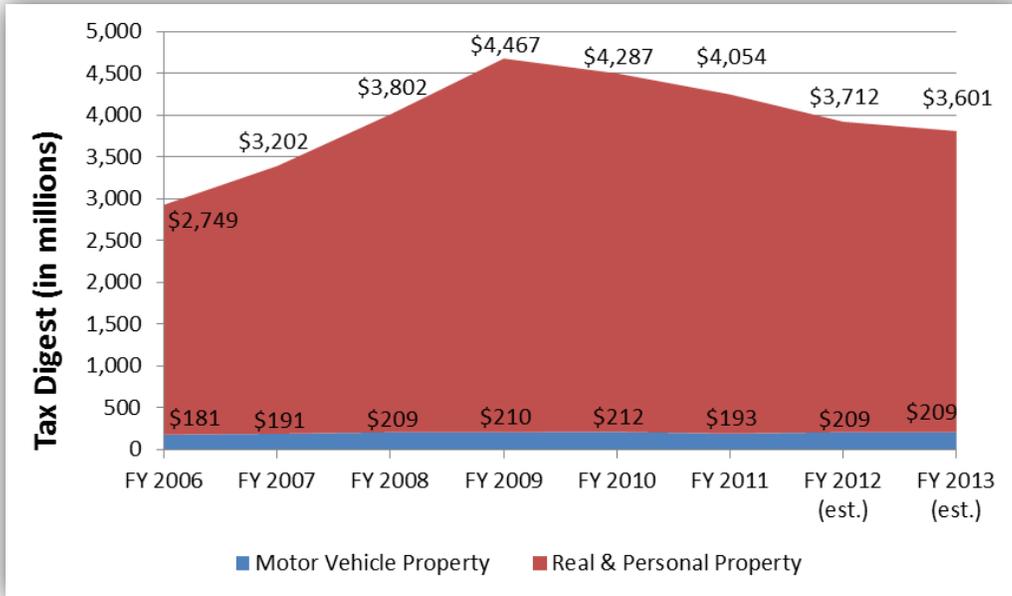
Revenue Analysis											
Account Name:		Property Taxes -		Ad valorem tax consists of an assessed millage rate on real and personal property owned in the City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, and furniture. Taxable personal property also consists of motor vehicles, trailers, campers, mobile homes, boats, airplanes, and other like items. The Fulton County Board of Assessors determines the fair market value for a given property. Property tax is then imposed upon the assessed value at 40% of its fair market value.							
Account Number:		10090000-311100/									
Revenue Category:		Taxes									
Date:											
MONTH	FY 2008 Actual	FY 2009 Actual	% Change	FY 2010 Actual	% Change	FY 2011 Actual	% Change	FY 2012 Actual	% Change	FY 2013 Actual	% Change
July	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-
September	21,927.56	44,868.09	104.6%	-	-100.0%	33,766.73	-	46,170.69	36.7%	-	-100.0%
October	1,464,600.23	2,969,350.74	102.7%	17,813.21	-99.4%	2,094,808.25	11659.9%	2,288,741.56	9.3%	-	-100.0%
November	11,186,074.94	8,565,685.17	-23.4%	3,450,757.82	-59.7%	11,127,769.12	222.5%	9,459,009.52	-15.0%	-	-100.0%
December	2,963,317.41	3,609,599.37	21.8%	12,216,286.14	238.4%	2,113,201.29	-82.7%	2,700,869.66	27.8%	-	-100.0%
January	317,742.37	772,408.16	143.1%	923,266.74	19.5%	254,540.32	-72.4%	474,915.33	86.6%	-	-100.0%
February	366,487.13	272,195.41	-25.7%	351,895.54	29.3%	223,436.16	-36.5%	180,404.78	-19.3%	-	-100.0%
March	155,167.73	240,720.97	55.1%	198,499.07	-17.5%	302,145.82	52.2%	66,408.06	-78.0%	-	-100.0%
April	131,662.21	153,297.25	16.4%	50,095.27	-67.3%	72,173.49	44.1%	61,011.96	-15.5%	-	-100.0%
May	38,615.01	142,551.72	269.2%	18,817.08	-86.8%	35,597.97	89.2%	75,014.93	110.7%	-	-100.0%
<b>SUB-TOTAL</b>	<b>16,645,594.59</b>	<b>16,770,676.88</b>	<b>0.8%</b>	<b>17,227,430.87</b>	<b>2.7%</b>	<b>16,257,439.15</b>	<b>-5.6%</b>	<b>15,352,546.49</b>	<b>-5.6%</b>	<b>-</b>	<b>-100.0%</b>
June	44,135.96	542,395.02	1128.9%	37,758.10	-93.0%	41,762.88	10.6%	-	-100.0%	-	-
Adj. Period (July)	155,238.76	365,204.10	135.3%	55,802.07	-84.7%	76,261.98	36.7%	-	-100.0%	-	-
<b>SUB-TOTAL</b>	<b>199,374.72</b>	<b>907,599.12</b>	<b>355.2%</b>	<b>93,560.17</b>	<b>-89.7%</b>	<b>118,024.86</b>	<b>26.1%</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>16,844,969.31</b>	<b>17,678,276.00</b>	<b>4.9%</b>	<b>17,320,991.04</b>	<b>-2.0%</b>	<b>16,375,464.01</b>	<b>-5.5%</b>	<b>15,352,546.49</b>	<b>-6.2%</b>	<b>-</b>	<b>-100.0%</b>
<b>ORIGINAL BUDGET</b>	<b>16,059,674</b>	<b>16,620,000</b>		<b>17,100,000</b>		<b>16,500,000</b>		<b>15,500,000</b>		<b>16,555,000</b>	
<b>AMENDED BUDGET</b>	<b>16,059,674</b>	<b>16,620,000</b>		<b>17,100,000</b>		<b>16,500,000</b>		<b>15,500,000</b>		<b>16,555,000</b>	
<b>% OVER AMENDED BUDGET</b>	<b>0.00%</b>	<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>	
<b>Current Period % to Actual</b>	<b>98.82%</b>	<b>94.87%</b>		<b>99.46%</b>		<b>98.53%</b>		<b>99.05%</b>		<b>0.00%</b>	
<b>Current Period % to Budget</b>											
<b>Variance: Actual to Budget</b>	<b>785,295</b>	<b>1,058,276</b>		<b>220,991</b>		<b>(124,536)</b>		<b>(147,454)</b>		<b>(16,555,000)</b>	

## Property Taxes

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 (the "BOA") determines the fair market value of property (i.e. tax digest) utilizing numerous analytical methods including comparative sales data.

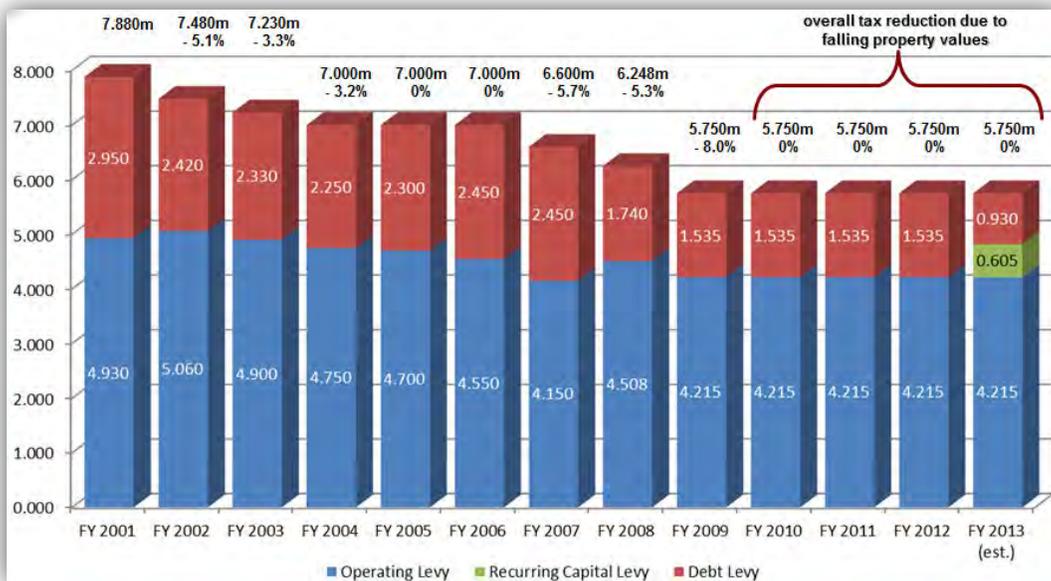
<sup>16</sup> Please refer to the Financial Management Policies (Section III: Financial Reporting).

The chart below illustrates the tax base growth (net of exemptions) within the city for the last 7 years and the forecast for FY 2013.



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 chart below illustrates the annual millage rates levied by the city for the last 13 years.



The FY 2013 Budget is based on maintenance of the city's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the city has declined over the last several years and is anticipated to decline further in FY 2013.

- The portion of the millage rate funding operations (General Fund) will remain flat with FY 2012 at 4.215 mills. Revenue estimates for FY 2013 total \$14.5 million (excluding motor vehicle taxes) and assume a -6% decline in existing property values.
- The portion of the millage rate funding debt service (Debt Service Fund) will decline from 1.535 mills in FY 2012 to 0.930 mills in FY 2013 (0.605 mill reduction). The millage rate for FY 2013 is sufficient to fund existing debt service as well as debt service on the City Center bond approved by voters in November 2011. The primary reason for the lower property tax revenue estimate is a reduction in the underlying debt service requirements (i.e. bonds have been paid off) even after funding the City Center bond.
- The FY 2013 Budget proposes to program the millage savings from the debt reductions (i.e. 0.605 mills) into the General Fund for the funding of recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.). This funding is estimated at \$2.2 million (property/motor vehicle taxes) in FY 2013 and will be transferred to the Capital Project Fund to properly account for the acquisition/construction of the recurring capital initiatives.

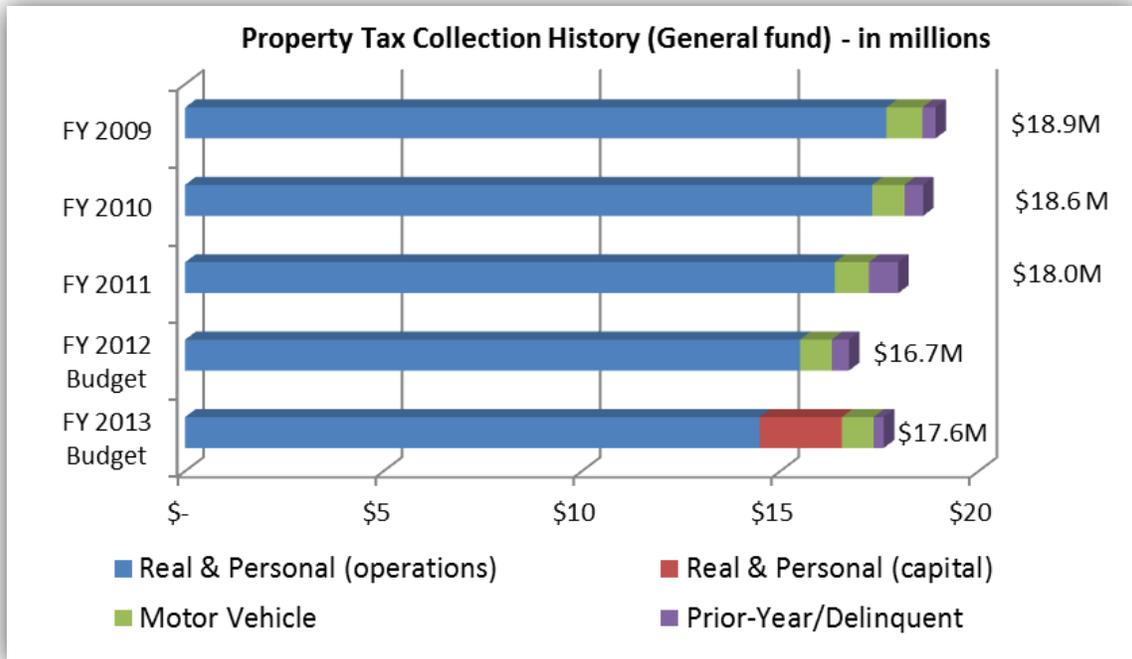
Property Tax Rates	
FY 2012	FY 2013
4.215 mills Operations	4.215 mills Operations
+	+
1.535 mills Debt Service	0.605 mills Recurring Capital
+	+
0.930 mills Debt Service	0.930 mills Debt Service
<b>5.750 mills Total Levy</b>	<b>5.750 mills Total Levy</b>

The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners over \$2.6 million annually (e.g. equates to a 1.8 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

Motor vehicle taxes will experience a decline due to the partial year impact of House Bill 386 which is phasing out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city will still receive motor vehicle taxes on vehicles titled before March 1, 2013 until the vehicle is sold/transferred. The city is

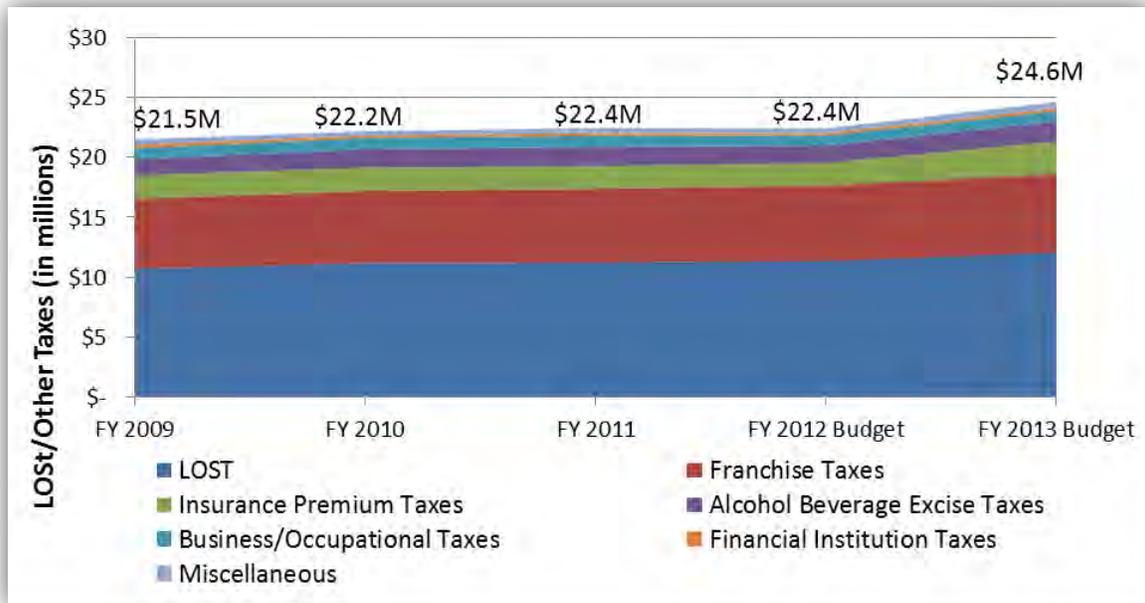
forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020. HB 386 created a Motor Vehicle Title Fee (included within the “Other Taxes” line) that is intended to partially offset the reduction in motor vehicle taxes. The title fee is conservatively estimated at \$50,000 in FY 2013 (trend data is needed to provide a more accurate forecast of collections).

Property taxes represent approximately 31% of General Fund revenues. FY 2013 Property Taxes are estimated at \$21.4 million citywide with the breakdown as follows: General Fund (\$17.6 million); and Debt Service Fund (\$3.8 million). General Fund Property Tax collections for FY 2013 include forecasted reductions of -6% to compensate for anticipated declines in property assessments. The chart below depicts a 5-year history of General Fund property tax collections by type.



### **Other Taxes (including LOST)**

Other taxes account for 43%, or \$24.6 million, of total General Fund revenue for FY 2013. 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 below 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 \$12.1 million for FY 2013.

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.

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). The City is currently in negotiations with Fulton County and its companion municipalities on how to adjust the distribution to reflect the 2010 Census figures.

Growth of 6.3% is forecasted for FY 2013 from a budget-to-budget

standpoint. However, actual collections are growing 9% over the prior year (FY 2011) and are estimated at \$12.1 million in FY 2012. House Bill (HB) 386 included additional provisions relating to sales tax exemptions aimed at making our community more competitive for industry/business retention and recruitment. The city is currently in negotiation with its companion governmental entities within Fulton County over redistribution of LOST proceeds based on the 2010 Census findings. It is anticipated that the redistribution will fully offset the impacts from HB 386 and result in additional revenue above what is forecasted in the FY 2013 budget.

- **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 2013 totals \$6.6 million. Growth of 4% is forecasted for FY 2013 from a budget-to-budget standpoint. Actual collections are estimated at \$6.6 million in FY 2012. GA Power, the largest contributor to this revenue source (68% of total franchise fees), has obtained approval from the Georgia Public Service Commission for three incremental rate increases that began in calendar year 2011 (8-10%) and will occur annually thereafter through 2013 (1-3%). Franchise revenue in the short-term (1-2 years) is expected to grow over 4% annually due to announced utility company rate increases and increased development activity (albeit in very specific markets such as data centers and information management).

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 \$2.7 million in FY 2013 (increase of 44% compared to FY 2012 budget). The large increase over FY 2012 is related to an updated distribution formula taking into account the City's 2010 Census data (the City has experienced a population growth rate over the last 10 years in excess of the average for the State). 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 \$1.7 million in FY 2013. Growth of 15.5% is forecasted for FY 2013 from a budget-to-budget standpoint. However,

actual collections are estimated at \$1.7 million in FY 2012. The city has included a -3.0% reduction in the FY 2013 Budget to insulate from reduced alcoholic beverage sales (represent taxes generated by dealers and wholesalers of alcoholic beverages).

**Licenses & Permits**

Licenses & permits account for 4%, or \$2.0 million, of total General Fund revenue for FY 2013. 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 2013 budget figure represents an increase of 35% compared to the FY 2012 budget based on current collection patterns and increased building permit activity. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that economic activity will sustain the current revenue forecasts but additional growth will be constrained in the short-term.

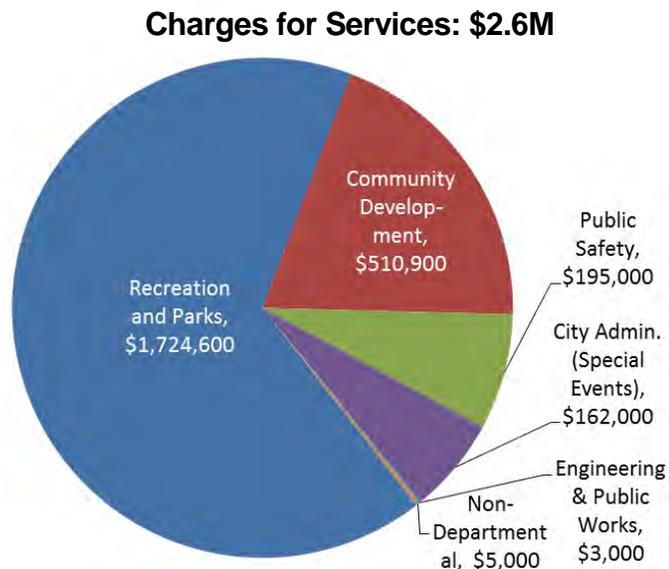
**Intergovernmental**

Intergovernmental sources account for <1%, or \$76,252, of total General Fund revenue for FY 2013. This revenue 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 5%, or \$2.6 million, of total General Fund revenue. A reduction of -4% is forecasted for FY 2013 based on current collection patterns and is primarily related to revised estimates of recreation and parks program fee collections. Specific revenue sources include: Athletics activity fees (decreased -\$100,000 to \$350,000); Community Center activity fees (decreased -\$65,000 to \$350,000); and Equestrian Center fees (decreased -\$25,000 to \$315,000).

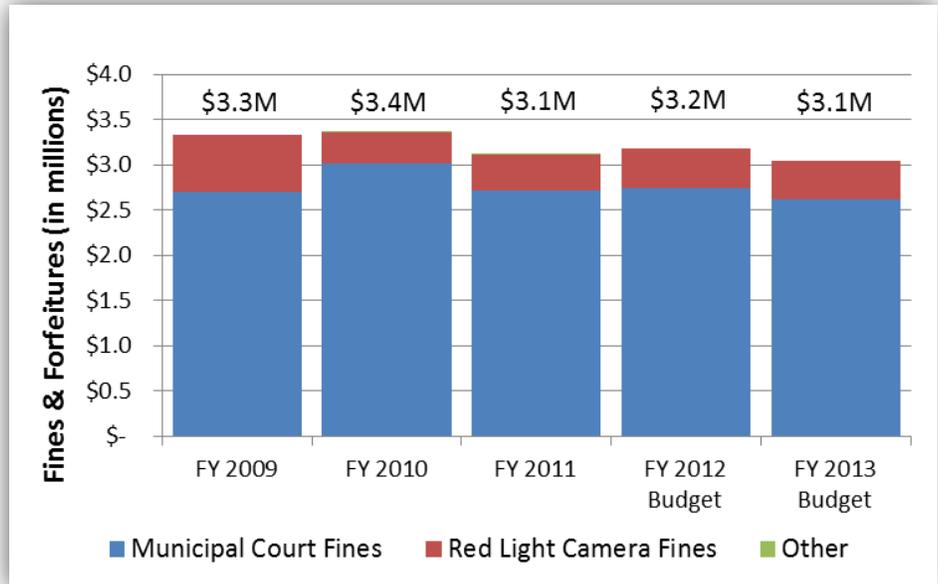
Charges for services include user fees for community development (plan review, planning and development fees, etc.), public safety (plan review, police reports and services, etc.), recreation and parks (program and activity fees, etc.), and special events (Taste of Alpharetta event fees, etc.).



## **Fines & Forfeitures**

Fines & forfeitures account for 5%, or \$3.1 million, of total General Fund revenue for FY 2013. Reduction of -3.9% is forecasted for FY 2013 due primarily to decreases in Municipal Court fines (decreased -\$125,000 to \$2.6 million). The decline is due to multiple factors including reductions in the number of citations and an increase in the number of offenders providing community service in lieu of paying fines due to economic hardship/inability to pay.

Fines & Forfeitures include municipal court fines, code enforcement, red light camera citations, etc.



## **Interest**

Interest earnings account for <1%, or \$15,000, of total General Fund revenue for FY 2013. Reduction of -50% 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 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 2%, or \$1.4 million, of total General Fund revenue for FY 2013 and consists of the city's share (40%) of the Hotel/Motel Tax. This revenue source is discussed in more detail within the *Special Revenue Fund Summaries* (Hotel/Motel Fund) section of this document.

## **Fund Balance**

Carryforward fund balance accounts for 8%, or \$4.7 million, of total General Fund appropriations for FY 2013. Carryforward Fund Balance represents available cash in excess of the city's 21% 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 and Debt* tab of this document.

**Expenditures:** Operating expenditures of the General Fund are up 2% over FY 2012 (including new operating initiatives of \$404,160<sup>17</sup>). After adjusting for the operating initiatives, base operational budget growth totals 1.2%, which is well below CPI of 2.4%. The following table compares departmental appropriations within the General Fund (please refer to the departmental summaries included herein for detailed budgetary analysis).

	FY 2012 AMENDED BUDGET	FY 2013 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Expenditures (by Department):</b>				
Mayor and Council	\$ 288,115	\$ 307,471	\$ 19,356	6.7%
City Administration	1,391,344	1,832,785	441,441	31.7%
Legal Services	480,000	500,000	20,000	4.2%
City Clerk	275,000	235,135	(39,865)	-14.5%
(1) Election Costs	138,000	-	(138,000)	-100.0%
Community Development	1,961,072	2,033,955	72,883	3.7%
Engineering and Public Works	6,760,909	7,185,001	424,092	6.3%
Finance	3,011,909	2,951,242	(60,667)	-2.0%
Public Safety	22,868,011	23,258,680	390,669	1.7%
Human Resources	391,153	396,247	5,094	1.3%
Municipal Court	1,024,358	996,785	(27,573)	-2.7%
Internal Audit	157,359	160,635	3,276	2.1%
Recreation and Parks	6,708,093	6,644,219	(63,874)	-1.0%
Information Technology	1,291,483	1,422,338	130,855	10.1%
Non-Departmental:				
Contingency	706,061	500,000	(206,061)	-29.2%
Donations/Contributions	45,000	45,000	-	0.0%
<b>Total Operating Expenditures</b>	<b>\$ 47,497,867</b>	<b>\$ 48,469,493</b>	<b>\$ 971,626</b>	<b>2.0%</b>
Interfund Transfer:				
Capital Project Fund	4,373,797	7,086,795		
Grant Funds	50,000	-		
Risk Management Fund	636,500	664,500		
<b>Total Expenditures</b>	<b>\$ 52,558,164</b>	<b>\$ 56,220,788</b>		

Notes:

(1) There is no election planned for FY 2013.

<sup>17</sup> Please refer to the section within the Transmittal Letter entitled *Expansion of Departmental Service Levels (Operating Initiatives)* for detailed descriptions of the initiatives.

The following table compares expenditure category appropriations within the General Fund.

	FY 2012 AMENDED BUDGET	FY 2013 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries and Wages	\$ 23,616,049	\$ 23,637,472	\$ 21,423	0.1%
Group Insurance	5,147,696	5,787,601	639,905	12.4%
Pension (Defined Benefit)	2,866,169	2,587,027	(279,142)	-9.7%
Pension (401A Contribution)	1,002,226	1,008,975	6,749	0.7%
Miscellaneous	2,404,475	2,395,771	(8,704)	-0.4%
<i>subtotal</i>	<b>\$ 35,036,615</b>	<b>\$ 35,416,846</b>	<b>\$ 380,231</b>	<b>1.1%</b>
Maintenance and Operations:				
Professional Fees	\$ 1,829,076	\$ 1,873,448	\$ 44,372	2.4%
(1) Election Costs	138,000	-	(138,000)	-100.0%
Vehicles (Fuel and Maintenance)	949,916	1,198,450	248,534	26.2%
Maintenance Contracts	1,653,734	1,721,141	67,407	4.1%
Professional Services (IT)	973,984	1,119,634	145,650	15.0%
Utilities	2,175,175	2,457,577	282,402	13.0%
Legal Services	480,000	500,000	20,000	4.2%
Miscellaneous	3,070,016	3,002,601	(67,415)	-2.2%
<i>subtotal</i>	<b>\$ 11,269,901</b>	<b>\$ 11,872,851</b>	<b>\$ 602,950</b>	<b>5.4%</b>
Capital/Lease:				
Fire Truck Leases (new lease in 2013)	\$ 277,805	\$ 332,820	\$ 55,015	19.8%
(3) Tyler ERP Lease	125,000	111,976	(13,024)	-10.4%
Permitting/Work Order Software Lease	-	133,000	133,000	100.0%
Miscellaneous	37,485	57,000	19,515	52.1%
<i>subtotal</i>	<b>\$ 440,290</b>	<b>\$ 634,796</b>	<b>\$ 194,506</b>	<b>44.2%</b>
Other Uses:				
Contingency	\$ 706,061	\$ 500,000	\$ (206,061)	-29.2%
Donations/Contributions	45,000	45,000	-	0.0%
<i>subtotal</i>	<b>\$ 751,061</b>	<b>\$ 545,000</b>	<b>\$ (206,061)</b>	<b>-27.4%</b>
<b>Total Operating Expenditures</b>	<b>\$ 47,497,867</b>	<b>\$ 48,469,493</b>	<b>\$ 971,626</b>	<b>2.0%</b>
Interfund Transfer:				
Capital Project Fund	4,373,797	7,086,795		
Grant Funds	50,000	-		
Risk Management	636,500	664,500		
<b>Total Expenditures</b>	<b>\$ 52,558,164</b>	<b>\$ 56,220,788</b>		

Notes:

(1) There is no election planned for FY 2013.

### ***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 continue to be focused on essential items for FY 2013 to compensate for declining property values and increased costs for group insurance premiums, fuel, and utilities. Accordingly, the Finance Department analyzed departmental spending needs and calculated target budgets 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 that cover the city's major cost drivers (e.g. healthcare, fuel, and utilities).

Several of the major points of the FY 2013 Budget are as follows:

- Operating expenditures of the General Fund are up 2% over FY 2012 (includes new operating initiatives of \$404,160<sup>18</sup>). After adjusting for the operating initiatives, base operational budget growth totals 1.2%.
- Management of personnel and compensation program to align with current market environment:

- Base Budget

Continuation of a reduced workforce:

- ✓ 428.5 full-time equivalents (funded; includes one part-time Special Events Coordinator added in FY 2013 and the funding of a previously unfunded Network Analyst II position for the Information Technology Department); and
- ✓ 13 full-time equivalents (un-funded; budgetary savings of \$700,000) – positions to remain vacant pending a workload justification and identified funding source.
- Implementation of a performance-based merit program of 2.5% on April 1, 2013, per authorized/funded position (estimated cost of \$167,500 citywide<sup>19</sup>). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 2.5% rate is a responsible average (i.e. not among the highest or the lowest). Budget growth is mitigated by available budget in several personnel services accounts as well as departmental turnover.

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<sup>18</sup> Please refer to the Transmittal Letter for detailed descriptions of the initiatives.

<sup>19</sup> This represents the financial impact in FY 2013 (i.e. April-June 2013).

- Coverage of group insurance costs (13% increase citywide or \$704,539). The premium growth is due to claims patterns that are trending at over 100% of premiums (industry standard is 80-85%) and general medical cost inflation.
 

The Finance Department, in conjunction with Bryant Wharton (insurance advisor), is researching the city's options to lower premium growth while still ensuring a competitive insurance package for our employees.
- Decrease in the actuarially determined defined benefit pension contribution of -10% (-\$300,000), compared to FY 2012.
- Targeted growth (5% or \$602,950) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to the following:
  - Increase in vehicle repair and maintenance of \$248,534 due primarily to rising fuel costs and general fleet maintenance requirements.
  - Increase in professional services (Information Technology “IT”) of \$145,650 due primarily to general cost increases in multiple software related categories (e.g. virtual server licensing, Microsoft licensing, GIS mobile licensing, etc.), additional funding for cell phone and data card service, operating initiative funding for remote archiving of city data, and additional funding for Enterprise Resource Planning<sup>20</sup> system software maintenance during the implementation period (January 2012 through December 2013).
  - Increase in utilities of \$282,402, based on current year-to-date expenditures, GA Power rate increases<sup>21</sup> (electricity costs are estimated at \$2.0 million in FY 2013), and a streetlight audit by GA Power that identified an additional 363 light poles that the city should be funding but has not been billed for in the past<sup>22</sup> (\$100,000 annual impact).
  - Decrease in professional fees of -\$93,628 due to a reduction in election related costs (\$138,000; FY 2013 will not incur any election related expenses), operational initiative funding for Special Events totaling \$106,145 (please refer to the Transmittal Letter for detailed descriptions), and general cost decreases citywide.

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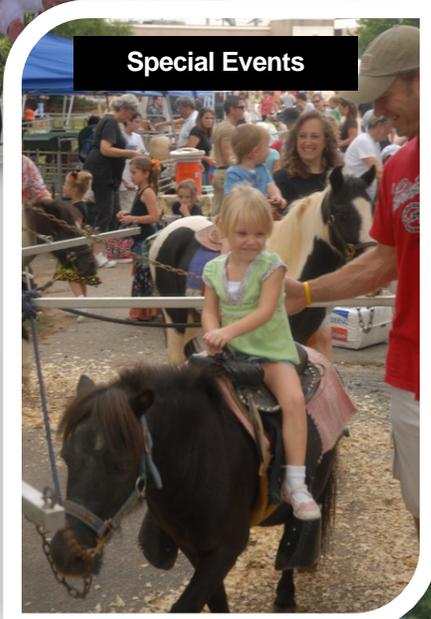
<sup>20</sup> The City is currently implementing a new Enterprise Resource Planning system which has been structured over multiple phases (years). During the implementation period, the city is funding maintenance on the new Tyler ERP system as well as the HTE system that is being phased out. Upon completion of implementation, HTE maintenance will be discontinued resulting in a decline of approximately \$41,000 annually.

<sup>21</sup> GA Power obtained approval from the Georgia Public Service Commission for three incremental rate increases that began in calendar year 2011 (8-10%) and will occur annually thereafter through 2013 (1-3%).

<sup>22</sup> GA Power has stated that they will not back bill the city.

- Increase of \$19,992 (total) in all other departmental maintenance and operations accounts.
- Continuation of prior-year funding initiatives including:
  - *Police Athletic League* contribution: \$35,000; and
  - *Friends of the Library* contribution: \$10,000.

The departmental budgets are detailed under the respective *Departmental Information* tab of this document.





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# 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 2013 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 use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2012 and 2013. Revenues are presented by source and expenditures are presented by use.

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2009-2013 as well as a forecast for fiscal years 2014-2015. Also included are changes in fund balance.

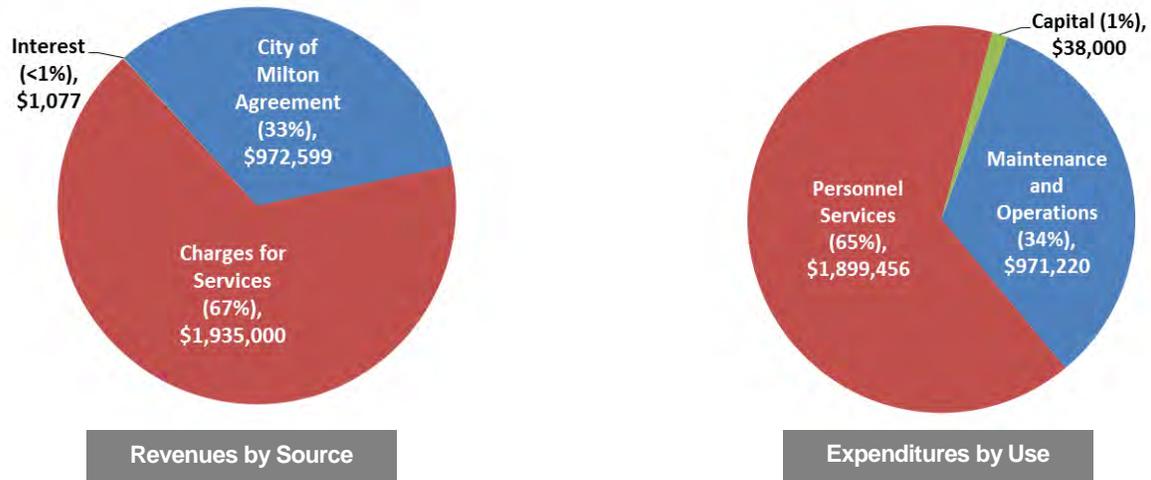
The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council.

## 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 (including prepaid cards) 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 2013 Budget = \$2,908,676



### Trends

The FY 2013 Budget for the E-911 Fund totals \$2,908,676 and represents a decrease of -29.7%, or -\$1,228,822, compared to FY 2012. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2012<sup>23</sup>. After adjusting for the reserve, the true operational budget growth totals 4.7% (\$125,403). Funding for applicable service portions of the budget are split between Alpharetta and the City of Milton per Intergovernmental Agreement.

The Personnel Services category increased 2.8%, or \$51,841, due primarily to wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends), increases in group insurance costs, and a decrease in the defined benefit pension contribution.

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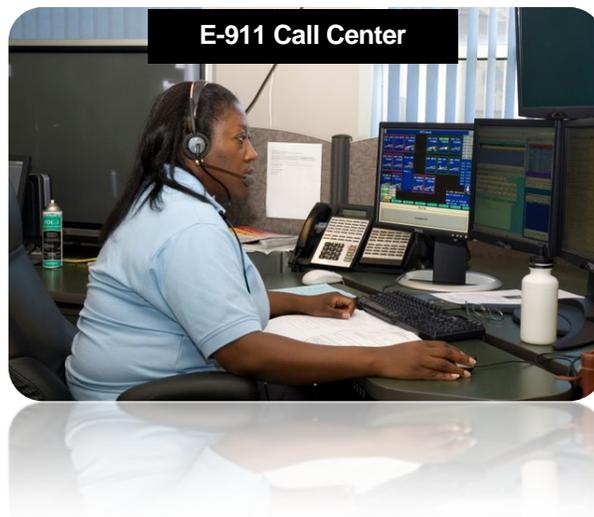
<sup>23</sup> Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2013 will occur subsequent to adoption of the budget.

Authorized personnel total 24.0 FTEs.

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Communications Officer	12.0	12.0	12.0	14.0	14.0	-
Communications Shift Supervisor	4.0	4.0	4.0	5.0	5.0	-
Sr. Communications Officer	4.0	4.0	4.0	4.0	4.0	-
IT Systems Administrator	-	1.0	1.0	1.0	1.0	-
	20.0	21.0	21.0	24.0	24.0	-

The Maintenance & Operations category increased 7.3%, or \$66,176, due primarily to additional funding for employee travel and training (\$6,000), fees associated with the Smart911<sup>24</sup> service (\$24,000), and an increase in the number of licenses for OSSI software (\$25,764; the public safety software); and voice/data circuit services (\$4,674).

The Capital category includes funding totaling \$38,000 for the replacement of battery backups (\$18,000) and a 911 recorder (\$20,000)



<sup>24</sup> Smart911 is a free service where you provide emergency health data that gives 9-1-1 the tools to keep you and your family safe. It is 100% private, secure and used by 9-1-1 call centers across the country.

## City of Alpharetta E-911 Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 800,000	\$ 814,000	\$ 14,000	1.8%
E-911 Service Fees (cell phones)	1,315,000	1,121,000	(194,000)	-14.8%
Intergovernmental:				
City of Milton	660,400	972,599	312,199	47.3%
Interest	2,259	1,077	(1,182)	-52.3%
Other Financing Sources: (2)				
Budgeted Fund Balance ("FB")	1,359,839	-	(1,359,839)	-100.0%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ 4,137,498</b>	<b>\$ 2,908,676</b>	<b>\$ (1,228,822)</b>	<b>-29.7%</b>
Personnel Services:				
Salaries	\$ 1,312,562	\$ 1,305,486	\$ (7,076)	-0.5%
Benefits	535,053	593,970	58,917	11.0%
Maintenance and Operations:				
Communications	372,000	372,000	-	0.0%
Maintenance Contracts	170,843	195,161	24,318	14.2%
Professional Services (IT)	144,428	174,251	29,823	20.6%
Utilities	62,316	63,000	684	1.1%
Miscellaneous	155,457	166,808	11,351	7.3%
Capital:				
Miscellaneous	25,000	38,000	13,000	0.0%
Other Uses: (2)				
Non-Allocated/Reserve	1,359,839	-	(1,359,839)	-100.0%
Transfer to Capital Project Fund	-	-	-	100.0%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ 4,137,498</b>	<b>\$ 2,908,676</b>	<b>\$ (1,228,822)</b>	<b>-29.7%</b>

Personnel (full-time-equivalent)	24.0	24.0
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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 4.7%.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2013 will occur subsequent to adoption of the budget.

## City of Alpharetta E-911 Fund

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ 2,280,174	\$ 2,470,588	\$ 2,921,114	\$ 1,915,839	\$ 1,915,839	\$ 1,915,839	\$ 1,915,839
<b>Revenues:</b>							
Charges for Services	\$ 1,986,479	\$ 2,001,326	\$ 2,280,641	\$ 2,115,000	\$ 1,935,000	\$ 1,954,350	\$ 1,973,894
Interest	34,693	11,147	3,488	2,259	1,077	1,088	1,099
City of Milton Agreement	393,675	551,065	535,797	660,400	972,599	982,325	992,148
Other	-	1,084	-	-	-	-	-
	<b>\$ 2,414,847</b>	<b>\$ 2,564,622</b>	<b>\$ 2,819,927</b>	<b>\$ 2,777,659</b>	<b>\$ 2,908,676</b>	<b>\$ 2,937,763</b>	<b>\$ 2,967,140</b>
<b>Expenditures:</b>							
Public Safety	\$ 2,224,433	\$ 2,114,096	\$ 2,050,158	\$ 2,777,659	\$ 2,908,676	\$ 2,937,763	\$ 2,967,140
	<b>\$ 2,224,433</b>	<b>\$ 2,114,096</b>	<b>\$ 2,050,158</b>	<b>\$ 2,777,659</b>	<b>\$ 2,908,676</b>	<b>\$ 2,937,763</b>	<b>\$ 2,967,140</b>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
(2) General Fund (subsidy/other)	\$ -	\$ -	\$ (1,775,043)	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	-	-	-	-	-	-	-
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,775,043)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance: (1)</b>	<b>\$ 2,470,588</b>	<b>\$ 2,921,114</b>	<b>\$ 1,915,839</b>	<b>\$ 1,915,839</b>	<b>\$ 1,915,839</b>	<b>\$ 1,915,839</b>	<b>\$ 1,915,839</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 190,414	\$ 450,526	\$ (1,005,275)	\$ -	\$ -	\$ -	\$ -
<i>Personnel (full-time-equivalent)</i>	20.0	21.0	21.0	24.0	24.0	Base	

**Notes:**

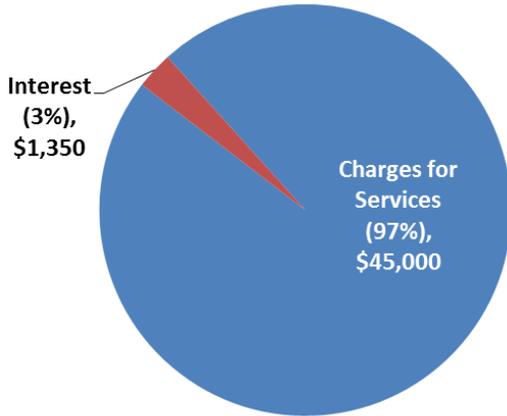
- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) The General Fund has contributed \$1,775,043 to the E-911 Fund since fiscal year 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. The decline in fund balance in FY 2011 represents repayment to the General Fund at 0% interest.

## Impact Fee Fund Summary

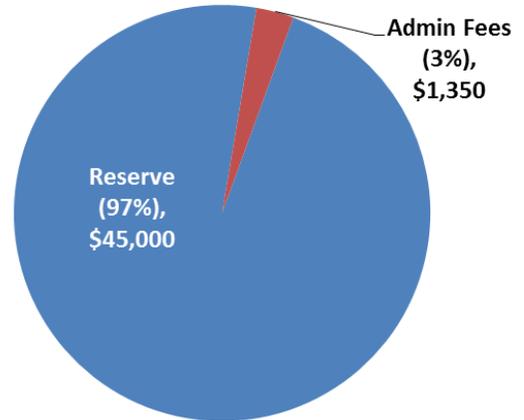
The Impact Fee Fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city's impact fee ordinance. The Community Development Department manages the Impact Fee Program.

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**FY 2013 Budget = \$46,350**



Revenues by Source



Expenditures by Use

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### Trends

Impact Fees in FY 2013 will be reserved for future system improvements. In prior years, impact fee monies were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund the improvements discussed above.

Impact Fee revenues have declined due to the economic slowdown but recent collection trends have highlighted growth in several targeted real estate market segments.



Office Development



Residential

**City of Alpharetta  
Impact Fee Fund  
Statement of Budgetary Comparisons (FY 2012-2013)**

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 7,500	\$ 15,000	\$ 7,500	100.00%
Impact Fees (recreation/parks)	7,500	15,000	7,500	100.00%
Impact Fees (public safety)	15,000	15,000	-	0.00%
Interest	2,500	1,350	(1,150)	-46.00%
Other Financing Sources:				
Budgeted Fund Balance	457,292	-	(457,292)	-100.00%
<b>Total Revenues (All Sources):</b>	<b>\$ 489,792</b>	<b>\$ 46,350</b>	<b>\$ (443,442)</b>	<b>-90.54%</b>
Non-Departmental/Other Uses:				
Impact Fee Administration	900	1,350	450	50.00%
Interfund Transfer (Debt Svc Fund)	271,600	-	(271,600)	-100.00%
(1) Non-Allocated/Reserve	217,292	45,000	(172,292)	-79.29%
<b>Total Expenditures (All Uses):</b>	<b>\$ 489,792</b>	<b>\$ 46,350</b>	<b>\$ (443,442)</b>	<b>-90.54%</b>

**Notes:**

(1) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2013 will occur subsequent to adoption of the budget.

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ 341,180	\$ 710,515	\$ 713,108	\$ 457,292	\$ 217,292	\$ 262,292	\$ 324,752
<b>Revenues:</b>							
Charges for Services	\$ 591,847	\$ 104,486	\$ 251,116	\$ 30,000	\$ 45,000	\$ 63,000	\$ 88,200
Interest	14,243	2,593	602	2,500	1,350	1,350	1,350
	<b>\$ 606,090</b>	<b>\$ 107,079</b>	<b>\$ 251,718</b>	<b>\$ 32,500</b>	<b>\$ 46,350</b>	<b>\$ 64,350</b>	<b>\$ 89,550</b>
<b>Expenditures:</b>							
Non-Departmental	\$ 17,755	\$ 3,135	\$ 7,533	\$ 900	\$ 1,350	\$ 1,890	\$ 2,646
	<b>\$ 17,755</b>	<b>\$ 3,135</b>	<b>\$ 7,533</b>	<b>\$ 900</b>	<b>\$ 1,350</b>	<b>\$ 1,890</b>	<b>\$ 2,646</b>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
Debt Service Fund	\$ (219,000)	\$ (101,351)	\$ (500,000)	\$ (271,600)	\$ -	\$ -	\$ -
	<b>\$ (219,000)</b>	<b>\$ (101,351)</b>	<b>\$ (500,000)</b>	<b>\$ (271,600)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Fund Balance: (1)</b>	<b>\$ 710,515</b>	<b>\$ 713,108</b>	<b>\$ 457,292</b>	<b>\$ 217,292</b>	<b>\$ 262,292</b>	<b>\$ 324,752</b>	<b>\$ 411,656</b>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 369,335</i>	<i>\$ 2,593</i>	<i>\$ (255,816)</i>	<i>\$ (240,000)</i>	<i>\$ 45,000</i>	<i>\$ 62,460</i>	<i>\$ 86,904</i>

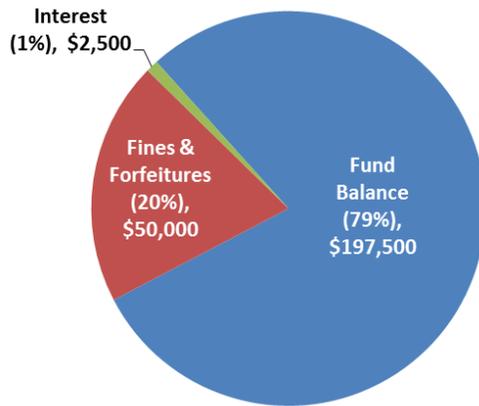
**Notes:**

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) Impact Fee monies for FY's 2009-2012 were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund system improvements (recreation/parks, streets, and public safety). Impact Fees in FY 2013 will be reserved for future system improvements.

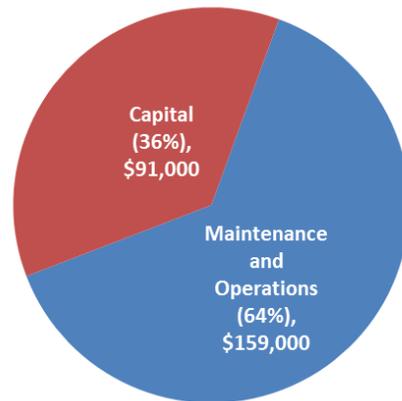
## Drug Enforcement Agency (“DEA”) Fund Summary

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.

**FY 2013 Budget = \$250,000**



Revenues by Source



Expenditures by Use

### 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).



## City of Alpharetta Drug Enforcement Agency Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012	FY 2013	\$	%
	Amended Budget	Recommended Budget	Variance	Variance
Fines and Forfeitures (1)	\$ 50,000	\$ 50,000	\$ -	0.00%
Interest	2,500	2,500	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	1,281,938	197,500	(1,084,438)	-84.59%
<b>Total Revenues (All Sources):</b>	<b>\$ 1,334,438</b>	<b>\$ 250,000</b>	<b>\$ (1,084,438)</b>	<b>-81.27%</b>
Maintenance and Operations	\$ 407,748	\$ 159,000	\$ (248,748)	-61.01%
Capital	290,249	91,000	(199,249)	-68.65%
Other Uses: (2)				
Non-Allocated/Reserve	636,441	-	(636,441)	0.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ 1,334,438</b>	<b>\$ 250,000</b>	<b>\$ (1,084,438)</b>	<b>-81.27%</b>

Notes:

(1) Annual confiscation revenue appropriations are estimated herein at conservatively minor amounts due to their non-standard collection pattern. The annual budget will rely primarily upon available fund balance (i.e. revenue collections in excess of expenditures/commitments). Revenue collection in excess of the minor amounts budgeted will further augment available fund balance.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2013 will occur subsequent to adoption of the budget.

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

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Estimated Actual	Recommended Budget	Forecast	Forecast
<b>Beginning Fund Balance:</b>	\$ 433,413	\$ 572,678	\$ 804,469	\$ 1,281,939	\$ 976,338	\$ 778,838	\$ 778,838
<b>Revenues:</b>							
Fines and Forfeitures	\$ 399,093	\$ 507,289	\$ 1,125,215	\$ 387,396	\$ 50,000	\$ 60,000	\$ 72,000
Interest	11,826	3,142	2,019	5,000	2,500	2,525	2,550
Miscellaneous	-	1,064	-	-	-	-	-
	<b>\$ 410,919</b>	<b>\$ 511,494</b>	<b>\$ 1,127,234</b>	<b>\$ 392,396</b>	<b>\$ 52,500</b>	<b>\$ 62,525</b>	<b>\$ 74,550</b>
<b>Expenditures:</b>							
Public Safety	\$ 271,654	\$ 279,703	\$ 649,764	\$ 697,997	\$ 250,000	\$ 62,525	\$ 74,550
	<b>\$ 271,654</b>	<b>\$ 279,703</b>	<b>\$ 649,764</b>	<b>\$ 697,997</b>	<b>\$ 250,000</b>	<b>\$ 62,525</b>	<b>\$ 74,550</b>
<b>Ending Fund Balance: (1),(2)</b>	<b>\$ 572,678</b>	<b>\$ 804,469</b>	<b>\$ 1,281,939</b>	<b>\$ 976,338</b>	<b>\$ 778,838</b>	<b>\$ 778,838</b>	<b>\$ 778,838</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 139,265	\$ 231,791	\$ 477,470	\$ (305,601)	\$ (197,500)	\$ -	\$ -

Notes:

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

(2) FY 2012 fund balance is being used for capital initiatives (e.g. high-tech training room).

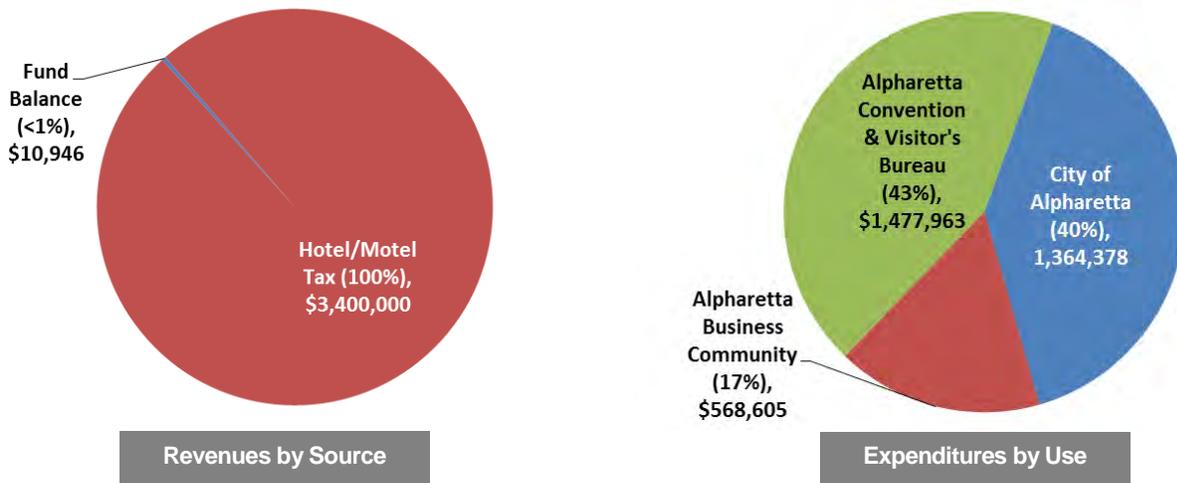
FY 2013 fund balance is proposed to be used for operating/capital initiatives.

## 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%).

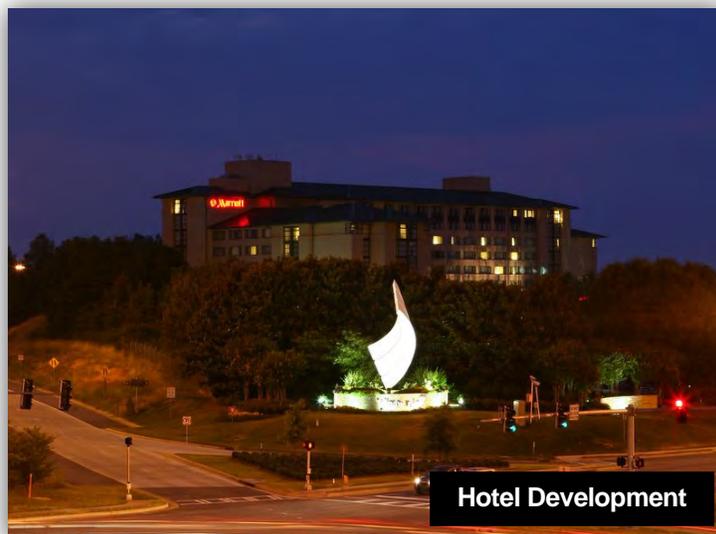
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**FY 2013 Budget = \$3,410,946**



### Trends

Hotel/Motel tax revenues are strengthening relative to FY 2011 due primarily to increases in corporate travel spending. Fiscal year 2012 collections are up 10% compared to fiscal year 2011 and are estimated to total \$3.4 million by year-end.



**Hotel Development**

## City of Alpharetta Hotel/Motel Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 3,100,000	\$ 3,400,000	\$ 300,000	9.7%
Other:				
Budgeted Fund Balance	10,946	10,946	-	0.0%
<b>Total Revenues (All Sources):</b>	<b>\$ 3,110,946</b>	<b>\$ 3,410,946</b>	<b>\$ 300,000</b>	<b>9.6%</b>
Other Uses:				
Alpharetta Business Community	\$ 516,770	\$ 568,605	\$ 51,835	10.0%
Alpharetta Convention & Visitor's Bureau	1,343,230	1,477,963	134,733	10.0%
City of Alpharetta	1,240,000	1,364,378	124,378	10.0%
Reserve	10,946	-	(10,946)	-100.0%
<b>Total Expenditures (All Uses):</b>	<b>\$ 3,110,946</b>	<b>\$ 3,410,946</b>	<b>\$ 300,000</b>	<b>9.6%</b>

**Notes:**

The City of Alpharetta levies a Hotel/Motel occupancy tax of 6% on total rental charges. The resulting revenue is distributed as follows: Alpharetta Business Community (16.67%); Alpharetta Convention & Visitor's Bureau (43.33%); and the City of Alpharetta (40.00%).

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947	\$ 1	\$ 1
<b>Revenues:</b>							
Other Taxes	\$ 3,062,307	\$ 2,831,888	\$ 3,133,641	\$ 3,100,000	\$ 3,400,000	\$ 3,502,000	\$ 3,607,060
	<u>\$ 3,062,307</u>	<u>\$ 2,831,888</u>	<u>\$ 3,133,641</u>	<u>\$ 3,100,000</u>	<u>\$ 3,400,000</u>	<u>\$ 3,502,000</u>	<u>\$ 3,607,060</u>
<b>Expenditures:</b>							
Alpharetta Business Community	\$ 510,487	\$ 472,076	\$ 522,378	\$ 516,770	\$ 568,605	\$ 583,783	\$ 601,297
Alpharetta Convention & Visitor's Bureau	1,326,897	1,227,057	1,357,807	1,343,230	1,477,963	1,517,417	1,562,939
City of Alpharetta	1,224,923	1,132,755	1,253,457	1,240,000	1,364,378	1,400,800	1,442,824
	<u>\$ 3,062,307</u>	<u>\$ 2,831,888</u>	<u>\$ 3,133,641</u>	<u>\$ 3,100,000</u>	<u>\$ 3,410,946</u>	<u>\$ 3,502,000</u>	<u>\$ 3,607,060</u>
<b>Ending Fund Balance: (1),(2)</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 1</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 0	\$ (0)	\$ (0)	\$ -	\$ (10,946)	\$ -	\$ -

**Notes:**

This Fund is not intended to accumulate Fund Balance. All revenue is to be distributed to the participating entities based on their relative share. As such, the FY 2013 budget includes the distribution of a minor accumulated fund balance total to the participating entities.

# Enterprise Fund Summary

## Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2013 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 use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2012 and 2013. Revenues are presented by source and expenditures are presented by use.

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2009-2013 as well as a forecast for fiscal years 2014-2015. Also included are changes in fund balance.

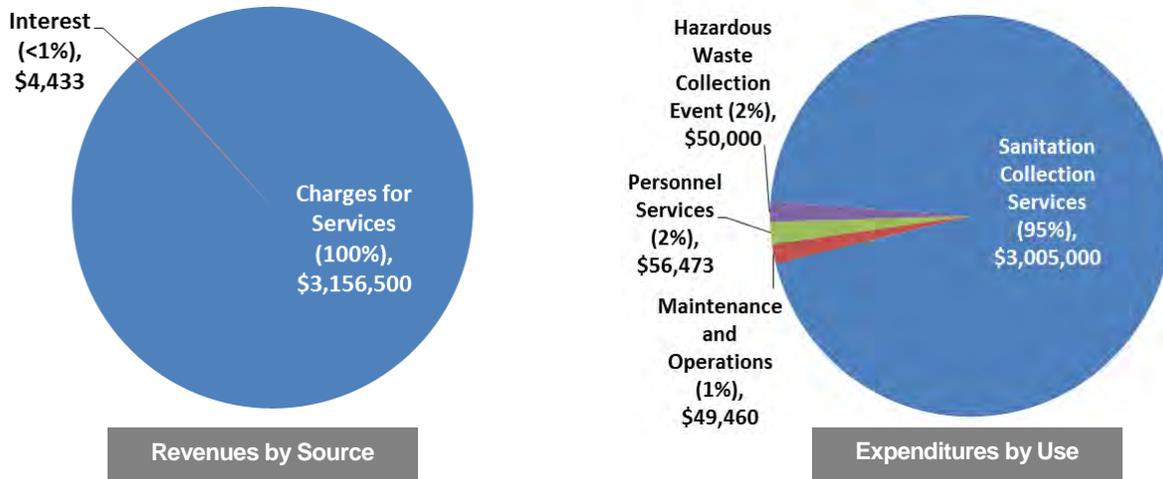
The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council.

## 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.

### FY 2013 Budget = \$3,160,933



### Trends

The FY 2013 Budget for the Solid Waste Fund totals \$3,160,933 and represents a decrease of -8.7%, or -\$301,030, compared to FY 2012.

The Personnel Services category increased 1.6%, or \$887, due primarily to wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends).

Authorized personnel total 1.0 FTE and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Financial Services Representative	1.0	1.0	1.0	-	-	-
Customer Account Representative	-	-	-	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

The Maintenance & Operations category increased 3.2%, or \$96,886, due to an increase in estimated collection fees (variance due to customer base; not an increase in rates). The Solid Waste budget includes \$50,000 for a Recycling/Hazardous

Removal Event. This event will assist homeowners with the proper disposal of items such as pesticides, poisons, mercury, flammables, paints, old electronics, and other caustic or dangerous items. This event is a component of the city's Green Initiative.

## City of Alpharetta Solid Waste Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Refuse Collection Fees	\$ 2,685,000	\$ 2,775,000	\$ 90,000	3.35%
TAG Fees	1,000	1,000	-	0.00%
Commercial Hauler Fees	25,000	20,000	(5,000)	-20.00%
Environmental Fees	335,000	350,000	15,000	4.48%
Penalties and Fees	10,000	10,000	-	0.00%
Bad Check Fees	500	500	-	0.00%
Interest	6,660	4,433	(2,227)	-33.44%
Other Financing Sources:				
Budgeted Fund Balance	398,803	-	(398,803)	-100.00%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ 3,461,963</b>	<b>\$ 3,160,933</b>	<b>\$ (301,030)</b>	<b>-8.70%</b>
Personnel Services:				
Salaries	\$ 38,443	\$ 39,101	\$ 658	1.71%
Benefits	17,143	17,372	229	1.34%
Maintenance & Operations:				
Professional Fees	2,963,000	3,060,000	97,000	3.27%
Miscellaneous	44,574	44,460	(114)	-0.26%
Other Uses:				
Non-Allocated/Reserve (2)	398,803	-	(398,803)	-100.00%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ 3,461,963</b>	<b>\$ 3,160,933</b>	<b>\$ (301,030)</b>	<b>-8.70%</b>

<i>Personnel (full-time-equivalent)</i>	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 3.0%.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2013 will occur subsequent to adoption of the budget.

# City of Alpharetta Solid Waste Fund

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ 843,883	\$ 982,404	\$ 956,834	\$ 995,793	\$ 995,793	\$ 995,793	\$ 1,027,403
<b>Revenues:</b>							
Charges for Services	\$ 2,633,974	\$ 2,645,368	\$ 3,083,732	\$ 3,056,500	\$ 3,156,500	\$ 3,219,630	\$ 3,284,023
Interest	30,191	6,749	3,431	6,660	4,433	4,522	4,612
	<u>\$ 2,664,165</u>	<u>\$ 2,652,118</u>	<u>\$ 3,087,164</u>	<u>\$ 3,063,160</u>	<u>\$ 3,160,933</u>	<u>\$ 3,224,152</u>	<u>\$ 3,288,635</u>
<b>Expenditures:</b>							
Solid Waste Operations	\$ 2,525,644	\$ 2,677,689	\$ 3,048,205	\$ 3,063,160	\$ 3,160,933	\$ 3,192,542	\$ 3,224,468
	<u>\$ 2,525,644</u>	<u>\$ 2,677,689</u>	<u>\$ 3,048,205</u>	<u>\$ 3,063,160</u>	<u>\$ 3,160,933</u>	<u>\$ 3,192,542</u>	<u>\$ 3,224,468</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Adjustments/Reconciliation:</b>	-	2	-	-	-	-	-
<b>Ending Fund Balance: (1)</b>	<u>\$ 982,404</u>	<u>\$ 956,834</u>	<u>\$ 995,793</u>	<u>\$ 995,793</u>	<u>\$ 995,793</u>	<u>\$ 1,027,403</u>	<u>\$ 1,091,569</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 138,521	\$ (25,569)	\$ 38,959	\$ -	\$ -	\$ 31,609	\$ 64,167
<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

## Overview

The *Internal Service Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2013 budget for the 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 use (e.g. Maintenance & Operations, Other, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed listing of revenues and expenditures for fiscal years 2012 and 2013. Revenues are presented by source and expenditures are presented by use.

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

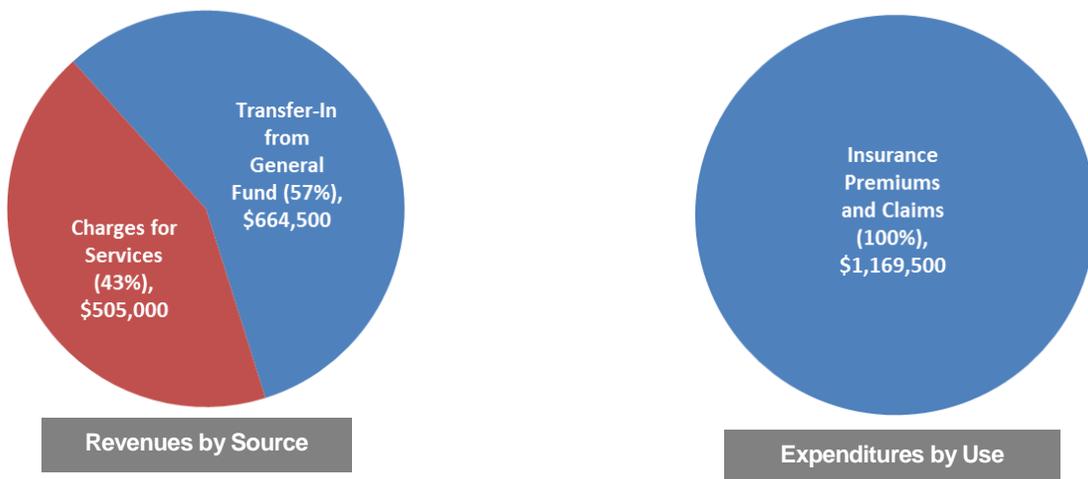
This statement provides a historical comparison of revenues and expenditures for fiscal years 2011-2013 as well as a forecast for fiscal years 2014-2015 (based on claims and loss data). Also included are changes in fund balance.

## **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 2013 Budget = \$1,169,500**



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### **Trends**

The FY 2013 Budget for Risk Management totals \$1,169,500 and represents an increase of 0.5%, or \$8,000, compared to the FY 2012 budget due primarily to minor growth in insurance premiums.

# City of Alpharetta Risk Management Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Charges for Services	\$ 525,000	\$ 505,000	\$ (20,000)	-3.81%
Other:				
General Fund Transfer	636,500	664,500	28,000	4.40%
Budgeted Fund Balance	383,598	-		
<b>Total Revenues (All Sources):</b>	<b>\$ 1,545,098</b>	<b>\$ 1,169,500</b>	<b>\$ 8,000</b>	<b>0.52%</b>
Maintenance & Operations: (1)				
Professional Services	\$ 100,000	\$ 125,000	\$ 25,000	25.00%
Claims & Judgments (CY Reserve)	525,000	505,000	(20,000)	-3.81%
Vehicle Liability	110,000	105,000	(5,000)	-4.55%
Property and Equipment Liability	50,000	60,000	10,000	20.00%
General Liability	80,000	80,000	-	0.00%
Law Enforcement Liability	115,000	125,000	10,000	8.70%
Public Entity Liability	35,000	30,000	(5,000)	-14.29%
Workers Comp. Excess Liability	60,000	60,000	-	0.00%
Employee Benefits Liability	500	500	-	100.00%
Criminal Liability	6,000	4,000	(2,000)	-33.33%
Umbrella and Excess Liability	80,000	75,000	(5,000)	-6.25%
Other Uses: (2)				
Non-Allocated/Reserve	383,598			
<b>Total Expenditures (All Uses):</b>	<b>\$ 1,545,098</b>	<b>\$ 1,169,500</b>	<b>\$ 8,000</b>	<b>0.52%</b>

**Notes:**

(1) Variances are based on current year-to-date premium expenditures.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forw ard available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forw ard for FY 2013 will occur subsequent to adoption of the budget.

## Risk Management Fund

### Statement of Revenues, Expenditures, and changes in Fund Balance <sup>(1),(2)</sup>

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ -	\$ -	\$ 3,521	\$ 383,598	\$ 383,598	\$ 383,598	\$ 383,598
<b>Revenues:</b>							
Charges for Services	\$ -	\$ 425,000	\$ 480,698	\$ 525,000	\$ 505,000	\$ 520,150	\$ 535,755
Other:							
Insurance Proceeds	-	-	110,086	-	-	-	-
	\$ -	\$ 425,000	\$ 590,784	\$ 525,000	\$ 505,000	\$ 520,150	\$ 535,755
<b>Expenditures:</b>							
Maintenance & Operations:							
Workers Compensation Admin.	\$ -	\$ 16,542	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	-	40,699	135,123	100,000	125,000	128,750	132,613
Claims & Judgments	-	976,147	305,021	525,000	505,000	520,150	535,755
Vehicle Liability	-	143,013	103,088	110,000	105,000	108,150	111,395
Property and Equipment Liability	-	45,351	49,034	50,000	60,000	61,800	63,654
General Liability	-	79,650	77,120	80,000	80,000	82,400	84,872
Law Enforcement Liability	-	124,466	112,825	115,000	125,000	128,750	132,613
Public Entity Liability	-	50,091	26,439	35,000	30,000	30,900	31,827
Workers Comp. Excess Liability	-	67,271	53,208	60,000	60,000	61,800	63,654
Employee Benefits Liability	-	475	428	500	500	515	530
Criminal Liability	-	6,579	3,085	6,000	4,000	4,120	4,244
Umbrella and Excess Liability	-	120,581	71,637	80,000	75,000	77,250	79,568
	\$ -	\$ 1,670,865	\$ 937,008	\$ 1,161,500	\$ 1,169,500	\$ 1,204,585	\$ 1,240,723
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund	\$ -	\$ 1,249,386	\$ 726,300	\$ 636,500	\$ 664,500	\$ 684,435	\$ 704,968
	\$ -	\$ 1,249,386	\$ 726,300	\$ 636,500	\$ 664,500	\$ 684,435	\$ 704,968
<b>Ending Fund Balance: (1),(2)</b>	\$ -	\$ 3,521	\$ 383,598	\$ 383,598	\$ 383,598	\$ 383,598	\$ 383,598
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ 3,521	\$ 380,077	\$ -	\$ -	\$ -	\$ -

**Notes:**

- (1) The Risk Management Fund was established in FY 2010 to allow for the effective and efficient tracking of Risk Management activities.
- (2) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve account FY 2009 financial activity was recorded within the General Fund.



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# *Capital and Debt*

# 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.



Big Creek Greenway



Wills Park

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.

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/ infrastructure construction, park improvements, streetscapes, land acquisitions, 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 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.

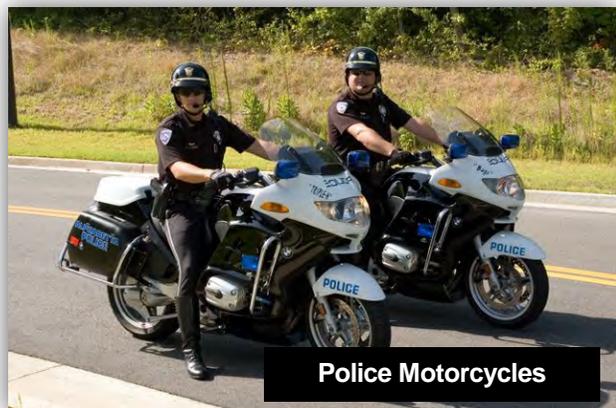


The city has four (4) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); Bond IV Fund and the City Center Capital Project Fund (both account for bond proceeds). For the purposes of this budget document, only the Capital Project Fund is presented as new appropriation activity was approved for FY 2013. 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 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. 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.
- **City Center Capital Project Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2012. 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:

- **Proper Use of Fund Balance**

**General Fund**: Based on audited financial statements for the year ended June 30, 2011, the city's fund balance totaled \$20.6 million. Of this amount, approximately \$4.4 million was appropriated in the FY 2012 Budget for capital/one-time initiatives, \$862,110 was designated for future OPEB<sup>25</sup> costs, and \$10.6 million has been designated as an emergency account based on a conservative policy of 21% 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 2013 totals \$4.7 million.

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<sup>25</sup> Other Post-Employment Benefits (OPEB) are benefits that that an employee receives upon retirement. For the city, eligible retirees are offered the same health and prescription drug coverage as active employees. However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. The city's only exposure is the accounting treatment of the implicit rate subsidy (the additional cost of including retired employees in the same healthcare plan used by current employees). The \$862,110 reserve fully funds the OPEB liability at September 30, 2011. The city has established an OPEB trust for these monies.

- **Funding Recurring Capital from Operating Budget**

FY 2013 includes appropriations totaling \$2.4 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.). Funding is derived from both general revenue (\$250,000) and millage savings from debt reductions (\$2.18 million).

By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

- **Partner Contributions**

The FY 2013 budget includes \$350,000 in contributions from several strategic city partners including: \$325,000 from the Alpharetta Business Community for construction of a sidewalk<sup>26</sup> along North Point Parkway (Old Milton to Preston Ridge); and \$25,000 from the Alpharetta Youth Baseball Association for replacement of the fencing at Wills Park baseball fields 1-3.

- **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. The voter approved City Center Bonds (Series 2012) represents a prime example (Please refer to the Debt Service Fund write-up under the *Capital and Debt* tab for a detailed description of the City Center Bond).



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<sup>26</sup> Eligible projects includes those sidewalk improvements that meet the entity's goals of connecting hotels to historic or business districts within the city through bicycle or pedestrian greenways, trails, walkways, etc.

## FY 2013 Capital Funding

As part of the capital planning process for FY 2013, departments submitted capital/one-time initiative funding requests totaling \$5.9 million with another \$1.5 million set aside for future capital initiatives.

	<b>General Fund</b>	<b>Alpharetta Youth Baseball Association</b>	<b>Alpharetta Business Community</b>	<b>Total</b>
<b>Sources:</b>				
Available Fund Balance	\$ 4,661,795	\$ -	\$ -	\$ 4,661,795
(1) Recurring Capital Program	2,425,000	-	-	2,425,000
(2) Project Contributions	-	25,000	325,000	350,000
	<b>\$ 7,086,795</b>	<b>\$ 25,000</b>	<b>\$ 325,000</b>	<b>\$ 7,436,795</b>
<b>Uses:</b>				
(3) Capital	\$ 5,559,750	\$ 25,000	\$ 325,000	\$ 5,909,750
	<b>\$ 5,559,750</b>	<b>\$ 25,000</b>	<b>\$ 325,000</b>	<b>\$ 5,909,750</b>
<b>Reserve:</b>				
Future Capital/one-time Initiatives	<b>\$ 1,527,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,527,045</b>

(1) Represents funding programmed within the General fund budget to cover recurring capital needs (e.g. milling & resurfacing of city roadways, fleet replacement, etc.).

(2) Represents contributions for allowable projects (i.e. ABC: North Point Parkway Sidewalk; AYBA: replacement of fencing at Wills Park baseball fields 1-3).

(3) All Capital Initiative funding will be transferred and accounted for within one of the City's capital project funds.

## 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.

	<b>Fiscal Year</b>					<b>Total</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	
<b>Investment by Department/Entity</b>						
General Government	\$ 440,750	\$ 216,702	\$ 108,351	\$ 108,351	\$ 108,351	\$ 982,505
Information Technology	420,000	84,434	42,217	42,217	42,217	631,085
Public Safety	829,500	120,078	60,039	60,039	60,039	1,129,694
Engineering & Public Works	3,497,500	23,256,564	10,053,802	1,193,517	1,193,517	39,194,901
Recreation & Parks	397,000	529,359	98,590	98,590	98,590	1,222,128
Community Development	-	364,349	182,175	182,175	182,175	910,873
Alpharetta Business Community	325,000	260,818	130,409	130,409	130,409	977,044
	<b>\$ 5,909,750</b>	<b>\$ 24,832,304</b>	<b>\$ 10,675,582</b>	<b>\$ 1,815,297</b>	<b>\$ 1,815,297</b>	<b>\$ 45,048,230</b>
Reserve for Future Capital	1,527,045					
<b>Fiscal Year 2012 Capital Appropriations</b>	<b>\$ 7,436,795</b>					
<b>Net Impact to Operations Budget</b>	<b>\$ 4,830</b>					

\$29M associated with the City Center project.

## FY 2013 Capital Project Listing

The following section provides both a (1) summary list of FY 2013 capital investment and (2) a detailed narrative of each capital project.

	<b>Capital Projects Fund</b>
<b>City Administration</b>	
Downtown Low Interest Loan Program	\$ 40,750
Economic Development Initiatives	300,000
Community Branding Initiative	100,000
<b>Total</b>	<b>\$ 440,750</b>
<b>Engineering and Public Works</b>	
Traffic Signal System Maintenance (recurring)	\$ 35,000
Milling and Resurfacing (recurring)	1,500,000
Traffic Control Equipment (recurring)	35,000
Traffic Striping and Signage (recurring)	75,000
Traffic Calming & Intersection Safety Improvements (recurring)	37,500
Mast Arm Maintenance (recurring)	225,000
Bridge Maintenance (recurring)	300,000
Storm/Drainage Repair (recurring)	100,000
F-150 Extended Cab (replacement)	35,000
Design Services (recurring)	75,000
Tree Planting and Landscape Improvements (recurring)	75,000
South Main Street Operational Imp. (design in 2013)	100,000
Douglas Road Sidewalk (Oak Tree Hollow to City limits)	150,000
Cumming St and Jayne Ellen Way Drainage Imp. (design in 2013)	35,000
Church Street Drainage Improvements	150,000
Pipe and Storm Structure Replacements	200,000
North Main Street Walk Drainage (N Main St to Canton St)	180,000
Archive Filing and Scanning	25,000
Downtown Improvement Survey	75,000
Downtown Enhancements	90,000
<b>Total</b>	<b>\$ 3,497,500</b>
<b>Information Technology</b>	
Backup Data Storage Management	\$ 120,000
Technology Replacement (all city departments)	250,000
GIS Aerial Mapping	50,000
<b>Total</b>	<b>\$ 420,000</b>

	<b>Capital Projects Fund</b>
Public Safety	
Fleet Replacement (Qty in 2013: 10; smoothing)	\$ 620,000
Fire Gear (replacement)	75,000
Firehouse Software Upgrade	52,500
Motorcycle Equipment (cameras/printers)	30,000
Cardiac Monitor Upgrade (Qty: 8)	52,000
<b>Total</b>	<b>\$ 829,500</b>
Recreation and Parks	
Miracle Field Drainage Improvements (design in 2013)	\$ 35,000
Recreation and Parks Buildings Re-Roofing (Phase 2)	72,000
Crabapple Gov't Center Gym Insulation (replacement)	40,000
Wills Park Recreation Ctr Multi-Purpose Floor (replacement)	30,000
Wills Park Baseball Fence (replacements; Fields 1-3 in 2013)	90,000
Recreation and Parks Master Plan (update)	35,000
Recware Safari Upgrade (software)	75,000
Wills Park Equestrian Center Water Truck (fleet addition)	20,000
<b>Total</b>	<b>\$ 397,000</b>
Alpharetta Business Community	
North Point Parkway Sidewalk (Old Milton to Preston Ridge)	\$ 325,000
<b>Total</b>	<b>\$ 325,000</b>
Non-Departmental	
Reserve for Future Capital/One-Time Initiatives	\$ 1,527,045
<b>Total</b>	<b>\$ 1,527,045</b>
<b>Total by Fund</b>	<b>\$ 7,436,795</b>

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:** Downtown Loan Buy-down/Façade Improvement Program  
**Department:** City Administration  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families




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<i>Scope</i>	
<b>Description:</b>	This request is for seed funding for the loan buy-down and façade grant program which is used to incentivize downtown building renovations and improvements. This small city investment has resulted in over 16 private renovation projects in downtown over the past 12 years.
<b>\$ Impact on Operations:</b>	Positive increase in property values for the target site(s) and surrounding areas.
<i>Financial Status</i>	
<b>Funding Source:</b>	
Local:	\$ 40,750
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 40,750</b>



**Project:** Economic Development Initiatives  
**Department:** City Administration  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families




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<i>Scope</i>	
<b>Description:</b>	The City of Alpharetta places a high priority on creating and developing a healthy community that promotes economic growth, creates jobs, retains existing businesses, and attracts new business and citizens to the area. This funding would be used for economic development programs/initiatives that support the city’s economic development goals.
<b>\$ Impact on Operations:</b>	Positive increase in economic activity (e.g. business investment, property values, etc.).
<i>Financial Status</i>	
<b>Funding Source:</b>	
Local:	\$ 300,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 300,000</b>

**Project:** Community Branding Initiative  
**Department:** City Administration  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



**Scope**

**Description:** This capital request is for development of new branding of the City of Alpharetta. This branding would be consistent with our community's position as a leading technology center, hub of business activity, and community with unparalleled quality of life. The new brand would serve as the foundation of all future marketing efforts and is a corner piece of Alpharetta's economic development efforts.

**\$ Impact on Operations:** Positive increase in economic activity (e.g. business investment, property values, etc.).

**Financial Status**

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

**Project:** Recurring Traffic Signal System Maintenance  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the continual maintenance and repair of vehicle detectors (sensors that tell the traffic signal a car is waiting) and traffic signal communications throughout the city. Vehicle detectors are required to be repaired and/or replaced in order to maintain traffic signal responsiveness. Traffic signal communications enable the intersections to work together and smooth traffic flow.

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

**Financial Status**

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

**Project:** Recurring Milling and Resurfacing  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the on-going maintenance of milling and resurfacing of city streets. Resurfacing of city streets increases the life expectancy of the roads. Without resurfacing, roadways will deteriorate and be more costly to repair. The following projects are included in the FY 2013 funding request:

- Windward Pkwy (Camp Creek Bridge to McGinnis Ferry)
- Cape York Trace (Glen Abbey Dr to cul-de-sac)
- Barnesley Lane (Glen Abbey Dr to cul-de-sac)
- Kirkstall Trail (Windham Way to cul-de-sac)
- Bisland Court (Windham Way to cul-de-sac)
- Jacaranda Court (Sandridge Court to cul-de-sac)
- Windfall Court (Providence Place Dr to cul-de-sac)
- Wills Rd (SR9 to Old Milton)
- Alderman Dr (Windward Pkwy to Windward Concourse)
- Big Creek Overlook (Webb Bridge to end)
- Marconi Drive (Windward Parkway to end)
- Spruell Circle (Wittenridge Dr to Baptist Church)
- Cutty Stark Way (Flying Scot to cul-de-sac)
- Old Morris Rd (Morris Road to cul-de-sac)
- Woodbury Way (Centennial Dr to cul-de-sac)
- Providence Place Dr (Providence Rd to cul-de-sac)
- Waters Cove Way (Waters Rd to cul-de-sac)
- Ratcliff Cove (Centennial Dr to cul-de-sac)
- Centennial Dr (Waters Rd to cul-de-sac)
- Providence Place Wy (Providence PI Dr to cul-de-sac)
- Sundew Ct (Sundew Dr to cul-de-sac)
- Pine Walk Way (Pine Walk Dr to cul-de-sac)
- Sundew Dr (Park Bridge Pkwy to cul-de-sac)
- Leycroft Ct (Kingsmark Trail to cul-de-sac)

**\$ Impact on Operations:** This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

<b>Financial Status</b>			
<b>Funding Source:</b>	Local:	\$	1,500,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>1,500,000</b>

**Project:** Recurring Traffic Control Equipment  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the repair/replacement of traffic signal parts and supplies. Purchase of this necessary equipment will provide ongoing maintenance to the city's existing traffic system.

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

**Financial Status**

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

**Project:** Recurring Traffic Striping and Signage  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the (a) replacement and repair of traffic striping and traffic control signs and the (b) restriping of city roadways after milling and resurfacing. This funding will provide ongoing maintenance to the city's existing traffic system.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>75,000</b>

**Project:** Recurring Traffic Calming & Intersection Safety Improvements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the identification and implementation of safety improvements in neighborhoods and 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.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	37,500
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>37,500</b>

**Project:** Recurring Mast Arm Maintenance  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the painting of mast arms and pedestrian/vehicular lighting (collectively the "fixtures") throughout the city and will be phased in over multiple years. Painting the fixtures black will increase the aesthetics of downtown Alpharetta. The project will consist of sandblasting the fixtures and then applying an industrial paint. Depending on the size of the fixtures and the amount of traffic traveling through the intersection the average cost per intersection ranges from \$6,000 to \$8,000. Painting the fixtures will improve the overall aesthetic of the city and provide a uniform appearance. The goal is to paint all mast arms at city intersections over the next three years. Accordingly, funding in similar amounts will be requested in FY's 2014 and 2015 to accomplish this goal.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	225,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>225,000</b>

**Project:** Recurring Bridge Maintenance  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the continual performance of required repairs and maintenance measures identified by Georgia Department of Transportation (GDOT) inspectors during their biennial inspections of city owned bridges. Tasks include: the removal of corrosion and repainting of bridge supports; remediation of erosion issues; installation/extension of concrete encasements around piles; cleaning and sealing deck joints; and replacement of failed wing walls. Failure to address these items can lead to further deterioration of bridge conditions.

Work items based on 2010 GDOT Inspections and include Waters Road at Long Indian Creek (\$220,000) and funding for miscellaneous repairs as needed.

**\$ Impact on Operations:** This program decreases bridge maintenance costs and increases the useful life of the bridge.

**Financial Status**

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

**Project:** Recurring Storm/Drainage Repair  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request 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). This account is used for: (1) smaller repairs such as grouting, paving inverts, and replacing tops; (2) vacuuming sediment/debris out of pipes to restore capacity; and (3) annual maintenance on the city's 10 stormceptor units, 8 oil/water separators, and city-owned detention ponds (as required by the Georgia Environmental Protection Division).

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

**Financial Status**

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

**Project:** F-150 Extended Cab (replacement; Qty: 1)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for the replacement of a 2003 F-150 Extended Cab (9-years old). The 2003 F-150 has 95,210 miles and warrants replacement based on age and repair costs. Repair costs for these vehicles are escalating and replacement parts can be difficult to locate. The replacement F-150 will be two-wheel drive since four-wheel drive is not necessary for this replacement.

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

**Financial Status**

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

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



**Scope**

**Description:** This request 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 address issues in the field.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>75,000</b>

**Project:** Recurring Tree Planting and Landscape Improvements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive  
 Community with a focus on our Future



**Scope**

**Description:** This request is for annual tree planting and landscape improvements within city right-of-ways and medians. FY 2013 request consists of tree planting along Kimball Bridge Road in the area of current and recent past intersection projects. Landscaping along Kimball Bridge Road would be of similar scale compared to Webb Bridge at Shirley Bridge. The city would partner with various homeowner associations to perform the required maintenance, while the City would implement the proposed plan. The homeowner associations would have direct involvement in the design process. The city will offset a portion of project costs through tree bank funding (i.e. for allowable tree plantings; although the \$ figure will not be known until designs are completed).

**\$ Impact on Operations:** Routine maintenance includes landscape maintenance (e.g. fertilizing, pruning, etc.) and irrigation.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>75,000</b>

**Project:** South Main St. – Operational Improvements (design)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for design documents that incorporate strategies identified by the GDOT State Route 9 (SR 9) concept report. Roswell Street's terminus at SR 9 is realigned to meet Devore Road, conveying traffic from the north to Haynes Bridge Road and GA 400. In addition, traffic flow is optimized with medians and strategic median openings; Maxwell Street is terminated at SR 9 as a T-intersection; and pedestrian accommodations/enhanced sidewalks will be incorporated. Additionally, this project involves development of detailed environmental and right-of-way documents (Georgia Department of Transportation).

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

**Financial Status**

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

**Project:** Douglas Rd. Sidewalk – Oak Tree Hollow to city limit  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the construction of sidewalk along the west side of Douglas Road from Oak Tree Hollow south to the City Limits. This will tie to a sidewalk segment proposed by City of Johns Creek to be constructed during their upcoming Fiscal Year. When both sidewalk segments are completed, contiguous sidewalk access will be provided along the westside of Douglas Road from McGinnis Ferry Road to Jones Bridge Road. By connecting to sidewalk on Jones Bridge Road, this project would also connect to sidewalks along Kimball Bridge Road and ultimately to Webb Bridge Park.

Design work for this sidewalk segment was completed by Engineering & Public Works staff during FY 2012.

**\$ Impact on Operations:** \$450 (FY 2013) to \$900 (future years) annually for maintenance (e.g. landscaping) - added to operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>150,000</b>

**Project:** Cumming St. and Jayne Ellen Way Drainage Imp. (design)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for the removal of sediment buildup in the double 10' x 5' culvert on Cumming Street near Jayne Ellen Way and in the triple 5.5' x 4' culvert on Jayne Ellen Way. This project will include (1) re-vegetation of areas impacted by this extreme sedimentation and (2) stream bank restoration along the channel edges near the culverts. This project has been identified after resident inquiries to the city expressing concern over flooding potentials due to reduced capacity in the culverts. Georgia Environmental Protection Division stream buffer variances and Army Corps of Engineers permits are expected with this project.

FY 2013 funding is for full survey, design, and permitting through the city's on-call consultants.

Construction costs are estimated at \$60,000 and will be requested as part of the FY 2014 capital budget.

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

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

**Project:** Church St. Drainage Improvements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for drainage improvements along Church Street. Stormwater runoff from Church Street flows into a catch basin on the north side of Church Street near the intersection with Highway 9. The storm piping continues through various private properties generally paralleling Highway 9 and Violet Garden Walk. The storm piping and inlets in this area have deteriorated and if left unfixed could inhibit water flow causing flooding on the roadway. Work consists of adding additional pipe and replacing existing pipe. This project will include a survey, in-house design, easement acquisition, and new pipe and structure installation. Easements are required due to installing new pipe.

**\$ Impact on Operations:** This program decreases maintenance costs as flooding and erosion will be reduced.

<i>Financial Status</i>			
<b>Funding Source:</b>	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>150,000</b>

**Project:** Pipe and Storm Structure Replacements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for pipe and structure replacement at four locations within the city. Each location has a specific drainage maintenance problem that is beyond the small project scope covered in the recurring storm/drainage repair account. Projects include:

211 Brooke Drive - The homeowner has contacted the city about multiple sink holes forming on top of a 48" storm pipe in her side yard. This pipe drains water from Brooke Drive and the surrounding neighbors. The city has historically provided maintenance on pipes of this nature in the subdivision. This project would consist of replacement of two storm structures and approximately 150 linear feet of 48" pipe. It would require easement acquisition. Estimated cost = \$50,000.

Spruell Circle - Homeowners in Kimball Crest have contacted the city about clogged roadway drains that are causing flooding in their yards and threatening their homes. Public Works maintenance crews have this location on their list for frequent visits to clean leaf litter off the storm grates. This project would replace 3 roadway grate structures with new catch basins that will be less likely to clog. Estimated cost = \$28,500.

Laurelwood Lane - The culvert under Laurelwood Lane (near 125 and 137 Laurelwood Lane) is showing signs of failure. The flumes have detached from the road and fallen into the creek and the roadway appears to be failing at the shoulder. This project will replace the culvert carrying a live stream, install two catch basins, replace curb and gutter, and mill and overlay the roadway adjacent to the project. Estimated cost = \$48,000.

Henderson Parkway - (Near 2005 Brookridge Terrace). The downstream headwall of the culvert carrying a live stream is deteriorating and erosion is occurring at this failure. This project will replace the headwall, backfill with dirt, and stabilize the stream banks. Estimated cost = \$36,500.

Residual funding will be used for targeting drainage issues as they arise.

**\$ Impact on Operations:** This program decreases maintenance costs as flooding and erosion will be reduced.

<i>Financial Status</i>			
<b>Funding Source:</b>	Local:	\$	200,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>200,000</b>

**Project:** N. Main St. Walk Drainage Imp. (N. Main St. to Canton St.)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for drainage improvements at North Main Street Walk (retail development at North Main Street and Cumming Street). Currently, the stormwater runoff from this development enters North Main Street 24-48 hours after a rain storm and is not entirely contained in the gutter. If weather patterns occur that include rain followed days later by freezing temperatures, a potential hazard can occur. This project will pipe the outflow from the underground stormwater management system to the nearest storm inlet on the east side of Highway 9 (open cutting the roadway, laying pipe, and repaving) to remove the surface drainage issue. This project will require a Georgia Department of Transportation permit.

**\$ Impact on Operations:** This program decreases maintenance costs as flooding and erosion will be reduced.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	180,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>180,000</b>

**Project:** Archive Filing and Scanning  
**Department:** Engineering & Public Works  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** The Engineering & Public Works archive files need to be sorted, scanned, and archived in the off-site records center to be consistent with citywide records retention procedures. The current onsite archive files have reached their capacity. New projects are unable to be properly filed. Completed project files are accessed by staff in response to open records requests and are used in review of proposed construction projects. This process will scan all document and drawing files and make them readily available electronically and will take the hard copies off-site for proper storage. This project will include employing a temporary part time worker to help label and organize each document in the file cabinets so that unique specific titles can be given for each scan.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>25,000</b>

**Project:** Downtown Improvement Survey  
**Department:** Engineering & Public Works  
**Strategic Priority:** Creative, Cost Efficient and Effective Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for survey services within the downtown area. The survey information will be utilized for various improvements to the downtown area including, but not limited to, streetscape, traffic operations, additional parking, and aesthetic treatments. The survey areas will include:

Roswell Street/Canton Street - from Old Milton Parkway to Church Street

Old Roswell Street - from Roswell Street to Milton Avenue

Old Canton Street - from Milton Avenue to Canton Street

Milton Avenue/Academy Street - from Roswell Street/Canton Street to existing Haynes Bridge Road

Marietta Street - from Roswell Street to S.R. 9/Main Street

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>75,000</b>

**Project:** Downtown Enhancements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



**Scope**

**Description:** This request is for the design, installation, and repair of streetscape/aesthetic enhancements throughout the downtown area. Improvements consist of new trash receptacles, kiosks, benches, arbors, and landscape enhancements to city owned property.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	90,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>90,000</b>

**Project:** Backup Data Storage Management  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** This request is to provide on-site backup storage capability for the city's enterprise data management needs. The old tape backup system is at the end of its useful life and does not provide the necessary performance and reliability our data centers and virtualized technology require. To that end, there have been multiple storage drive failures during the first quarter of 2012 that has resulted in network down-time. This request is separate from the off-site archival capability that will be requested as an operating initiative in the FY 2013 budget.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$5,000) will begin in FY 2014.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	120,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>120,000</b>

**Project:** Technology Replacement (all city departments)  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:**

This request is to provide for the annual replacement of technology for all city departments. As in prior-years, funding for technology replacement is being provided through General Fund revenues but is requested to be placed in one capital project account to allow for more efficient management (as opposed to being spread across multiple departments based on an estimate of replacement needs which may or may not equate to the actual need during the fiscal year).

The current city standards for technology replacement (based on funding availability) are as follows: servers (5-years); SANS – storage (5-years); desktop PCs (4-years); laptop PCs (3-years); iPad tablets (2-years); large scale multi-function printers (MFPs) (5-7 years); small scale MFPs (5-years); small printers (3-5 years); desktop UPS (electrical service backup) (3-years); network UPS (closets) (4-years); network routers/switched/firewalls (5-years); telephony gateways (7-years).

In prior years, technology replacements have been appropriated within the departmental operating budgets based on an estimated replacement schedule for the underlying equipment. While this is effective from a departmental cost tracking standpoint, it is inefficient from a management standpoint and subjects departments to wide variances in their budgets that are not necessarily reflective of their operations. Currently, the IT department does not have full flexibility to base replacement solely on greatest need. For example, if a given department’s computer was not estimated for replacement in a given year, budget would not have been allocated for said replacement. If the computer fails, that department would have to find funding elsewhere in its budget to cover the unanticipated replacement. Upon creation of this annual project account, the IT Department can allocate replacement funding based on need as opposed to whether or not a specific piece of technology was budgeted for replacement. Also, the IT Department maintains records of technology replacement and can still provide departmental cost figures. Additionally, this insulates departments from wide swings in their annual budgets that are not due to a change in their operations but rather to technology coming due for replacement (similar to how fleet is currently managed).

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

		<i>Financial Status</i>	
<b>Funding Source:</b>	Local:	\$	250,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>250,000</b>

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



**Scope**

**Description:** This request is for aerial mapping including planimetrics (required every 3-years) which provides critical updates to the GIS basemap. There is the probability that this can be a joint project through the cooperation with the City of Roswell, City of Sandy Springs, City of John's Creek, The City of Milton, and the City of Dunwoody to help reduce this cost. Training for GIS Staff is included regarding the application updates.

**\$ 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:** Fleet Replacement (Qty: 10 - smoothing)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for the forecasted annual replacement of police and fire sedans, light trucks and motorcycles. The replacement need is driven by the mileage and mechanical condition of the vehicles. Emergency response vehicles are expected to last more than 125,000 miles; administrative vehicles are run somewhat longer.

The forecasted need over the next 4-years based on a mileage threshold of 125,000 miles is as follows: FY 2013 (10 vehicles); FY 2014 (16 vehicles); FY 2015 (35 vehicles); FY 2016 (30 vehicles). Due to the anticipated replacement spike in FYs 2015-2016, the city is recommending that replacement funding be smoothed over the four year period. Specifically, the city can insulate the capital budget from a spike in FYs 2015-2016 by funding an amount equivalent to the annual replacement of 20 vehicles and allowing the unspent funds to pool in the replacement account until needed.

The average cost per vehicle is lower than in recent years, as the department will have completed its analog-to-digital transition of radios and cameras and these two expensive pieces of equipment will be moved from old cars to new. Most of the other equipment, such as light bars and partitions, cannot be moved due to vehicle body style changes over the life of the cars. Funding is included within this request to replace the other equipment as needed.

Forecasted cost increases represents the potential discontinuation of the Impala police package which will result in conversion costs (e.g. new light bars). Due to funding constraints, the replacement schedule may deviate from what is shown above.

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

<i>Financial Status</i>			
<b>Funding Source:</b>	Local:	\$	620,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>620,000</b>

**Project:** Fire Gear (replacement)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for replacement of fire/rescue/hazmat equipment. All of these items have a finite service life and must be replaced when this is reached. Trying to extend this life puts the firefighters using the equipment at considerable risk of injury from sudden and traumatic equipment failure, e.g. an old air bottle failing under pressure. Replacement will be prioritized based on the funding allocation provided.

Equipment to be replaced includes turnout gear, hazmat suits and equipment, fire hoses, self-contained breathing apparatus (SCBA) harnesses, etc.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>75,000</b>

**Project:** Firehouse Software Upgrade  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for an upgrade to the city's Firehouse software which is the record management system for the Fire Department (storing and organizing schedules, case reports, fire inspections and plans). The database is presently accessible through networked computers but not via internet-enabled devices. The upgrade would enable the software to support iPads, smart phones and other web portals. This is essential for Fire Inspections and desirable for Fire Suppression, as it would enable them to access data such as building plans and hazardous material alerts on scenes that would not otherwise be readily available.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$5,250) will begin in FY 2014.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	52,500
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>52,500</b>

**Project:** Motorcycle Equipment (cameras/printers)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** The request is for the purchase of cameras and hand-held computer/ticket writers for Police motorcycles. The cameras are the same make as those mounted on Police car dashboards, adapted for motorcycles. They hold the same value for motor officers as for other officers, providing both evidence of offenses and documentation of citizen encounters. The computer/ticket writers would automate the process of running drivers license and tag information and generating citations. These functions have been available in patrol cars for some time, but the equipment used in cars does not adapt easily to motorcycles. The department has been testing various approaches to meeting these needs and concluded that hand-held devices, as opposed to various compact computer-printer combinations, are the most durable and cost-effective. The camera system (\$5,000) and hand-held computer/ticket writer (\$5,000) will cost \$10,000 for each motorcycle and there are seven motorcycles. Four motorcycles have been equipped with the cameras/printers. This request will equip the final three units.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$1,000) began in FY 2013 and is included in the operating budget.

**Financial Status**

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

**Project:** Cardiac Monitor Upgrades (Qty: 8)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for the replacement and upgrade of 8 cardiac monitors for the Fire Department that provide numerous benefits including the ability to evaluate the effectiveness of treatment in cases of respiratory and cardiac arrest. The technology, known as Continuous Waveform Capnography, confirms proper advanced airway placement and ensures that CPR is being administered correctly. The American Heart Association released a new Standard of Care in 2010 that makes this capability an essential component of Advanced Cardiac Life Support.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	52,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>52,000</b>

**Project:** Miracle Field Drainage Imp. (design)  
**Department:** Recreation & Parks  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for a drainage improvement design/plan for the Miracle League Field. Drainage runoff on the northeast side of Miracle Field has caused an erosion issue. Currently the back of the field is bordered by a concrete swale with terraced timber retaining walls. Timber walls have a shorter expected lifespan than concrete block or poured-in-place concrete walls. It also appears that after some settling, cracks have formed in the concrete swale. This is allowing water to seep behind the timber wall. Additionally, the concrete flume discharges into a plastic pipe that is lying on the ground surface and shows signs of erosion around and under it. This project will replace the walls, replace and bury the piping, will utilize the old temporary sediment pond to provide a micropool water quality feature and will add a rock channel to reduce erosion from the neighboring headwall. This project will require a survey, structure engineered plans for the walls, and geotech design. Funding for construction of the improvements would be requested as part of the FY 2014 capital budget.

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

**Financial Status**

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

**Project:** Recreation and Parks Building Re-Roofing  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** This request is for phase 2 of removal and replacement of roofing materials at multiple facilities including the Adult Activity Center main building, Crabapple Government Center (shingled and metal roof), and Administration Office. The Adult Activity Center has had minor repairs to the roof but no replacements since it was constructed in 1988. The Crabapple Government Center has had minor repairs but no major roof repairs since the city purchased the building. The Administration Office was re-roofed prior to 1997. The estimated cost for remaining roof replacements totals \$72,000. Roof replacements will be prioritized based on condition.

Phase 1 of this project was funded in the FY 2012 capital budget and included roofing repairs/replacements for the parks services/equestrian offices/bath house and portions of the Wills Park pool building.

**\$ Impact on Operations:** This program decreases facility maintenance costs as the roof structures will be less susceptible to water intrusion.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	72,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>72,000</b>

**Project:** Crabapple Gov't Center Gym Insulation (replacement)  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** This request is for the replacement of sagging and ripped insulation in the Crabapple Government Center gymnasium. The city has owned this facility since 1997 and has never replaced the insulation. The ripped insulation reduces the effectiveness of the insulation resulting in increased utility costs and is an eyesore to our customers. The gym is used for youth basketball, art camp and programs, rentals, and North Fulton Senior Services.

**\$ Impact on Operations:** This program decreases facility maintenance costs.

**Financial Status**

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

**Project:** Wills Park Recreation Ctr. Multi-Purpose Floor (replacement)  
**Department:** Recreation & Parks  
 Recreational, Educational and Cultural  
**Strategic Priority:** Opportunities for All Ages



**Scope**

**Description:** This request is for the replacement of the multi-purpose floor at the Wills Park Recreation Center. This project includes removal of existing flooring and subflooring, level/replace 2 X 10 floor joists, install new subfloor to joists, install & seal new oak flooring. This room is used for Aerobics, Karate, Zumba, Summer Camp, and rentals.

**\$ Impact on Operations:** This program decreases facility maintenance costs.

**Financial Status**

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

**Project:** Wills Park Baseball Fence Replacement (Fields 1-3)  
**Department:** Recreation & Parks  
 Recreational, Educational and Cultural  
**Strategic Priority:** Opportunities for All Ages



**Scope**

**Description:** This request is for the replacement of the fences at Wills Park baseball fields 1-3. The fences are curled/bowed which creates a safety hazard. The fences will be replaced with black vinyl coated fencing.

\*The total project is estimated at \$90,000 with the Alpharetta Youth Baseball Association contributing \$25,000 and the city funding the remaining \$65,000

**\$ Impact on Operations:** This program decreases facility maintenance costs.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	65,000
	Bond:	\$	-
	Alpharetta Youth Baseball Association:	\$	25,000
<b>Total Appropriations:</b>		\$	<b>90,000</b>

**Project:** Recreation and Parks Master Plan (update)  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** This request is for funding to update the Recreation and Parks Master Plan (2008-2013). The current 5-year master plan was developed in June 2008 and was based on input and ideas from citizens, staff, Recreation Commission, and City Council. There have been changes in our community, in the economic climate, and in the city's leadership since the last plan was adopted. It is vital that the plan be updated to more accurately reflect where we are and what we can realistically achieve in the next 5 to 10 years. To maintain our national accreditation, the department master plan must be updated regularly (every 5 to 10 years). Also, when we apply for grants such as DNR (Department of Natural Resources), LWCF (Land & Water Conservation Fund), CDBG (Community Development Block Grant), etc., having an up-to-date master plan is more appealing and improves the chance of the city being awarded grant funding. This project estimate was not available at time of Recreation Commission prioritization.

**\$ 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:** Recware Safari Upgrade (software)  
**Department:** Recreation & Parks  
**Recreational, Educational and Cultural**  
**Strategic Priority:** Opportunities for All Ages



**Scope**

**Description:** This request is for funding to upgrade Recreation and Parks (ARPD) computer software. ARPD began using Recware Safari in 1998. Active Network, the company that now owns Recware Safari, is phasing out Safari which will make the software obsolete in a few years. Active Network is offering current Safari users an opportunity to upgrade to a more advanced system. In addition to providing an enhanced software system for customer registration and facility reservations, the upgrade would include data conversion from Safari to ActiveNet and additional functionality such as memberships and a street database upload. ActiveNet is fully hosted by the vendor, should integrate with the new Finance Department software system, and have minimal if any impact on the Information Technology Department's support of ARPD software. Active Network does not charge an annual maintenance fee as Safari did. ARPD will pay Active Network based on a percentage of the revenue generated by ARPD through ActiveNet transactions. This transaction fee can be added to the program participation fee (i.e. paid by the customer) or deducted from the program participation fee (i.e. paid by the city). This project estimate was not available at time of Recreation Commission prioritization.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$50,000) will begin in FY 2014.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>75,000</b>

**Project:** Wills Park Equestrian Ctr Used Water Truck (fleet addition)  
**Department:** Recreation & Parks  
 Recreational, Educational and Cultural  
**Strategic Priority:** Opportunities for All Ages



**Scope**

**Description:** This request is for the addition of one water truck for the watering of the equestrian arenas/roadways for dust control. This vehicle will eliminate the need for sprinkler irrigation and save on water consumption as the spray nozzles on the water truck would enable more exact targeting of water to the needed areas.

The department is proposing to purchase a used water truck which will meet their watering needs while saving significantly on the upfront capital investment (new water truck could cost approximately \$80,000). This project estimate was not available at time of Recreation Commission prioritization

**\$ Impact on Operations:** \$2,000 (FY 2013) to \$4,000 annually for fuel, maintenance, etc. - added to operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	20,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>20,000</b>

**Project:** North Point Pkwy Sidewalk (Old Milton to Preston Ridge)  
**Department:** Alpharetta Business Community (ABC)  
 Creative, Cost Efficient and Effective  
**Strategic Priority:** Solutions for our Transportation Needs.



**Scope**

**Description:** This request is for the design and construction of sidewalk along North Point Parkway and Preston Ridge Road. The project will construct approximately 1,200 linear feet of 5' wide concrete sidewalk along the east side of North Point Parkway from the Staybridge Suites to Preston Ridge Road and approximately 1,100 linear feet of 8' wide sidewalk along the south side of Preston Ridge Road from North Point Parkway to the Big Creek Greenway.

**\$ Impact on Operations:** \$1,380 (FY 2013) to \$2,760 (future years) annually for maintenance (landscaping) - added to operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	-
	ABC Funding:	\$	325,000
<b>Total Appropriations:</b>		\$	<b>325,000</b>



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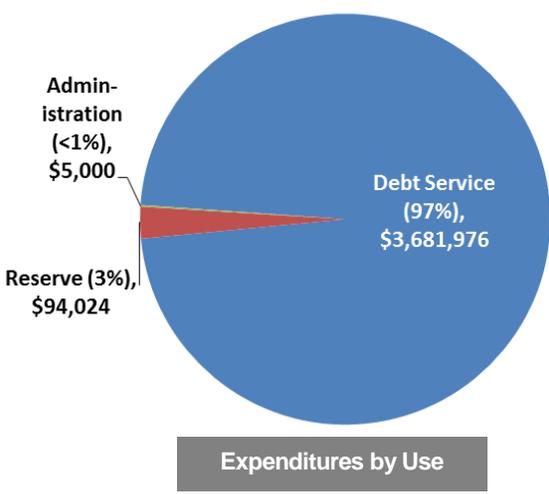
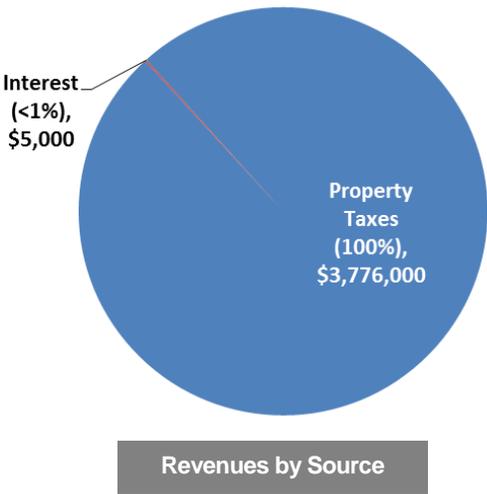
**Fiscal Year 2013 Operating & Capital Budget Narrative**

# 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 2013 Budget = \$3,781,000**



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, 2012):

• General Obligation Bonds, Series 2006	\$ 20,280,000
• General Obligation Bonds, Series 2012	<u>29,000,000</u>
Total General Obligation Debt:	\$ 49,280,000
• Development Authority Revenue Refunding Bonds, Series 2009 <sup>27</sup>	<u>749,100</u>
Total Debt Outstanding:	\$ 50,029,100

<sup>27</sup> The City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation. The amount shown represents the City’s portion.

## **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.

## **Debt Issuance Activity**

In November 2011, the voters of the City of Alpharetta approved the issuance of \$29 million in General Obligation Bonds to fund the redevelopment of 22-acres in the heart of Downtown Alpharetta (the "City Center" project). The city's vision is of a vibrant environment of parks and civic space that will serve as a gathering place for citizens and attract business and investment to this important area of our community.

As proposed the first phase of the development would include:



- New Fulton County Library (funded separately through Fulton County);
- 5-acre Public Park;
- Town Square;
- New Alpharetta City Hall; and
- 450+/- space Public Parking Garage.

These components will create a place and an atmosphere where people naturally want to be; drawing residents and visitors to the heart of our community to read a good book, enjoy a family picnic, attend a community event, and enjoy the

company of friends and neighbors. While there many will also patronize the unique shops and restaurants that call Downtown Alpharetta home.

The environment created through these civic elements will also attract private investment that will drive the second phase of the development. Contained within the City’s vision are four future development sites that will be sold or ground leased to private-sector developers.

The City Center bonds were issued in March 2012 (“General Obligation Bonds, Series 2012”) in a par amount of \$29 million with a 20-year term and a true-interest cost of 2.98%.

## **Bond Smoothing**

The city’s primary method of funding large scale capital projects is through the issuance of general obligation bonds (“GO Bonds”) upon referendum approval by our voters. 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 to work and live. Principal and interest payments for fiscal year 2013 are budgeted at \$3,681,976 (including the newly issued City Center bonds) with the following forecast: 2014 - 2032<sup>28</sup>: \$3,570,399 (annual average).

The table below illustrates the annual millage rates levied by the city for the last 10 years.

Fiscal Year	Operating Millage Levy	Capital Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2013	4.215	0.605	0.930	5.750	0.0%
2012	4.215	-	1.535	5.750	0.0%
2011	4.215	-	1.535	5.750	0.0%
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%

<sup>28</sup> Represents final maturity of the city’s existing debt (General Obligation Bonds, Series 2012).

## 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 20-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 (GO Bonds, Series 2006 and 2012).

<b>General Obligation Bonds (All Series)</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2013	\$ 1,705,000.00	\$ 1,850,800.00	\$ 3,555,800.00
FY 2014	1,750,000.00	1,794,700.00	\$ 3,544,700.00
FY 2015	1,815,000.00	1,719,300.00	\$ 3,534,300.00
FY 2016	1,880,000.00	1,634,750.00	\$ 3,514,750.00
FY 2017	1,940,000.00	1,572,350.00	\$ 3,512,350.00
FY 2018	2,000,000.00	1,494,750.00	\$ 3,494,750.00
FY 2019	2,070,000.00	1,420,065.00	\$ 3,490,065.00
FY 2020	2,150,000.00	1,346,000.00	\$ 3,496,000.00
FY 2021	2,230,000.00	1,254,925.00	\$ 3,484,925.00
FY 2022	2,325,000.00	1,165,025.00	\$ 3,490,025.00
FY 2023	2,425,000.00	1,071,275.00	\$ 3,496,275.00
FY 2024	2,535,000.00	971,475.00	\$ 3,506,475.00
FY 2025	2,650,000.00	867,000.00	\$ 3,517,000.00
FY 2026	2,765,000.00	757,875.00	\$ 3,522,875.00
FY 2027	2,885,000.00	646,650.00	\$ 3,531,650.00
FY 2028	2,990,000.00	560,100.00	\$ 3,550,100.00
FY 2029	3,105,000.00	470,400.00	\$ 3,575,400.00
FY 2030	3,225,000.00	377,250.00	\$ 3,602,250.00
FY 2031	3,350,000.00	256,312.50	\$ 3,606,312.50
FY 2032	3,485,000.00	130,687.50	\$ 3,615,687.50
	<b>\$ 49,280,000.00</b>	<b>\$ 21,361,690.00</b>	<b>\$ 70,641,690.00</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.

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.

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
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>\$ 749,100.00</b>	<b>\$ 128,766.00</b>	<b>\$ 877,866.00</b>

## Bond Ratings

The city's AAA bond rating was reaffirmed by *Moody's* and *Standard & Poor's* during March 2012 in conjunction with the sale of \$29 million (par) of General Obligation Bonds, Series 2012, for the City Center project.



Alpharetta is one of only 199 cities in the United States (and one of two in Georgia) to earn a AAA bond rating (*Moody's*). The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. Case in point, the true-interest cost of the Series 2012 Bonds approximates 2.98% which is among the lowest our financing team has witnessed for bonds carrying a 20-year term.

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 2013 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 2012, the debt limit is estimated at \$446 million with currently outstanding general obligation debt representing 5% of capacity.

### City Of Alpharetta

#### Legal Debt Margin (last five fiscal years)

	2012*	2011	2010	2009	2008
Debt limit	\$ 446,253,891	\$ 479,413,845	\$ 498,525,167	\$ 515,651,527	\$ 444,632,135
Total net debt applicable to limit	45,644,279	21,271,623	27,458,890	33,174,763	38,571,506
<b>Legal Debt Margin</b>	<b>\$ 400,609,612</b>	<b>\$ 458,142,222</b>	<b>\$ 471,066,277</b>	<b>\$ 482,476,764</b>	<b>\$ 406,060,629</b>

Total net debt applicable to the limit as a percentage of debt limit

10%                      4%                      6%                      6%                      9%

#### Legal Debt Margin Calculation for Fiscal Year 2012

Taxable Assessed Value	\$ 3,921,000,000
Add back: Exemptions	541,538,910
<i>Total assessed value</i>	<i>4,462,538,910</i>
Debt limit (10% of total assessed value)	\$ 446,253,891
Debt applicable to limit:	
General obligation bonds	49,280,000
Less: Amount set aside for repayment of general obligation debt	(3,635,721)
<i>Total net debt applicable to limit</i>	<i>\$ 45,644,279</i>
<b>Legal Debt Margin</b>	<b>\$ 400,609,612</b>

Variance due to the issuance of General Obligation Bonds, Series 2012.

Source: City of Alpharetta Finance Department

\* FY 2012 data represents estimates.

# City of Alpharetta Debt Service Fund Statement of Budgetary Comparisons (FY 2012-2013)

	FY 2012 Amended Budget	FY 2013 Recommended Budget	\$ Variance	% Variance
Property Taxes: (1)				
Property Taxes	\$ 6,356,000	\$ 3,607,000	\$ (2,749,000)	-43.3%
Delinquent	75,000	-	(75,000)	-100.0%
Motor Vehicle Taxes	277,000	169,000	(108,000)	-39.0%
Interest	20,000	5,000	(15,000)	-75.0%
Other Financing Sources:				
Transfer-In from Impact Fee Fund	271,600	-	(271,600)	-100.0%
Budgeted Fund Balance (2)	4,520,445	-	(4,520,445)	-100.0%
<b>Total Revenues (All Sources)</b>	<b>\$ 11,520,045</b>	<b>\$ 3,781,000</b>	<b>\$ (7,739,045)</b>	<b>-67.2%</b>
Maintenance & Operations:				
Professional Services	\$ 5,000	\$ 5,000	\$ -	0.0%
Debt Service (Principal and Interest):				
City of Alpharetta				
GO Refunding Bonds, Series 2003	3,667,494	-	(3,667,494)	-100.0%
GO Bonds, Series 2006	2,058,538	2,037,850	(20,688)	-1.0%
GO Refunding Bonds, Series 2009	1,363,250	-	(1,363,250)	-100.0%
GO Bonds, Series 2012	-	1,517,950	1,517,950	100.0%
Development Authority of Alpharetta				
Revenue Refunding Bonds, Series 2009	125,763	126,176	413	0.3%
Other Uses:				
Transfer to Capital Project Fund (2)	4,300,000	-	(4,300,000)	100.0%
Debt Service Reserve (3)	-	94,024	94,024	100.0%
<b>Total Expenditures (All Uses)</b>	<b>\$ 11,520,045</b>	<b>\$ 3,781,000</b>	<b>\$ (7,833,069)</b>	<b>-67.2%</b>

Notes:

(1) The reduction in property tax revenue is primarily related to the drop in the underlying millage rate as the city's debt service has declined. The motor vehicle revenue is also experiencing the partial year impact of House Bill 386 which is phasing out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city will still receive motor vehicle taxes on vehicles titled before March 11, 2013 until the vehicle is sold/transferred. The city is forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020.

(2) The city's General Fund transferred over \$6.0M to smooth the tax levy necessary to support escalating debt service requirements from 2007-2011. The figure represents the available balance that can be utilized for capital initiatives.

(3) The city has conservatively budgeted an overall reduction in property values/revenues for FY 2013 (based on trend data). However, a debt service reserve is being maintained to further insulate the city from: (a) non-property tax revenue declines; and (b) property tax revenue declines in excess of those already forecasted.

**City of Alpharetta**  
**Debt Service Fund**  
**Statement of Revenues, Expenditures, and changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Est.	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>Beginning Fund Balance:</b>	\$ 10,648,494	\$ 8,875,237	\$ 6,811,110	\$ 4,948,377	\$ 308,741	\$ 402,765	\$ 373,451
<b>Revenues:</b>							
Property Taxes (incl. Motor Vehicle)	\$ 7,449,471	\$ 7,336,490	\$ 7,202,093	\$ 6,708,000	\$ 3,776,000	\$ 3,639,000	\$ 3,601,000
Interest	265,630	35,432	27,139	20,000	5,000	7,000	6,000
Other	185	-	-	-	-	-	-
	<u>\$ 7,715,286</u>	<u>\$ 7,371,922</u>	<u>\$ 7,229,232</u>	<u>\$ 6,728,000</u>	<u>\$ 3,781,000</u>	<u>\$ 3,646,000</u>	<u>\$ 3,607,000</u>
<b>Expenditures:</b>							
Professional Services	\$ 3,000	\$ 7,069	\$ 3,150	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Non-Departmental:							
Debt Service	9,694,484	9,530,331	9,588,815	7,334,236	3,681,976	3,670,315	3,660,286
	<u>\$ 9,697,484</u>	<u>\$ 9,537,400</u>	<u>\$ 9,591,965</u>	<u>\$ 7,339,236</u>	<u>\$ 3,686,976</u>	<u>\$ 3,675,315</u>	<u>\$ 3,665,286</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	219,000	101,351	500,000	271,600	-	-	-
(1) Capital Project Fund	-	-	-	(4,300,000)	-	-	-
Bond IV Fund	-	-	-	-	-	-	-
Refunding Bonds (net)	(10,059)	-	-	-	-	-	-
	<u>\$ 208,941</u>	<u>\$ 101,351</u>	<u>\$ 500,000</u>	<u>\$ (4,028,400)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 8,875,237</b></u>	<u><b>\$ 6,811,110</b></u>	<u><b>\$ 4,948,377</b></u>	<u><b>\$ 308,741</b></u>	<u><b>\$ 402,765</b></u>	<u><b>\$ 373,451</b></u>	<u><b>\$ 315,165</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (1,773,257)</i>	<i>\$ (2,064,127)</i>	<i>\$ (1,862,733)</i>	<i>\$ (4,639,636)</i>	<i>\$ 94,024</i>	<i>\$ (29,315)</i>	<i>\$ (58,286)</i>

**Notes:**

(1) The city's General Fund transferred over \$6.0M to smooth the tax levy necessary to support escalating debt service requirements from 2007-2011. FY 2012 included a repayment to the General Fund that has been utilized for capital initiatives.



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# *Departmental Information*

# 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 and Information Technology departments that follow the city’s updated model



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# Mayor and City Council



*David Belle Isle*



*Donald Mitchell*



*Mike Kennedy*



*Chris Owens*



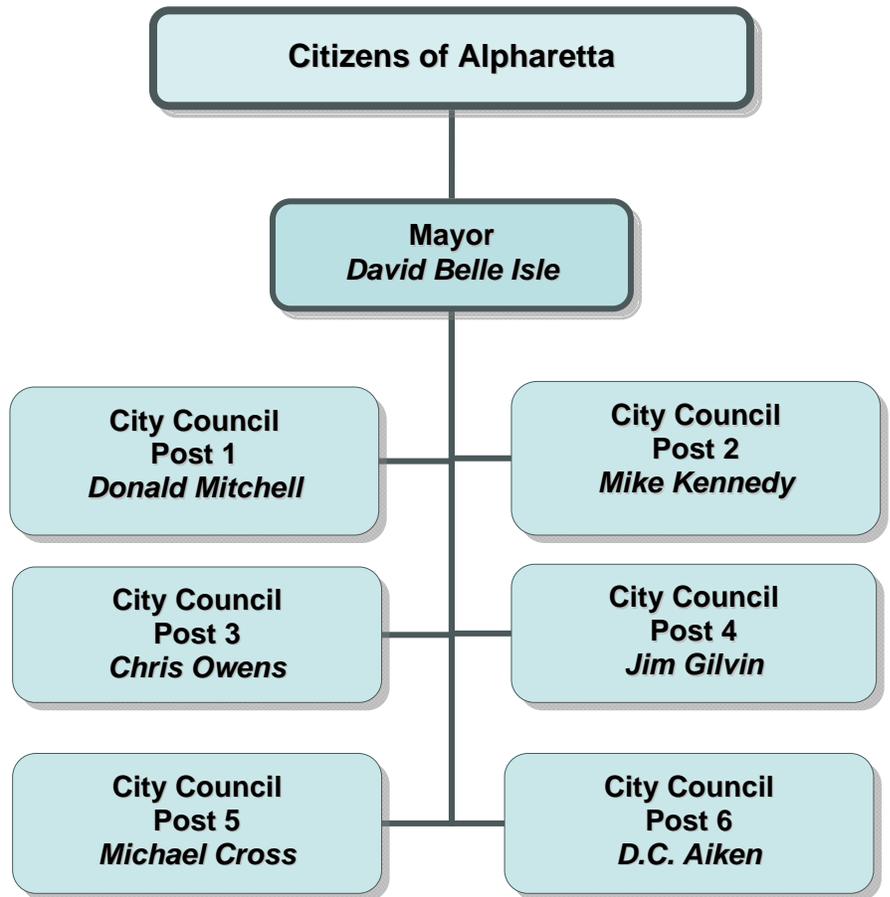
*Jim Gilvin*



*Michael Cross*



*D. C. Aiken*



# Mayor and City Council

## **Mission Statement**

To make a positive difference in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.

### **Core Values**

- ✓ **Excellence:** We believe that expectations are the starting point; not the destination. Every member of the City of Alpharetta Team shall be dedicated to the pursuit of continuous improvement in our results and how they are achieved.
- ✓ **Stewardship:** The citizens of Alpharetta have entrusted to us public resources and empowered us to protect, invest, and leverage them for the good and betterment of the community. We shall do so in a manner that reflects the highest ethics, exacting standards, and unwavering principles.
- ✓ **Integrity:** The trust of the public is the foundation of our ability to conduct the business of local government and realize the city's mission. Every member of the City of Alpharetta Team shall maintain her or his reputation for honesty, straightforwardness, fair dealing, and a sincere desire to serve in the best interest of the community and citizens of Alpharetta
- ✓ **Service:** The City of Alpharetta is committed to efficient, effective, and responsive service delivery that makes a positive difference in the community and the lives of those we serve. We shall proactively address issues and pursue opportunities, act with humility, and deliver more than what is expected.
- ✓ **Loyalty:** Through our every word and action we shall serve, protect, and promote the community and citizens of Alpharetta; advance the city's mission; and support and work in unity with those with whom we serve.

## 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
-  ✓ Creative, Cost Efficient and Effective Solutions for our Transportation Needs.

# Statement of Revenues, Expenditures, and changes in Personnel

## Mayor and City Council General Fund

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 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	\$ 120,000	\$ 117,500	\$ 115,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	66,992	63,878	51,279	82,607	105,042	113,445	122,521
FICA	8,035	7,860	8,058	9,455	9,455	9,455	9,455
Pension	14,095	15,833	13,355	10,995	2,051	2,051	2,051
Pension (401A Contribution)	1,773	3,750	6,938	10,500	16,500	16,500	16,500
Workers Compensation	1,629	2,277	2,612	2,795	2,660	2,713	2,767
Miscellaneous	3,600	3,600	3,600	3,763	3,763	3,763	3,763
<i>sub total</i>	<b>\$ 216,124</b>	<b>\$ 214,698</b>	<b>\$ 200,841</b>	<b>\$ 240,115</b>	<b>\$ 259,471</b>	<b>\$ 267,928</b>	<b>\$ 277,057</b>
<b>Maintenance &amp; Operations:</b>							
* Mayor	\$ 8,150	\$ 2,379	\$ 2,147	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* City Council Post 1	3,264	1,721	2,068	5,000	5,000	5,000	5,000
* City Council Post 2	4,195	2,593	762	5,000	5,000	5,000	5,000
* City Council Post 3	4,775	2,462	565	5,000	5,000	5,000	5,000
* City Council Post 4	2,546	2,049	2,229	5,000	5,000	5,000	5,000
* City Council Post 5	2,775	310	1,300	5,000	5,000	5,000	5,000
* City Council Post 6	2,324	466	297	5,000	5,000	5,000	5,000
Miscellaneous	1,820	29	35	9,000	9,000	9,000	9,000
<i>sub total</i>	<b>\$ 29,850</b>	<b>\$ 12,008</b>	<b>\$ 9,404</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 245,974</b>	<b>\$ 226,706</b>	<b>\$ 210,244</b>	<b>\$ 288,115</b>	<b>\$ 307,471</b>	<b>\$ 315,928</b>	<b>\$ 325,057</b>
<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>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		

\* Financial activity is tied to the Post and not the necessarily the current incumbent.

## Budget Narrative

The Fiscal Year 2013 Budget for Mayor and City Council totals \$307,471 and represents an increase of 6.7%, or \$19,356, compared to the FY 2012 budget, and primarily represents increased group insurance costs (pursuant to current medical insurance enrollment and increases in premiums).

The Maintenance & Operations category remained flat compared to prior year. The annual discretionary expense appropriation will remain at \$5,000 for Council Members and \$9,000 for the Mayor.

Base level personnel totals 7.0 full-time-equivalents (“FTE”) and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Mayor	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 1	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 2	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 3	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 4	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 5	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 6	1.0	1.0	1.0	1.0	1.0	-
	7.0	7.0	7.0	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.

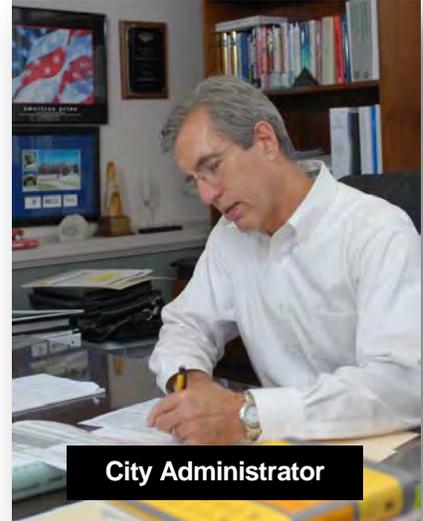


# City Administration

*Administration, Internal Audit, City Attorney, City Clerk, Public Information, Special Events, Grants Administration, and Economic Development*

## 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;
-  ✓ To increase the public/government interaction through the city's web site; and
-   ✓ Oversee the Economic Development efforts for the city.

## 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)

## City Administration/Public Information/Special Events/Grants Administration/Economic Development Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Taste of Alpharetta	\$ 149,385	\$ 141,357	\$ 157,874	\$ 140,000	\$ 140,000	\$ 144,200	\$ 148,526
Other	103,115	92,761	71,816	52,500	22,000	22,000	22,000
<b>Other Revenue</b>	-	-	40,188	36,000	25,144	-	-
<b>TOTAL</b>	<b>\$ 252,500</b>	<b>\$ 234,118</b>	<b>\$ 269,878</b>	<b>\$ 228,500</b>	<b>\$ 187,144</b>	<b>\$ 166,200</b>	<b>\$ 170,526</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 580,095	\$ 594,627	\$ 592,887	\$ 666,364	\$ 777,254	\$ 796,685	\$ 816,602
Overtime	14,051	-	25,364	25,000	25,000	25,000	25,000
Group Insurance	51,324	65,872	63,584	78,635	95,121	102,731	110,949
FICA	38,498	36,920	38,793	53,440	60,392	61,902	63,449
Pension	57,379	64,337	73,571	84,167	77,790	77,790	77,790
Pension (401A Contribution)	27,956	22,715	27,375	32,069	43,788	44,883	46,005
Workers Compensation	7,619	10,296	11,771	14,445	15,714	16,028	16,349
Miscellaneous	7,200	7,282	7,442	7,282	7,608	7,608	7,608
<i>sub total</i>	<b>\$ 784,123</b>	<b>\$ 802,048</b>	<b>\$ 840,787</b>	<b>\$ 961,402</b>	<b>\$ 1,102,667</b>	<b>\$ 1,132,627</b>	<b>\$ 1,163,753</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 197,413	\$ 172,404	\$ 177,552	\$ 200,870	\$ 349,889	\$ 352,513	\$ 355,157
Rental Equipment	24,927	25,801	28,878	32,215	45,019	45,357	45,697
Advertising	24,720	17,531	21,730	25,505	120,095	120,996	121,903
Printing	72,326	18,154	15,962	22,884	22,900	23,072	23,245
General Supplies	24,894	12,786	16,584	17,817	18,795	18,936	19,078
Utilities	8,284	7,608	12,024	10,099	16,005	16,125	16,246
Promotions	7,986	4,053	8,396	7,452	8,502	8,566	8,630
Miscellaneous	28,645	37,131	45,538	113,100	148,913	150,030	151,155
<i>sub total</i>	<b>\$ 389,195</b>	<b>\$ 295,468</b>	<b>\$ 326,665</b>	<b>\$ 429,942</b>	<b>\$ 730,118</b>	<b>\$ 735,594</b>	<b>\$ 741,111</b>
<b>Capital</b>	\$ -	\$ 7,140	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,173,318</b>	<b>\$ 1,104,657</b>	<b>\$ 1,167,452</b>	<b>\$ 1,391,344</b>	<b>\$ 1,832,785</b>	<b>\$ 1,868,221</b>	<b>\$ 1,904,863</b>
<b>Authorized Personnel</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>	<b>9.5</b>		



## Budget Narrative

The FY 2013 Budget for City Administration totals \$1,832,785 and represents an increase of 31.7%, or \$441,441, compared to the FY 2012 budget.

The Personnel Services category increased 14.7%, or \$141,265, due primarily to: the reorganization of one Administrative Assistant I position from the City Clerk's Office (to assist with clerical duties); addition of one part-time Special Events Coordinator position (to assist with special events workload – including additional events added as operating initiatives in the FY 2013 budget); wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; and a decrease in the defined benefit pension contribution.

Base level personnel total 9.5 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
City Administrator	1.0	1.0	1.0	1.0	1.0	-
Administrative Assistant I	-	-	-	-	1.0	1.0
Assistant City Administrator	1.0	1.0	1.0	1.0	1.0	-
Economic Development Coordinator	-	-	-	1.0	-	(1.0)
Economic Development Director	-	-	-	-	1.0	1.0
Executive Assistant	1.0	-	-	-	-	-
Executive Office Coordinator	-	1.0	1.0	1.0	1.0	-
Grants Administrator	1.0	1.0	1.0	1.0	1.0	-
Special Events Coordinator (3PT)	1.0	1.0	1.0	1.0	1.5	0.5
Special Events Manager	1.0	1.0	1.0	1.0	1.0	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	7.0	7.0	7.0	8.0	9.5	1.5

\* Administrative Assistant I is being transferred from the City Clerk to City Administration (effective FY 2012-2013). Part-time Special Events Coordinator added during the FY 2013 budget process (operating initiative).

The Maintenance & Operations category increased 69.8%, or \$300,176, due primarily to the following activity:

- Increase in professional fees of \$134,810 due primarily to additional special events approved as part of the FY 2013 budget (see operating initiatives tab of this document) and expansion of holiday decorations/lighting downtown;
- Increase in professional fees for the *Taste of Alpharetta* of \$14,209 to cover additional costs (e.g. electrical hookup services) associated with moving the event to the downtown;
- Increase of \$12,804 in rental equipment across multiple events including: Tree Lighting/Snow on the Square event - snow machine rental (not part of the 2011 event); Scarecrow Harvest (additional dumpsters/recycling bins); and the Taste of Alpharetta (additional tents, chairs, tables, etc.);
- Increase of \$94,590 in advertising associated with a focus on economic development initiatives in the downtown as well as citywide (e.g. business recruitment, marketing, etc.); and

- Increase of \$38,784 in maintenance contracts primarily attributable to the city's share of funding for Progress Partners of North Fulton/Atlanta. Progress Partners serves as a single source for economic information about the North Fulton area and represents one component of the City's overall economic development strategy. The relationship between the City and Progress Partners of North Fulton/Atlanta began during FY 2012 (funding was allocated through contingency).

## Statement of Revenues, Expenditures, and changes in Personnel (Legal Services)

### Legal Services

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
NA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 464,007	\$ 391,365	\$ 505,016	\$ 480,000	\$ 500,000	\$ 500,000	\$ 500,000
Miscellaneous	-	1,105	846	-	-	-	-
<b>Adjustments/Reconciliation</b>							
<b>TOTAL</b>	<b>\$ 464,007</b>	<b>\$ 392,470</b>	<b>\$ 505,862</b>	<b>\$ 480,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</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)

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
NA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<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	\$ 99,100	\$ 100,873	\$ 100,808	\$ 102,748	\$ 104,597	\$ 107,212	\$ 109,892
Group Insurance	16,819	17,161	17,386	19,108	21,126	22,816	24,641
FICA	7,600	7,687	7,760	7,860	8,002	8,202	8,407
Pension	11,399	12,997	14,684	14,835	14,083	14,083	14,083
Pension (401A Contribution)	5,113	5,025	5,020	5,137	5,230	5,361	5,495
Workers Compensation	1,318	1,869	2,154	2,357	2,283	2,329	2,375
Miscellaneous	-	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 141,347</b>	<b>\$ 145,613</b>	<b>\$ 147,812</b>	<b>\$ 152,045</b>	<b>\$ 155,321</b>	<b>\$ 160,002</b>	<b>\$ 164,894</b>
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 1,650	\$ 1,318	\$ 2,433	\$ 2,098	\$ 2,100	\$ 2,116	\$ 2,132
Travel	2,486	265	2,959	3,000	3,000	3,023	3,045
Miscellaneous	173	164	177	216	214	216	217
<i>subtotal</i>	<b>\$ 4,309</b>	<b>\$ 1,747</b>	<b>\$ 5,569</b>	<b>\$ 5,314</b>	<b>\$ 5,314</b>	<b>\$ 5,354</b>	<b>\$ 5,394</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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>\$ 145,657</b>	<b>\$ 147,360</b>	<b>\$ 153,381</b>	<b>\$ 157,359</b>	<b>\$ 160,635</b>	<b>\$ 165,356</b>	<b>\$ 170,288</b>
<b>Authorized Personnel</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>		

### Budget Narrative

The FY 2013 Budget for Internal Audit totals \$160,635 and represents an increase of 2.1%, or \$3,276, compared to FY 2012.

The Personnel Services category increased 2.2%, or \$3,276, due primarily to wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends), increases in group insurance, and a decrease in the defined benefit pension contribution.

Base level personnel total 1.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Internal Auditor	1.0	1.0	1.0	1.0	1.0	-

The Maintenance & Operations category remained flat compared to prior year.

## Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel. Please refer to the *Budget Process* 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
City Administration Department						
annual turnover percentage	20.0%	0.0%	0.0%	14.0%	0.0%	0.0%
# of Public meetings held	52	44			32	34
Number of website hits	4,800,962	4,923,592	1,830,155	1,246,528	N/A	1,860,000
Website Unique Visitors	N/A	380,366	373,367	285,984	373,308	380,000
Website Page Views	N/A	1,956,813	570,425	396,052	1,930,800	1,900,000
% of Website New Visits	N/A	64.67%	62.40%	63.14%	65%	65%
Number of newsletters distributed	52,000	N/A	N/A	N/A	N/A	N/A
# of Grant applications prepared	15	13	17	5	15	15
# of Grants received	7	9	8	2	7	7
% of successful grant applications	47%	69%	47%	40%	47%	47%
Total value of grants received	\$60,000	\$7,193,802	\$725,057	\$61,450	\$100,000	\$100,000
# of Grants managed	28	42	42	36	35	38
<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>	<b>6.0 FTE*</b>
City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin
Executive Assistant	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.
Grants Manager	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator
Webmaster	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator
						Administrative Assistant 1

\* An Administrative Assistant 1 position was reallocated from City Clerk to City Administration to assist with clerical responsibilities.

## Economic Development

**Statement of Service:** To promote the economic growth of Alpharetta.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Existing business contacts	208	215	**	**	210	200
# of New projects	4	4	**	6	4	10
# of Major business prospects recruited	3	3	**	4	3	4
<b>Personnel Assigned:</b>					<b>1.0 FTE*</b>	<b>1.0 FTE</b>
					Economic Dev Coordinator	Economic Dev Director

\* FY 2012 includes the reorganization of the Economic Development function (1.0 FTE Economic Development Coordinator position) from the Community Development Department to City Administration. Position was upgraded to an Economic Development Director during FY 2012.

\*\* Information not available.

## 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Total approved events:						
Exclusive City Events	38	35	35	35	36	41
City Partnered Events	12	50	50	57	57	57
Other Events	43	42	92	47	60	75
Approximate attendance for:						
Taste of Alpharetta	60,000	64,000	62,400	62,400	64,000	60,000
Mayor's Challenge	1,000	1,000	800	800	1,000	1,000
Old Soldier's Day Parade	9,500	9,500	9,000	9,000	9,500	9,000
Annual Tree Lighting	4,500	3,500	3,500	3,500	3,500	4,000
Alpharetta Arts Street Fest Spring	15,000	15,000	18,000	18,000	18,000	18,000
Scarecrow Harvest	3,000	3,500	5,000	5,000	3,500	3,500
Lazy Log Cabin Days	4,000	750	750	750	750	750
# of Special events applications processed	2,250	2,260	2,281	2,281	2,281	2,281
# of Special event sponsors	32	38	45	45	39	45
# of Event vendors managed	240	600	622	622	600	700
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.5 FTE</b>				
	Special Events Manager					
	Special Events Coordinator (2 PT)	Special Events Coordinator (3 PT)				

\* A part-time Special Events Coordinator position was added in the FY 2013 Budget to assist with events division expanded workload (e.g. additional events added in the FY 2013 budget).



# 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

### City Clerk

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Alcohol Beverage Permit Fees	\$ 421,262	\$ 412,692	\$ 424,785	\$ 400,000	\$ -	\$ -	\$ -
Other	12,658	14,280	15,174	7,000	-	-	-
<b>TOTAL</b>	<b>\$ 433,919</b>	<b>\$ 426,972</b>	<b>\$ 439,959</b>	<b>\$ 407,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 160,306	\$ 156,297	\$ 158,093	\$ 160,157	\$ 123,978	\$ 127,077	\$ 130,254
Group Insurance	10,814	11,777	11,575	12,623	27,141	29,312	31,657
FICA	12,386	12,016	12,099	11,657	9,484	9,721	9,964
Pension	17,069	19,274	21,777	22,000	8,582	8,582	8,582
Pension (401A Contribution)	7,159	6,957	6,980	7,091	12,177	12,481	12,793
Workers Compensation	2,114	3,048	3,194	3,495	2,717	2,771	2,827
Miscellaneous	-	-	-	-	-	-	-
<i>sub total</i>	<b>\$ 209,847</b>	<b>\$ 209,369</b>	<b>\$ 213,718</b>	<b>\$ 217,023</b>	<b>\$ 184,079</b>	<b>\$ 189,946</b>	<b>\$ 196,078</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 5,987	\$ 95,682	\$ 1,140	\$ 122,800	\$ 3,600	\$ 150,000	\$ 3,600
Advertising	3,042	12,684	4,869	28,800	7,000	7,053	7,105
Maintenance Contracts/IT Svcs.	9,251	19,040	13,646	16,293	17,283	17,413	17,543
General Supplies	7,518	1,401	5,541	11,300	10,709	10,789	10,870
Utilities	6,946	6,669	6,101	7,456	8,514	8,578	8,642
Miscellaneous	6,599	5,558	7,589	9,328	3,950	3,980	4,009
<i>sub total</i>	<b>\$ 39,343</b>	<b>\$ 141,034</b>	<b>\$ 38,886</b>	<b>\$ 195,977</b>	<b>\$ 51,056</b>	<b>\$ 197,812</b>	<b>\$ 51,771</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 249,190</b>	<b>\$ 350,403</b>	<b>\$ 252,606</b>	<b>\$ 413,000</b>	<b>\$ 235,135</b>	<b>\$ 387,758</b>	<b>\$ 247,849</b>
<b>Authorized Personnel</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		

## Budget Narrative

The FY 2013 Budget for the City Clerk totals \$235,135 and represents a decrease of -43.1%, or -\$177,865, compared to the FY 2012 budget.

The Personnel Services category decreased -15.2%, or -\$32,944, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; all of which were mitigated by departmental turnover/position reorganizations and a decrease in the defined benefit pension contribution. Position reorganizations during FY 2012 included the transfer of one (1) Administrative Assistant I position from the City Clerk's Office to City Administration and the transfer of one (1) Records Manager position from the Finance Department to the City Clerk's Office (no change in overall FTE count).

Base level personnel total 2.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
City Clerk	1.0	1.0	1.0	1.0	1.0	-
Administrative Assistant I*	1.0	-	-	-	-	-
Assistant City Clerk*	-	1.0	1.0	1.0	-	(1.0)
Records Manager**	-	-	-	-	1.0	1.0
	2.0	2.0	2.0	2.0	2.0	-

\* Position reclassification occurred during FY 2012 (from Assistant City Clerk to Administrative Assistant I).

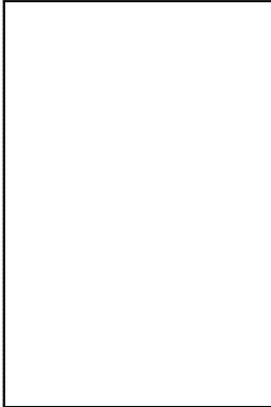
Administrative Assistant I is being transferred from the City Clerk to City Administration (effective FY 2012-2013).

\*\* Records Manager is being transferred from Finance to the City Clerk (effective FY 2012-2013).

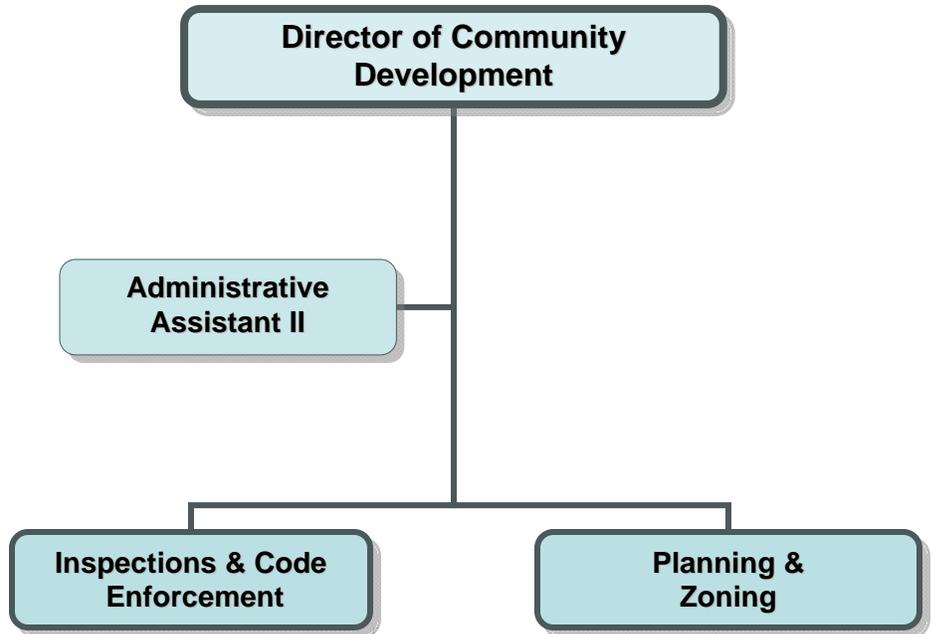
The Maintenance & Operations category decreased -73.9%, or -\$144,921, due to a reduction in election related expenditures. City elections are held in even years (i.e. FY 2012). FY 2013 will not incur any election related expenses.



# Community Development



*Vacant*  
Director of Community  
Development



# Community Development

Administration, Planning & Zoning, and Code Enforcement

## Mission Statement

To protect and enhance the lives of Alpharetta citizens by protecting property values, 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; and
-  ✓ Maintain and process business licenses for the city.



# Statement of Revenues, Expenditures, and changes in Personnel

## Community Development

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES (1)</b>							
<b>Licenses &amp; Permits:</b>							
Development Permits & related Fees	\$ 139,445	\$ 40,932	\$ 77,175	\$ 70,000	\$ 90,000	\$ 92,700	\$ 95,481
Building Permit Fees	613,194	900,010	1,128,520	900,000	1,325,000	1,364,750	1,405,693
Occupancy Permit Fees	107,766	84,554	114,413	75,000	130,000	133,900	137,917
Other	40,251	33,610	34,272	30,000	30,000	30,900	31,827
<b>Charges for Services:</b>							
Planning and Development Fees	76,581	78,727	80,764	65,000	85,000	87,550	90,177
Plan Review Fees	150,565	278,562	357,439	275,000	425,000	437,750	450,883
Other	17,755	3,135	7,533	900	900	927	955
<b>Fines &amp; Forfeitures</b>							
	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,145,558</b>	<b>\$ 1,419,529</b>	<b>\$ 1,800,115</b>	<b>\$ 1,415,900</b>	<b>\$ 2,085,900</b>	<b>\$ 2,148,477</b>	<b>\$ 2,212,931</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,164,753	\$ 1,175,097	\$ 1,142,624	\$ 1,128,095	\$ 1,154,041	\$ 1,182,892	\$ 1,212,464
Overtime	-	250	-	-	-	-	-
Group Insurance	189,846	190,129	190,470	210,991	255,276	275,698	297,754
FICA	84,142	84,888	82,175	85,790	88,158	90,362	92,621
Pension	144,444	161,910	171,919	155,485	138,936	138,936	138,936
Pension (401A Contribution)	49,671	49,201	46,000	56,639	63,336	64,919	66,542
Workers Compensation	16,694	23,282	25,215	25,761	25,177	25,681	26,194
Miscellaneous	-	245	316	1,142	408	408	408
<i>sub total</i>	<b>\$ 1,649,549</b>	<b>\$ 1,685,002</b>	<b>\$ 1,658,718</b>	<b>\$ 1,663,903</b>	<b>\$ 1,725,332</b>	<b>\$ 1,778,896</b>	<b>\$ 1,834,920</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 40,303	\$ 14,862	\$ 25,787	\$ 13,421	\$ 13,421	\$ 13,522	\$ 13,623
Board Member Fees	11,300	11,850	10,550	11,250	11,250	11,334	11,419
Repair & Maintenance (Vehicles)	11,807	12,426	16,264	19,800	19,800	19,949	20,098
Building Lease	81,464	82,824	82,824	86,000	86,000	86,645	87,295
Advertising	9,392	7,298	6,058	7,000	7,000	7,053	7,105
Printing	2,861	4,806	4,409	7,650	4,050	4,080	4,111
Maintenance Contracts/IT Svcs.	42,547	64,613	62,377	86,195	101,012	101,770	102,533
General Supplies	16,590	14,348	18,312	17,425	19,685	19,833	19,981
Utilities	11,571	11,950	13,417	14,119	17,619	17,751	17,884
Miscellaneous	26,789	15,810	34,277	26,309	17,786	17,919	18,054
<i>sub total</i>	<b>\$ 254,624</b>	<b>\$ 240,788</b>	<b>\$ 274,274</b>	<b>\$ 289,169</b>	<b>\$ 297,623</b>	<b>\$ 299,855</b>	<b>\$ 302,104</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ 8,000	\$ 11,000	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,904,173</b>	<b>\$ 1,925,790</b>	<b>\$ 1,932,992</b>	<b>\$ 1,961,072</b>	<b>\$ 2,033,955</b>	<b>\$ 2,078,751</b>	<b>\$ 2,137,024</b>
<b>Authorized Personnel</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>20.0</b>	<b>20.0</b>		

(1) Represents revenue directly associated with department operations. Please note: departmental operations often impact numerous revenue sources that are accounted elsewhere within the City's budget. For example, the enforcement and collection of Business and Occupation Taxes are a significant departmental priority and the Community Development Department is instrumental in the collection of these revenues. These revenues are accounted for in non-departmental operations (much like property taxes, franchise fees, etc.) but are reliant on the work of the Community Development Department.

## Budget Narrative

The FY 2013 Budget for Community Development totals \$2,033,955 and represents an increase of 3.7%, or \$72,883 compared to FY 2012.

The Personnel Services category increased 3.7%, or \$61,429, due primarily to wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends), increases in group insurance costs, and a decrease in the defined benefit pension contribution. The Department has two Building Inspector positions that were not funded in FY 2012 and are not funded in FY 2013. These positions will remain vacant pending an identified funding source and workload justification.

Base level personnel total 20.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011*	FY 2012*	FY 2013*	
Administrative Assistant II**	3.0	3.0	3.0	2.0	3.0	1.0
Boards Administrator	1.0	1.0	1.0	1.0	1.0	-
Building Inspector	5.0	5.0	5.0	5.0	5.0	-
Building Official	1.0	1.0	1.0	1.0	1.0	-
Building Plans Examiner	2.0	2.0	2.0	2.0	2.0	-
Code Enforcement Officer	4.0	4.0	4.0	4.0	4.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
Economic Development Coordinator	1.0	1.0	1.0	-	-	-
GIS Specialist	-	1.0	1.0	1.0	1.0	-
Planning Technician	1.0	-	-	-	-	-
Recording Secretary**	1.0	1.0	1.0	1.0	-	(1.0)
Specialized Assistant - Permits Plus	-	-	-	1.0	1.0	-
Planning & Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
	21.0	21.0	21.0	20.0	20.0	-

\* Includes 2.0 FTE not-funded in the FY 2013 Budget [Building Inspector (2.0 FTE)]. Funding for these positions was eliminated in FY 2011 and they will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

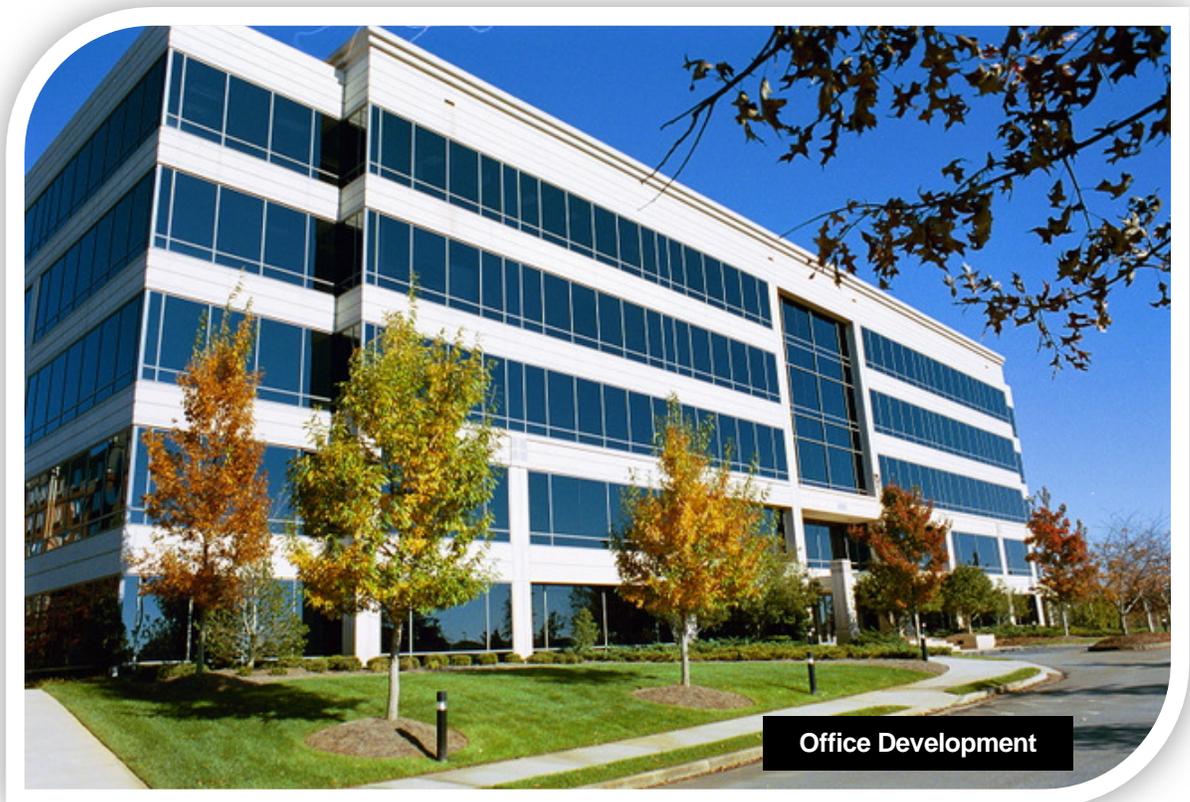
\*\* Position reclassification occurred during FY 2012.

The Maintenance & Operations category increased 2.9%, or \$8,454, due primarily to the following activity:

- Increase of \$6,482 in maintenance contracts primarily attributable to increased offsite records storage costs and lease costs related to the replacement of the department's two copiers (approved in FY 2012);
- Increase of \$8,335 in professional services (IT) due to general cost increases in multiple software related categories (e.g. virtual server licensing, Microsoft licensing, GIS mobile licensing, permitting software, etc.) and a revised allocation methodology for voice over internet protocol (VOIP) costs;
- Increase of \$3,500 in utilities based on current year-to-date expenditures and GA Power rate increases coupled with added internet connectivity/service costs;

- Decrease of -\$3,600 in printing due to a reduction in scheduled printing requirements. FY 2012 included two large printing projects, additional copies of the 2030 Comprehensive Plan, and the 2012 color street maps. These additional expenses are not anticipated for the upcoming budget; and
- Decrease of -\$5,820 in equipment (IT) replacement costs due to a funding source reallocation. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement. The remaining funding in this account represents cell phone replacements.

The Capital/Lease category totals \$11,000 and includes funding for the replacement of one scanner/plotter that has reached the end of its useful life.



## Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel. Please refer to the *Budget Process* 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 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Community Development annual turnover percentage	5%	0%	0%	0%	0%	0%
# of Special projects managed	3	2	2	1	2	2
# of Community image enhancement projects	2	2	2	1	2	2
# of New public hearings filed	56	66	71	12	80	80
Total # of public hearings processed	112	87	96	8	110	110
# of parcels annexed	1	0	0	0	0	0
<b>Personnel Assigned:</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	Director of Comm Development
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II (2)
Plans Technician	GIS Specialist					
Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator
Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary
Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of New building permits issued	3,478	2,516	2,944	97	3,200	3,400
# of Building inspections completed	13,505	7,776	9,974	1,262	8,500	13,000
# of Code enforcement inspections completed	2,707	4,210	2,992	498	4,200	3,000
<b>Personnel Assigned:</b>	<b>14.0 FTE</b>					
Building Official	Building Official	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	Admin Asst. II	Admin Asst. II
				Specialized Assistant	Specialized Assistant	Specialized Assistant
				(Permits Plus)	(Permits Plus)	(Permits Plus)
Building Plans Examiner (2)	Building Plans Examiner (2)	Building Plans Examiner (2)	Building Plans Examiner (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)*	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)	Code Enforcement Officer (4)	Code Enforcement Officer (4)

\* Includes 2.0 FTE (Building Inspector positions) not-funded in the Budget.



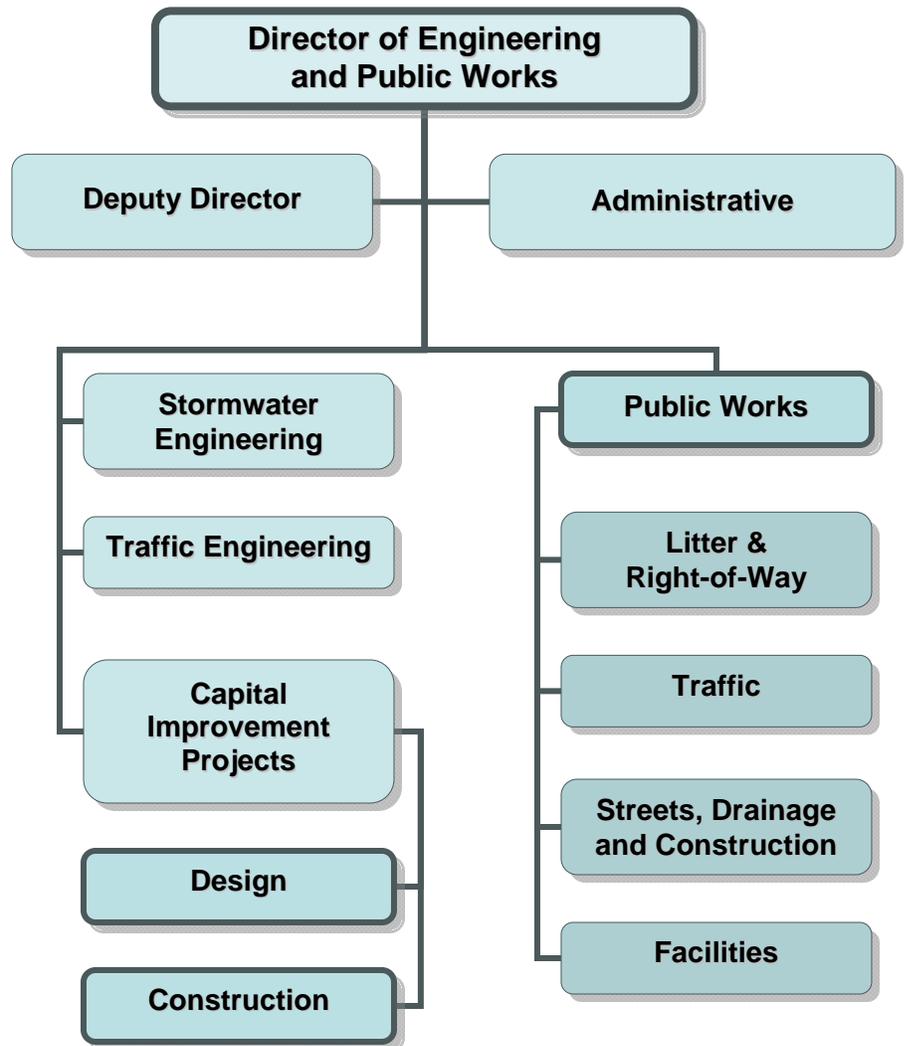
**Code Enforcement/Inspections**



# Engineering and Public Works



**Pete Sewczwicz**  
Director of Engineering  
and Public Works



# 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

## Engineering and Public Works

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Tree Removal Permit	\$ 6,218	\$ 1,612	\$ 967	\$ 5,000	\$ 2,500	\$ 5,050	\$ 5,101
Soil Erosion Permit	21,581	5,642	13,247	10,000	10,000	10,100	10,201
<b>Charges for Services:</b>							
Printing Services	-	-	-	-	3,000	-	-
Tree Replacement Fund	-	-	-	-	-	-	-
<b>Other Revenue</b>							
	261	1,635	210	1,444	-	-	-
<b>TOTAL</b>	<b>\$ 28,060</b>	<b>\$ 8,889</b>	<b>\$ 14,424</b>	<b>\$ 16,444</b>	<b>\$ 15,500</b>	<b>\$ 15,150</b>	<b>\$ 15,302</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,824,979	\$ 2,732,807	\$ 2,649,235	\$ 2,886,059	\$ 2,856,750	\$ 2,928,169	\$ 3,001,373
Overtime	43,202	60,911	55,009	50,000	50,000	50,000	50,000
Group Insurance	518,940	527,421	543,493	611,476	733,360	792,029	855,391
FICA	211,633	205,869	198,073	222,712	221,842	227,388	233,073
Pension	338,813	382,298	386,367	339,964	302,863	302,863	302,863
Pension (401A Contribution)	87,251	99,259	119,290	154,631	141,242	144,773	148,392
Workers Compensation	39,966	54,972	60,446	65,788	62,315	63,561	64,833
Miscellaneous	1,377	4,449	1,120	1,712	1,552	1,552	1,552
<i>subtotal</i>	<b>\$ 4,066,160</b>	<b>\$ 4,067,987</b>	<b>\$ 4,013,033</b>	<b>\$ 4,332,342</b>	<b>\$ 4,369,924</b>	<b>\$ 4,510,335</b>	<b>\$ 4,657,477</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 66,090	\$ 40,350	\$ 45,237	\$ 38,350	\$ 34,300	\$ 34,557	\$ 34,816
Repair & Maintenance (Vehicles)	114,853	121,663	138,295	135,000	170,000	171,275	172,560
Repair & Maintenance (Facilities)	125,699	110,434	105,736	115,000	140,500	141,554	142,615
Maintenance Contracts/IT Svcs.	475,202	546,839	515,877	570,589	569,563	573,835	578,138
General Supplies	203,132	166,954	157,910	156,194	156,194	157,365	158,546
Utilities	1,149,663	1,160,894	1,268,973	1,280,443	1,499,600	1,510,847	1,522,178
Miscellaneous	179,811	124,782	99,851	132,991	111,920	112,759	113,605
<i>subtotal</i>	<b>\$ 2,314,450</b>	<b>\$ 2,271,916</b>	<b>\$ 2,331,878</b>	<b>\$ 2,428,567</b>	<b>\$ 2,682,077</b>	<b>\$ 2,702,193</b>	<b>\$ 2,722,459</b>
<b>Capital/Lease</b>							
Milling & Resurfacing	\$ 913,551	\$ 682,923	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	-	-	-	-	133,000	-	-
Miscellaneous	-	2,400	-	-	-	-	-
<i>subtotal</i>	<b>\$ 913,551</b>	<b>\$ 685,323</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 133,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>							
	-	-	(1,000)	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,294,161</b>	<b>\$ 7,025,225</b>	<b>\$ 6,343,910</b>	<b>\$ 6,760,909</b>	<b>\$ 7,185,001</b>	<b>\$ 7,212,528</b>	<b>\$ 7,379,936</b>
<b>Authorized Personnel</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>		

## Budget Narrative

The FY 2013 Budget for Engineering and Public Works totals \$7,185,001 and represents an increase of 6.3%, or \$424,092, compared to FY 2012.

The Personnel Services category increased 1%, or \$37,582, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; all of which was partially mitigated by departmental turnover (salary and healthcare variances between prior employees and new hires) and a decrease in the defined benefit pension contribution. The Department has four positions (1.0 FTE Deputy Director of Engineering/Public Works, 1.0 FTE GIS Specialist, and 2.0 FTE Public Works Technician positions) that were not funded in FY 2012 and are not funded in FY 2013. These positions will remain vacant pending an identified funding source and workload justification.

Base level personnel total 62.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
Administrative Assistant I	1.0	1.0	-	-	-	-
Administrative Assistant II	1.0	1.0	2.0	2.0	2.0	-
Arborist	1.0	1.0	1.0	1.0	1.0	-
Civil Engineer	4.0	3.0	3.0	3.0	3.0	-
Construction Inspector	2.0	2.0	2.0	-	-	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Engineering/PW	1.0	1.0	1.0	1.0	1.0	-
Director of Engineering/PW	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	5.0	5.0	5.0	7.0	7.0	-
Environmental Program Coordinator	-	-	-	-	1.0	1.0
Environmental Education Coordinator	1.0	1.0	1.0	1.0	-	(1.0)
Fleet Coordinator	1.0	1.0	1.0	1.0	1.0	-
GIS Specialist	1.0	1.0	1.0	1.0	1.0	-
Inspector	-	-	-	4.0	4.0	-
Land Disturbance Activity Inspector	3.0	3.0	3.0	-	-	-
Office Manager	1.0	1.0	-	-	-	-
Project Administrator	-	-	1.0	1.0	1.0	-
Public Works Crew Leader	7.0	7.0	7.0	7.0	7.0	-
Public Works Supervisor	3.0	3.0	3.0	3.0	3.0	-
Public Works Technician	7.0	7.0	7.0	6.0	6.0	-
Public Works Technician I	7.0	7.0	7.0	7.0	7.0	-
Public Works Technician II	9.0	9.0	9.0	9.0	9.0	-
Senior Engineer	2.0	3.0	3.0	3.0	3.0	-
Senior Operations Manager-PW	1.0	1.0	1.0	1.0	1.0	-
Senior Engineering Technician	1.0	1.0	1.0	1.0	1.0	-
Water Resources Technician	1.0	1.0	1.0	1.0	1.0	-
	62.0	62.0	62.0	62.0	62.0	-

\* Includes 4.0 FTE not-funded in the FY 2013 Budget [Deputy Director of Engineering/PW (1.0 FTE); GIS Specialist (1.0 FTE); and Public Works Technician (2.0 FTE)]. The GIS Specialist position was approved in FY 2009 but never funded due to revenue constraints. Funding for the other positions was eliminated in FY 2011. These 4.0 FTE will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

The Maintenance & Operations category increased 10.4%, or \$253,510, due primarily to the following activity:

- Increase of \$35,000 in vehicle repair and maintenance based on rising fuel costs and year-to-date expenditure trends (maintenance);
- Increase of \$25,500 in facility repair and maintenance based on year-to-date expenditure trends (maintenance) and an additional \$10,500 for tree maintenance/removal;
- Increase of \$219,157 in utilities based on current year-to-date expenditures, GA Power rate increases, and a streetlight audit by GA Power that identified an additional 363 light poles that the city should be funding but has not been billed for in the past<sup>29</sup> (\$100,000 annual impact); and
- Decrease of -\$24,771 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement. The remaining funding in the IT equipment refresh account represents cell phone replacements which were budgeted under small equipment in FY 2012.

The Capital/Lease category consists of operational initiative funding totaling \$60,000 to fund a lease payment for replacement of the Air & Light/Rehab Truck (please refer to the Operating Initiatives tab for a detailed description).



The Tree City USA<sup>®</sup> 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.



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<sup>29</sup> GA Power has stated that they will not back bill the city.

## Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel. Please refer to the *Budget Process* 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 2009	Actual FY 2010	Actual FY 2011	Target FY 2012	Target FY 2013
Engineering/PW Department annual turnover percentage	10%	10%	10%	5%	5%
<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 of Eng/PW	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	Deputy Director *	Deputy Director *
Senior Operations	Senior Operations	Senior Operations	Senior Operations	Senior Operations	Senior Operations
Manager - PW	Manager - PW	Manager - PW	Manager - PW	Manager - PW	Manager - PW
Office Manager	Office Manager	Project Administrator	Project Administrator	Project Administrator	Project Administrator
Admin Asst. II	Admin Asst. II	Admin Asst. II (2)			
Admin Asst. I	Admin Asst. I				
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator

\* Deputy Director position is not funded in the Budget.

### 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 2009	Actual FY 2010	Actual FY 2011	YTD (Jan. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Events coordinated	18	23	27	9	17	17
# of Students reached	343	896	1363	584	500	500
# of Volunteers	885	677	944	744	600	600
<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.	Environmental Program Coord.

## 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 2009	Actual FY 2010	Actual FY 2011	YTD (feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Stormwater plans reviewed	198	103	133	72	120	120
% of Stormwater plans reviewed within 10 calendar days	88%	93%	97%	99%	80%	80%
# of capital/bond contracts managed	36	35	47	37	36	36
Total amount of capital/bond projects under contract	\$10,506,285	\$10,516,222	\$16,621,864	\$15,818,904	\$20,000,000	\$20,000,000
Contract expenditures on capital/bond projects *	\$4,306,522	\$4,167,114	\$10,036,317	\$4,237,140	\$4,500,000	\$4,500,000
% of contracts completed within 10% of original budget contract	85%	86%	92%	100%	80%	80%
% of contracts completed within 10% of original contract time	62%	61%	48%	80%	80%	80%
# of Water quality samples analyzed	330	316	330	167	366	366
# of Land disturbance inspections	5856	4099	4868	3026	4000	4000
# of traffic/signal projects inspected	40	40	39	32	50	50
# of traffic signals timed	60	43	59	42	50	50
# of Traffic complaint responses	250	250	269	190	250	250

\* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.

Personnel Assigned:	21.0 FTE	21.0 FTE	21.0 FTE	22.0 FTE	22.0 FTE
Arborist	Arborist	Arborist	Arborist	Arborist	Arborist
Civil Engineer (3)					
Sr. Engineer (3)					
Construction Mgr.					
Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Inspector (6)	Inspector (6)
Sr. Engineering Technician (5)					
Land Disturbance Inspector (3)	Water Resources Technician (5)	Water Resources Technician (5)			
Water Resources Technician					
GIS Specialist*					

\* GIS Specialist position is not funded in the Budget.



## 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Average # of days to complete sidewalk work order	10.0	10.4	9.1	5.7	12.0	12.0
Average # of days to complete pothole & curb/gutter work order	1.0	1.1	1.0	1.0	1.0	1.0
Average # of days to complete curb and gutter work order	2.5	16.8	19.6	1.8	7.0	7.0
Average # of days to complete ROW, mowing, limb work order	2.7	2.3	1.7	1.2	2.5	2.5
Average # of days to complete drainage sink hole work order	6.5	1.1	1.9	1.1	7.0	7.0
Average # of days to complete sign replacement/upgrade work order	4.0	3.5	5.1	4.2	4.5	4.5
Average # of days to complete signal light maintenance work order	2.2	2.5	2.6	1.3	3.0	3.0
Average # of days to complete striping work order	3.6	1.9	2.2	2.6	3.0	3.0
Average # of days to complete catch basin work order	8.4	6.1	7.6	4.9	8.0	8.0
Average # of days to complete storm drain work order	10.2	19.5	6.3	4.2	12.0	12.0
Average # of days to complete facilities work order	3.2	4.9	2.5	2.5	3.0	3.0
<b>Personnel Assigned:</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>		<b>32.0 FTE</b>	<b>32.0 FTE</b>
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)		PW Supervisor (3)	PW Supervisor (3)
PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)		PW Crew Leader (7)	PW Crew Leader (7)
PW Tech II (9)	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 (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)		PW Tech (6)*	PW Tech (6)*

\* 2 PW Tech. positions are not funded in the Budget.





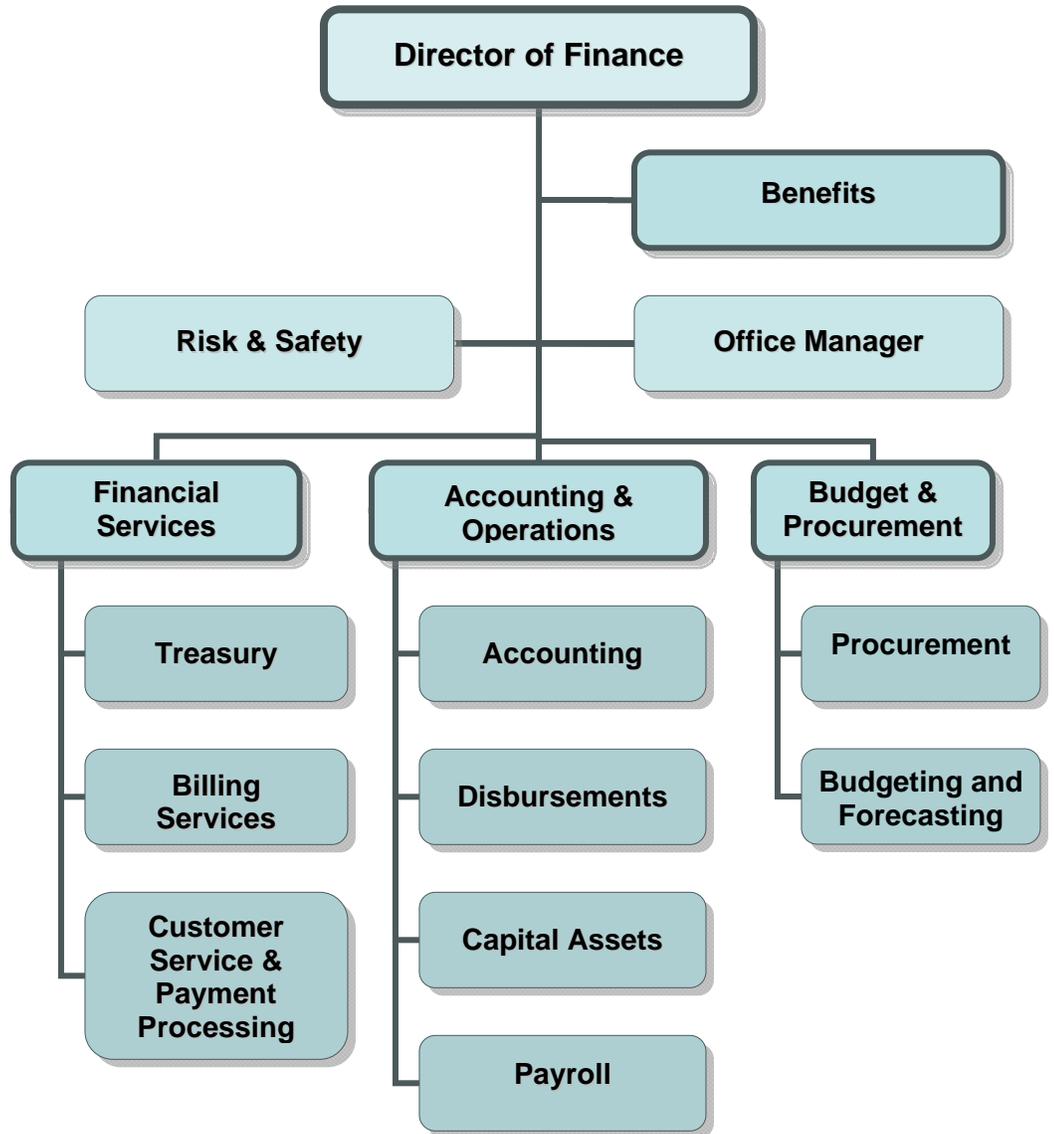
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# Finance



**Thomas G. Harris**  
Director of Finance



# 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, 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**



- ✓ Securing Financing Team (e.g. bond attorney, financial advisor, etc.) for the analysis and recommendation of financing alternatives for the City Center/City Hall project;



- ✓ Preparation of informative marketing materials for rating agencies that highlight the city's competitive economic and demographic statistics (e.g. strong credit rating);



- ✓ Implementation of a finance/human resources system that utilizes current technology and provides heightened data analysis functionality and increases overall staff efficiencies;



- ✓ Process and procedure documentation program – conduct a comprehensive review of team processes, procedures, and practices;



- ✓ Expansion of the financial planning process – continue the development of a comprehensive 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;





- ✓ Update to Financial Management Program (e.g. Procurement Policy revisions); and



- ✓ Design and administer innovative and cost-effective benefit programs (e.g. Health Savings Accounts and enhanced Wellness Program) that meet the needs of today's diverse workforce and enhance the city's ability to attract, retain and reward employees.

## Statement of Revenues, Expenditures, and changes in Personnel

### Finance General Fund

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
<b>Other Revenue:</b>							
Rent from Suite 675 Sublease	\$ 14,127	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 14,127</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,342,923	\$ 1,447,735	\$ 1,408,418	\$ 1,464,914	\$ 1,407,569	\$ 1,442,758	\$ 1,478,827
Overtime	577	65	-	-	-	-	-
Group Insurance	223,361	271,805	271,747	300,949	305,246	329,666	356,039
FICA	99,021	103,681	100,023	111,187	107,462	110,149	112,902
Pension	161,047	184,206	202,618	204,700	185,749	185,749	185,749
Pension (401A Contribution)	51,878	60,782	61,713	63,203	56,294	57,701	59,144
Workers Compensation	18,613	27,553	30,469	33,466	30,688	31,302	31,928
Miscellaneous	3,638	4,033	802	490	573	573	573
<i>subtotal</i>	<b>\$ 1,901,058</b>	<b>\$ 2,099,862</b>	<b>\$ 2,075,790</b>	<b>\$ 2,178,909</b>	<b>\$ 2,093,581</b>	<b>\$ 2,157,898</b>	<b>\$ 2,225,162</b>
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 19,931	\$ 13,619	\$ 15,894	\$ 24,734	\$ 24,734	\$ 24,920	\$ 25,106
Professional Fees	236,332	223,419	247,509	201,692	201,692	203,205	204,729
Building Lease	108,838	47,243	-	-	-	-	-
Printing	37,107	41,275	30,103	40,800	40,800	41,106	41,414
Maintenance Contracts/IT Svcs.	114,445	145,643	133,005	157,005	219,225	220,869	222,526
General Supplies	47,714	44,643	47,144	87,200	79,747	80,345	80,948
Wellness Programs	6,021	5,600	174,392	127,500	127,500	128,456	129,420
Miscellaneous	41,510	62,933	30,966	66,069	51,987	52,377	52,770
<i>subtotal</i>	<b>\$ 611,898</b>	<b>\$ 584,375</b>	<b>\$ 679,013</b>	<b>\$ 705,000</b>	<b>\$ 745,685</b>	<b>\$ 751,278</b>	<b>\$ 756,912</b>
<b>Capital/Lease:</b>							
Capital	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -
Capital Lease (Principal)	-	-	-	125,000	111,976	112,000	112,000
Capital Lease (Interest)	-	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 128,000</b>	<b>\$ 111,976</b>	<b>\$ 112,000</b>	<b>\$ 112,000</b>
<b>Adjustments/Reconciliation</b>							
	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 2,512,964</b>	<b>\$ 2,684,236</b>	<b>\$ 2,754,804</b>	<b>\$ 3,011,909</b>	<b>\$ 2,951,242</b>	<b>\$ 3,021,175</b>	<b>\$ 3,094,074</b>
<b>Authorized Personnel</b>	<b>24.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>24.0</b>		

## Budget Narrative

The FY 2013 Budget for Finance totals \$2,951,242 and represents a decrease of -2%, or -\$60,667, compared to FY 2012.

The Personnel Services category decreased -3.9%, or -\$85,328, due primarily to: the reorganization of the records management function (1.0 FTE Records Manager position) from the Finance Department to the City Clerk's Office; wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; and a decrease in the defined benefit pension contribution. The Department has three positions (1.0 FTE Accounts Receivable/Collections Rep., 1.0 FTE Controller, and 0.5 FTE part-time Accountant) that were not funded in FY 2012 and are not funded in FY 2013. These positions will remain vacant pending an identified funding source and workload justification.

Base level personnel total 24.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
Accountant (3FT; 2PT)*	4.0	4.0	4.0	4.0	4.0	-
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	1.0	1.0	1.0	-
Accounts Receivable/Collections Rep.*	1.0	1.0	1.0	1.0	1.0	-
Administrative Assistant II	1.0	-	-	-	-	-
Billing Coordinator	-	-	-	1.0	1.0	-
Budget & Procurement Analyst***	1.0	1.0	1.0	1.0	-	(1.0)
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Coordinator	-	-	-	1.0	1.0	-
Chief Accountant	1.0	1.0	1.0	1.0	1.0	-
Controller*	1.0	1.0	1.0	1.0	1.0	-
Customer Account Coordinator	-	-	-	1.0	1.0	-
Customer Account Representative	-	-	-	1.0	1.0	-
Customer Service Coordinator	1.0	1.0	1.0	-	-	-
Director of Finance	1.0	1.0	1.0	1.0	1.0	-
Financial Services Manager	1.0	1.0	1.0	-	-	-
Financial Services Representative	1.0	1.0	1.0	-	-	-
Office Manager	-	1.0	1.0	1.0	1.0	-
Payroll Coordinator	1.0	1.0	1.0	1.0	1.0	-
Records Manager**	-	1.0	1.0	1.0	-	(1.0)
Senior Budget & Procurement Analyst***	2.0	2.0	2.0	2.0	3.0	1.0
Tax Billing Coordinator	1.0	1.0	1.0	-	-	-
Treasury/Deposit Program Coordinator	1.0	1.0	1.0	-	-	-
Treasury Services Manager	-	-	-	1.0	1.0	-
HRIS/Compensation Administrator***	1.0	1.0	1.0	1.0	-	(1.0)
Benefits Program Administrator***	-	-	-	-	1.0	1.0
Safety/Risk Administrator	1.0	1.0	1.0	1.0	1.0	-
Benefits Manager	1.0	1.0	1.0	1.0	1.0	-
	24.0	25.0	25.0	25.0	24.0	(1.0)

\* Includes 2.5 FTE not-funded in the FY 2013 Budget [Accountant (0.5 FTE - part time); Accounts Receivable/Collections Representative (1.0 FTE); and Controller (1.0 FTE)]. Funding for these positions was eliminated in FY 2011 and they will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

\*\* Records Manager is being transferred from Finance to the City Clerk (effective FY 2012-2013).

\*\*\* Position reclassifications occurred during FY 2012.

The Maintenance & Operations category increased 5.8%, or \$40,685, due primarily to the following activity:

- Increase in professional services (IT) of \$59,220 due primarily to implementation timing of the new finance enterprise resource planning (ERP) software. The city is currently implementing a new ERP system which has been structured over multiple phases (years). During the implementation period, the city is funding maintenance on the new Tyler ERP system as well as the HTE system that is being phased out. Upon completion of implementation, HTE maintenance will be discontinued resulting in a decline of approximately \$41,000 annually; and
- Decrease of -\$14,832 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement. The remaining funding in the IT equipment refresh account represents cell phone replacements which were budgeted under small equipment in FY 2012.

The Capital/Lease category includes funding for the ERP system lease approved during FY 2012.

## Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel. Please refer to the *Budget Process* 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of New GAAP/GASB financial requirements implemented	2	2	1	1	1	1
Bond rating maintained or upgraded	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program maximizing interest returns (all funds)	\$1,235,237	\$357,262	\$60,416	\$15,508	\$30,000	\$30,000
<b>Personnel Assigned:</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>		<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>
	Director of Finance Controller*	Director of Finance Controller*	Director of Finance Controller*		Director of Finance Controller*	Director of Finance Controller*
	Admin. Assist. II	Office Manager	Office Manager		Office Manager	Office Manager
	<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>		<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator		Safety/Risk Administrator	Safety/Risk Administrator
<b>Total Personnel Assigned Finance Administration:</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>

\* The Controller position is not funded in the Budget.

## 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Audited CAFR to be published within 180 days of fiscal year end	12/28/2008	12/6/2010	12/16/2011	N/A	11/15/2012	11/15/2013
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	N/A	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	N/A	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	N/A	Yes	Yes
Percentage of departments within appropriated salary & benefit budget	100%	100%	100%	100%	100%	100%
Percentage of departments within appropriated maintenance & operating budget	100%	100%	100%	100%	100%	100%
% of Budgeted employees participating in direct deposit	93%	96%	96%	96%	96%	96%
Average # of vendor responses to Bids/Requests for Proposals	5	8	7	7	5	5
	<b>Accounting Services 8 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>
	Accounting & Op. Mgr Chief Accountant Accountant (4)* Payroll Coordinator Accounts Payable Technician	Accounting & Op. Mgr Chief Accountant Accountant (4)* Payroll Coordinator Accounts Payable Technician	Accounting & Op. Mgr Chief Accountant Accountant (4)* Payroll Coordinator Accounts Payable Technician		Accounting & Op. Mgr Chief Accountant Accountant (4)* Payroll Coordinator Accounts Payable Technician	Accounting & Op. Mgr Chief Accountant Accountant (4)* Payroll Coordinator Accounts Payable Technician
	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 5 FTE</b>	<b>Budget/Procurement 5 FTE</b>		<b>Budget/Procurement 5 FTE</b>	<b>Budget/Procurement 4 FTE**</b>
	Budget & Procurement Mgr. Sr. Budget & Procurement Analyst (2) Budget & Procurement Analyst	Budget & Procurement Mgr. Sr. Budget & Procurement Analyst (2) Budget & Procurement Analyst Records Manager	Budget & Procurement Mgr. Sr. Budget & Procurement Analyst (2) Budget & Procurement Analyst Records Manager		Budget & Procurement Mgr. Sr. Budget & Procurement Analyst (2) Budget & Procurement Analyst Records Manager	Budget & Procurement Mgr. Sr. Budget & Procurement Analyst (2) Budget & Procurement Analyst
<b>Total Personnel Assigned Internal Services:</b>	<b>12.0 FTE</b>	<b>13.0 FTE</b>	<b>13.0 FTE</b>		<b>13.0 FTE</b>	<b>13.0 FTE</b>

\* Includes 0.5 FTE (part-time Accountant position) not funded in the Budget.

\*\* Records Manager position was reorganized from the Finance Department to the City Clerk's Office during FY 2012.

## 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
% of bills generated on time	99%	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%	95%
# of Real estate tax bills generated	18,205	19,121	19,227	19,208	19,420	19,200
# of Personal property tax bills	2,347	2,832	2,817	2,638	2,845	2,600
# of Liens processed	302	391	263	0	354	300
# of Sanitation customers	13,780	14,020	14,552	14,677	14,708	14,600
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%	<10%
<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>	<b>6.0 FTE</b>
Financial Services Manager	Financial Services Manager	Financial Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager
Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator
Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator
Treasury/ Deposit Project Coord.	Treasury/ Deposit Project Coord.	Treasury/ Deposit Project Coord.	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator
Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*
Financial Services Rep	Financial Services Rep	Financial Services Rep	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative

\* The Accounts Rec./Collections Rep. position is not funded in FY 2012 Budget.

## 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Annual City Paygrade review conducted	9/1/2008	11/1/2009			9/1/2011	
% of Employees enrolled in group insurance	93%	93%			95%	
% of Employees enrolled in deferred compensation	72%	78%			85%	
<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 Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager
HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator



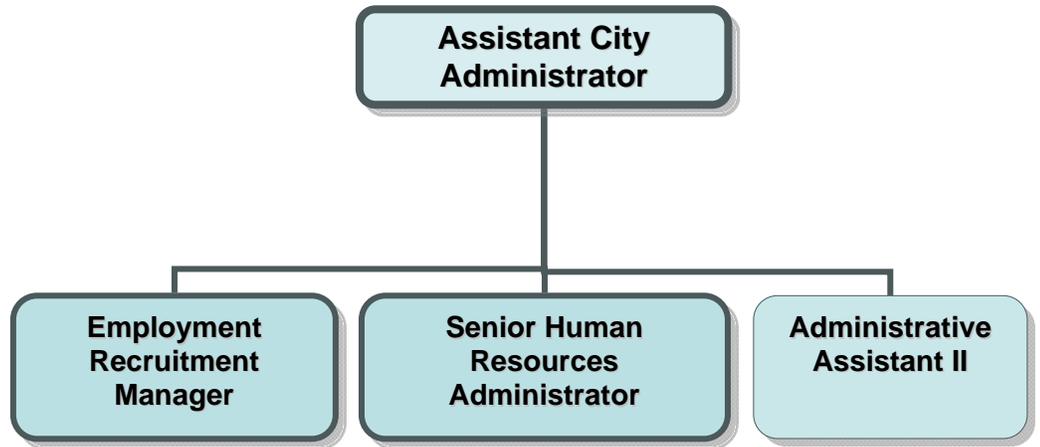
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# *Human Resources*



*James Drinkard*  
Assistant  
City Administrator



Assistant City Administrator (acting HR Director) is funded within the City Administration budget.

# Human Resources

*Administration, Employee Recruitment and Retention*

## **Mission Statement**

It is the mission of the Human Resources Team to recruit, retain, and develop an efficient, creative, and professional workforce capable of meeting the current and future needs and expectations of the City of Alpharetta and the citizens and customers whom we exist to serve.

## **Synopsis**

To successfully carryout our core mission, the Human Resources Team shall:

- ✓ Ensure that employees are provided the same concern, respect, and caring attitude within the organization that they are expected to share with every customer, both external and internal;
- ✓ Act as a catalyst enabling all employees to contribute at optimum levels towards the success of the community and the City of Alpharetta;
- ✓ Establish, administer, and effectively communicate sound policies, rules, and practices that treat employees with dignity and equality while maintaining compliance with employment and labor laws, organizational directives, and the vision and values of the City of Alpharetta;
- ✓ Consult with senior management and supervisory personnel on human resources matters regarding staffing, organizational effectiveness, training and development, motivation and discipline, compliance, and related matters; and
- ✓ Work in support of the Benefits Team (Finance Department) to develop and provide a competitive salary and benefit package that supports our employees and meets the needs and goals of the City of Alpharetta.



**Assistant City Administrator and  
Acting Director of Human Resources**

## Goals and Objectives

The core goals of the Human Resources Department are:



- ✓ Develop and maintain appropriate personnel policies and procedures that provide flexibility in the management of personnel while maintaining compliance with current employment law and practice so as to effectively protect the city;



- ✓ Develop and deliver effective training programs to all employees so as to constantly improve customer service delivery, efficiency of operations, and the overall effectiveness and professionalism of the organization;



- ✓ Identify and develop internal talent;



- ✓ Develop and maintain a Strategic Human Resources Plan to ensure continuity of operations, effective succession planning in key positions, appropriate staffing to meet city goals and customer service expectations, and anticipate fiscal needs and impacts;



- ✓ Improve operational efficiency and reduce costs by elevating the overall health of our employees; and



- ✓ Elevate and maintain morale by improving communications with employees and fostering an information rich environment.

# Statement of Revenues, Expenditures, and changes in Personnel

## Human Resources

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 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	\$ 149,947	\$ 112,652	\$ 112,042	\$ 115,233	\$ 117,632	\$ 120,573	\$ 123,587
Group Insurance	18,731	11,816	3,214	6,021	9,051	9,775	10,557
FICA	10,690	8,522	8,494	8,815	8,999	9,224	9,455
Pension	19,454	21,719	16,514	16,684	15,838	15,838	15,838
Pension (401A Contribution)	5,862	4,378	4,354	4,510	5,882	6,029	6,180
Workers Compensation	2,248	3,123	2,422	2,650	2,568	2,619	2,672
(1) Citywide Educational Programs	-	-	47,864	85,000	85,000	85,000	85,000
Miscellaneous	-	-	-	245	82	82	82
<i>subtotal</i>	<b>\$ 206,932</b>	<b>\$ 162,210</b>	<b>\$ 194,904</b>	<b>\$ 239,158</b>	<b>\$ 245,052</b>	<b>\$ 249,140</b>	<b>\$ 253,370</b>
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 9,095	\$ 2,126	\$ 1,926	\$ 2,030	\$ 2,030	\$ 2,045	\$ 2,061
Professional Fees	21,894	12,821	10,587	48,200	46,200	46,547	46,896
Advertising	2,328	-	875	5,303	4,019	4,049	4,080
Maintenance Contracts/IT Svcs.	6,836	9,710	4,821	6,810	8,792	8,858	8,924
General Supplies	4,327	3,917	2,829	7,900	6,808	6,859	6,911
Employee Recognition	68,235	65,658	67,906	68,326	73,966	74,521	75,080
Miscellaneous	14,068	7,265	8,321	13,426	9,380	9,450	9,521
<i>subtotal</i>	<b>\$ 126,783</b>	<b>\$ 101,498</b>	<b>\$ 97,266</b>	<b>\$ 151,995</b>	<b>\$ 151,195</b>	<b>\$ 152,329</b>	<b>\$ 153,471</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 333,715</b>	<b>\$ 263,708</b>	<b>\$ 292,169</b>	<b>\$ 391,153</b>	<b>\$ 396,247</b>	<b>\$ 401,469</b>	<b>\$ 406,842</b>
<b>Authorized Personnel</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		

(1) In prior years, the citywide Tuition Reimbursement Program was funded through the individual departmental budgets. The program was centralized in FY 2011 with citywide funding reallocated to the HR Dept. to allow for more efficient management of the program.

## Budget Narrative

The FY 2013 Budget for Human Resources totals \$396,247 and represents an increase 1.3%, or \$5,094, compared to FY 2012.

The Personnel Services category increased 2.5%, or \$5,894, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; and a decrease in the defined benefit pension contribution. The Department has one position (1.0 FTE Senior HR Administrator) that was not funded in FY 2012 and is not funded in FY 2013. This position will remain vacant pending an identified funding source and workload justification.

Base level personnel total 3.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Employment/Recruitment Manager	1.0	1.0	1.0	1.0	1.0	-
Senior HR Administrator*	1.0	1.0	1.0	1.0	1.0	-
	3.0	3.0	3.0	3.0	3.0	-

\* Includes 1.0 FTE not-funded in the FY 2013 Budget (Senior HR Administrator). Funding for this position was eliminated in FY 2011 and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

\* Assistant City Administrator (acting HR Director) is funded within the City Administration budget.

The Maintenance & Operations category decreased -0.5%, or -\$800, due to the following activity:

- Decrease of -\$4,506 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement; and
- Increase of \$5,640 in employee recognition due primarily to the reallocation of funding for flowers for city employees (to show support during difficult times such as a death in the immediate family) from the City Clerk's Office. Human Resources will be managing this function going forward.

## Performance Measurement

The following section provides detailed information on Human Resources programs including performance measures and personnel. Please refer to the *Budget Process* 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Human Resources annual turnover percentage						
City-wide turnover percentage	36.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	6.45%	2.90%	5.61%	4.62%	7.00%	9.00%
HR staff to total full-time equivalent employee ratio	493	542	537	538	548	550
Personnel Assigned:	1 to 164	1 to 271	1 to 268	1 to 269	1 to 274	1 to 275
	1.0 FTE	1.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Admin Assistant II	Admin Assistant II	Admin Assistant II		Admin Assistant II	Admin Assistant II

\*The Human Resources Department is directed by the Assistant City Administrator.

## 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.

	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Average cost per hire - Permanent	\$7,500	\$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	\$1,200
# of Resumes reviewed & logged	900	576	651	467	600	700
# of Qualified applications processed	270	150	91	46	100	125
# of New hires - Permanent	17	13	21	18	26	18
# of New hires - Seasonal	16	51	53	54	55	56
# of Internal promotions	9	8	19	7	10	10
# of separations	78	75	65	74	78	80
% of Employees rated "Exceeds" on annual merit review	11.9%	4.7%	4.5%	3.55%	8%	5.5%
% of Employees rated "Meets" on annual merit review	83.2%	95%	95%	96.1%	88%	94%
% of Employees underperforming on annual performance review	5%	.5%	.5%	.25%	4%	.5%
% of Employees on "Performance Improvement Plan"	0%	2%			1%	
Total # of employees enrolled in Education Programs						
Doctorate Degree	0	0	1	1	1	1
Master's Degree	11	6	5	2	2	3
Bachelor's Degree	13	11	11	9	11	8
Associate's Degree	10	12	13	9	13	10
Certificate Programs	5	0	1	1	2	5
Total # of employees receiving tuition reimbursement	39	26	28	15	27	20
Total dollar amount of reimbursement	\$62,000	\$42,023	\$52,118	\$27,218	\$44,000	\$38,000

\* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.

Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator* Employment/Recruitment Manager		Sr. HR Administrator* Employment/Recruitment Manager	Sr. HR Administrator* Employment/Recruitment Manager

\* Not funded in the budget for FY's 2011-2013.



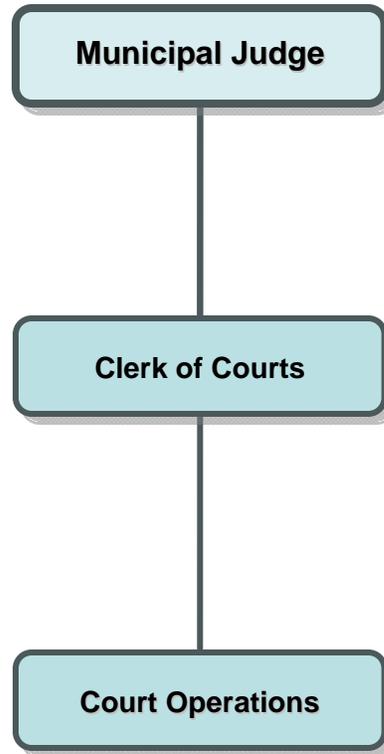
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# *Municipal Court*



*Elizabeth Sahlin*  
Clerk of Courts



# **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**



✓ Provide professional, quality service;



✓ Monitor court sessions and continue to improve efficiency;



✓ Develop operations guide to use internally;



✓ Enhance the GBS Court Software system;



✓ Develop activity reports;



✓ Enhance reporting to state and city departments;



✓ Review and enhance current reports/forms;



✓ Enhance the current data that is shared between Court/Police;



✓ Review, improve, and update day-to-day operations;



✓ Provide proper training to insure compliance with all State laws and regulations; and



✓ Continue to cross-train employees.

# Statement of Revenues, Expenditures, and changes in Personnel

## Municipal Court

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 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	\$ 404,216	\$ 406,906	\$ 401,685	\$ 427,225	\$ 422,232	\$ 432,788	\$ 443,607
Seasonal	-	-	5,210	12,750	12,788	12,788	12,788
Overtime	856	457	-	-	-	-	-
Group Insurance	60,345	58,862	61,372	89,558	82,348	88,936	96,051
FICA	29,360	29,040	29,550	33,419	32,993	33,818	34,663
Pension	48,122	54,191	62,175	57,012	48,897	48,897	48,897
Pension (401A Contribution)	17,191	17,724	19,526	21,645	23,959	24,558	25,172
Workers Compensation	5,731	8,029	9,391	10,017	9,411	9,599	9,791
Miscellaneous	-	-	245	897	-	-	-
<i>subtotal</i>	<b>\$ 565,821</b>	<b>\$ 575,209</b>	<b>\$ 589,155</b>	<b>\$ 652,523</b>	<b>\$ 632,628</b>	<b>\$ 651,384</b>	<b>\$ 670,970</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 248,611	\$ 245,061	\$ 232,626	\$ 244,523	\$ 241,829	\$ 243,643	\$ 245,470
Maintenance Contracts/IT Svcs.	24,686	35,941	38,056	43,207	43,619	43,946	44,276
General Supplies	12,287	13,311	13,434	19,704	14,108	14,214	14,320
Utilities	24,422	25,118	24,817	30,099	31,572	31,809	32,047
Miscellaneous	42,600	36,864	30,053	34,302	33,029	33,277	33,526
<i>subtotal</i>	<b>\$ 352,607</b>	<b>\$ 356,295</b>	<b>\$ 338,986</b>	<b>\$ 371,835</b>	<b>\$ 364,157</b>	<b>\$ 366,888</b>	<b>\$ 369,640</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 918,427</b>	<b>\$ 931,504</b>	<b>\$ 928,142</b>	<b>\$ 1,024,358</b>	<b>\$ 996,785</b>	<b>\$ 1,018,272</b>	<b>\$ 1,040,609</b>
<b>Authorized Personnel</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>		

(1) Please note: departmental operations often impact numerous revenue sources that are accounted elsewhere within the City's budget. For example, the Municipal Court is instrumental in the collection of Municipal Court Fine revenues. These revenues are accounted for in the Public Safety Department but are reliant, in part, on the work of the Municipal Court.

## Budget Narrative

The FY 2013 Budget for Municipal Court totals \$996,785 and represents a decrease of -2.7%, or -\$27,573, compared to FY 2012.

The Personnel Services category decreased -3%, or -\$19,895, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance premiums; all of which were mitigated by departmental turnover/position reorganizations (salary and healthcare variances between prior employees and new hires) and a decrease in the defined benefit pension contribution.

Base level personnel total 9.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Court Clerk/Director of Court Services	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	2.0	1.0	1.0	1.0	1.0	-
Deputy Clerk II	4.0	5.0	5.0	5.0	5.0	-
Deputy Clerk III	1.0	1.0	1.0	1.0	1.0	-
Judge	1.0	1.0	1.0	1.0	1.0	-
	9.0	9.0	9.0	9.0	9.0	-

The Maintenance & Operations category decreased -2.1%, or -\$7,678, due primarily to the following activity:

- Decrease of -\$8,290 in professional fees and general supplies based on current year-to-date expenditures at the time of the budget preparation;
- Decrease of -\$4,536 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement; and
- Increase in printing of \$2,663 for additional printed folder requirements (court records) attributable to an increase in court cases.

## Performance Measurement

The following section provides detailed information on Municipal Court programs including performance measures and personnel. Please refer to the *Budget Process* 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.

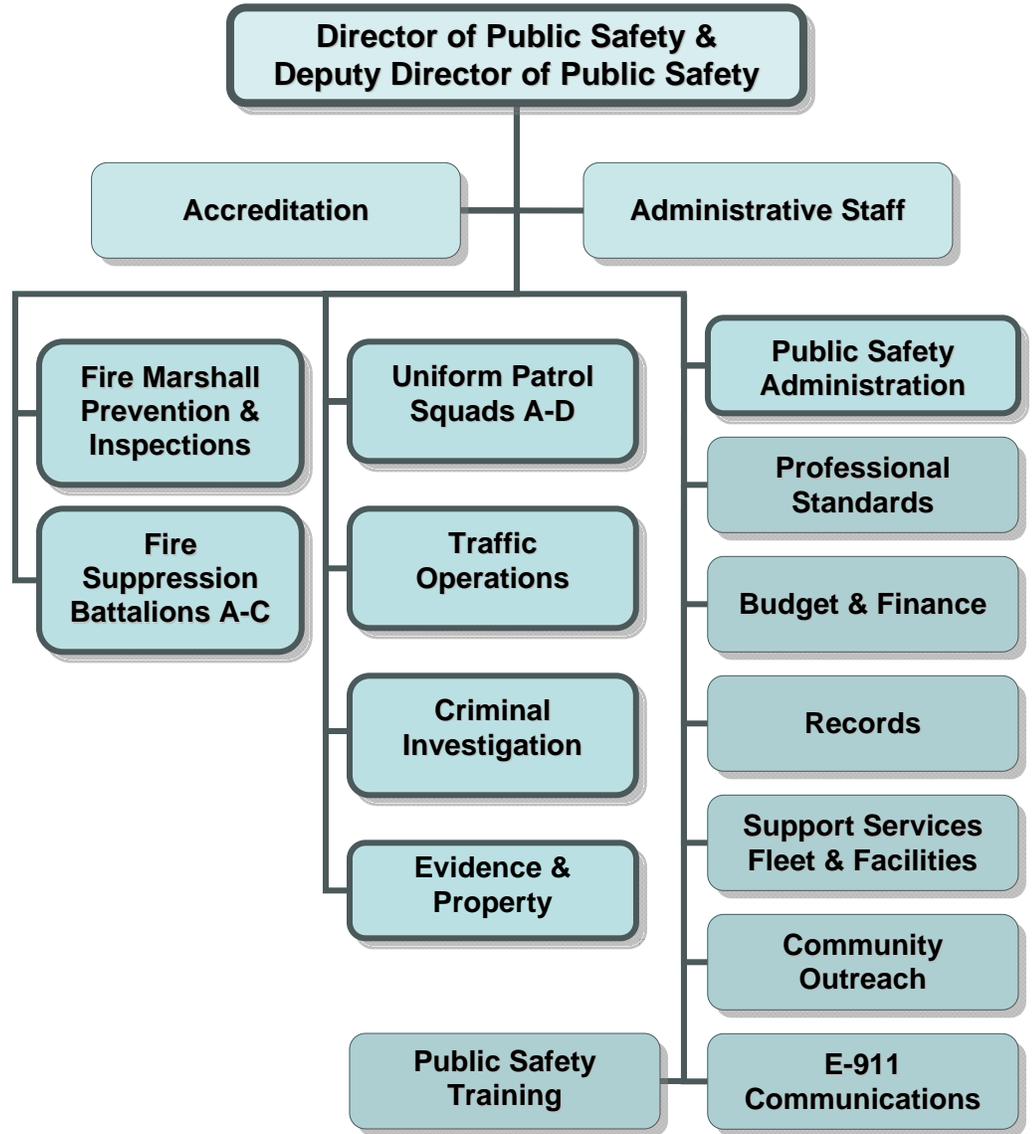
	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) 2012	Target 2012	Target 2013
Municipal Court annual turnover percentage	1.00%	1.00%	20.00%	1.00%	1.00%	1.00%
# of Citations received to process	22,572	20,773	20,093	9,157	21,000	21,000
Total # of cases disposed	21,562	23,356	21,342	11,506	22,000	22,000
# of Court sessions	256	226	232		232	232
Annual deposits (Court Fines)	\$2,703,736	\$3,011,998	\$2,715,193	\$1,562,496	\$2,550,000	\$2,500,000
<b>Personnel Assigned:</b>	<b>9.0 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 /	Court Clerk /	Court Clerk /	Court Clerk /		Court Clerk /	Court Clerk /
Director of Court	Director of Court	Director of Court	Director of Court		Director of Court	Director of Court
Services	Services	Services	Services		Services	Services
Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III		Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (4)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)		Deputy Clerk II (5)	Deputy Clerk II (5)
Deputy Clerk I (2)	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I		Deputy Clerk I	Deputy Clerk I



# Public Safety



**Gary George**  
Director of Public Safety



# **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

## Public Safety General Fund

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits</b>							
Alcohol Beverage	\$ -	\$ -	\$ -	\$ -	\$ 432,000	\$ 440,640	\$ 449,453
Other	7,004	4,413	10,586	5,000	5,000	5,100	5,202
<b>Intergovernmental:</b>							
City of Milton	73,516	59,695	56,234	76,252	76,252	77,777	79,333
<b>Charges for Services:</b>							
Reports	48,620	45,085	51,955	40,000	40,000	40,800	41,616
Services	69,270	60,614	154,785	100,000	100,000	102,000	104,040
False Alarms	15,593	15,357	19,841	10,000	10,000	10,200	10,404
Plan Review	30,572	53,347	68,510	30,000	30,000	30,600	31,212
Other	27,594	24,497	27,063	15,000	15,000	15,300	15,606
<b>Fines &amp; Forfeitures:</b>							
Municipal Court Fines	2,703,736	3,011,998	2,715,193	2,750,000	2,625,000	2,677,500	2,731,050
Red Light Camera Fines	624,033	348,578	395,380	425,000	425,000	433,500	442,170
<b>Other Revenue</b>							
	44,752	40,313	47,950	20,500	20,500	-	-
<b>TOTAL</b>	<b>\$ 3,644,690</b>	<b>\$ 3,663,897</b>	<b>\$ 3,547,497</b>	<b>\$ 3,471,752</b>	<b>\$ 3,778,752</b>	<b>\$ 3,833,417</b>	<b>\$ 3,910,085</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 11,558,633	\$ 11,710,786	\$ 11,635,447	\$ 12,271,713	\$ 12,208,244	\$ 12,513,450	\$ 12,826,286
Overtime	915,603	963,688	917,524	885,000	885,001	885,001	885,001
Group Insurance	2,611,745	2,769,134	2,736,363	3,053,787	3,431,971	3,706,529	4,003,051
FICA	913,892	918,456	911,293	999,056	999,289	1,024,271	1,049,878
Pension	1,270,524	1,432,579	1,593,330	1,569,354	1,447,416	1,447,416	1,447,416
Pension (401A Contribution)	441,074	468,965	500,489	510,751	486,749	498,918	511,391
Workers Compensation	150,164	210,088	242,302	263,094	254,059	259,140	264,323
Miscellaneous	35,633	48,263	6,753	7,581	7,514	7,514	7,514
<i>subtotal</i>	<b>\$ 17,897,267</b>	<b>\$ 18,521,959</b>	<b>\$ 18,543,501</b>	<b>\$ 19,560,336</b>	<b>\$ 19,720,243</b>	<b>\$ 20,342,239</b>	<b>\$ 20,994,860</b>
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 47,657	\$ 51,316	\$ 104,021	\$ 58,716	\$ 53,216	\$ 53,615	\$ 54,017
Professional Fees	189,150	196,074	295,327	306,311	295,551	297,768	300,001
Repair & Maintenance (Vehicles)	683,893	704,672	815,890	730,000	932,150	939,141	946,185
Communications	175,752	-	-	-	-	-	-
Travel	49,203	40,740	39,198	36,500	50,500	50,879	51,260
Maintenance Contracts/IT Svcs.	1,052,276	1,019,836	1,104,010	1,079,578	1,133,059	1,141,557	1,150,119
General Supplies	189,392	197,604	189,144	191,093	190,993	192,425	193,869
Uniforms	185,873	197,362	121,822	180,975	189,887	191,311	192,746
Utilities	189,384	203,770	212,389	213,450	232,260	234,002	235,757
Miscellaneous	263,579	196,320	201,325	228,247	128,001	128,961	129,928
<i>subtotal</i>	<b>\$ 3,026,159</b>	<b>\$ 2,807,693</b>	<b>\$ 3,083,127</b>	<b>\$ 3,024,870</b>	<b>\$ 3,205,617</b>	<b>\$ 3,229,659</b>	<b>\$ 3,253,882</b>
<b>Capital/Leases:</b>							
Capital	\$ 68,002	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -
Capital Lease (Principal)	273,312	285,329	443,323	225,533	268,662	268,662	241,390
Capital Lease (Interest)	95,873	83,856	71,308	52,272	64,158	64,158	36,415
<i>subtotal</i>	<b>\$ 437,186</b>	<b>\$ 369,184</b>	<b>\$ 514,630</b>	<b>\$ 282,805</b>	<b>\$ 332,820</b>	<b>\$ 332,820</b>	<b>\$ 277,805</b>
<b>Adjustments/Reconciliation</b>							
	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 21,360,612</b>	<b>\$ 21,698,836</b>	<b>\$ 22,141,259</b>	<b>\$ 22,868,011</b>	<b>\$ 23,258,680</b>	<b>\$ 23,904,718</b>	<b>\$ 24,526,547</b>
<b>Authorized Personnel</b>	<b>218.0</b>	<b>218.0</b>	<b>218.0</b>	<b>217.0</b>	<b>217.0</b>		

## Budget Narrative

The FY 2013 Budget for Public Safety totals \$23,258,680 and represents an increase of 1.7%, or \$390,669, compared to FY 2012.

The Personnel Services category increased 0.8%, or \$159,907, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; and a decrease in the defined benefit pension contribution. The Department has one part-time position (0.5 FTE part-time Administrative Assistant I) that was not funded in FY 2012 and is not funded in FY 2013. This position will remain vacant pending an identified funding source and workload justification.

Base level personnel total 217.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
<b>Sworn Police Officers</b>						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain**	7.0	7.0	7.0	7.0	8.0	1.0
Lieutenant	14.0	14.0	14.0	14.0	14.0	-
Emer. Mgmt Program Coordinator (Lt.)**	1.0	1.0	1.0	1.0	-	(1.0)
Field Training Officer	10.0	10.0	10.0	10.0	10.0	-
Officer	70.0	70.0	70.0	71.0	71.0	-
Public Information Officer	1.0	1.0	1.0	1.0	1.0	-
	104.0	104.0	104.0	105.0	105.0	-
<b>Certified Firefighters</b>						
Deputy Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Battalion Chief	4.0	4.0	4.0	4.0	4.0	-
Communications Training Coord. (Captain)	-	-	-	1.0	1.0	-
Public Safety Administrator (Battalion Chief)	-	1.0	1.0	1.0	1.0	-
Public Safety Deputy Administrator	1.0	-	-	-	-	-
Captain**	26.0	26.0	26.0	25.0	24.0	(1.0)
Fire Training/Emer. Mgmt Coord. (Captain)**	-	-	-	-	1.0	1.0
Fire Apparatus Engineer	23.0	23.0	23.0	23.0	23.0	-
Firefighter/Paramedic	17.0	17.0	17.0	17.0	17.0	-
Firefighter II	19.0	19.0	19.0	19.0	19.0	-
Fire Logistics Officer	1.0	1.0	1.0	1.0	1.0	-
Fire Marshal (Battalion Chief)	1.0	1.0	1.0	1.0	1.0	-
Fire Prevention Officer (2FT; 2PT)	3.0	3.0	3.0	3.0	3.0	-
	96.0	96.0	96.0	96.0	96.0	-
<b>Civilian Positions</b>						
Accreditation Manager	1.0	1.0	1.0	1.0	1.0	-
Administrative Assistant I (1FT; 1PT)	2.5	2.5	1.5	0.5	0.5	-
Administrative Assistant II (2FT; 1PT)	2.5	2.5	2.5	2.5	2.5	-
CERT Program Manager	1.0	1.0	1.0	-	-	-
Criminal Intelligence Analyst**	-	-	-	-	1.0	1.0
Data Entry Clerk (1PT)	0.5	0.5	0.5	0.5	0.5	-
Evidence Technician	2.0	2.0	2.0	1.0	1.0	-
Fingerprint Technician (1PT)	0.5	0.5	0.5	0.5	0.5	-
Jail/Court Liaison	1.0	1.0	-	-	-	-
Public Safety Volunteer Manager	-	-	-	1.0	1.0	-
Records Clerk	1.0	1.0	3.0	3.0	3.0	-
Records Supervisor	1.0	1.0	1.0	1.0	1.0	-
Research Analyst**	1.0	1.0	1.0	1.0	-	(1.0)
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	18.0	18.0	18.0	16.0	16.0	-
	<b>218.0</b>	<b>218.0</b>	<b>218.0</b>	<b>217.0</b>	<b>217.0</b>	<b>-</b>

\* Includes 0.5 FTE not-funded in the FY 2013 Budget (Administrative Assistant I - part time). This position was approved in FY 2009 but never funded due to revenue constraints and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

\*\* Position reclassifications occurred during FY 2012.

The Maintenance & Operations category increased 6.0%, or \$180,747, due primarily to the following activity:

- Increase in vehicle repair and maintenance of \$202,150 due primarily to rising fuel costs/general fleet maintenance requirements and budget not keeping pace with actual expenditure trend (FY 2012 budget was too low to cover department needs);
- Net increase in travel and training of \$8,500 for command college (specific) and general training needs;
- Increase of \$57,074 in professional services (IT) due to general cost increases in multiple software related categories (e.g. virtual server licensing, Microsoft licensing, GIS mobile licensing, permitting software, etc.), additional funding for cell phones/data card service, and a revised allocation methodology for voice over internet protocol (VOIP) costs;
- Increase of \$18,810 in utilities based on current year-to-date expenditures and GA Power rate increases; and
- Decrease of -\$104,546 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement. The remaining funding in the equipment refresh account represents cell phone replacements which were budgeted under small equipment in FY 2012.

The Capital/Lease category increased 17.7% due primarily to operational initiative funding totaling \$60,000 to fund a lease payment for replacement of the Air & Light/Rehab Truck (please refer to the Operating Initiatives tab for a detailed description).

## **Performance Measurement**

The following section provides detailed information on Public Safety programs including performance measures and personnel. Please refer to the *Budget Process* 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.

	Actual 2009	Actual 2010	Actual 2011	ICMA/ Department Target	Results	YTD (Feb.) 2012	ICMA/ Department Target
<b>Uniform Crime Reports - Part 1</b>							
Reported							
No.	1,829	1,637	1,762	N/A	N/A	1,274	N/A
No. reported per 1,000 population	35.17	31.28	30.64	39.29	A	22.16	39.29
Arrests							
No. (total)	476	397.00	503.00	N/A	N/A	302	N/A
% arrested of Part 1 Crimes	26.03%	24.25%	34.24%	N/A	N/A	36.60%	N/A
No. (juvenile only)	68	127	166	N/A	N/A	78	N/A
% juvenile arrests per total UCR Part 1 arrests	14.29%	31.99%	19.00%	20.02%	A	17.88%	20.02%
No. arrests per 1,000 population	9.15	7.59	8.75	9.72	A	5.25	9.72
No. arrests per sworn FTE	4.58	3.82	4.79	5.16	A	2.88	5.16
Assigned							
No.	846	563	491	N/A	N/A	442	N/A
% assigned	43.34%	34.39%	24.25%	N/A	N/A	34.69%	N/A
Cleared							
No.	557	561	384	N/A	N/A	239	N/A
% assigned	65.84%	34.27%	78.20%	N/A	N/A	54.07%	N/A
No. cleared per sworn FTE	5.36	5.39	3.66	N/A	N/A	2.28	N/A
<b>Uniform Crime Reports - Part 2</b>							
No. drug arrests	285	155	230	N/A	N/A	134	N/A
No. drug arrests per 1,000 population	5.48	2.96	4.00	5.88	A	2.33	5.88
No. juvenile drug arrests	24	10	25	N/A	N/A	0	N/A
% juvenile drug arrests	8.42%	6.45%	10.87%	13.00%	A	0.00%	13.00%
<b>Arrests - General</b>							
No. total arrests	913	1,331	1,469	N/A	N/A	825	N/A
No. total arrests per 1,000 population	17.56	25.43	25.55	68.52	A	14.35	68.52
No. DUI arrests	335	356	439	N/A	N/A	253	N/A
No. DUI arrests per 1,000 population	6.44	6.80	7.63	6.96	A	4.40	6.96
<b>Traffic Accidents</b>							
No. fatal traffic accidents	5	1	3	N/A	N/A	1	N/A
No. fatal traffic accidents per 1,000 population	0.01	0.01	0.05	N/A	N/A	0.02	N/A
<b>911 Calls</b>							
No. incoming calls	7,500	42,559	42,026	N/A	N/A	24,444	N/A
Avg. ring time in seconds	0.89	5.17	0.75	5.00	A+	0.60	5.00

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	Actual 2010	Actual 2011	ICMA/ Department Target	Results	YTD (Feb.) 2012	ICMA/ Department Target
<b>FTEs</b>							
No. Fire FTE per 1,000 population	1.85	1.85	1.68	< 2.51	A	1.65	< 2.51
<b>Fires</b>							
<b>Residential</b>							
No. structure fires	17	22	59	N/A	N/A	16	N/A
Structure fires per 1,000 structures	0.81	1.05	2.57	< 3.06	A	0.69	< 3.06
Structure fires per 1,000 population	0.32	0.42	1.02	< 1	A	0.28	< 1
1&2 family structure fires	7	15	23		N/A	12	
1&2 family structure fires contained to room of origin	4	8	20		N/A	11	
1&2 family fires contained per total 1&2 family fires	57.14%	53.33%	86.96%	> 62%	A	91.67%	> 62%
<b>Commercial/Industrial</b>							
No. structure fires	1	2	16		N/A	2	
Structure fires per 1,000 Comm./Ind. structures	0.56	1.11	8.87	< 6.48	A	1.10	< 6.48
<b>Non-Structure</b>							
No. non-structure fires	48	85	96		N/A	49	
No. non-structure fires per 1,000 population	0.92	1.62	1.67	< 2.23	A	0.85	< 2.23
<b>Totals</b>							
Total fire incidents	133	109	171		N/A	67	
Total fire incidents per 1,000 population	2.54	2.08	2.97	< 3.66	A	1.16	< 3.66
<b>Response Time</b>							
Fire Total Customer Time in minutes	6.40	6.46	6.18	7	A	6.01	7
<b>Non-Fires</b>							
No. non-fire incidents	4,171	4,271	3,955		N/A	2,289	
No. non-fire incidents per 1,000 population	79.70	81.48	68.66	< 80.21	C	39.63	< 80.21
<b>False Alarms</b>							
No. false alarms & good intent calls	1,465	1,756	1,284		N/A	728	
False alarms & good intent calls per total calls	25.00%	28.62%	23.73%	> 18.02%	A	23.61%	> 18.02%
<b>Arson</b>							
No. residential arson incidents	0	1	1	1	N/A	0	1
No. residential arson incidents per 10,000 population	0.00	0.19	0.17	< 0.82	A	0.00	< 0.82
Total arson incidents	0	2	2		N/A	0	
Total arson incidents per 10,000 population	0.00	0.38	0.35	< 1.33	A	0.00	< 1.33
Total arson cases cleared	N/A	1	0		N/A	0	
Arson case clearance rate	N/A	50.00%	0.00%	> 52.83%	B	N/A	> 52.83%
<b>Rescue/Recovery</b>							
No. rescue/recovery incidents	73	69	71		N/A	46	
No. rescue/recovery incidents per 10,000 population	13.95	13.18	12.33	< 4.20	C	7.96	< 4.20
<b>EMS</b>							
No. EMS responses	2,960	3,289	3,061		N/A	1,796	
No. EMS responses per 1,000 population	56.56	62.84	53.14	< 87.00	A	31.09	< 87.00
No. patients with cardiac arrest/defib.	25	15	0		N/A		
<b>Hazmat</b>							
No. Hazmat incidents	50	57	48		N/A	25	
No. Hazmat incidents per 10,000 population	9.55	10.89	8.33	< 13.32	A	4.33	< 13.32

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%



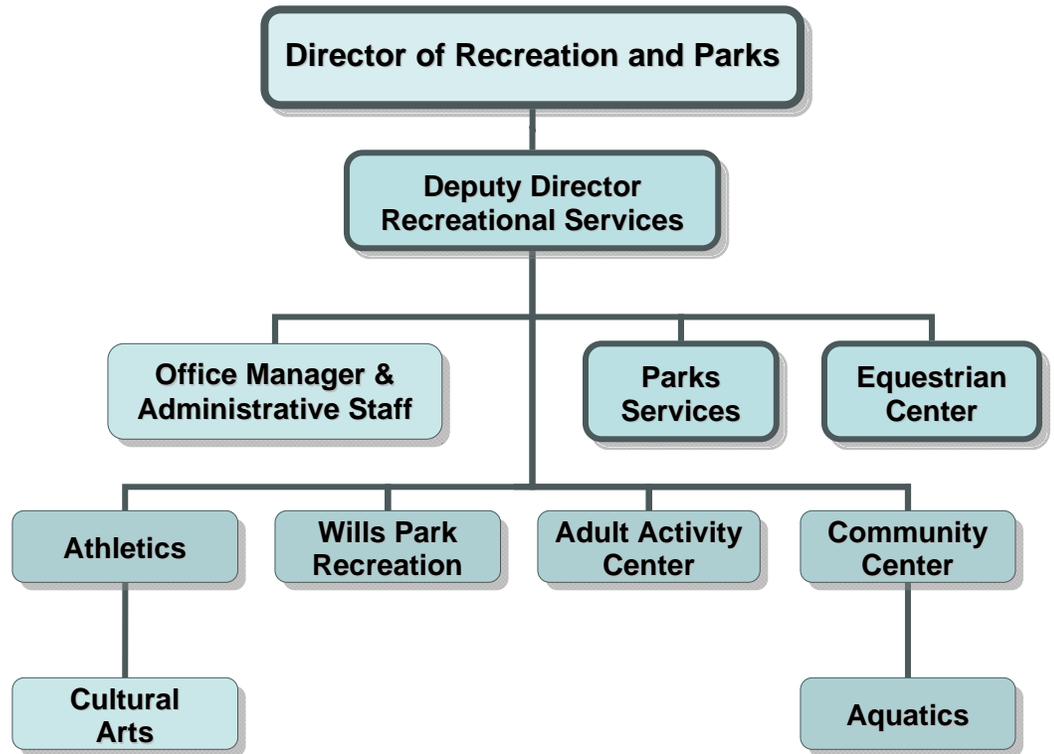
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# Recreation and Parks



**Mike Perry**  
Director of  
Recreation and Parks



# 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

## Recreation and Parks

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 Forecast
<b>REVENUES</b>							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Charges for Services:</b>							
Aquatics Activity Fees	120,154	110,571	113,857	115,000	119,600	121,992	124,432
Athletics Activity Fees	483,455	440,744	548,980	450,000	350,000	357,000	364,140
Fulton County Arts	69,599	62,904	52,429	55,000	50,000	51,000	52,020
Community Center Activity Fees	434,219	401,704	362,893	415,000	350,000	357,000	364,140
Senior Center Activity Fees	69,276	81,291	61,477	45,000	50,000	51,000	52,020
Equestrian Center Activity Fees	276,668	312,458	310,838	340,000	315,000	321,300	327,726
Wills Park Rec. Center Activity Fees	216,836	188,041	182,740	200,000	200,000	204,000	208,080
Non-Resident Fees	296,350	238,396	234,983	355,000	290,000	295,800	301,716
Other	2,322	3,919	1,375	-	-	-	-
Other Revenue	18,250	31,156	7,778	6,990	-	-	-
<b>TOTAL</b>	<b>\$ 1,987,129</b>	<b>\$ 1,871,182</b>	<b>\$ 1,877,350</b>	<b>\$ 1,981,990</b>	<b>\$ 1,724,600</b>	<b>\$ 1,759,092</b>	<b>\$ 1,794,274</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,087,301	\$ 2,079,605	\$ 2,043,333	\$ 2,146,430	\$ 2,112,125	\$ 2,164,928	\$ 2,219,051
Seasonal	405,557	379,227	413,437	423,000	434,000	434,000	434,000
Overtime	8,332	10,958	10,072	-	-	-	-
Group Insurance	490,999	498,193	487,136	563,155	570,163	615,776	665,038
FICA	183,560	179,446	180,918	195,720	194,286	199,143	204,122
Pension	250,135	282,207	301,626	285,798	252,680	252,680	252,680
Pension (401A Contribution)	74,793	72,327	85,235	101,908	98,525	100,988	103,513
Workers Compensation	35,370	49,076	54,462	58,888	55,637	56,750	57,885
Miscellaneous	-	734	1,436	2,121	2,940	2,940	2,940
<i>subtotal</i>	<b>\$ 3,536,046</b>	<b>\$ 3,551,773</b>	<b>\$ 3,577,654</b>	<b>\$ 3,777,020</b>	<b>\$ 3,720,356</b>	<b>\$ 3,827,205</b>	<b>\$ 3,939,229</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 724,177	\$ 661,501	\$ 654,071	\$ 780,809	\$ 671,866	\$ 676,905	\$ 681,982
Repair & Maintenance (Grounds)	274,073	323,938	245,268	296,365	281,000	283,108	285,231
Repair & Maintenance (Facilities)	173,562	122,965	105,102	114,160	129,765	130,738	131,719
Maintenance Contracts/IT Svcs.	372,478	419,548	452,678	480,694	528,698	532,663	536,658
General Supplies	227,993	207,832	193,383	255,973	248,220	250,082	251,957
Uniforms	81,216	80,235	71,280	88,493	70,820	71,351	71,886
Utilities	552,250	531,655	555,562	583,915	615,000	619,613	624,260
Miscellaneous	339,272	250,819	270,800	309,179	343,494	346,070	348,666
<i>subtotal</i>	<b>\$ 2,745,021</b>	<b>\$ 2,598,492</b>	<b>\$ 2,548,144</b>	<b>\$ 2,909,588</b>	<b>\$ 2,888,863</b>	<b>\$ 2,910,529</b>	<b>\$ 2,932,358</b>
Capital	\$ 16,998	\$ 9,095	\$ 12,115	\$ 21,485	\$ 35,000	\$ 35,000	\$ 35,000
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 6,298,065</b>	<b>\$ 6,159,360</b>	<b>\$ 6,137,913</b>	<b>\$ 6,708,093</b>	<b>\$ 6,644,219</b>	<b>\$ 6,772,735</b>	<b>\$ 6,906,587</b>
Authorized Personnel	51.0	51.0	51.0	51.0	51.0		

## Budget Narrative

The FY 2013 Budget for Recreation and Parks totals \$6,644,219 and represents a decrease of -1%, or -\$63,874, compared to FY 2012.

The Personnel Services category decreased -1.5%, or -\$56,664, due primarily to: wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends); increases in group insurance costs; the elimination of funding for one full-time Athletic Coordinator position (department has reorganized job duties); and a decrease in the defined benefit pension contribution. The Department has an additional two positions (1.0 FTE Athletic Coordinator and 1.0 FTE Program Coordinator) that were not funded in FY 2012 and are not funded in FY 2013 (total of three unfunded positions). These positions will remain vacant pending an identified funding source and workload justification.

Authorized personnel total 51.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
Administrative Assistant I**	2.0	2.0	2.0	2.0	3.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Athletic Coordinator	4.0	4.0	4.0	4.0	3.0	(1.0)
Arts Coordinator	1.0	1.0	1.0	1.0	1.0	-
Customer Service Representative**	5.0	5.0	5.0	5.0	4.0	(1.0)
Deputy Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager	1.0	1.0	1.0	1.0	1.0	-
Facility Technician	3.0	3.0	4.0	4.0	4.0	-
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Park Services Manager	1.0	1.0	1.0	1.0	1.0	-
Parks Maintenance Technician**	11.0	11.0	10.0	10.0	8.0	(2.0)
Parks Maintenance Technician I**	2.0	2.0	2.0	2.0	5.0	3.0
Parks Maintenance Technician II	5.0	5.0	5.0	5.0	5.0	-
Parks Supervisor II	4.0	4.0	4.0	4.0	4.0	-
Program Coordinator	4.0	4.0	4.0	4.0	4.0	-
Recreation Supervisor II	4.0	4.0	4.0	4.0	4.0	-
	51.0	51.0	51.0	51.0	51.0	-

\* Includes 3.0 FTE not-funded in the FY 2013 Budget [Athletic Coordinator (1.0 FTE); Recreation Supervisor II (1.0 FTE); and Customer Service Representative (1.0 FTE)]. Funding for these positions was eliminated in FY 2011/FY2012 and they will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

\*\* Position reclassifications occurred during FY 2012.

The Maintenance & Operations category decreased -0.7%, or -\$20,725, due primarily to the following activity:

- Decrease in professional fees of -\$108,943, based on current year-to-date expenditures at the time of the budget preparation as well as a reconciliation of forecasted program attendance and associated instructor requirements;

- Increase of \$37,242 in maintenance contract fees associated with landscape maintenance/replanting in the downtown area (e.g. planters);
- Increase of \$20,050 in equipment repair and maintenance including: pool boiling room inspections; automatic door repairs; basketball goals repair; park service equipment repairs; etc.
- Increase of \$15,605 in facility repair and maintenance due primarily to repairs at the Crabapple Governmental Center (ceiling fans and bench repairs to the courtroom) and the Community Center (painting the lobby, conference room, Gym 2, and office);
- Decrease of -\$17,673 in uniforms due to reductions in seasonal staff shirts and baseball uniforms (Alpharetta Youth Baseball Association now manages the baseball program); and
- Increase of \$41,085 in utilities based on current year-to-date expenditures and GA Power rate increases.

The Capital/Lease category includes funding for shade structures at Webb Bridge Park (Field 4 bleachers), replacement parts for playground equipment throughout all city parks, various equipment replacements for the Parks Maintenance division, etc.



## Performance Measurement

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel. Please refer to the *Budget Process* 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 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Recreation & Parks turnover percentage	2.00%	4.00%	2.00%	6%	2%	> 2%
Maintain CAPRA accreditation *	yes	yes	yes	yes	yes	yes
Semi-Annual Leisure Guide distribution (per season)	20,000	2,500	2,500	2,500	2,500	2,500
Annual Activity Enrollments as in RecWare	13,373	15,255	13,901	10,564	13,000	15,000
# of Part-time hours used	0	45,340.25	45,998.50	28,490.25	46,000	46,000
# of purchase orders managed	185	203	177	121	175	150
* CAPRA = Commission for Accreditation of Parks and Recreation						
<b>Personnel Assigned:</b>	<b>7.0 FTE</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 - Rec/Parks	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	Deputy Director
Office Manager	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)	Customer Service Rep (2)
Admin Asst. I	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	Facility Tech

\* 1.0 FTE Customer Service Representative is not funded in the Budget.

## 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Jan. 2012) FY 2012	Target FY 2012	Target FY 2013
Total # of Participants per year* (Res / Non-Res)	36,000 NA	13,555 3166 / 10,389	13,808 3755 / 10,053	7,720 2131 / 5589	13,000 5000 / 8000	13,500 3900 / 9600
# of Computer classes offered	20	7	5	0	7	0
Total # of Building rentals	75	37	49	20	48	48
Total # of Day trips taken	325	173	162	85	144	144
Total # of Overnight trips taken using City buses	12	6	4	2	6	4
<i>*For FY 2010, the number of participants reduced significantly due to the bridge program moving to a private facility. The bridge program accounted for 15,000 participants annually in prior fiscal years.</i>						
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 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
			Customer Service Representative		Customer Service Representative	
Facility Technician		Facility Technician	Facility Technician		Facility Technician	Facility Technician

\* 1.0 FTE Recreation Supervisor II position is not funded in the Budget.

## Aquatics

**Statement of Service:** Aquatics provides accessible and safe recreation opportunities through water-related training, events, and facilities.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
% of Days pool facilities were open during pool season (89 days)	100%	99%	98%	100%	98%	98%
Average daily attendance at City pool	230	230	240	240	230	230
Hours of lifeguard training per person	20	20	20	6	20	20
# of Swim lessons held	118	116	111	48	120	120
# of Swim lessons participants	733	692	646	271	700	650
(resident / non-resident)	543 / 190	528/164	511/135	198/73	500/200	525/125
Swim teams participants	274	278	237	0	275	250
(resident / non-resident)	183 / 91	187/91	164/73	0/0	185/90	160/90
C.O.A.S.T. participants					65	65
(resident / non-resident)					40/25	45/20
# of Non-competitive special events held	3	2	2	2	2	3
# of Swim competitions hosted at City pool						
	3	2	3	0	3	3
Total attendance at non-competitive special events	651	493	263	250	350	450
# of Pool passes sold	226	220	131	0	175	125
(resident / non-resident)	123 / 103	188/32	76/55	0/0	130 / 45	80/45
<i>* Pool season spans two fiscal years</i>						
<b>Personnel Assigned:</b>	Employees are hired seasonally. Aquatics is overseen by Recreation Supervisor II at Community Ctr.					

## Athletics

**Statement of Service:** Athletics provides accessible and safe recreation opportunities through athletic-related training and events.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Participants - Adult Basketball						
2 Seasons-25 teams	230	173	226	74	220	225
(resident / non-resident)	140/89	115 / 58	137/84	52/22	130 / 90	135/85
# of Participants - Adult Roller Hockey						
2 Seasons-10 teams	323	239	44	0	275	0
(resident / non-resident)	92/231	69/170	16/28		100/175	
# of Participants - Adult Softball						
3 Seasons-170 teams	2874	2425	2380	614	2700	2800
(resident / non-resident)	572/2302	696 / 1729	704/1676	185/429	900 / 1800	850/1950
# of Participants - Teen Basketball						
2 Season-12 teams	197	243	255	124	275	275
(resident / non-resident)	101/97	116/27	159/96	76/48	150/125	145/130
# of Participants - Youth Baseball						
2 Seasons-44 teams **	320	271	304	95	315	0
(resident / non-resident)	243/77	234/37	206/98	80/15	275/40	
# of Participants - Youth Travel						
Baseball 7 Teams **	66	104	173	0	115	0
(resident / non-resident)	40/26	54/50	106/67		65/50	
# of Participants - Youth Basketball						
75 Teams	503	521	598	602	615	610
(resident / non-resident)	325/178	332/189	407/191	402/200	435/180	435/170
# of Participants - Youth Lacrosse						
8 Teams	142	209	197	175	240	250
(resident / non-resident)	73/69	149/160	124/73	78/97	180/60	175/75
# of Participants - Youth Roller Hockey						
20 Teams	285	97	0	0	160	0
(resident / non-resident)	109/176	41/56			50/110	
# of Participants - Youth Soccer						
70 Teams	637	670	642	326	710	725
(resident / non-resident)	491/146	533/137	512/130	218/92	510/200	550/175
# of Participants - Youth Travel Soccer						
40 Teams (2 seasons)	486	454	575	322	525	575
(resident / non-resident)	221/265	252/202	335/240	200/122	300/225	350/225
# of Participants - Adult Volleyball						
(resident / non-resident)	120	59	57	0	80	75
(resident / non-resident)	45/75	40/19	48/9		55/25	50/25
Adult Programs - % of City resident participation *	24%	31%	33%	34%	33%	35%
Youth Programs - % of City resident participation	61%	67%	66%	62%	68%	68%
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>6.0 FTE</b>		<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
			Facility Technician		Facility Technician	Facility Technician
						Admin. Assistant I
	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)		Athletic Coord (4)	Athletic Coord (3)*

\* 1.0 FTE Athletic Coordinator position is not funded in the Budget and 1.0 FTE Athletic Coordinator position was reallocated to an Admin. Assistant I FY 2012

\*\* Youth Baseball (including travel baseball) is being managed by the Alpharetta Youth Baseball Association effective Spring 2012.

## 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Participants in dance (resident / non-resident)	787 570 / 217	489 353/136	552 427/125	291 223/68	440 330/110	440 350/90
# of Participants in gymnastics (resident / non-resident)	2321 1,648 / 673	1852 1209/643	2100 1748/352	1087 901/186	1850 1220/630	2000 1600/400
# of Participants in instructional sports, including camps (resident / non-resident)	1215 841 / 374	954 640/314	1119 795/324	500 352/148	980 640/340	980 675/305
# of Special events	5	5	4	3	3	4
Total attendance at special events	2,015	2,115	990	390	600	800
# of Part-time hours used	3,720	3,720	3,720	2,480	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>	<b>6.0 FTE</b>
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)
Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative
Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician
			Administrative Assistant I	Administrative Assistant I	Administrative Assistant I	Administrative Assistant I

## 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Participants in youth art (resident / non-resident)	145 99/46	188 116/72	185 96/89	57 32/25	225 150/75	200
# of Participants in adult art classes (resident / non-resident)	142 79/63	143 64/79	118 61/57	51 28/23	200 100/100	150/50 175/100/75
# of Participants in summer camp (resident / non-resident)	est 282 est 185/97	247 130/117	173 122/51	86 63/23	300 175/125	250 175/75
# of Cultural arts special events	6	4	3	0	6	5
Total attendance at special events	2,000	2,200	300*	0	3500*	3000
<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>	<b>1.0 FTE</b>
	arts Coordinator	Arts Coordinator	Arts Coordinator		Arts Coordinator	Arts Coordinator
			*No Children's Festival in Spring 2011		*Children's Festival moved to Fall; will be held October 2012 - so this target will not be met	

## 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.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
Total # of Equestrian event dates	83	144	105	72	145	145
Total # dog show events	36	31	33	22	60	33
Total # other event dates hosted at equestrian center	16	12	10	2	15	10
Total attendance at events	75,000	80,000	80,000	35,000	90,000	90,000
# of Arenas/rings maintained	6	6	6	6	7	7
<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>	<b>4.0 FTE</b>
Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr
Parks	Parks	Parks	Parks	Parks	Parks	Parks
Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
Tech II	Tech II	Tech II	Tech II	Tech II	Tech II	Tech II
						Parks
						Maintenance
						Tech I
						Parks
						Maintenance
						Tech (2)
						Tech (2)
						Tech (2)
						Tech (2)
						Tech



## 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 2009</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>YTD (Feb. 2012) FY 2012</b>	<b>Target FY 2012</b>	<b>Target FY 2013</b>
# of Athletic fields maintained*	29	29	29	29	29	29
# of Park acres maintained	313	313	318	318	313	318
# of Greenway acres maintained	250	250	250	250	250	250
# of Playground inspections	84	84	96	64	96	96
# of Park/playground injuries	1	2	2	0	0	0
# of Athletic field preparations	7,100	7,100	5,628	3,001	6,735	5,628
# of Park mowings	40	40	40	40	40	40
# of Athletic field mowings	80	80	80	80	80	80
# of Buildings maintained	35	35	35	35	35	35
# of Restrooms maintained	50	50	50	50	50	50
# of Pavilions maintained	4	14	14	14	14	14
# of Hours utilized for trash	9,760	9,425	9,425	9,425	9,425	9,425
# of Part-time hours used	5,984	4,480	7,386	5,786	6,000	7,500
# of Vehicles maintained	16	14	14	14	14	14
# of Vehicle-related accidents	0	2	2	2	0	0
# of Work days missed due to accidents	0	0	0	0	0	0
<b>Personnel Assigned:</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>20.0 FTE</b>	<b>20.0 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 (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	
Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	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 (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (4)	
Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (8)	Park Maintenance Tech (8)	Park Maintenance Tech (8)	Park Maintenance Tech (7)	
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	

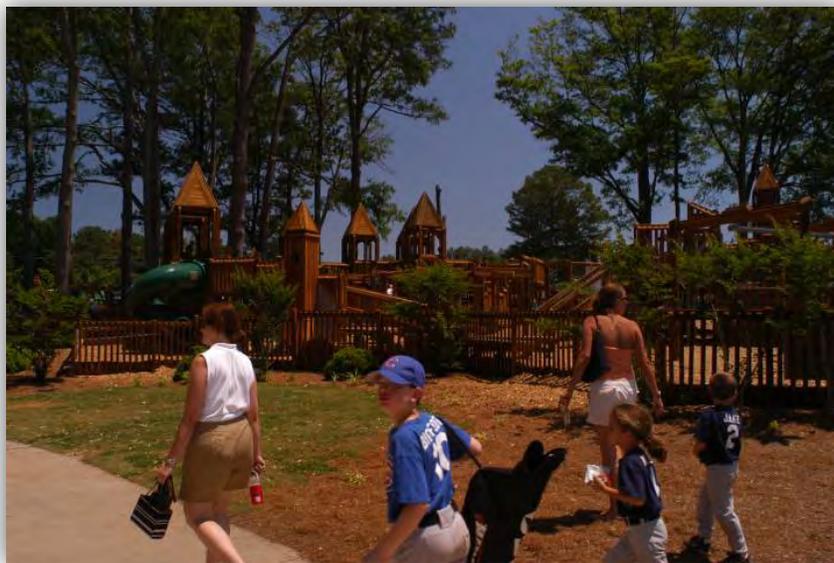
## Wills Park Recreation Center

**Statement of Service:** Wills Park provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

Performance Measurements	Actual FY 2009	Actual FY 2010	Actual FY 2011	YTD (Feb. 2012) FY 2012	Target FY 2012	Target FY 2013
# of Participants in aerobics	500	464	390	190	455	370
(resident / non-resident)	360/140	330/134	309/81	140/50	330/125	300/70
# of Participants in summer camp	960	950	1157	380	980	910
(resident / non-resident)	890/70	860/90	1038/119	326/54	910/70	840/70
# of Participants in Extreme	72	70	NA	NA	N/A	NA
(resident / non-resident)	65/7	63/7	NA	NA	N/A	NA
# of Participants in tennis	520	515	400	225	420	400
(resident / non-resident)	400/120	400/115	325/75	195/30	330/90	330/70
# of Participants in karate	270	205	200	105	250	225
(resident / non-resident)	200/70	165/40	150/50	75/30	200/50	210/15
# of Participants in youth fitness				3	10	35
(resident / non-resident)				Three / Zero	Seven / Three	25/10
# of Participants in adult fitness				30	120	360
(resident / non-resident)				25/5	100/20	330/30
# of Wills Park special events	4	4	5	5	6	6
Estimated attendance at July 4th	30,000	30,000	30,000	7,000	30,000	30,000
Total attendance at special events	6,825	6,400	6,400	1,300	6,850	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 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 Representative		Customer Service Representative	Customer Service Representative

The youth/adult fitness programs were initiated during FY 2012.

The 4th of July celebration in FY 2012 was significantly lower than prior year attendance due to inclement weather.





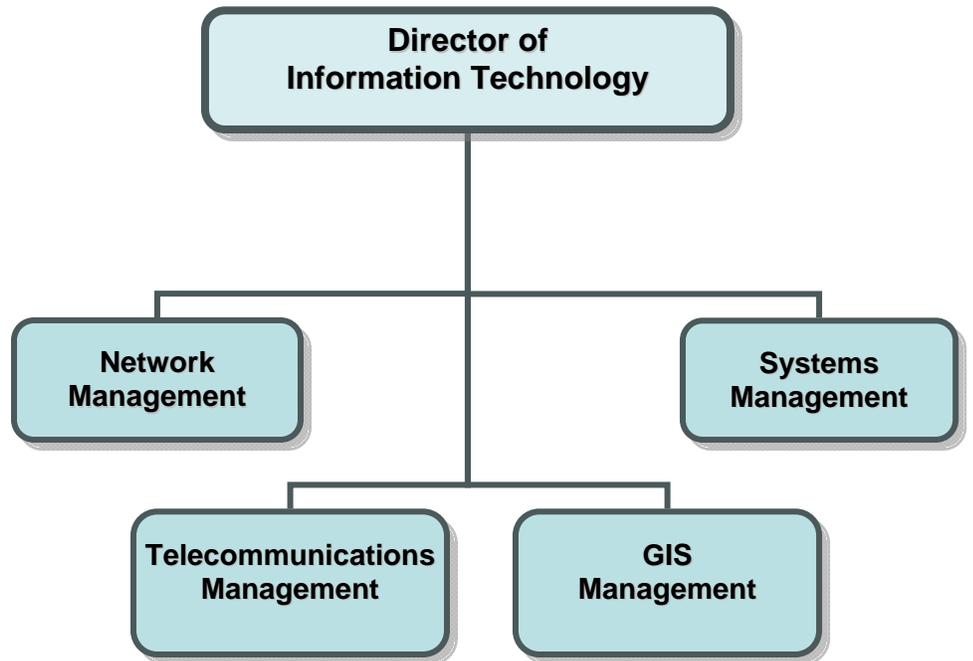
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# Information Technology



**Randy Bundy**  
Director of Information  
Technology



# 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 services 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

## Information Technology

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Amended Budget	FY 2013 Recommended Budget	FY 2014 Forecast	FY 2015 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	\$ 797,205	\$ 716,667	\$ 706,847	\$ 731,361	\$ 826,261	\$ 846,918	\$ 868,090
Group Insurance	107,853	98,072	97,950	118,786	151,756	163,896	177,008
FICA	59,211	53,384	52,044	55,504	65,335	66,968	68,643
Pension	94,441	92,634	104,663	105,175	92,142	92,142	92,142
Pension (401A Contribution)	31,727	32,738	32,244	34,142	55,293	56,675	58,092
Workers Compensation	10,916	13,320	15,350	16,708	17,241	17,586	17,938
Miscellaneous	-	571	-	163	164	164	164
<i>subtotal</i>	<b>\$ 1,101,353</b>	<b>\$ 1,007,385</b>	<b>\$ 1,009,098</b>	<b>\$ 1,061,839</b>	<b>\$ 1,208,192</b>	<b>\$ 1,244,350</b>	<b>\$ 1,282,077</b>
<b>Maintenance &amp; Operations:</b>							
Communications	\$ 46,653	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Contracts/IT Svcs.	68,542	100,721	118,555	113,130	98,671	99,411	100,157
General Supplies	15,321	34,357	11,496	19,835	18,650	18,790	18,931
Small Equipment	37,107	22,823	12,205	28,617	5,545	5,587	5,628
Miscellaneous	50,215	50,277	53,992	68,062	80,280	80,882	81,489
<i>subtotal</i>	<b>\$ 217,837</b>	<b>\$ 208,177</b>	<b>\$ 196,248</b>	<b>\$ 229,644</b>	<b>\$ 203,146</b>	<b>\$ 204,670</b>	<b>\$ 206,205</b>
<b>Capital</b>	<b>\$ 75,014</b>	<b>\$ 15,100</b>	<b>\$ 19,946</b>	<b>\$ -</b>	<b>\$ 11,000</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>\$ 1,394,203</b>	<b>\$ 1,230,662</b>	<b>\$ 1,225,291</b>	<b>\$ 1,291,483</b>	<b>\$ 1,422,338</b>	<b>\$ 1,449,019</b>	<b>\$ 1,488,282</b>
<b>Authorized Personnel</b>	<b>13.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>		



## Budget Narrative

The FY 2013 Budget for Information Technology totals \$1,422,338 and represents an increase of 10.1%, or \$130,855, compared to FY 2012.

The Personnel Services category increased 13.8%, or \$146,353, due primarily to wage increases associated with the 2.5% performance-based merit program scheduled for April 1, 2013 (contingent upon a mid-year review of revenue trends), increases in group insurance costs, a decrease in the defined benefit pension contribution, and the funding of a previously unfunded Network Analyst II position.

Authorized personnel total 11.0 FTEs and represent the following:

	FTEs					Variance
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013*	
Director	1.0	1.0	1.0	1.0	1.0	-
GIS Coordinator	1.0	1.0	1.0	1.0	1.0	-
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Project Manager*	1.0	1.0	1.0	1.0	-	(1.0)
Network Analyst I	1.0	1.0	1.0	1.0	1.0	-
Network Analyst II	2.0	1.0	1.0	1.0	1.0	-
IT Systems Administrator	-	1.0	1.0	1.0	1.0	-
Network Manager	1.0	1.0	1.0	1.0	1.0	-
Records Manager	1.0	-	-	-	-	-
Systems Analyst II	3.0	2.0	2.0	2.0	2.0	-
Systems Manager	1.0	1.0	1.0	1.0	1.0	-
Telecommunications Manager*	-	-	-	-	1.0	1.0
	13.0	11.0	11.0	11.0	11.0	-

\* Position reclassifications occurred during FY 2012.

The Maintenance & Operations category decreased -11.5%, or -\$26,498, due primarily to the following activity:

- Decrease of -\$13,722 in professional services (IT) due to general cost increases in multiple software related categories (e.g. Adobe licensing, Microsoft licensing, GIS mobile licensing, etc.), additional funding for cell phone and data card service, operating initiative funding for the remote archiving of city data (please refer to the Operating Initiatives tab for a detailed description), and a revised allocation methodology for VOIP costs that allocates costs based on users (reduces IT line item by over \$30,000); and
- Decrease of -\$20,242 in small equipment/equipment refresh (IT) due to funding source reallocations. Starting with FY 2013, all IT computer equipment (e.g. computer, printer, server, etc.) is being centrally managed and replaced by the IT Department within the Capital Project Fund. This will allow for greater flexibility in prioritizing computer equipment replacement.

The Capital/Lease category includes \$11,000 for the replacement of one scanner/plotter that has reached the end of its useful life.

## 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.

	Actual 2009	Actual 2010	Actual 2011	ICMA/ Department Target	Results
<b>WEB</b>					
Number online payments	19,880	21,105	22,517		N/A
Amount online payments	\$2,704,328.28	\$2,964,924.53	\$3,226,055.51		N/A
External Web number user sessions	383,674	530,369	564,761		N/A
Internal Web number user sessions	10,606	8,621	7,793		N/A
<b>Telephone</b>					
Repairs					
Number	133	148	88		N/A
Number resolved w/in 24 hours	69	88	58		N/A
% resolved w/in 24 hours	51.88%	59.46%	65.90%	40.00%	A
Service Requests					
Number	122	116	137		N/A
Number resolved on time	107	110	130		N/A
% resolved on time	87.70%	94.83%	94.89%	90.00%	A
<b>Network</b>					
Repairs					
Number	175	173	214		N/A
Number resolved w/in 24 hours	132	140	157		N/A
% resolved w/in 24 hours	75.43%	80.92%	73.36%	80.00%	B
Service Requests					
Number	130	121	234		N/A
Number resolved on time	122	119	228		N/A
% resolved on time	93.85%	98.35%	97.44%	90.00%	A
Outages					
Number (including maintenance)	113	41	29	120	A
Avg. duration in hours	7.22	3.70	1.39		
<b>Applications</b>					
Repairs					
Number	484	537	418		N/A
Number resolved w/in 24 hours	334	366	306		N/A
% resolved w/in 24 hours	69.01%	68.16%	73.21%	70.00%	A

	Actual 2009	Actual 2010	Actual 2011	ICMA/ Department Target	Results
<b>Desktop</b>					
Repairs					
Number	1,417	1,380	1,343		N/A
Number resolved w/in 24 hours	900	874	769		N/A
% resolved w/in 24 hours	63.51%	63.33%	57.26%	60.00%	A
Service Requests					
Number	952	879	536		N/A
Number resolved on time	880	834	500		N/A
% resolved on time	92.44%	94.88%	93.28%	90.00%	A
<b>Helpdesk</b>					
Number total calls	4,165	4,099	3,661		N/A
Number resolved w/in 4 hours	1,880	1,856	1,600		N/A
Number resolved w/in 8 hours	268	264	233		N/A
% resolved w/in 8 hours	51.57%	51.72%	50.07%	40.00%	A
<b>GIS</b>					
Number total cases	178	276	310		N/A
Number resolved on time	161	257	282		N/A
% resolved on time	90.45%	93.12%	90.97%	80.00%	A
<b>Project Management</b>					
Avg. number IT projects (greater than 40 hours effort)	13	13	12		N/A
% on track	93.92%	93.83%	88.00%	90.00%	B
<b>Emails</b>					
Number	8,312,179	9,024,850	5,270,672		N/A
SPAM blocked	7,250,855	7,890,426	4,452,730		N/A
Viruses blocked	207,606	320,180	110,911		N/A
% SPAM	87.23%	87.43%	84.48%		N/A
% viruses	2.50%	3.55%	2.10%		N/A
<b>Servers</b>					
Avg. number	60	63	80		N/A
% availability (including maintenance)	99.15%	99.75%	99.88%	99.00%	A
<b>911 Calls</b>					
Number incoming calls	7,500	7,500	7,500	-	-

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

A = met or exceeded target
B = within 15% of target
C = missed target by more than 15%



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# *Appendix*

# 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>30</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>30</sup> City of Alpharetta – Finance Department: 2970 Webb Bridge Road, 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<sup>31</sup>.

#### **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.

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<sup>31</sup> This equates to approximately 16%. In keeping with the strong financial management practices that allowed Alpharetta to become one of the few cities in the country with a AAA credit rating (highest available), the city currently maintains a Fund Balance Designation of 21%.

## 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					
Community Development					
Court Services					
City Clerk					
Engineering/Public Works					
Finance					
Solid Waste					
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							
Account	Object	Appropriations	Expenditures	Encumbrances	Balance	Balance %	
PROFESSIONAL DEVELOPMENT		\$2,098.00	\$1,758.34	\$0.00	\$339.66	16.19%	
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		\$3,000.00	\$381.24	\$0.00	\$2,618.76	87.29%	
PURCHASED-PROPERTY SRVC	MAINTENANCE CONTRACTS	\$0.00	\$0.00	\$0.00	\$0.00		
IT Professional Services		\$0.00	\$0.00	\$0.00	\$0.00		
GENERAL SUPPLIES		\$216.00	\$164.06	\$0.00	\$51.94	24.05%	
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	\$2,303.64	\$0.00	\$3,125.36		

## 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.

**City of Alpharetta, GA  
Fiscal Years 2013-2017  
Capital Improvement Program Input Form**

Project Name: Traffic Signal System Maintenance - Mountain  
Department: Engineering & Public Works  
Contact: Pete Deanecker, ext. 1216  
Department Priority: Comprehensive Transportation System, Branching Dynamics and Interplay with Road and Rail  
Project Category: Requiring Studies (Comments)  
Funding Source(s): General Revenue  
Useful Life: 3 to 5 years

Project Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Funding
Design/Studies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land/Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 150,000
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs:						
Response	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs:</b>	<b>\$ 38,000</b>	<b>\$ 150,000</b>				

## 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 to the right depicts the city's monthly CIP financial management report. Project information is segmented by department and provides life-to-date financial information.

**CITY OF ALPHARETTA  
Financial Management Reports  
Capital Project Funds  
General Capital Project Fund Detail (Fund 3011 - life-to-date for active projects)  
As of June 30, 2012**

Account #	Project	Project Snapshot		Carryforward Budget	FY 2012 Appropriations	FY 2012			
		Total Project Authorization	Prior Year Expenditures			Total Budget	Expenditures	Encumbrances	Funds Available
<b>Administration</b>									
30113030-544100-C1103	Land Acquisition	\$ 9,999,951	\$ 5,807,287	\$ -	\$ 4,052,214	\$ 4,052,214	\$ 4,052,214	\$ -	\$ -
30113030-544100-C1246	Convention Center Feasibility Study	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 58,350	\$ 1,610
30113030-544200-C1236	DATA Downtown Planter Project	\$ 75,500	\$ -	\$ -	\$ 75,500	\$ 75,500	\$ -	\$ -	\$ -
	subtotal	\$ 10,125,451	\$ 5,807,287	\$ -	\$ 4,227,714	\$ 4,227,714	\$ 4,167,714	\$ 58,350	\$ 1,610
<b>Finance</b>									
30115100-545400-C1101	Active Filing & Scoring	\$ 25,000	\$ 14,191	\$ 15,509	\$ -	\$ 15,509	\$ -	\$ -	\$ 19,500
30115100-545400-C1102	Finance Software Improvement	\$ 64,971	\$ -	\$ 64,971	\$ -	\$ 64,971	\$ 64,971	\$ -	\$ 95,125
30115100-540400-C1141	Tyler ERP System	\$ 676,637	\$ -	\$ 676,637	\$ -	\$ 676,637	\$ 200,617	\$ 385,820	\$ -
	subtotal	\$ 796,608	\$ 14,191	\$ 792,417	\$ -	\$ 792,417	\$ 300,662	\$ 385,820	\$ 95,625
<b>Information Technology</b>									
30117400-542400-C0030	HR System	\$ 140,652	\$ 140,652	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30117400-542400-C0061	Racke Network Data Infrastructure	\$ 1,796	\$ 50,036	\$ 6,637	\$ -	\$ 6,637	\$ -	\$ 9,566	\$ 61
30117400-542400-C0903	Data Center (Test Equip. & Software)	\$ 112,361	\$ 73,490	\$ 36,961	\$ -	\$ 36,961	\$ 32,264	\$ -	\$ 6,647
30117400-542400-C1103	Network and VOIP	\$ 416,359	\$ 76,678	\$ 339,721	\$ -	\$ 339,721	\$ 281,546	\$ 82,485	\$ 150
30117400-542400-C1105	Fiber Connectivity Phase I	\$ 49,000	\$ 2,841	\$ 42,359	\$ -	\$ 42,359	\$ 18,941	\$ 4,580	\$ 29,338
30117400-542400-C1000	GIS Development	\$ 237,147	\$ 217,916	\$ 2,231	\$ 17,000	\$ 19,239	\$ 12,643	\$ -	\$ 3,596
30117400-542400-C1201	Enterprise Data Mgmt & Disaster Recovery-Data Ctr	\$ 330,000	\$ -	\$ 330,000	\$ -	\$ 330,000	\$ 251,879	\$ 1,859	\$ 78,261
	subtotal	\$ 1,342,355	\$ 583,536	\$ 432,847	\$ 347,000	\$ 779,847	\$ 568,793	\$ 96,491	\$ 112,584
<b>Public Safety</b>									
30131100-5431600-C1249	Firefighter Emergency Baitout System	\$ 65,400	\$ -	\$ -	\$ 65,400	\$ 65,400	\$ 6,195	\$ 67,585	\$ 1,260
30131100-541300-C1111	Ventilation System, Stations 1,2,3,4	\$ 116,120	\$ 286	\$ 117,636	\$ -	\$ 117,636	\$ 117,636	\$ -	\$ 1
30131100-542100-C1001	Motorola Replacements	\$ 13,516	\$ 13,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30131100-542100-C1006	Fire Gear	\$ 135,000	\$ 79,420	\$ 55,580	\$ 50,000	\$ 105,580	\$ 55,618	\$ -	\$ 2,650
30131100-542200-C1002	Public Safety Fleet	\$ 3,650,200	\$ 3,159,170	\$ 75,000	\$ 435,000	\$ 800,000	\$ 358,010	\$ 50,174	\$ 123,905
30131100-542200-C1241	Plume Fire Truck 2011	\$ 487,153	\$ -	\$ 487,153	\$ -	\$ 487,153	\$ 487,153	\$ -	\$ -
30131100-542400-C0062	Automatic Vehicle Locator	\$ 9,044	\$ 9,044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30131100-542400-C1109	Automatic Tone Alert System	\$ 4,960	\$ -	\$ 4,960	\$ -	\$ 4,960	\$ -	\$ -	\$ 4,960
30131100-544400-C1003	Server for Police In-Car Camera System	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 21,921	\$ -	\$ 3,079
30131100-544400-C1204	Security Enhancements (Evidence & Property Btag)	\$ 9,000	\$ -	\$ 9,000	\$ 9,000	\$ 9,000	\$ 1,420	\$ -	\$ 6,580
30131100-544400-C1105	Security Camera System Expansion	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
	subtotal	\$ 5,090,695	\$ 3,735,448	\$ 208,454	\$ 1,116,189	\$ 1,918,647	\$ 1,016,453	\$ 107,759	\$ 192,432

#### **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.

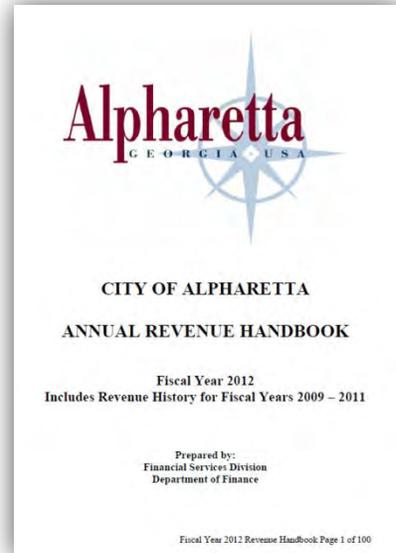
## **F. Rates and Charges**

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 Principles (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 Policies**

### **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 Policies

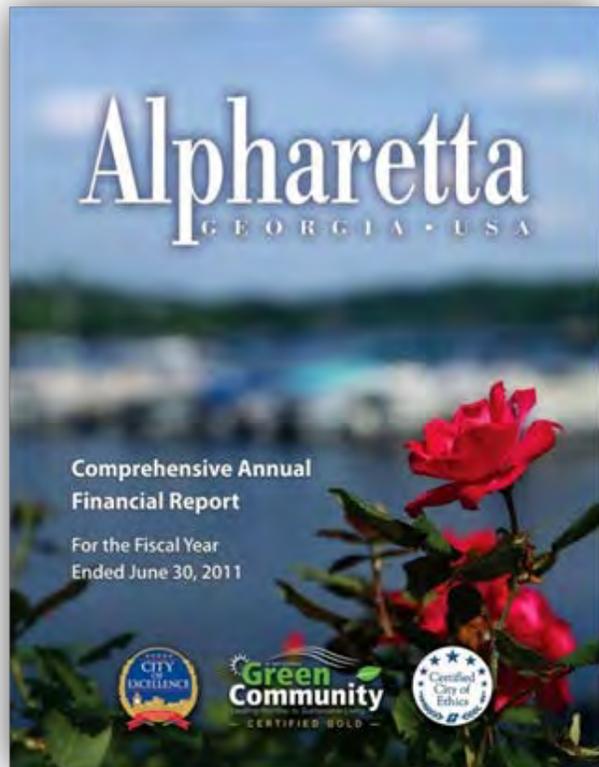
The Department of Finance shall develop and maintain an ongoing system of financial reporting to meet the information needs of the government, authorities, and regulatory agencies. In addition, the City Administrator, Mayor, Council, Department Heads, and the public shall have access to reports to allow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

#### A. Comprehensive Annual Financial Report (CAFR)<sup>32</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.

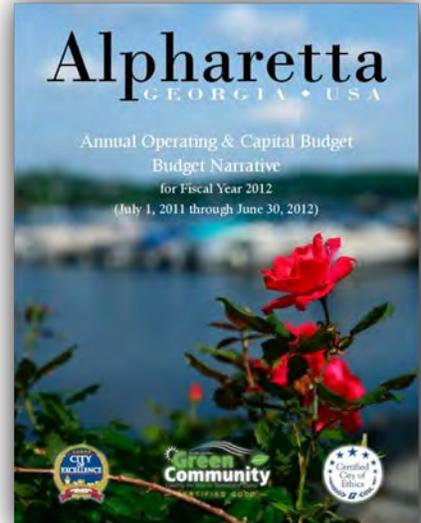
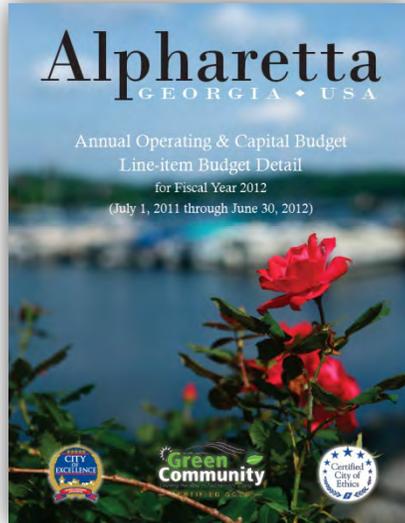


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<sup>32</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

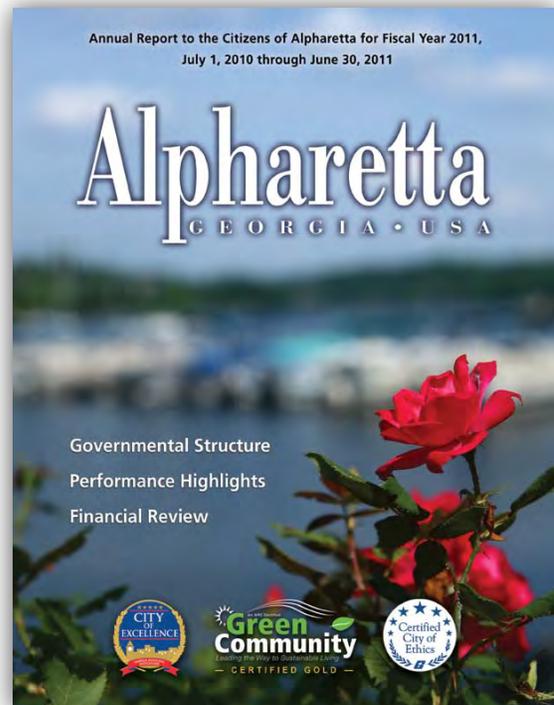
## B. Annual Budget Document<sup>33</sup>

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>10</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)



<sup>33</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

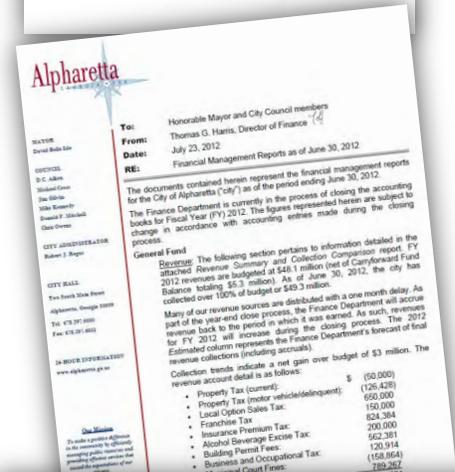
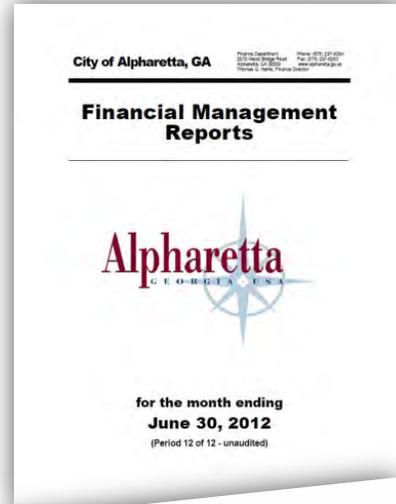
program guidelines. The city shall submit the Annual Citizen's Report to the PAFR program to determine if it is eligible to receive the award.

### D. Financial Reporting to the City Council<sup>34</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.



CITY OF ALPHARETTA  
Financial Management Reports  
General Fund (Unaudited)  
Revenue Summary and Collection Comparison  
For the month ended June 30, 2012

	Current Fiscal Year				Prior Fiscal Year	
	2012 YTD	2012 Collected	% Collected	Variance	2011 YTD	% Collected
<b>Top 10 Revenues:</b>						
Property Taxes	\$ 15,000,000	\$ 15,157,073	99.1%	\$ 157,073	\$ 16,329,200	99.2%
Other Taxes	412,500	2,082,077	52.2%	1,669,577	1,818,700	100.0%
Misc. Vehicle Tax	600,000	888,000	100.0%	288,000	861,711	100.0%
Local Option Sales Tax	11,200,000	11,184,288	99.4%	(15,712)	11,210,200	100.0%
Franchise Tax	4,500,000	3,672,411	81.6%	(827,589)	3,518,965	78.2%
Insurance Premium Tax	1,275,000	2,489,284	194.5%	1,214,284	1,879,200	147.0%
Alcohol Beverage Excise Tax	1,400,000	1,524,844	109.0%	124,844	1,415,845	103.2%
Building Permit Fees	600,000	1,442,361	240.4%	842,361	1,123,520	187.0%
Business and Occupational Tax	200,000	170,244	85.1%	(29,756)	212,210	106.1%
Municipal Court Fines	2,700,000	2,491,138	92.3%	(208,862)	2,718,761	100.7%
Donation and Fund Fees	1,250,000	1,110,000	88.8%	(140,000)	1,000,000	80.0%
HeadMaster Fee (City partner)	\$ 26,022,500	\$ 25,765,000	99.0%	\$ (257,500)	\$ 25,210,000	97.3%
<b>Other Revenues:</b>	2,000,775	2,110,950	105.5%	110,175	1,928,000	96.0%
<b>Total Revenues</b>	<b>\$ 48,119,275</b>	<b>\$ 48,287,550</b>	<b>100.4%</b>	<b>\$ 168,275</b>	<b>\$ 49,832,211</b>	<b>102.4%</b>
Carrollwood Fund Balance		5,303,366				

<sup>34</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## **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.

## **Section IX: Debt Management Policies**

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 payments (interest and principal) and reserve requirements for all debt 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.



**Alpharetta Community**



**Lake Windward**

Fiscal Year 2013 Operating & Capital Budget Narrative

# Community Profile

## 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
Population:	58,975
Median Age:	36.8 years
Per Capita Personal Income:	\$42,431
Area:	27 square miles
Bond Rating:	
Moody's Investor Service	Aaa
Standard & Poor's	AAA

## Population, Personal Income, and Employment

### City of Alpharetta DEMOGRAPHIC AND ECONOMIC STATISTICS Last Ten Fiscal Years

Fiscal Year	Population <sup>1</sup>	Personal Income	Per Capita Personal Income <sup>2</sup>	Median Age <sup>3</sup>	Education Levels in Years of Formal Schooling <sup>4</sup>	School Enrollment <sup>4</sup>	Unemployment Rate <sup>2</sup>
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
2009	52,334	2,470,060,132	47,198	36.3	16.0	11,639	3.6
2010	52,508	2,042,193,644	38,893	36.3	16.0	11,417	3.2
2011	57,571	2,442,795,101	42,431	36.8	16.0	11,022	7.8

Data sources:

1. Bureau of the Census/County Regional Planning Commission
2. State Department of Labor
3. State Department of Commerce
4. School District, with school enrollment for fiscal year 2006 estimated based upon trend data. Reduction in school enrollment in 2009 due to adjustment for incorporation of City of Milton

Note: 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. School enrollment is based on the census at the start of the school year.

### City of Alpharetta PRINCIPAL EMPLOYERS Current Year and Nine Years Ago As of December 31

Employer	2010			2001*		
	Employees	Rank	% of Total City Employment	Employees	Rank	% of Total City Employment
ADP	2,097	1	2.50%	–	–	–%
McKesson HBOC	2,050	2	2.50	1,722	4	1.48
LexisNexis	1,076	3	1.20	–	–	–
Verizon	919	4	1.10	1,500	5	1.29
Hewlett Packard	838	5	1.00	–	–	–
Equifax	709	6	0.90	–	–	–
E Trade Financial	667	7	0.80	–	–	–
Cox Communications	636	8	0.80	–	–	–
Alcatel-Lucent Technologies	540	9	0.70	1,119	6	0.96
Radiant Systems	515	10	0.60	1,000	8	0.86
AT&T Mobility	–	–	–	2,700	1	2.32
Comcast Cable	–	–	–	–	–	–
Nortel Networks	–	–	–	2,700	2	2.32
Compaq	–	–	–	1,810	3	1.55
WorldCom	–	–	–	1,000	7	0.86
MetLife	–	–	–	800	9	0.69
Choice Point	–	–	–	650	10	0.56
	<b>10,047</b>		<b>12.10%</b>	<b>15,001</b>		<b>12.89 %</b>

Source: City of Alpharetta Community Development Department

\*Note: Information for top 10 employers was not available for 2002, therefore 2001 data was used.

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

### City of Alpharetta ASSESSED VALUE AND ESTIMATED ACTUAL VALUE - ALL TAXABLE PROPERTY Last Ten Fiscal Years

Fiscal Year	Real Property		Personal Property		Less: Tax Exempt Real Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of Actual Value
	Residential	Commercial	Motor Vehicles	Other					
2002	\$824,109,741	\$1,555,238,056	\$125,069,600	—	\$134,442,791	\$2,369,974,606	7.48	\$6,261,043,493	40.00%
2003	950,097,600	1,655,525,492	149,126,970	180	193,552,450	2,561,197,792	7.23	6,886,875,605	40.00%
2004	1,039,727,230	1,719,450,312	162,044,513	45,870	287,138,088	2,634,129,837	7.00	7,303,169,813	40.00%
2005	1,101,782,470	1,852,175,974	166,615,420	18,563	291,445,159	2,829,147,268	7.00	7,801,481,068	40.00%
2006	1,240,207,540	1,825,547,513	180,951,120	72,799	317,149,382	2,929,629,590	7.00	8,116,947,430	40.00%
2007	1,518,944,750	2,040,496,402	191,384,580	11,180	357,722,090	3,393,114,822	6.60	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	6.25	11,115,803,363	40.00%
2009	2,073,091,570	2,873,418,525	209,980,220	24,950	479,617,470	4,676,897,795	5.75	12,891,288,163	40.00%
2010	2,050,816,880	2,721,970,449	212,426,680	29,658	486,085,608	4,499,166,059	5.75	12,463,129,168	40.00%
2011	1,966,548,340	2,634,434,718	193,069,470	85,922	546,731,438	4,247,407,012	5.75	11,985,346,125	40.00%

Source: Georgia Department of Revenue, Property Tax Division

Notes: 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.

Estimated actual value is calculated by dividing the assessed value by those percentages. Tax rates are per \$1,000 of assessed value.

Real property values include tax-exempt property.

Homestead exemption was increased to \$20,000 per household in fiscal year 2001.

Homestead exemption was increased to \$30,000 per household in fiscal year 2008.

Homestead exemption was increased to \$35,000 per household in fiscal year 2011.

### City of Alpharetta PROPERTY TAX RATES - ALL OVERLAPPING GOVERNMENTS Per \$1,000 of Assessed Value Last Ten Fiscal Years

Fiscal Year	Tax Year	City of Alpharetta			Fulton County			School District			State	Direct & Overlapping Rates
		General Obligation			General Obligation			General Obligation				
		Operating Millage	Debt Service Millage	Total City Millage	Operating Millage	Debt Service Millage	Total County Millage	Operating Millage	Debt Service Millage	Total School Millage		
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
2011	2010	4.215	1.535	5.750	10.281	0.000	10.281	18.502	0.000	18.502	0.250	34.783

Source: 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.

**City of Alpharetta**  
**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
2002	2001	\$16,653,908	\$16,279,679	97.75%	\$341,534	\$16,621,213	99.80%
2003	2002	17,449,433	17,136,171	98.20	285,801	17,421,972	99.84
2004	2003	17,211,439	16,935,962	98.40	257,172	17,193,134	99.89
2005	2004	18,188,180	18,188,800	100.00	(16,486) <sup>1</sup>	18,172,314	99.91
2006	2005	19,556,666	19,227,210	98.32	302,259	19,529,469	99.86
2007	2006	21,345,278	20,926,995	98.04	395,199	21,322,194	99.89
2008	2007	23,626,058	23,144,721	97.96	446,659	23,591,380	99.85
2009	2008	25,158,928	24,170,200	96.07	929,707	25,099,907	99.77
2010	2009	24,787,156	24,113,565	97.28	552,995	24,666,560	99.51
2011	2010	23,238,644	22,902,145	98.55	-	22,902,145	98.55

1. There was a change to the 2004 digest which resulted in refunds.

**City of Alpharetta**  
**PRINCIPAL PROPERTY TAXPAYERS**  
**Current and Nine Years Ago**

Taxpayer	2009			2001		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Sanctuary Park Realty Holding	\$66,006,080		1.55%	-		-
GGP North Point Inc	62,025,560		1.46	\$30,456,480	1	1.29
Duke Realty	56,100,340		1.32	-		-
CH Realty IV Royal Centre LLC	34,590,260		0.81	-		-
Cousins Properties	33,306,810		0.78	-		-
Amlı Residential LP	26,562,390		0.63	-		-
Gardner Drive	26,000,000		0.61	17,600,000	3	0.74
Metropolitan Life Insurance Co	25,076,340		0.59	-		-
CP Venture Two LLC	22,237,600		0.52	-		-
AT & T <sup>1</sup>	20,020,680		0.47	17,160,000	4	0.72
HBO & CO of GA	-		-	18,137,590	2	0.77
Norwind Partners LP	-		-	15,840,740	5	0.67
Allianz Life Insurance	-		-	12,125,830	6	0.51
Digital Equipment Corp	-		-	11,633,950	7	0.49
Weeks Realty LP	-		-	10,718,160	8	0.45
Wade William J TR Equifax Bus. Trust	-		-	10,670,440	9	0.45
Opus South Corporation	-		-	10,603,650	10	0.45
	<b>\$371,926,060</b>		<b>8.74%</b>	<b>\$154,946,840</b>		<b>6.54%</b>

Source: Fulton County Board of Assessors

1. In 2001 there were two locations for the AT&T and State Farm Mutual Auto, each of which were individually a top ten taxpayer.

**City of Alpharetta**  
**SALES TAX RATES - ALL OVERLAPPING GOVERNMENTS**  
**Last Ten Fiscal Years**

Fiscal Year	State of Georgia	Local Option Sales Tax	Metropolitan Atlanta Regional Transportation	Fulton County Board of Education	Total Overlapping Rates
2002	4.9%	1.9%	1.9%	1.9%	7.6%
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
2010	4	1	1	1	7
2011	4	1	1	1	7

*Source: 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.*

*The City of Alpharetta received 5.29% of the Local Option Sales Tax collected on a county-wide basis.*



## Operating Indicators by Function

### City of Alpharetta OPERATING INDICATORS BY FUNCTION Last Nine Fiscal Years

<b>Function</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>
<b>General government</b>									
Ordinances approved	12	20	35	40	30	30	25	30	22
Special events held	62	62	65	61	35	38	39	38	38
Court cases heard	21,336 <sup>1</sup>	9,859	12,449	12,428	12,527	12,342	12,499	12,342	11,733
Bond rating	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AA+	Aa1-AA+	Aa1-AA+	Aa1-AA+
Software applications supported	173	172	179	80	70	68	66	60	55
Grants managed	43	40	30	34	34	26	17	16	-
<b>Police</b>									
Calls for service	74,773	82,499	74,966	98,223	80,229	52,056	45,731	52,056	50,266
Part 1 crimes reported	1,486	1,676	1,126	1,899	2,077	1,922	1,445	1,727	1,661
Traffic citations issued	21,561	23,621	18,727	17,519	19,197	16,100	15,290	22,860	24,757
<b>Fire</b>									
Incident responses	5,410	6,143	6,197	5,939	5,590	5,113	5,119	4,909	4,472
Average response time	6:18	6:46	6:24	4:23	5:24	5:29	12:04	12:04	12:04
Fire safety programs conducted	146	145	126	100	395	203	299	203	321
Inspections conducted	7,269	7,216	7,404	5,093	6,456	4,646	5,753	4,646	3,619
<b>Highways and streets</b>									
Traffic signals timed	50	40	56	N/A	82	N/A	41	N/A	N/A
Average days to repair pothole	1	1	2	1	2	25	2	25	N/A
Stormwater plans reviewed	133	103	161	260	224	68	60	68	82
<b>Community development</b>									
New building permits issued	2,516	2,360	3,352	3,692	4,821	3,855	3,800	3,855	3,794
Parcels annexed	-	1	-	2	36	352	352	352	91
<b>Culture and recreation</b>									
Park acres maintained	312	311	311	306	306	300	306	300	300
Greenway acres maintained	206	205	205	200	200	200	200	200	200
Annual program registrants	20,106	20,132	21,135	23,597	23,777	23,500	23,791	23,500	23,612

Source: Various City departments

Note: Indicators are not available prior to 2003

1. The City purchased new court management software which allowed them to process court cases more efficiently.

## Capital Asset Statistics by Function

### City of Alpharetta CAPITAL ASSET STATISTICS BY FUNCTION Last Ten Fiscal Years

<i>Function</i>	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
<b>Police</b>										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units and support vehicles	146	139	145	138	115	110	97	89	86	72
Police motorcycles	7	7	7	6	5	6	6	4	6	6
<b>Fire</b>										
Fire stations	6	6	6	6	6	6	4	5	5	5
Ladder units - in service	1	1	1	1	2	2	3	2	2	2
Ladder units - reserve	1	1	1	1	-	-	1	1	1	1
Pumper units - in service	6	6	6	6	6	6	5	5	5	5
Pumper units - reserve	2	2	2	2	2	2	2	2	2	2
<b>Highways and streets</b>										
Streets - paved (miles)*	214	218	270	270	270	257	217	211	206	200
Streets - unpaved (miles)	1	1	1	2	2	2	1	2	2	2
Sidewalk (miles)	205	205	202	204	170	143	116	N/A	N/A	N/A
Drainage - piped (miles)	100	100	100	99	99	90	40	40	40	35
Drainage - open (miles)*	40	40	165	165	165	157	140	140	140	143
<b>Culture and recreation</b>										
Parks - active and passive	15	14	11	9	9	9	9	7	7	7
Park acreage	764	762	762	757	760	769	769	769	764	537
Greenway and walking trails (miles)	12	11	11	11	11	11	11	10	6	6
Adaptive athletic fields	1	1	1	1	1	1	1	-	-	-
Athletic fields	28	29	28	29	29	29	29	29	28	28
Equestrian facilities	1	1	1	1	1	1	1	1	1	1
Hockey rinks	2	2	2	2	2	2	2	2	2	2
Swimming pools	1	1	1	2	2	2	2	2	2	1
Tennis courts	17	17	17	17	17	17	17	17	17	11
Recreation buildings	20	20	18	18	11	11	11	11	11	7
Playgrounds	8	7	7	7	7	6	6	5	4	4
Picnic shelters/restrooms	33	31	31	29	24	23	23	23	21	15

Sources: Various government departments

Note: Capital asset indicators are not available for the general government function

\* Change due to update of GIS records



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## Fiscal Year 2013 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 *Acronyms/Abbreviations* 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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